MODULE 3
Managing a team according to project objectives

SPECIFIC OBJECTIVES:

Upon completing the course, participants will be able to:

- Identify at least five elements that distinguish high performance teams,
- Better evaluate their own role and that of others, in the teams they are part of,
- Recognize the importance of having a clear final objective as a key element for mobilizing teams,
- Apply leadership strategies to foster change and innovation more effectively,
- Understand basic notions of organizational learning and recognize its importance in developing high performance teams,
- Utilize basic dialogue tools for more effective coordination within their teams.

CONTENT:

The module includes the following sections:

1. **Introduction**: The introductory section allows participants to get to know each other, course objectives and limits are clarified and the course timetable and rules are presented.

2. **Building high performance teams:** This section explores basic ideas around the concept of a team: What is a team? How to build a team? What's the role of each person within a team/organization? How to assign tasks and responsibilities within a team? Key notions to be explored: *Team, Objectives, High performance, Role, Interaction.*

3. **High performance environment and leadership**: This sections focuses on the key elements that make effective teams and, particularly, on leadership as the art of creating movement. Key notions to be explored: *Leadership, Systems, High Performance, Win-win, Learning, Monitoring.*

4. **Keeping results in mind:** This section shows the value of having objectives clearly defined prior to action to increase team effectiveness, and illustrates the need for alignment, creativity and innovation within a high performance team. Key notions to be explored: *Objectives, Results, Innovation, Alignment.*

5. **Leadership, meaning and conversation:** This section focuses on the subject of learning as a key factor for team improvement, covers the type of dialogue necessary for good coordination and shows why dialogue is central to overcoming obstacles and conflicts. Key notions to be explored: *Learning, Dialogue, Coordination, Conflict.*

6. **Course evaluation and conclusion:** Participants look back at the ground that has been covered during the course and prepare how they will apply what they have learned. Participants give feedback about the course and make recommendations for ways of improving it.