



Stanford Advanced Project Management Certificate

Leading Effective Teams (XAPM216)

Sample Syllabus

Primary Instructors

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Conflict and Conflict Management

Conflict can evoke creative out-of-the-box thinking in teams, but more frequently curtails information exchange and results in hard feelings. In this session, a team exercise leads into a discussion about current research on conflict and conflict management, including types of conflict, what leads to conflict, the outcomes of conflict, and conflict management and prevention strategies. You will learn how to establish healthy conflict-handling norms in teams.

Fostering a Collaborative Project Team Environment

Collaboration is essential for the success of complex projects and programs, especially in global, decentralized teams and in matrix environments. The question is how to create the conditions under which collaboration will occur naturally. This session examines each condition necessary for collaboration and reveals pragmatic steps that can be taken for collaboration to flourish. The session also covers specific leader action strategies that can be taken to create and foster collaborative teams, oriented toward shared goals, which will produce successful outcomes.

Observing Team Dynamics

Understanding the dynamics by which a team operates can help a leader improve the effectiveness with which the team operates. In this session, you will learn skills for observing and identifying dynamics that affect a team's ability to optimize its effectiveness and achieve timely results, and explore techniques for increasing individual team member input in team-based discussions and problem solving.

Team Timelines: Launches, Learning , and Emotions

Teams constantly evolve and develop. The dynamics of team change are strongly shaped by the team ecology: namely, its context, structure, and process. In this session, we introduce team ecology as a high-level framework on which we will build throughout the remainder of the course. Recent research is presented on the far-reaching performance impacts of actions that leaders take to launch teams. You will also learn about how team leaders can shape learning over time as well as manage cycles of emotion and action around difficult decisions.

Getting the Most from Global Teams

This session focuses on how globally distributed teams can overcome some of the difficulties presented by distance, cultural differences, language differences, and the limitations of communication technologies. In this session, you will gain insight from a subject matter expert from studies of global teams and facilitate a discussion of the Sun Microsystems case. You will leave this session with a deeper appreciation of the interplay between internal and external pressures on global teams and the pivotal role of leadership in making these teams successful.



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Intercultural Collaboration

This session focuses on culture and intercultural collaboration. A facilitated discussion will lead to ways to think about culture and how these perspectives affect our views of intercultural collaboration. Findings and research will be shared about global teams.

Best Practices in Global Teams

In small groups, you will discuss and summarize best practices you have encountered in your own experiences working with distributed, particularly globally distributed, teams. You will explore the importance of looking not only at the practice, but when it works and when it doesn't, to ensure its relevance for your team.

Context and Politics

Managing a project team goes beyond managing individuals and group dynamics; it also involves managing contingencies and shaping the team's environment, culture, and work practices. This final session focuses on managing the context of innovation in project teams, using a case study of one of the most successful projects ever documented. You'll walk away from this session with a deeper appreciation of the project manager's role in establishing a culture of innovation.