



PROVIDENCE  
— EST. 1972 —  
THEOLOGICAL SEMINARY

## EM5114 Creating and Sustaining Effective Teams

Course Syllabus  
Ron Kadyschuk, PhD

Spring 2019  
3 credit hours  
[rkadyschuk@horizon.edu](mailto:rkadyschuk@horizon.edu)

### Introduction

“Teams have more talent and experience, more diverse resources, and greater operating flexibility than individual performers. So why do so many teams either struggle unpleasantly toward an unsatisfactory conclusion – or, worse, crash and burn shortly after launch?” This statement and question set the stage for J. Richard Hackman’s pioneering study of teams (2002). He argues that effective leadership will create the conditions for team success and lead to ‘great performances’ comparable to a symphony that has been released but continues to be supported by the conductor.

### Learning Outcomes

Student learning outcomes for this course include:

1. To appraise the roles and potential impact of effective teams in ministry settings and other organizations.
2. To assess the predominant forces and dysfunctions that inhibit teams from achieving unified strength and effectiveness.
3. To engage with proposed models, mindsets, and strategies for creating and developing high performance teams.
4. To grasp distinctions between groups and teams, types of teams, stages of team development, multigenerational team members, key competencies for successful team functioning, and other conditions that influence the creation and maintenance of effective teams.

5. To apply principles and practices of effective team development and maintenance to the contexts of personal life, ministry, and work.

## **Textbooks/Readings**

### Required

Gostick, Adrian and Elton, Chester. *The Best Team Wins: The New Science of High Performance*. New York: Simon and Schuster, 2018. 235 pages.

\*A strong presentation of five core disciplines for team leaders as well as 101 practical tools for use in the context of modern organizations; an excellent treatment of 'the millennial problem' and multigenerational teams.

*On Teams: HBR's 10 Must Reads*. Boston: Harvard Business School Publishing Corporation, 2013. 180 pages.

\*A selection of 10 articles that the Harvard Business Review (HBR) views as essential reading on the topic of teams; captures some of the core material HBR published on the topic pre-2013; a valuable addition to your library. Class presentations will come primarily from this text.

### Personal Choice

To complete the rest of your reading (400 to 450 pages in addition to the above two texts), choose items of personal interest from the Selected Bibliography. See Post-Module assignments for more detail.

## **Course Content**

During the module days we will address the issues raised in the Learning Outcomes.

## **Requirements**

### Pre-Module

1. Reflections on Personal Experience with Teams
  - a) Reflect on your personal experience with teams (past and present) and focus on two different team situations.
  - b) Summarize the context of each team, your role in each situation, positive and negative features of each experience, etc.
  - c) Assess what you learned from each situation that continues to make a difference in how you function as a leader today
    - Length: 2 to 3 pages (500-750 words) for each team situation; note: write each one separately

**Due Date: Tuesday May 21, 2019**

## 2. Response to *The Best Team Wins*

- a) Read pages 1-182 of Gostick and Elton's book where they outline "The Five Disciplines of Team Leaders."
- b) Summarize your personal response to what the authors say about each of the five disciplines; length: maximum of 500 words (about two pages) for each discipline.
- c) Respond to "Who Left the Gate Open?" (pages 183-187) in the context of 'where you live' in your own team setting; length: one page maximum.

**Due Date: Tuesday May 21, 2019**

## 3. Preparation for Class Presentation

- a) Consult with me in advance of the module for your chapter assignment from *HBR's 10 Must Reads: On Teams* or an alternate chapter.
- b) Prepare a 20-minute class presentation on that chapter including the following items:
  - Briefly summarize essential content
  - Focus on core issues related to theme of the chapter
  - Identify key questions to stimulate class discussion
  - Package the above items in a handout
  - Length of handout: 3 pages maximum.

**Due Date: Module week in class**

## During the Module

### 1. Class Presentation

- a) Fine-tune your preparation of the assigned chapter from *HBR's 10 Must Reads: On Teams* (or alternate chapter).
- b) Share your 20-minute presentation with the class and moderate the discussion of your key questions.

**Due Date: Module week in class**

## Post-Module

### 1. Report on Readings of Personal Choice

From the Books and Chapters listed in the Selected Bibliography, choose 400 pages of readings (in addition to the two required textbooks listed above). For each selection of personal choice, write a review and response that includes:

- a) Why you chose that selection
  - b) A brief overview of its essential content
  - c) A summary of your key learning from the reading
- Length: 8 pages (2000 words) in total; so pro-rate your writing to be about two pages per 100 pages of reading.

**Due Date: June 21, 2019**

### 2. Application of Drexler and Sibbet's Model

- a) Review details of the seven stages in Drexler and Sibbet's Team Performance model:
  - Creating a team: Orientation, Trust Building, Goal Clarification, and Commitment
  - Sustaining a team: Implementation, High Performance, and Renewal

- b) Apply the model to an existing team that is part of your leadership responsibilities. Be sure to review your pre-module report, 'Reflections on Personal Experience with Teams,' and include anything that is relevant to the present assignment
- c) Also include reference to any other course material and readings that have relevance
  - Length: 4-5 pages (1000-1250 words)

**Due Date: July 12, 2019**

## Evaluation Summary

- 20% Reflections on personal experience with teams
- 20% Response to *Best Team Wins*
- 20% Class presentation
- 20% Report on readings of personal choice
- 20% Application of Drexler/Sibbet model

## Selected Bibliography

I have added brief notations for each item listed below to assist in your selection of course readings. Also take time to use the 'Look Inside' feature at Amazon.ca; and take note that when Amazon.ca does not have 'Look Inside' be sure to check Amazon.com.

### Books

Barna, George. *The Power of Team Leadership: Achieving Success Through Shared Responsibility*. Colorado Springs: WaterBrook Press, 2001. 200 pages.

\*Since 1984 Barna Research has specialized in conducting primary research for Christian ministries and nonprofit organizations. In this older but still relevant study, Barna focuses their research with clarity on the age-old church problem of solo leadership versus harnessing the power of shared ministry.

Brent, Mike and Dent, Fiona. *The Leadership of Teams: How to Develop and Inspire High-Performance Teamwork*. New York: Bloomsbury Publishing, 2017. 250 pages.

\*A solid study with lots of nice diagrams and summary charts and a good overview of Tuckman's five stages of team development; also includes reference to emotional intelligence in teams.

Cladis, George. *Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders*. Jossey-Bass, San Francisco, 1999. 175 pages.

\*A thought-provoking presentation of the Trinity as a model of seven attributes that successful ministry teams will seek to develop (i.e., covenanting, visionary, culture-creating, collaborative, trusting, empowering, and learning).

Coyle, Daniel. *The Culture Code: The Secrets of Highly Successful Groups*. New York: Bantam Books, 2018. 230 pages.

\*After studying some of the world's most successful groups (teams), the author summarizes three core skills shared by all of them: Build safety; Share vulnerability; and Establish purpose. He illustrates his thesis with the engaging story of kindergartners who outdo adult business students in the creation of a tower with spaghetti, string, and marshmallows.

Crowley, Dermot. *Smart Teams: How to Work Better Together*. Melbourne: John Wiley and Sons Australia, 2018. 170 pages.

\*a very practical approach; addresses issues and activities with a 'boots on the ground' mentality; a bit more in-depth than Folk's 'snappy' 30 pointers.

Cumberland, Nigel. *Leading Teams in a Week: Team Leadership in Seven Simple Steps*. London: John Murray Learning, 2015. 140 pages.

\*A novel approach to the subject using a day of the week for each chapter of material; includes solid theoretical material, cartoons, short answer tests, etc.

Folk, Gina. *People Leadership: 30 Proven Strategies to Ensure Your Team's Success*. Berkeley: She Writes Press, 2015. 220 pages.

\*a 'quick and dirty' treatment of 30 concise 'power points' for more effective oversight of teams; practical and relevant but not a depth study.

Gangel, Kenneth. *Team Leadership in Christian Ministry: Using Multiple Gifts to Build a Unified Vision*. Chicago: Moody, 1970.

\*This is 'an oldie but goodie' book that is still listed on Amazon. Gangel was an icon in Christian educational ministry in the mid 20<sup>th</sup> century; this book was greatly used in Christian colleges as a textbook.

Goodwin, Doris. *Team of Rivals: The Political Genius of Abraham Lincoln*. New York: Simon and Schuster, 2005. 750 pages.

\*A captivating historical narrative about how Abraham Lincoln forged a 'team of rivals' to work towards end goals that shaped the destiny of America. His ability to bring his 'enemies' even closer released the enormous power of diverse and fractious personalities.

Note: I do not recommend that you select this book as part of your course readings. It is something for your 'should-read' list in the future.

Hackman, J. Richard. *Leading Teams: Setting the Stage for Great Performances*. Boston: Harvard Business School Publishing, 2002.

\*Hackman opposes the popular view that a leader's management style will determine how well a team performs. Rather, he argues that a leader's top priority is to create the conditions for team success, to design and support a team so that members can manage themselves. A challenging and stimulating study that is both academic (thoroughly researched) and intensely practical.

Hartwig, Ryan and Bird, Warren. *Teams That Thrive: Five Disciplines of Collaborative Church Leadership*. Downers Grove: InterVarsity Press, 2015. 250 pages.

\*A well-rounded practical study of teams in church ministry; offers five positive disciplines to cultivate in church-based team leadership.

Harvard Business School Press. *Leading Teams: Expert Solutions to Everyday Challenges*. Boston: Harvard Business School Publishing, 2006. 100 pages.

\*A compact 'pocket mentor' that includes the basics of teams, team management, tips and tools for effective leadership, etc.

Hawkins, Peter. *Leadership Team Coaching: Developing Collective Transformational Leadership*. Third edition. London: Kogan Page, 2017. 340 pages.

\*a 'wow' treatment of the topic that is comprehensive, stimulating, and brings the realm of coaching into the subject in a very effective manner; written in a bit more 'academic' style than Brent and Dent's book.

Note: Hawkins also has published (edited) *Leadership Team Coaching in Practice: Case Studies on Developing High Performing Teams*. Second edition. London: Kogan Page, 2018.

Kise, Jane. *Intentional Leadership: 12 Lenses for Focusing Strengths, Managing Weaknesses, and Achieving Your Purpose*. New York: Allworth Press, 2013. 150 pages.

\*Not specifically a book about teams; applies the Myers-Briggs temperaments to 12 dyads of leadership tension across a continuum; a good study of the challenge to find balance in how we do leadership, with distinct relevance to our work with teams.

Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco: Jossey-Bass, 2002. 220 pages.

\*'Five Dysfunctions' is a classic study that every team leader should have in hand.

Note: If you have read this book already then do not select it as part of your readings for this course. I have embedded a polygraph test into the course evaluation process. 😊

\_\_\_\_\_. *The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues*. Hoboken, N.J.: Jossey-Bass, 2016. 215 pages.

\*'Ideal Team Player' adds a bit to Lencioni's original model but is significantly of more shallow depth. The fable is 150 pages in length and the description of the three 'ideal' virtues is 65 pages. The essence of this book could be covered quite adequately in a brief journal article.

Note: Do not select this book as part of your course readings.

Macchia, Stephen. *Becoming a Healthy Team: 5 Traits of Vital Leadership*. Lexington: Leadership Transformations, 2013. 170 pages.

\*A solid, straightforward presentation of 5 healthy qualities in effective teams. The multiple pages of affirmations for the book by noteworthy leaders compels me to include Macchia in this selected bibliography.

Maxwell, John. *The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team*. Nashville: Thomas Nelson, 2001. 250 pages.

\*We hear people say, "I'm getting tired of Maxwell;" however, he is still the indisputable master of concise, relevant points on whatever topic he addresses. This book is no exception. Maxwell offers a strong smorgasbord of vital principles and practices related to teamwork.

Shapiro, Mary. *HBR Guide to Leading Teams*. Boston: Harvard Business School Publishing, 2015. 160 pages.

\*Provides a concise but quite comprehensive treatment of core activities and priorities in establishing a team, managing it, and knowing how to 'close out' a team when its work is done.

Willett, Alan. *Leading the Unleashable: How to Manage Mavericks, Cynics, Divas, and Other Difficult People*. New York: American Management Association, 2017. 210 pages.

\*The title speaks for itself as to what you will get in this book. If that's where you're at, then take a closer look at Willett.

Yaeger, Don. *Great Teams: 16 Things High Performing Organizations Do Differently*. Nashville: Thomas Nelson, 2016. 215 pages.

\*Answers the question, "What makes a team great?" by examining four pillars (i.e., Targeting purpose, Effective management, Activating efficiency, and Mutual direction -just happen to spell 'TEAM') and 16 defining characteristics within the four pillars; effectively uses sports teams for many points of reference; similar to Folk and Crowley in providing summary lists and explanations of core concepts and practices.

## Chapters

Note: These chapters are available for reading on the course website (on populi).

Build a Cohesive Leadership Team. Pages 19-71 in Patrick Lencioni, *The Advantage: Why Organizational Health Trumps Everything Else in Business*. San Francisco: Jossey-Bass, 2012.

\*In this book published 10 years after *Five Dysfunctions*, Lencioni builds a 'four disciplines model' for growing organizational health. Discipline one is to build a cohesive leadership team with the positive side of the five dysfunctions; an excellent companion to *Five Dysfunctions*.

Developing Emotional Intelligence on Your Team. Chapters 26-28 (pages 331-352) in Daniel Goleman et.al., *Everyday Emotional Intelligence: Big Ideas and Practical Advice on How to Be Human at Work*. Boston: Harvard Business Review, 2018.

\*Goleman's pioneering work in emotional intelligence is applied to the challenges faced by groups and teams. These three brief chapters focus on: How to help someone develop emotional intelligence; handling emotional outbursts on your team; and how to manage your emotional culture.

Collaboration and Teamwork. Chapter 6 (pages 83-99) in John Hennessy, *Leading Matters: Lessons from My Journey*. Stanford, CA: Stanford University Press, 2018.

\*In this brief chapter "the Chairman of Alphabet (Google's parent company), former President of Stanford University, and 'Godfather of the Silicon Valley'" shares his compact summary of how "you cannot do it alone."

Leadership in Groups and Teams. Chapter 7 (pages 213-249) in Craig Johnson and Michael Hackman, *Leadership: A Communication Perspective*. 7<sup>th</sup> edition. Long Grove, IL: Waveland Press, 2018.

\*A bit more academic approach to principles and practices, behaviors and attitudes, that make the difference between effective and ineffective team leadership; also addresses the differences between a 'working group' and a 'team.'

Team Leadership. Chapter 14 (pages 371-399) in Peter Northouse, *Leadership: Theory and Practice*. Eighth edition. Thousand Oaks: Sage, 2019.

\*Describes 'The Hill Model for Team Leadership,' a detailed approach to the internal and external leadership actions required to establish team effectiveness; a bit academic but very instructive.

Team Uniformity to Team Diversity. Chapter 9 (pages 169-192) in John Maxwell, *Leadership: 11 Essential Changes Every Leader Must Embrace*. New York: HarperCollins, 2019.

\*Still not tired of Maxwell. In this 'hot off the press' book, he again shows his unique command of core principles and practices for effective leadership across all landscapes.