UCLA ANDERSON
LEADING HIGH PERFORMING TEAMS

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Inaugural Program: December 7-9, 2020
Effective Team Management for Extraordinary Outcomes

“Organizations must harness the full power of teamwork in order to drive the productivity, innovation and agility required for success in today’s global, digital marketplace. This program will give you the skill-set you need to build and lead teams for maximum organizational impact.”

CORINNE BENDERSKY
Program Faculty Director
Professor of Management and Organizations
UCLA Anderson

Teams have emerged as the go-to work arrangement for solving cross-functional problems, making difficult decisions, generating ideas, and managing crises. Advances in communication technology have also opened up the opportunity for globally dispersed teams.

However, building and sustaining high functioning teams is a complex task, while poorly constructed and led teams often create more problems than they solve.

This program develops a foundational understanding of the frameworks, best practices, and toolkits needed to select, mobilize, and organize teams to innovate and achieve organizational goals.

The Rise of Teamwork in the Modern Organization

A recent survey reveals the clear benefits for organizations adopting the team-based model.

Significant improvement in performance 53%
Minimal improvement in performance 21%
No change in performance 6%
Minimal reduction in performance 5%
Significant reduction in performance 3%
NA/don’t know 11%

The Program

Program Fee: $6,500 (US)
The fee includes tuition, all learning materials and most meals. Participants are responsible for their own travel and accommodations; special rates at campus hotels are available.

Location:
UCLA Anderson School of Management,
Los Angeles, California

Inaugural Program: December 7–9, 2020

The program is a three-day deep dive on how to build and lead high performing teams for maximum impact on the modern organization. Participants will acquire the analytical and interpersonal skills to optimize team performance by diagnosing complex team dynamics and taking appropriate action to improve team functioning. Communication and coordination of team members is a key focus, with special attention given to virtual, global, cross-functional, action, and creative teams.

The Program

PROGRAM SESSIONS

Day 1

• Introduction
• Team Frameworks (GRIPs)
• Team Coaching Skills
• Emergent States & Conflict Management
• Diverse Team Collaboration & Inclusion

Day 2

• Team Processes & Coordination
• Team Structures: Power, Influence & Control
• Leadership Styles
• Everest Simulation

Day 3

• Cross-Functional & Distributed Teams
• Incentives
• Team Collaboration Tools
• Extraordinary Outcomes
• Bringing It All Together

THE UCLA PROGRAM EXPERIENCE

Experiential Learning
Exposure to new knowledge is only the starting point for a successful learning experience. This program employs a carefully sequenced combination of learning elements to ensure maximum applicability of the acumen, frameworks and insights that you take away.

• Case discussion
• Team exercises
• Simulation
• Leadership assessment
• Coaching

Peer Learning
You will gain as much from your interaction with fellow participants as you will from our faculty; and the program provides ample opportunities—both structured and unstructured—to learn and grow with your peers.

Program Support
During your three days on campus, our dedicated program team take care of all the details so that you can focus your attention on what matters—mastering the theory and practice of building and leading high performing teams.

The dates, session topics, instructors and fees listed are subject to change.
Our distinguished faculty draw upon their original research and vast teaching experience to create a groundbreaking program that delivers the mind-set and skills essential to the development of the next generation of leaders.

**Corinne Bendersky**  
Program Faculty Director, Professor of Management and Organizations  
“An effective leader will encourage group members to share their task-related knowledge and make sure this information is appreciated, regardless of the status position of the person providing it. A leader should equalize the opportunity for other members to participate.”

**Ian Larkin**  
Associate Professor of Strategy  
“We hear all the time that competitive advantage is about human capital—attracting, retaining and appropriately motivating the best employees. In my research and teaching, I aim to put science behind the question of how firms can use HR policies to generate sustainable improvement in their productivity and profits.”

**Jennifer Whitson**  
Associate Professor of Management and Organizations  
“Strategy is better based on reality, not tempting illusions.”

**Eugene M. Caruso**  
Associate Professor of Management and Organizations and Behavioral Decision Making  
“I want my students to think more like behavioral scientists, and rigorously learn from data, rather than like intuitive scientists—which we all are by default, just through our experiences in the world.”

**Iris Firstenberg**  
Adjunct Professor of Management and Organizations  
“Complex systems include uncertainties, which are the unfolding of events outside the known scope of possibilities. Within these systems we forge disruptive innovations by thinking in provocative and novel ways. My courses focus on these thinking strategies.”

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**LEARNING OBJECTIVES & OUTCOMES**

- Understand and employ the GRIPs Framework (goals, roles, interpersonal norms and processes) to intentionally improve team performance
- Describe and model inclusive leadership behaviors and conflict management skills to engage diverse and dispersed teams
- Analyze the impact of various team power, influence, and control dynamics and tactics when structuring teams within hierarchical and networked organizations
- Evaluate coaching and feedback methods to optimize engagement and outcomes
- Apply Design Thinking and Agile Methodologies to increase team innovation and problem solving skills
The Participants

Directors, managers and project managers from major corporations to growth-phase startups who need the acumen, frameworks and best practices to select, mobilize, and organize teams for innovation and organizational success.

**The program focuses on three overlapping spheres of action required for building and leading high performing teams.**

- **ORGANIZATION**
  - Select and develop team leaders who have a growth mindset that creates conditions for teams to be iterative, open, inclusive and effective

- **TEAM**
  - Create purpose driven teams that embrace multidisciplinary collaboration, foster inclusion of diverse perspectives and empower agile decision-making

- **SELF**
  - Create effective teams that embrace multidisciplinary collaboration, foster inclusion of diverse perspectives and empower agile decision-making

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Alice is the director of operations, North America for a major healthcare company. She has been tasked to address the deeply siloed and hierarchical management culture that has been hindering the roll-out of a digital customer care platform designed to restore the client-focus of the business.

Roger is VP of strategy at a tech startup where exponential growth and an over-stretched founder/CEO have created a series of isolated fiefdoms that can no longer coordinate their efforts sufficiently to maintain the innovation and agility required in a highly competitive marketplace.

Sylvia is a finance manager at a major automotive company. Her responsibilities include ensuring the smooth flow of accurate information between Marketing and Finance. Cross-functional teams look like the solution for longstanding friction between the two departments but Sylvia has limited experience leading and building teams.

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The program is a great opportunity for organizations to send cross-functional teams to develop best practices around teamwork and a game plan for their wider dissemination back in the workplace.
UNIQUELY UCLA

UCLA Anderson Executive Education has been a leader in executive development since 1954. Our program builds upon this proud tradition and the groundbreaking research, teaching and industry experience of our faculty to deliver powerful frameworks that will give you the skill-set you need to build and lead teams for maximum organizational impact.

UCLA is a globally renowned academic powerhouse but it is also uniquely entrepreneurial and individualistic, open-minded and curious, intellectually challenging and deeply caring for the communities in which we live. We are focused on stretching intellectual horizons, but we never forget our geographical roots and the place from which we draw strength and purpose.