

## BUILDING TEAMS AND ENHANCING TEAM PERFORMANCE

	Elements of Teamwork	Managing Conflict	Decision Participation	Leadership Style	Influence Skills
Length	2 hours	4 hours	2 hours	4 hours	4 hours
Objectives	<ul style="list-style-type: none"> <li>• Use an understanding of the stages of team development to enhance team performance</li> <li>• Ensure the building blocks of effective teams are in place to enhance teamwork and cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Identify different types of conflict and their effects on work relationships and results</li> <li>• Identify your primary style for handling conflict and understand how it impacts effectiveness</li> <li>• Choose the appropriate approach to resolve conflict and reach agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the factors that impact the choice of decision style</li> <li>• Use the appropriate method for involving others to ensure high-quality decisions and the acceptance of decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Understand your preferences for gathering information and making decisions</li> <li>• Understand how your preferences contribute to your strengths and weaknesses as a manager and as a team member</li> <li>• Work more effectively with people whose style is different from your own</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the influence tactics used by effective managers</li> <li>• Use influencing skills effectively to gain commitment from others</li> <li>• Develop an influence plan to gain support from the people whose commitment you need to achieve your key business challenge</li> </ul>
Topics	<ul style="list-style-type: none"> <li>• How is a team different from a group?</li> <li>• The stages of team development</li> <li>• Elements of effective teamwork</li> <li>• Enablers and barriers to effective teamwork</li> <li>• Case study</li> <li>• Assessing your team and planning for improvement</li> </ul>	<ul style="list-style-type: none"> <li>• The positive and negative effects of conflict</li> <li>• Understanding the dynamics of a conflict</li> <li>• Five styles for managing conflict</li> <li>• Action steps for managing conflict productively</li> <li>• Skill development—role play</li> </ul>	<ul style="list-style-type: none"> <li>• Factors that determine decision style</li> <li>• Three primary decision styles</li> <li>• Clarifying your personal decision style</li> <li>• Case studies—How would you handle it?</li> <li>• Application to an on-the-job situation</li> </ul>	<ul style="list-style-type: none"> <li>• The four preferences and the 16 leadership styles</li> <li>• Reviewing your individual profile and clarifying the strengths and weaknesses of your style</li> <li>• Team problem-solving exercise: how your style impacts individual and team effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Degrees of support</li> <li>• Overview of 11 proactive influence tactics</li> <li>• Core tactics—reasoning, inspiring, consultation, and collaboration</li> <li>• Skills for using the core tactics effectively</li> <li>• Developing an influence plan</li> </ul>