

Leading Teams

Course Module in Organizational Behavior and Leadership

Course Modules help instructors select and sequence material for use as part of a course. Each module represents the thinking of subject matter experts about the best materials to assign and how to organize them to facilitate learning.

Each module recommends four to six items. Whenever possible at least one alternative item for each main recommendation is included, as well as suggested supplemental readings that may provide a broader conceptual context. Cases form the core of many modules but we also include readings from *Harvard Business Review*, background notes, and other course materials.

1. Overview of suggested content (HBS case unless otherwise noted)

Title	Author	Product Number	Publication Year	Pages	Teaching Note
1. Introduction					
Leading Teams Note (HBS note)	Polzer	410051	2009	9p	--
<i>Alternative: Be Clear About How Your Team Works: Foster the Right Team Culture—Why Effective Team Management is Key to Becoming a Great Boss</i> (HBS chapter)	Hill & Lineback	7323BC	2011	28p	--
2. Team Design					
Managing a Global Team: Greg James at Sun Microsystems, Inc. (A)	Neely & DeLong	409003	2008	15p	410014
<i>Alternative: RL Wolfe: Implementing Self-Directing Teams</i> (HBP Brief case)	Garvin & Collins	4063	2009	11p	4064
3. Team Processes					
Leslie Brinkman at Versutia Capital	Battilana & Kaplan	407089	2007	13p	408100
<i>Alternative: Leadership and Team Simulation: Everest V2</i> (HBP simulation)	Roberto & Edmondson	7000	2011	2 hours	7002
Supplement: Note on Team Process (HBS note)	Hill & Farkas	402032	2001	17p	--

4. Group Identity					
National Semiconductor's India Design Center	Polzer & Kind	404102	2004	20p	405006
<i>Alternative: Acme Medical Imaging (Ivey case)</i>	<i>Pillittere</i>	<i>908D04</i>	<i>2008</i>	<i>6p</i>	<i>808D04</i>
Supplement 1: Leadership Across Group Divides: The Challenges and Potential of Common Group Identity (HBP chapter)	Dovidio, Gaertner & Lamoreaux	3786BC	2009	16p	--
Supplement 2: Identity Issues in Teams (HBS note)	Polzer & Elfenbein	403095	2003	10p	--
5. Bridging Differences in Teams					
Michael Fernandes at Nicholas Piramal	Anteby & Nohria	408001	2007	16p	408132
<i>Alternative: Applied Research Technologies, Inc.: Global Innovation's Challenges (HBP Brief case)</i>	<i>Bartlett & Beckham</i>	<i>4168</i>	<i>2010</i>	<i>11p</i>	<i>4169</i>
Supplement: Managing Multicultural Teams (HBR article)	Brett, Behfar & Kern	R0611D	2006	11p	--

II. Rationale for selecting and sequencing the items in this module

Because so much of the work in today's organizations is accomplished by teams, managers must be skilled at participating in and leading teams. This module explores the multiple factors that shape the design, dynamics and effectiveness of groups. Students will have the opportunity to study the determinants of group culture and performance and analyze what happens when one attempts to change a group's culture. Students will also examine the manager's role in designing and leading an effective team.

Section 1 features a concise note that offers an overview of the task of leading teams.

Section 2 looks at team design through the lens of two growing phenomena in today's economy: global teams and self-managed teams.

Section 3 examines team processes. This issue is important because inefficient teams can significantly impede productivity. The case, simulation, and supplemental note in this section offer multi-faceted approaches to exploring how teams go about achieving their formal tasks.



Section 4 takes up the issue of group identity. Identity dynamics underlie many of the observable interpersonal problems that team members encounter, ranging from lack of participation and low involvement to misunderstandings and dysfunctional emotional conflict.

Section 5 opens up the issue of bridging differences in teams. Differences in culture, education, and geography between team members – just to name a few important differences – will become increasingly commonplace as teams become more numerous within companies while also becoming more distended throughout the globe.