

**Team Management Café Overview**

The Team Management Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Team Management topic. The Team Management topic will help managers:

* *Foster trust within a team*
* *Strengthen team identity*
* *Help a team make decisions*
* *Make conflict constructive and resolve harmful conflicts*
* *Ensure team collaboration and participation from all team members*
* *Evaluate team performance*

The learning experience has three components:

*60 to 90 minutes 60 minutes Ongoing*

Part 1: Pre-work (self-paced, individual)

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Team Management topic:
  + Foster Trust
  + Strengthen Team Identity
  + Make Decisions Effectively
  + Resolve Conflict
  + Encourage Collaboration
  + Evaluate Performance
* Complete the online assessment from the Harvard ManageMentor Team Management topic

Part 2: Café session (live, group)

The Café session represents the core element of the learning experience. The session provides an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss the context of how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

The Café session focuses specifically on the following concepts and tasks from the Team Management topic:

* Increase team participation
* Enhance team collaboration
* Resolve destructive conflict
* Encourage constructive conflict
* Build trust among team members

Facilitating the Café session as outlined should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, he or she may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | Show icebreaker question while participants are arriving to the session (WHAT IS ONE OF THE MOST CHALLENGING ASPECTS OF MANAGING YOUR TEAM?)   * Introduce facilitators. * Review tips for using technology during the session. * Set context: In today’s increasingly complex environment, high-performing teams are essential to an organization’s ability to capitalize on opportunities and maintain competitive advantage. * Debrief icebreaker question. * Review session objectives. | 8 minutes |
| **Skill focus:**  **Foster collaboration** | Facilitate practice activity: Complete two “What would you do?” practice scenarios on increasing team participation. Participants:   * + Discuss how to improve participation in team meetings   + Analyze and address causes of low participation related to poor task performance   Facilitate practice activity: Revisit team norms. Participants:   * + Review a list of team norms that help members collaborate more effectively   + Suggest team norms they have seen be effective in promoting collaboration   Facilitate reflection activity: Address a collaboration challenge. Participants:   * + Individually focus on one collaboration challenge they face with their team, e.g., poor meeting attendance   + Reflect on actions they can take to address that challenge and improve collaboration   + Share ideas about how to strengthen collaboration in their teams | 21 minutes |
| **Skill focus:**  **Resolve conflict** | Facilitate practice activity: Complete a “What would you do?” practice scenario (Part 1) on defining the root cause of a conflict. Participants:   * + Share ideas about how to determine the root cause of the conflict presented in the scenario   + Provide their perspective on possible root causes of the conflict presented in the scenario   Facilitate practice activity: Complete a “What would you do?” practice scenario (Part 2) on leading a conflict resolution discussion. Participants:   * + Share ideas about how to facilitate a productive team discussion about conflict   Facilitate review activity. Participants:   * + Review suggested guidelines for encouraging constructive conflict. | 17 minutes |
| **Skill focus:**  **Build trust** | Facilitate practice activity: Obstacles to team trust. Participants:   * + Recall an experience of being in a team whose members had low levels of trust in one another   + Discuss reasons for low levels of trust   + Share views about how lack of trust affected the team * Facilitate practice activity: Gain team members’ trust. Participants:   + Consider steps the leader of the low-trust team discussed in the preceding activity could have taken to foster trust among members   + Share perspectives about how suggested steps would work to increase trust in a team * Facilitate reflection activity: Foster trust in a team you lead. Participants:   + Assess the level of trust among members of their team   + Consider which practices they could adopt to enhance trust among members of their team | 11 minutes |
| **Applying what you’ve learned** | * Review session objectives and skill areas discussed. * Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan. * Close the session. | 3 minutes |

Part 3: Application (self-paced, individual)

After the live Café session, participants are expected to complete the following assignments:

* Complete the online On-the-Job section in the Harvard ManageMentor Team Management topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill. Note: If your organization does not include the On-the-Job section in your configuration of Harvard ManageMentor, ask participants to think of two things they can do over the next 90 days to further apply and develop their skills in this area.
* Execute their action plan over a specified time frame (e.g., 60 or 90 days).
* After the specified time frame (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Team Management topic to update the action plan and reflect on the experience.