# Leading Teams



In today's volatile, uncertain, complex, and ambiguous (V.U.C.A) environment, teams have become the bedrock of performance and innovation in organisations. It's time to equip your people with the know-how to succeed.

Teams are ubiquitous in organisations and are central to how things get done. Organisations need to know how to get the best from leaders and their teams. Teams win or fail together, and it is crucial that leaders, managers, and team members are provided with the skills, knowledge and practical know-how to succeed.

Increasingly, knowledge workers are members of multiple teams and developing an understanding of team fundamentals ensures that teams can mobilise quickly to respond to organisational needs and tasks.

The programme will be an appropriate blend of theory and practice. Participants will have the chance to deepen their own self-awareness and develop a grounded approach to teamwork. There is an opportunity to work through your own team case study to ensure that the learning you take away is directly relevant and tailored to your unique context.

## Taught Modules

**MODULE ONE**
– Fundamentals of effective teams
– Leveraging team talent and understanding team roles (using Belbin)
– Building a high-performance team

**MODULE TWO**
– Working through your case study team
– Strategies for improving team performance
– Developing a team scorecard

**MODULE THREE**
– Coaching the team and the system

## Application Criteria

Applicants should:

Have a management or leadership role and be responsible for a team

Be willing to seek 360 feedback from the organisation

Be committed to personal development

Have a minimum of 8 years organisational experience

## Who should do this course:

This programme is suitable for anyone interested in improving teams! –leaders, managers, team members, HR, L&D, professional coaches, project managers, business owners.

It is available through open enrolment or can be delivered on a customised basis for organisations.

## What does the course cover:

In advance of the programme, participants will complete an online self-assessment & 360 assessment on the type of roles they like on teams and the roles others observe them taking.

This short programme is divided into three diverse modules enabling flexibility of learning for participants:

### Module One
Module one will provide insight, technique and opportunity for interactive class discussions on the fundamentals of team effectiveness and strategies for building high performance teams.

You will receive an individual report on your team role preferences and the roles others see you taking. This will enable peer group work on how distinct roles complement each other to leverage talent on teams.

### Module Two
In advance of the second module, participants will have the opportunity to complete a team diagnostic. This will form the basis of your own personal case study to enable you to build practical solutions that can be readily implemented to embed the learning in real time.

### Module Three
This module will cement the learning and ensure that you have sustainable skills after programme completion. It will be an opportunity to reflect on the strategies that you implemented from Modules One and Two, share learning and gain clarity on your next steps and objectives.

There will be a focus on honing your communication skills, which are vital for developing high performance teams; creating more collaborative cultures; and increasing organisational awareness and performance.

## Faculty:

This programme is led by Professor Melissa Sayer who has an extensive track record of coaching leaders, managers and teams in private and public organisations, and has been responsible for many teams during her own career in Ireland and the U.K.

Melissa is responsible for the Leadership Development programme on the Trinity MBA and our customised team development and coaching programmes. She is currently undertaking a doctorate on the contribution of team coaching to organisational learning.

## Benefits

1. Understanding how to leverage talent on your team
2. Working with your own live case study and leaving the programme with a clear action plan for implementation in your organization
3. Engaging with your team's key stakeholders and demonstrating that you and your team are open to feedback and committed to the highest performance
4. Enhanced communication and coaching skills to ensure that you influence change in a sustainable way

"All of the leaders I am talking to are focused on wanting to get the best from their team. They recognise that this takes know-how, discipline and a sense of humour. The successful ones have developed their leadership competencies and are open to feedback. This programme provides that opportunity"



Melissa Sayer,
Programme Director
Trinity Business School

## Contact us

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www.tcd. ie/business/
executive- education/



## What participants say:

" Having worked with Melissa before, I was very happy to ask her to support our managers with developing their leadership skills. The results exceeded my expectations, within a couple of months visible results could be seen in their teams. Meetings are speedier and more productive and decisions are implemented promptly. "

Senior Manager,
Retail Industry

"As a manager of an already existing team, the programme has given me a great framework, which is simple to follow and understand. It gives you great exercises to follow, which can help with team building activities and the discussion topics help shape your team/group as a whole. "

Senior Manager,
Tech Industry



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