



# BUILDING & LEADING EFFECTIVE TEAMS

## Program Overview

Harnessing your team's collective intellectual and creative power will help you seize new business opportunities. Building and Leading Effective Teams, led by Bill Klepper, Professor of Management at Columbia Business School, empowers you to maximize the potential of your team to generate better decision-making, increase productivity and innovation, develop relationships and team solidarity, and generate broad organizational support for your initiatives. You will better understand your own behavioral style and those of their team members, identify the power dynamics in your organization, understand the interests and agendas of stakeholders, and enlist persuasive techniques targeted to the needs and interests of key decision makers. Organize, direct, motivate, and influence your team.



### **WILLIAM KLEPPER**

*Academic Director - Executive Education*  
*Adjunct Professor - Management*

Dr. Klepper joined Columbia Business School in 1996 after over thirty years as a general manager in higher education. His teaching and research interest include Executive Learning, Strategic Leadership and Corporate Governance. His most recent book, *The CEO's Boss: Tough Love in the Boardroom* (2010) Columbia University Press was ranked as one of the Top Five Books by The Wall Street Journal's *livemint.com* in December, 2010.



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## Key Conceptual Models

- ✓ **The Team Success Formula:** Professor William Klepper's pathway for developing innovative teams – Know Yourself, Control Yourself, Know Others, Do Something for Others.
- ✓ **Social Styles:** A typological framework for understanding the social behavior of oneself and others: Analytical, Driving, Expressive and Amiable.
- ✓ **Consensus Decision-making:** A strategic approach to generating innovative ideas that maximizes team collaboration and commitment to outcomes.
- ✓ **Persuasion Principles:** Dr. Robert Cialdini's seminal system of key persuaders.

## Additional Program Features

- ✓ **Personal Assessment:** The TRACOM Social Style™ Assessment provides an analysis of participants' behavioral style; crucial for understanding and adapting behaviors to maximize team leadership.
- ✓ **Video Critique:** "Welcome to Oregon Medical Innovations" follows the progress of a fictional team as they struggle to ideate around a pressing business issue; provides practice in identifying behavioral styles, common mistakes, and best practices related to team formation and collaboration.



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## Curriculum: Week by Week

MODULE	LECTURES [VIDEOS]	KEY LEARNING
<b>One: Knowing Yourself &amp; Others</b> Video Lectures: 80 Minutes Assignments: 60 Minutes Live Virtual Events: 60 Minutes	<ul style="list-style-type: none"><li>• Team Success Formula</li><li>• Social and Leadership Styles</li><li>• Verbal and Non-Verbal Cues</li><li>• Team Communication &amp; Conflict</li></ul>	In this Module, Professor Klepper will provide foundational concepts and tools for diagnosing team dynamics. You will be introduced to the concept of a team success formula and learn how to distinguish different styles on your team. With guidance, you will identify a critical issue/initiative facing your team, and create a team success strategy.
<b>Two: Team Decision-making</b> Video Lectures: 60 Minutes Assignments: 90 Minutes Live Virtual Events: 120 Minutes	<ul style="list-style-type: none"><li>• Team Roles &amp; Stages of Development</li><li>• Situational Leadership</li><li>• Consensus Decision-making</li><li>• After-Action Reviews</li></ul>	Professor Klepper will show you how to align your leadership role with each stage of team development. You will learn how to run a consensus-based meeting. You will apply these ideas by creating a facilitation plan for a meeting with your team.
<b>Three: Plan to Persuade</b> Video Lectures: 80 Minutes Assignments: 90 Minutes Live Virtual Events: 60 Minutes	<ul style="list-style-type: none"><li>• Change Leadership</li><li>• Intellective vs. Judgment Tasks</li><li>• Regulating Use of Time</li><li>• Principles of Persuasion</li></ul>	Professor Klepper provides frameworks and tools for effectively influencing key stakeholders. With guidance you will create a 'plan to persuade' document and will conduct a meeting with your team to come to consensus on a solution to a critical issue.

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## Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
<b>Affiliate Grant Funding</b>	To accommodate internal funding requests among corporate and state affiliates seeking grant funding, a Chief of Staff at a major energy company established a method and approval process.	Increased Customer Loyalty/Satisfaction 20%	Currently Measuring
<b>Combined Risk Management</b>	A Director of ERM and Insurance at an industrial company designed a strategy to identify areas for efficiency improvements and gaps in their process for a new combined risk management business unit.	Increased Efficiency 50%	Currently Measuring
<b>Identifying Divesting Businesses</b>	An International Cyber Forensics Leader for an industrial company implemented a strategy for managing and preventing data losses from divested business units.	Increased Quality 20%	Currently Measuring
<b>Project Work and Time</b>	A General Manager of Infrastructure Services for a technology company established a software and process solution for the scheduling of project work, optimization of resources, and capturing of time spent on projects.	Increased Employee Productivity 75%	\$1,000,000
<b>Purchasing Process Improvement</b>	Because the current purchasing system lacks functionality and has been heavily customized, a Procurement Manager for a technology company was able to make the business case to invest in a system based on workflow, in addition to providing data to make better decisions.	Increased Efficiency 20%	\$3,000,000