

TEAM BUILDING AND DEVELOPMENT

MODULE CO-ORDINATOR

Francesco Paoletti, Università degli Studi di Milano Bicocca

OVERVIEW

The objective of this course is to develop the competencies required for RIs managers to build highly empowered, cohesive, accountable, and performing teams.

RIs managers are highly skilled and knowledgeable individuals with a solid scientific background who usually have not received any specific training in team management, although they have had experienced being part of many different teams over the course of their careers. However, when they are appointed General Director or Senior Manager in a RI, they face new challenges as these organizations aim to coordinate research teams made up of scientists whose members are dispersed in different countries and belong to local structures. Therefore, most of RIs activities are carried on in projects which are staffed with people working from a distance on an in-kind and part-time basis.

Team building and development competencies are therefore highly sought in these organizations, and a training program that leverages previous personal experiences offer participants an opportunity to become aware of their strengths and weaknesses and improve their skills to manage their people as a team.

CONTENT

The course is framed as a “learning journey” aimed at allowing Learners to first self-assess their team management skills, then to improve their ability to achieve results by involving people individually and as a team through a better understanding of processes such as goal setting and role definition in a project context, delivery of feedback to individuals and teams, collective decision-making and conflicts resolution in a multicultural and oftentimes virtual or dispersed organisational contexts.

The ultimate goal is then to build the competence for them to analyse their team’s workplace culture and to try and improve it by leading all the members to share a set of values, beliefs and behaviours.

LEARNING OBJECTIVES

By attending this course, Learner will develop the skills:

- To get to know the people within their team in terms of personalities and motivations.
- To analyse the development phases of a team and identify the appropriate actions to improve its effectiveness.
- To set the team objectives and to plan goals, schedules, responsibilities, and resources at both the team and individual levels.
- To build a perceived collective identity and a set of social norms shared among each team member.
- To engage the team and each member towards an excellent performance by coaching and feedback delivery practices.
- To lead the decision-making process by managing the conflicts and creating a climate of psychological safety within the team.
- To understand, manage and foster diversity in the team.
- To achieve cohesion in teams whose members belong to different organizations, have a part-time commitment with the RIS, and mostly work mostly remotely.
- To build capacity at the nodes' level by leveraging on their teams.

LEARNING OUTCOMES

The module is designed to provide the Learners with:

- Increased self-awareness of their team management style and its potential advantages and disadvantages in different team situations
 - Knowledge of Teamwork Quality Indicators
 - Understanding of potential sources of diversity within the team and their management
 - Knowledge of the development phases of a team
 - Knowledge of project management techniques suitable for research groups
 - Knowledge of goal setting, team coaching and feedback delivery techniques
 - Understanding of the processes required for reaching consensus and taking effective collective decisions in a team
 - Knowledge of team trust and psychological safety climate indicators
 - Knowledge of potential team disfunction indicators
-
- Understanding of community building processes
 - Knowledge of capacity-building strategies
 - Understanding multicultural diversity issues and communication strategies
 - Knowledge of effective coordination processes for virtual and dispersed teams

TARGET AUDIENCE

Managers (current and prospective) of RIs

LEARNING MODEL

Self-assessment tools, lectures, group works, case discussions, team simulations, guest speakers' presentations, and a final assignment.

ASSESSMENT

For each Learner, the achievement of learning outcomes will be assessed in the final assignment, as well as by the output of an exit final self-assessment of their team management styles.

PROGRAMME STRUCTURE

PREPARATION: LEARNERS' SELF- ASSESSMENTS

About ten days before the start of the course, participants will have to fill in two assessment questionnaires that analyse their team management style as well as some characteristics of the most important team they belong to (e.g., a team they need to develop or in which they participate for the most of their time).

The data coming out from these surveys will be analysed, and each participant will receive a personal profile. Moreover, the results are going to be collectively discussed during the first class.

KEY LEARNINGS OUTCOMES

- Increased self-awareness of team management styles and their potential advantages and disadvantages in different team situations

TEAM DEVELOPMENT

<p>Francesco Paoletti (UNIMB)</p> <p>Lecture</p>	<p>Introduction to Teams</p> <ul style="list-style-type: none"> • <i>The science of science teams: the foundations of team-work collaboration in research organizations</i> • <i>Debriefing on the results of participants' self-assessments: emerging issues</i> • <i>A diagnostic tool: the Teamwork Quality Scale</i>
<p>Francesco Paoletti (UNIMB)</p> <p><i>Case study preparation and discussion</i></p>	<p>Case study analysis</p> <ul style="list-style-type: none"> • <i>Case: The making of a team of scientists (A)</i> • <i>Case Discussion: team composition, goals and roles definition and social norms</i>
<p>Francesco Paoletti (UNIMB)</p> <p>Lecture</p>	<p>A stage model of team development</p> <ul style="list-style-type: none"> • <i>Team dynamics: the management of the transitions between the stages of a team life-cycle</i>
<p>Francesco Paoletti (UNIMB)</p>	<p>Case study analysis</p>

<i>Case study preparation and discussion</i>	<ul style="list-style-type: none"> • <i>Case: The making of a team of scientists (B)</i> • <i>Case Discussion: managing personality factors and motivational processes within the team</i>
Francesco Paoletti (UNIMB) <i>Lecture</i>	Sharing social norms inside the team <ul style="list-style-type: none"> • <i>Team dynamics: diagnosing the next steps needed in a team development</i>
Francesco Paoletti (UMIL) <i>Case study preparation and discussion</i>	Case studies analysis <ul style="list-style-type: none"> • <i>Case: The making of a team of scientist (C)</i> • <i>Case discussion: building collective norms in teams through project planning</i>
Niklas Bloomberg (Elixir) <i>Case study preparation and discussion</i>	Guest speech <ul style="list-style-type: none"> • <i>Team building by community building: the case of Elixir</i>
Francesco Paoletti (UNIMB) <i>Lecture</i>	Team coaching and delivery of feedback <ul style="list-style-type: none"> • <i>Principles and techniques of team coaching</i> • <i>Effective delivery of feedback approaches</i>

KEY LEARNINGS OUTCOMES

- Increased self-awareness of team management styles and their potential advantages and disadvantages in different team situations
- Knowledge of Teamwork Quality Indicators
- Understanding of potential sources of diversity within the team and their management
- Knowledge of the development phases of a team
- Knowledge of project management techniques suitable for research groups
- Knowledge of goal setting, team coaching and feedback delivery techniques
- Understanding of community building processes
- Knowledge of capacity-building strategies

TEAM DECISION MAKING AND CONFLICT MANAGEMENT

<p>Francesco Paoletti (UNIMB)</p> <p><i>Simulation</i></p>	<p>LGD simulation</p> <ul style="list-style-type: none"> • <i>Decision making simulation</i> • <i>Debriefing of the simulation: how to leverage each member knowledge to reach high-quality and consensual decisions</i>
<p>Francesco Paoletti (UNIMB)</p> <p><i>Lecture</i></p>	<p>Decision-making strategies</p> <ul style="list-style-type: none"> • <i>Tools and techniques to structure collective decision-making in different teams</i>
<p>Francesco Paoletti (UNIMB)</p> <p><i>Simulation</i></p>	<p>LGD simulation</p> <ul style="list-style-type: none"> • <i>Psychological safety simulation</i> • <i>Debriefing of the simulation: how to build a climate for trust and psychological safety in a team</i>
<p>Francesco Paoletti (UNIMB)</p> <p><i>Lecture</i></p>	<p>Team effectiveness: the dark side of teams</p> <ul style="list-style-type: none"> • <i>Groupthink and other teams disfunctions: how to detect and avoid potential pitfalls in teams</i>

KEY LEARNINGS OUTCOMES

- Increased self-awareness of team management styles and their potential advantages and disadvantages in different team situations
- Knowledge of Teamwork Quality Indicators
- Understanding of potential sources of diversity within the team and their management
- Understanding of the processes required for reaching consensus and taking effective collective decisions in a team
- Knowledge of team trust and psychological safety climate indicators
- Knowledge of potential team disfunction indicators

MULTICULTURAL AND DISPERSED TEAMS

Francesco Paoletti (UNIMB) <i>Lecture</i>	Multicultural teams <ul style="list-style-type: none">• <i>Diversity, cohesion and conflicts as resources in team decision-making processes</i>
Francesco Paoletti (UNIMB) <i>Simulation</i>	LGD simulation <ul style="list-style-type: none">• <i>Cross culture simulation</i>• <i>Debriefing of the simulation: communicating in a multicultural team</i>
Francesco Paoletti (UNIMB) <i>Lecture</i>	Remote teams <ul style="list-style-type: none">• <i>Issues in the management of remote teams and possible organisational responses</i>
Francesco Paoletti (UNIMB) <i>Case study</i>	Case study analysis <ul style="list-style-type: none">• <i>Case: Superproject at the time of Covid</i>• <i>Case Discussion: how to achieve cohesion and integration in a dispersed and virtual team</i>

KEY LEARNINGS OUTCOMES

- Increased self-awareness of their team management style and its potential advantages and disadvantages in different team situations
- Understanding multicultural diversity issues and communication strategies
- Knowledge of effective coordination processes for virtual and dispersed teams

FACULTY TEAM

Francesco Paoletti	<p>Francesco Paoletti is Professor of Human Resource Management at University of Milano–Bicocca. He holds a Ph.D. in Management from Bocconi University and an ITP (International Teaching Program) from the Stern School of Business at the New York University. He has a long experience in executive education at SDA Bocconi School of Management and has been a permanent visiting professor at the University of Florida - Warrington School of Management.</p> <p>He is the Italian principal investigator at the Cranet - international comparative research on human resource management practices. His research topics are: competency modelling and assessment, leadership and team management. On these issues he has published a book and several articles on international leading journals. In the last years his research on these topics focused on RIs, and a chapter book and several research papers framed in this context are forthcoming.</p> <p>He is the leader of the Executive Master in Management of Research Infrastructures (EMMRI) module on leadership and team building.</p> <p>Francesco is a Fellow of the Academy of Management (AOM) and of European Group for Organizations Studies (EGOS) and is certified to use Hogan Personality Inventories.</p>
---------------------------	--