



**NYU**

**ROBERT F. WAGNER GRADUATE  
SCHOOL OF PUBLIC SERVICE**

**PADM-GP 4112**

**Building Effective Teams - Spring 2022**

### **Instructor Information**

- Dr. Charlotte Wagenberg
- Email: [cw6@nyu.edu](mailto:cw6@nyu.edu)
- Office Hours: By appointment via Zoom

### **Course Information**

- Class Meeting Times: Fridays, January 28 and February 4, 9:00am-5:00pm
- Class Location: Online via Zoom
- Link for each class session can be found on the Zoom tab of the NYU Brightspace site

### **Course Description**

This two-day course is designed to develop your ability to build, lead, and participate in high-performing teams. We will draw from the fields of psychology, management, strategy, and sociology to discuss best practices for designing, launching, participating in, and coaching in-person and virtual teams. We will also focus on the benefits and challenges of managing diverse teams, using teams in various contexts (including Capstone teams), understanding and managing conflict, and developing problem-solving techniques for team effectiveness.

This course will be of most value to those who have some work or team experience.

**NOTE:** In order to apply course concepts immediately, students form teams to complete the final assignment which is due 2-3 weeks after the course ends.

### **Course and Learning Objectives**

This course is designed to provide the skills to:

- launch and manage a team to deliver desired outcomes
- establish team roles and responsibilities effectively
- understand stages of team development and their impact
- manage team dynamics and team meetings
- harness the power of team diversity
- assess team functioning and performance
- utilize team troubleshooting techniques

### **Text – to be read prior to the first class:**

To ensure everyone comes into this two-session course with similar grounding, it is required that the course text is read prior to the first class: “Teams: Structure, Process, Culture and Politics” by E. Aranda, L. Aranda, and K. Conlon. Here’s the [link](#). The text link is also available on the Brightspace under the Resources tab. If you prefer hard copy, it is also available for purchase online.

### **Course Outline**

This course is conducted in a workshop-style format in two, all-day sessions using small group activities, simulations, exercises, lecture and discussion to cover the topics below.

### Day One - Topics

- Introductions, individual objectives
- Course overview and objectives
- Introduction to teams, what is and isn't a team
- Clarity – the key to successful teams
- Team formation, infrastructure and management
- Stages of Team Development
- Conflict Management
- Balancing Task and Process
- Roles and responsibilities on a team
- Project team formation

**After Day One – (1) Look for these articles on the NYU Brightspace site to be incorporated into your**

#### **Assignment #1 paper due February 4:**

- Building the Emotional Intelligence of Groups
- How Management Teams Can Have a Good Fight
- The Tough Work of Turning Around a Team
- Letters to the Editor: The Tough Work of Turning Around a Team
- The Secrets of Great Teamwork

**(2 Harvard Case [link](#) to be read for 2<sup>nd</sup> class on February 4**

- Internal Competition - A Curse for Team Performance

### Day Two - Topics

- Opportunities/Challenges of Virtual and Diverse Teams
- Team Dynamics - small group simulation
- Meeting management guidelines
- Case: Internal Competition - A Curse for Team Performance
- Applying project management tools and techniques
- Conflict resolution techniques
- Assessing team performance
- Strategies for solving common team problems
- Team Project Application

**After Day Two – Work in Project teams and submit Final Team Projects and Final Individual Assignments by February 23 by 9:00pm via NYU Brightspace.**

**Applied Team Readings on NYU Brightspace** - Read between 1st and 2nd class or after 2nd class. Not required readings but they're brief Team articles that are very practical.

- Google Spent Years Studying Teams
- Articles on Virtual Teams
- Building Effective Teams in Real Time
- Speeding Up Team Learning
- Building and Leading Your Team
- Why Some Teams Succeed (and So Many Don't)
- The Three Essentials of an Effective Team

## Assignments

Prior to the start of the course, it is required that you read the course text ([link](#)) entitled “Teams: Structure, Process, Culture and Politics” by E. Aranda, L. Aranda, and K. Conlon. You do not need to complete the exercises at the end of each chapter in the text. If you prefer to have a paperback copy of the text, you can find it used online.

For the second class (Feb. 4), there is a written, individual assignment due based on course readings and discussion. There is also a Harvard which will be discussed during our second session. In order to apply course concepts immediately at the close of the course, the final assignment is a team-based project (students will form their own teams) which is due after the course ends on **February 23 by 9:00pm**.

Please note that under the Research tab in NYU Libraries, you can find resources for how to correctly document citations, references, bibliographies, etc. in written academic work. You are expected to follow a format of your choosing consistently throughout a given written assignment.

## Course Requirements and Expectations

### Assignments

All assignments and readings should be completed before class. Students should be actively engaged in class discussions, clearly demonstrating through comments that readings and assignments have been completed and thoughtful reflection has occurred. Think about moving the discussion forward. For written assignments, please note that whenever you have citations or references, you need to include a bibliography at the end of your paper!

Please note that late submission of assignments is not accepted.

Grading for this course is determined by substantive, informed class participation (30%), the individual written assignment (30%), the team project (30%) and individual team debrief (10%).

### Attendance, Punctuality, Participation, Video

Since this course meets for only two days, 100% attendance (for the entire day in both class sessions) is required to obtain course credit. You are expected to participate with Zoom audio/video on, your first/last name displayed and when asked to do so, actively join chat exercises.

It is expected that you are on time for the start of the class and return on time after lunch and all breaks. Late arrival, lack of preparation and/or uneven substantive participation in class discussions will have a negative impact on your course grade.

**Class participation** - This highly-interactive, workshop-style course depends on everyone fully participating in class discussions and exercises. Your goal should be to contribute to the discussion and build upon the comments of your classmates. Think about the chat function as an integral part of the class so when prompted to participate be sure to do so. And – let’s be sure to have some fun!!

- Class participation expectations require that you:
  - Make informed contributions about topics under discussion
  - Analyze, apply and synthesize course material in your comments and observations
  - Integrate assigned readings and prior class discussions into your contributions
  - Show respect for others by listening and responding appropriately
  - Help lift the discussion to another level
  - Clarify points that others may not understand
  - Integrate personal experience when clearly relevant to class discussion

- Offer relevant, succinct insights and challenges to others
- Keep an eye on the chat box in case instructions or questions are posted there
- Participate actively in chat activity when asked to do so

### **Teamwork**

It is expected that you demonstrate good faith and collaborative team behavior while working on your final team assignment as you apply course content to your efforts. You should work with your project team members in an exemplary manner to manage conflict, model collaborative team behavior and satisfactorily resolve issues that may arise.

### **Teaming Video - The promise of teaming**

This video will be shown during class. No need to watch beforehand.

[https://www.ted.com/talks/amy\\_edmondson\\_how\\_to\\_turn\\_a\\_group\\_of\\_strangers\\_into\\_a\\_team?utm\\_campaign=tedsread&utm\\_medium=referral&utm\\_source=tedcomshare](https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare)

Video background:

Harvard Business School professor Amy Edmondson studies "teaming," where people come together quickly (and often temporarily) to solve new, urgent or unusual problems. Recalling stories of teamwork on the fly, such as the incredible rescue of 33 miners trapped half a mile underground in Chile in 2010, Edmondson shares the elements needed to turn a group of strangers into a quick-thinking team that can nimbly respond to challenges.

“Too many of us are raised to compete -- spurring remarkable accomplishment but often impeding the collaboration and teamwork needed to address the world's most pressing challenges. To truly innovate, we need to work together -- across boundaries created by expertise, distance and status. That's the promise of teaming. Look around you. Think about people whose knowledge and skills are different than yours. How quickly can you discover the treasures they bring, share what you bring, and then team up to make something impossible happen?” *Amy Edmondson, Harvard Business School*

### **Technology Support -- For All Students**

You have 24/7 support via NYU's IT services. Explore the [NYU service link knowledgebase](#) for troubleshooting and student guides (NYU Classes, Zoom, etc.)

Contact askIT@nyu.edu or 1-212-998-3333 (24/7) for technology assistance, or contact [Zoom's 24/7 technical support](#) (includes a chat function), or review [Zoom's support resources](#).

### **Academic Integrity**

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected and how to abide by the academic code, you should consult with me.

### **Henry and Lucy Moses Center for Students with Disabilities at NYU**

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu)) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

**NYU's Calendar Policy on Religious Holidays** - [NYU's Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

**Student Wellness Support** - For students, if you're feeling down or stressed about any day-to-day challenges or health concerns, the [Wellness Exchange](#) is available 24/7 and can help or connect you to other people at the University who can.