

**Outline for 1/2 day Workshop *Developing & Sustaining High Performing Teams*
for Senior Managers & Team Leaders**

09/25/2014

| Minutes | Section | Topic | Description | Learning Objectives |
|----------------|----------------|---|--|--|
| 15 | I | Introduction | Introductions, overview of the session and objectives, agreement on ground-rules. | |
| 60 | II | Characteristics of a High Performing Team | Explore characteristics of a high performing team, the connection with innovation, what differentiates a team from a group, the importance of engagement for teams, and ways to build a resilient team. | <ul style="list-style-type: none"> • Describe the value and characteristics of a high performing, learning culture and teams • Describe connections between high performance, learning, innovation, and resilience |
| 45 | III | What is Performance Management? | Discuss performance management--a process of creating a work environment in which team members are enabled to perform to the best of their abilities--as a framework for managing teams. Outline the performance management cycle including goal setting, and ongoing communication and feedback. | <ul style="list-style-type: none"> • Describe the Performance Management cycle |
| 90 | IV | Skills for Leaders: The Leader Coach | Discuss the role a "leader coach" can play in building high performing teams. Explore coaching skills for leaders including mindful listening, questioning, goal setting, and monitoring. Learn how assumptions can get in the way of effective coaching by learning the Ladder of Inference model. Practice coaching scenarios. | <ul style="list-style-type: none"> • Describe characteristics of a leader coach • Apply the coaching skills of mindful listening, questioning, and goal setting |
| 15 | V | Conclusion | Review main concepts and skills from the day. | <ul style="list-style-type: none"> • Summarize main concepts |

**Outline for 1 day Workshop *Developing & Sustaining High Performing Teams*
for Mid-Level Managers & Team Leaders**

09/26/2014

| Minutes | Section | Topic | Description | Learning Objectives |
|----------------|----------------|---|--|--|
| 30 | I | Introduction | Introductions, overview of the session and objectives, agreement on ground-rules. | |
| 90 | II | Characteristics of a High Performing Team | Explore characteristics of a high performing team, the connection with innovation, what differentiates a team from a group, the importance of engagement for teams, and ways to build a resilient team. | <ul style="list-style-type: none"> • Describe the value and characteristics of a high performing, learning culture and teams • Describe connections between high performance, learning, innovation, and resilience |
| 60 | III | What is Performance Management? | Discuss performance management--a process of creating a work environment in which team members are enabled to perform to the best of their abilities--as a framework for managing teams. Outline the performance management cycle including goal setting, and ongoing communication and feedback. Practice writing cascading goals using the SMART model. | <ul style="list-style-type: none"> • Describe the Performance Management cycle • Write (and coach others to write) clear performance objectives |
| 120 | IV | Skills for Leaders: The Leader Coach | Discuss the role a “leader coach” can play in building high performing teams. Explore coaching skills for leaders including mindful listening, questioning, goal setting, and monitoring. Learn how assumptions can get in the way of effective coaching by learning the Ladder of Inference model. Examine the role of intercultural dynamics in the coaching process. Practice coaching scenarios. | <ul style="list-style-type: none"> • Describe characteristics of a leader coach • Apply the coaching skills of mindful listening, questioning, and goal setting |
| 60 | V | Conclusion | Review main concepts and skills from the day. Develop personal action plans. | <ul style="list-style-type: none"> • Write an action plan |