

**THE DEVELOPMENT AND
DELIVERY OF A GRADUATE
LEVEL COURSE IN “HIGH
PERFORMANCE TEAMS” IN
AN ONLINE FORMAT**



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PURPOSE OF STUDY

- To identify the unique characteristics and successful delivery methods for a Graduate level online course in high performance teambuilding
- So that students learn the needs for virtual teambuilding and practice the effective techniques that are essential in today's global business Environment



NEEDS FOR VIRTUAL TEAMS

- The global nature of businesses and organizations today
- Availability of teleconferencing and communications technology
- Need for multi-disciplinary work teams
- Reluctance of employees to relocate.
- Cost pressures of travel



CHALLENGES IN VIRTUAL TEAMBUILDING

- Cultural Differences
- Customs
- Generational Differences
- Languages
- Social Norms/body language
- Time/space (Time zones and time differences)
- Asynchronous meetings
- Technology



CHARACTERISTICS OF COURSE DESIGN

- The course is a requirement in the Masters of Organizational Leadership program. All students need to experience leading an online team.
- All students needed to experience the challenges of online teamwork such as
 - Synchronous and asynchronous meetings
 - Keeping team focus on team goals
 - Managing team conflict and lethargy
 - Leadership versus management challenges



CHARACTERISTICS OF COURSE DESIGN

- Course begins with a personal “strengths” assessment from “Now, Discover Your Strengths” by Buckingham and Clifton
- First journal entry required the student to reflect on the results of this assessment.
- First discussion board gave teams a chance to compare their results with team mates.



TEACHING METHODS USED

- Weekly Teambuilding exercises
- Weekly Exams requiring application of principles
- Journals showing critical thought of the processes
- A multi-media presentation on teaching at least three facets of effective virtual teambuilding



EXPERIENCES IN THREE DELIVERIES

- “Apparent” and “emergent” leaders
- Procrastination
- Prejudices and false perceptions of other team members
 - Writing and grammar skills
 - Levels of participation (real and perceived)
 - Plagiarism
 - Language barriers
 - Motivational ability/techniques
 - Generational (Boomers vs. Millennial, etc)



EXPERIENCES (CONT.)

- Need for persuasive communication
- Brevity and clarity
- Facts vs. opinions
- “Likeability” of some team members
- Synchronous vs. asynchronous meetings



EXAMPLES OF ASSIGNMENTS

- Team Motivation
- Journaling
- Team building exercises
- Team conflict resolution exercises
- Sample questions from weekly exam
- Sharing of Strengths Assessments



ITEMS FOR FURTHER STUDY

- More on managers addressing virtual teambuilding challenges
- Initial understanding of teambuilding at beginning of course
- Engaging “isolates”
- Virtual “bonding” exercises for team cohesion
- Inter and intra-team conflict



QUESTIONS?

