1- SUBJECT DESCRIPTION

We can define "leadership" organizationally and narrowly as "the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members". Organizationally, leadership directly impacts the effectiveness of costs, revenue generation, service, satisfaction, earnings, market value, share price, social capital, motivation, engagement, and sustainability.

Good organizations convey a strong vision of where they will be in the future. As a leader, you have to get your people to trust you and be sold on your vision. Using leadership skills and being honest and fair in all you do, will provide you with the ammo you need to gain their trust.

Although you have the vision, how to create effective teams is a challenge in every organization. Work environments tend to foster rugged individuals working on personal goals for personal gain. Typically, reward, recognition, and pay systems single out the achievements of individual employees. Appraisal, performance management, and goal setting systems most frequently focus on individual goals and progress. Promotions and additional authority are also bestowed on individuals.

Given these factors, is it any wonder that teams and team work are an uphill battle in most organizations? In this program we will focus in the information, tools and techniques you need to develop team work and effective work teams in any organization.

Our roll as leaders is to create a work culture that values collaboration. In a teamwork environment, people understand and believe that thinking, planning, decisions and actions are better when done cooperatively.

People recognize, and even assimilate, the belief that “none of us is as good as all of us”. Managing the team relationship; but also the 1:1 relationship with all our collaborators; and last but not least, being able to manage yourself; will be the most important factors for success.

In this program we will reflect on the dynamics, abilities and attitudes that will help you to guide people (including yourself!). This subject does not require the use of a laptop in class; nevertheless, if you want to bring your laptop, please contact your professor.
OBJECTIVES

2.1. CONCEPTUAL OBJECTIVES

- Establish the elements that we need to take into account to be more successful leading people.
- Practice the most important competencies related to leadership.
- Identify your needs for development.
- Get ideas to be more successful in life.

2.2. PROFESSIONAL SKILLS

- Communicating
- Presentations
- Organizing contents
- Managing difficult audiences
- Organizing others' work
- Managing information
- Role distribution
- Creating trust
- Managing diversity
- Making a follow up of the work
- Teambuilding
- Collaborating with others
- Managing conflicts
- Making decisions
- Being creative

2.3. LEARNING OUTCOMES

After completion of the module the student will be able to:

- Establish and evaluate the key elements for an effective communication.
- Define the process to make a good presentation.
- Practice the most important communication abilities.
- Establish the elements that a group of people (abilities, organization, attitudes and leadership style) need to become a team.
- Have, all over the Program, a team experience.
- Show team competencies.
- Establish the process that a group of people need to go through to become a team.
Modules 3 and 4 will be done in the Program Interpersonal Skills II; in 3rd Course.

MODULE 0: INTRODUCTION: Sessions 1-2

Personal homework:
- Personal objectives for the Program.
- Personal competencies questionnaire.

SESSION 1
- Why this program?
- Objectives and grand rules.
- Contents.
- Participant analysis.
- Diary and tasks to be done.

MODULE I: LEAD MY COMMUNICATION: Sessions 3-8

Objectives:
- Establish the key elements for an effective communication.
- Establish the process to make a good presentation.
- Practice the most important communication abilities.
SESSION 3
- Elements for an effective communication.
- What do we need to prepare in a presentation?
- Are we nervous?

SESSION 4
- Communication abilities:
  - Eye contact
  - Voice
  - Gestures
  - Movement

SESSION 5
- Using our tools:
  - PC and projector
  - Flipchart

SESSION 6
- Asking and answering questions.
- Managing difficult situations.

SESSION 7
- Influencing skills.
- Structure:
  - Getting attention
  - This is useful for you!
  - Show structure
**SESSION 8**
- Team presentations.
- Closing a presentation in an effective way.

**MODULE II: LEAD MY TEAM: Sessions 9-20**

Objectives:
- Establish the elements that a group of people (abilities, organization, attitudes and leadership style) need to become a team.
- Have, along the Program, a team experience.
- Practice team competencies.
- Establish the process that a group of people need to go through to become a team.

Contents:

### Phase 1: Initiation

- Personal homework:
  - Complete Personal Diary.
  - Team identity.

- Group homework: Prepare group presentations.
SESSION 9
- Teams Vs groups of people.
- Do we really need to work in teams?
- Abilities, attitudes, leadership and organizational factors.
- This is a journey!
- Our top performing team model.
- How do we start our journey?

SESSION 10
- Elements of the Initiation Phase.
- Organizing our team: Mission, vision, rules, objectives, values and environment.
- Getting commitment.
- What make us commit?
- Communication is our key element in teams.
- Manage information.

Phase 2: Adaptation

Personal homework:
- Complete Personal Diary.
- Building trust.

Group homework: Prepare group presentations.

SESSION 11
- Elements of the adaptation stage.
- Strategy and planning.
- Efficacy.
- Role distribution: integrating competencies, preferences and tasks.
- Johary Window.
- Empathy.

SESSION 12
- Working in diverse teams.
- Relationship styles.
- Introduction to emotional personal account.
- Creating trust in the team.

Phase 3: Progress

Personal homework:
- Complete Personal Diary.
- Applying relationship styles.
- Managing conflict questionnaire.

Group homework: Prepare group presentations.
SESSION 13

- Elements of the Progress Phase.
- We need to be a team that achieves results.
- How do we measure results in teams?
- Are we efficient in our meetings?
- Creating a balance scorecard.

SESSION 14

- Conflict management
- Thomas Kilmann Model.

**Phase 4: High performance**

Personal homework:

- Complete Personal Diary.
- Applying conflict management.
- Team feedback preparation.

Group homework: Prepare group presentations.

SESSION 15

- Alternatives to make decisions.
- Making decisions process.
- Making decisions model.

SESSION 16

- Elements of the top performance stage.
- Responsibility.

**Final team presentations**

SESSION 17

- Feedback in teams. There will be a ‘closed door’ session, where team mates will be able to give and receive feedback.

SESSION 18

- Team presentations: selection of the best projects.

SESSIONS 19 & 20

- Final presentations.
- Program summary.
- Learning’s.
- Link to part II.
Summary:

Sessions 21 – 40 will be done in the Program Interpersonal Skills II; in 3rd Course.

3- TEACHING METHOD

The workshop uses a combination of techniques and concepts, to enhance personal and group learning through:

- Videos
- Personal experiences
- Games
- Role-plays
- Group discussions
- Questionnaires
- Share best practices
- Activities
- Practical cases
- Instruction
- Etc.

4- LEARNING METHOD FOR THE STUDENT

To get all the benefits of the program, it’s very important to bring to the session an open mind and a participative attitude.

We will work in 1,5 hours sessions, about 5 sessions / week.

It’s critical to make a practical approach, where participant will experience and practice the tools and behaviors related with leadership.
Between sessions, participants will practice the behaviors in their personal lives and identify their best practices and areas for development.

5- EVALUATION SYSTEM

Evaluation will be based on:

- 20% - Presentation.
- 20% - Team performance.
- 30% - Homework: Diary and specific tasks.
- 30% - Class participation.

6- EXERCISES

In each one of the Modules (see 3- Contents) there are specific individual and group homework’s.

All individual homework’s will be sent to the teacher in one document: ‘Diary and specific tasks’ at the end of the program.

7- TESTS

There are no tests in this Program.

8- FINAL EXAM

There is no final exam in this Program.