



**CALIFORNIA INSTITUTE OF TECHNOLOGY**  
INDUSTRIAL RELATIONS CENTER

**Caltech**



# Developing and Sustaining a High-Performance Team

Process and Skills for Achieving the Potential of Teams

DEVELOPING MANAGERIAL POTENTIAL

**Course Leader**

Michael D. Sheean

Special Section on  
**Virtual Teams**

innovate > integrate > accelerate

[WWW.IRC.CALTECH.EDU](http://WWW.IRC.CALTECH.EDU)

# Developing and Sustaining a High-Performance Team

## Comments From Past Participants

“The team diagnostics and the tools to introduce team members to one another are very helpful. The instructor’s expertise and class interaction are great.”

**Galen P. Carver, M.S., P.E.**

*Chief Management Official  
Coordinating Office for Terrorism  
Preparedness and Emergency  
Response  
CDC, Atlanta, GA*

“I will be applying several aspects of the course to my work. The instructor’s informal style was conducive for learning and participating. The case studies and examples provided were very helpful.”

**Thomas K. Morgan, Jr.**

*Project Manager, R&D  
Berlex Biosciences*

“The team exercises and videos are very valuable. The content in this course offered a good balance on theory and how to overcome weaknesses.”

**Wesley Hale**

*Director, Hardware Engineering  
Emulex Corporation*

## Course Information

### Business Issues Addressed

**The competitive pressures of rapidly changing domestic and global markets require organizations to rely on virtual teams, project teams, product development teams, and autonomous work teams.**

Attend *Developing and Sustaining a High-Performance Team* to get the toolkit you need to guide your team to continuously perform at peak levels and adapt quickly to escalating demands.

### Specifically, you’ll learn to:

- Lead virtual teams effectively
- Build team member capabilities and contributions
- Develop a collaborative team culture and reduce conflict
- Recognize and deploy team member strengths
- Anticipate issues and facilitate team member interaction
- Deal with the special challenges of project teams, virtual teams, and self-directed teams
- Enhance team problem solving and decision making

### Key Topics

#### The Role of Teams for Leading Change

- Managing and leading as complementary systems of action
- The unique contributions of teams
- Teams as a major force for leadership in organizations

#### Building High Performance Teams

- Recognize the four dimensions of a team
- Pursue the characteristics of high performance teams

#### Overcoming Obstacles to Team Performance

- Facilitate team development
- Establish explicit team norms and expectations
- Foster a collaborative team climate
- Exercise leadership skills in pursuit of team goals
- Encourage open and candid communication

#### Achieving the Full Potential of Virtual Teams

- The special challenges of virtual teams
- Gaining cooperation quickly
- Facilitative leadership practices
- Strategies for developing trust in virtual teams
- Recognizing the critical role of leadership



innovate > integrate > a

> CALTECH



# Course Leader

## Understanding Motivation and Behavior in Teams

- Recognize the significance of the motivational value system
- Deploy the strengths, as well as the knowledge and skills, of team members
- Acknowledge and validate team member contributions
- Harness the power of 'feedforward' as a developmental process

## Enhancing Team Problem Solving and Decision Making

- Recognize the key elements of effective problem solving and decision making
- Overcome the principal barriers to problem solving and decision making
- Use cognitive diversity, independence, and decentralization for collective decisions
- Overcome groupthink and passivity
- Develop a learning mindset

## Providing Effective Team Leadership

- Becoming a learning leader
- Anticipative leadership
- Key steps for leading successful change
- Recognize leadership as a dynamic interpersonal process
- Lessons from experience with teams

Earn 14 PDU's



**Caltech Industrial Relations Center is a recognized provider registered with the PMI Registered Educational Provider Program (PMI® R.E.P.).**

*PMI and the PMI Registered Education Provider logo are registered trademarks of the Project Management Institute, Inc.*

Earn up to 15 CPE's



The California Institute of Technology Industrial Relations Center is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE

Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. Web site: [www.nasba.org](http://www.nasba.org)

**Michael D. Sheean** specializes in assessing organizational needs and helping to facilitate solutions to pressing organizational issues. He works with a variety of technical and service organizations focusing on leadership, team development, communication, and change. His clients have included ARCO, AT&T, Brooktree, Canadian Pacific, Computer Sciences Corporation, Northrop Grumman, Rockwell International, Southern California Edison, Tektronix, Terminal Data, Toyota Motor Sales, Tronomed, and Unocal.

Mr. Sheean helps clients initiate and develop management teams, project teams, and innovative problem solving teams as well as build a supportive climate for teams and teamwork. He assists management in developing the strengths and commitment of team members and in moving from autocratic to facilitative leadership practices.

Mr. Sheean was a faculty member of the School of Business Administration and Economics, California State University, Northridge. He holds an MBA from the University of Washington.

### Earn Certificate Credit

***Developing and Sustaining a High-Performance Team*** is eligible for credit in the Engineering Management Certificate Program. See our website for details, [www.irc.caltech.edu](http://www.irc.caltech.edu), or call us at 626.395.4043.

## Bring This Course To **Your** Company

We can customize a course to focus on your specific team-building issues/challenges/needs. Our customized course gives your team a common language and saves travel time and expense.

For complete details regarding customized courses, please call 626.395.2348 or email [cstprg@caltech.edu](mailto:cstprg@caltech.edu).

## Register Online

See this course and others at our website:

[www.irc.caltech.edu](http://www.irc.caltech.edu)

accelerate

*Photos courtesy of Caltech*



# REGISTER ME TODAY

**Fax:** 626.795.7174  
**Mail:** California Institute of Technology  
Industrial Relations Center, 1-90  
Pasadena, California 91125-9000  
**Phone:** 626.395.4045  
**Email:** [excedu@caltech.edu](mailto:excedu@caltech.edu)  
**Internet:** [www.irc.caltech.edu](http://www.irc.caltech.edu)

Registrants will immediately receive a fax acknowledging enrollment. Approximately one month prior to the course, participants will receive a confirmation letter containing further details regarding the course schedule and location. **Wireless Internet access is available.**

## Schedule

**First Day:** Registration and continental breakfast 8:00 a.m.-8:30 a.m.  
Course 8:30 a.m.-4:30 p.m.

**Second Day:** Continental breakfast 7:30 a.m.-8:00 a.m.  
Course 8:00 a.m.-4:00 p.m.

## CPE Credit Information

**Field of Study:** Communications

**Program Level:** Overview.

No prerequisites or advance preparation is required.

**Instructional Method:** Group-Live offering

**Continuing Professional Education (CPE) credits: 15**

**Course hours: 14, Continuing Education Units (CEUs): 1.4**

**Professional Development Units (PDUs): 14**

**Customer Satisfaction Policy:** For information regarding course satisfaction guarantee, please contact Gaylord Nichols, Director, at 626.395.4049.

**Bring a colleague...duplicate this form for multiple registrations.**

## Developing and Sustaining a High-Performance Team

Name (Mr./Ms./Dr.) \_\_\_\_\_  
Title \_\_\_\_\_ Function \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_ Mail Code \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ ZIP + 4 \_\_\_\_\_  
Telephone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

**Express Registration: [www.irc.caltech.edu](http://www.irc.caltech.edu)**