

Cambridge Judge Business School • Executive Education

# CREATING HIGH PERFORMANCE TEAMS



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

Executive Education





## Creating High Performance Teams

Teams are at the heart of organisational life and their effectiveness strongly influences the success of the enterprise overall. A high performance team will exceed expectations given their composition. Therefore achieving superior performance in teams has become a major business imperative. But turning individuals into a cohesive and productive team is far from straightforward.

Creating High Performance Teams explores the world of high-performance teams, whilst recognising the new realities of work in a post-COVID-19 world.

### Face-to-Face

#### Dates and fee

- The programme comprises two day-long sessions
- Sessions take place from 09:00 to 17:30 GMT

### Live Online

#### Dates and fee

- The programme comprises four half-day sessions
- Sessions take place from 08:45 to 12:30 GMT

Please visit our website for dates and fees



## High quality programmes, in flexible formats:

Cambridge Judge Business School Executive Education delivers outstanding professional development from a world-class centre of learning and innovation. We aim to offer diverse formats so you can access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. In addition to our Face-to-Face programmes, our Live Online format brings Cambridge to wherever you are, delivering the best aspects of a Cambridge learning experience to your home or office.

### Face-to-Face delivery



Face-to-Face delivery requires you to travel to the historic city of Cambridge, here you will have the opportunity to meet faculty and peers in person while enjoying the beautiful surroundings of Cambridge University. This also means time away from home and office, which will open a space for you to fully focus on your learning objectives, networking and experience exchange.

Join "Cambridge Union"-style debates, learn from guest speakers and ask questions. Experience close faculty and peer interaction, take part in group exercises, role-play, discussions both in-class and in breaks over lunch or down time.

**Duration:** The programmes duration varies from 2 days to 3 weeks.

### Live Online delivery

Live Online brings the best aspects of a face-to-face learning experience to wherever you are! The sessions offer a rich and immersive interaction between you, our faculty and your fellow participants. While having to maintain focus away from office or home distractions, the virtual environment will allow to quickly switch back to your daily routine and tasks. Live Online eliminates travel dependencies, not only making this a budget-friendly option but also enabling you to test learned notions in real time and share your experience with your peers and faculty during the next day.

Just as with our face-to-face programmes you will take part in a Cambridge Virtual Debate where you can discuss and vote to gauge opinion. Interact with guest speakers, ask questions and make use of tools available only in a virtual environment. You will engage with faculty and collaborate with peers in break-out groups, or in group exercises and role-play.

**Duration:** The programmes duration varies from 4 to 6 half days.



### General Management Certificate of Achievement (GMCA)

This programme counts towards the Cambridge Judge Business School General Management Certificate of Achievement.

On completing the GMCA you will be eligible to become an associate member of Cambridge Judge Business School's global network of graduates and business-focused University of Cambridge alumni, faculty and staff.

### The CPD Certification Service

This programme is certified by the CPD Certification Service. It may be applicable to individuals who are members of, or are associated with, UK-based professional bodies. [Find out more about CPD.](#)





## Programme overview

Teamwork is a vital ingredient to delivering valued objectives. How teams achieve high performance is a complex and multi-faceted issue, which has become more difficult during COVID-19 conditions. This programme addresses the core themes of how to create and lead high-performance teams while also showing how to deal with topical issues such as remote and virtual working, the practicalities of leading your team from a distance, fostering a team culture when you are no longer operating in a face-to-face office environment, and how you can motivate and evaluate your team in this new landscape.



*"Leading teams today is harder than it has ever been. It taxes every dimension of us as individuals. We must manage processes and outputs as has always been the case, but the outcomes we strive for are so much more diverse. The work we do is more complex, so the teams we manage must perform to a higher level than ever before. If expectations are higher, the aspirations of those teams are higher too. All of this is set against an environment where remote working is now the norm for many. Whilst this is unquestionably challenging, the potential to harness commitment, collaboration, learning behaviours and diversity is profound and it promises to be exciting too"*

### DR PHILIP STILES

Academic Programme Director, Creating High Performance Teams



### Key takeaways

- Gain new perspectives on how to manage teams
- Explore the importance of high-performance cultures
- Examine the nature of remote teams and how to maximise their effectiveness
- Develop your leadership style to achieve effective leadership in teams
- Understand how to effectively leverage diversity within teams to build sustained performance
- Understand how to develop motivation and commitment for team members, particularly in the current COVID-19 context.



### Who should attend

Team leaders who:

- Are looking to improve or develop teams in order to maximise performance and organisational effectiveness.
- Are seeking to expand their motivation and influence skills to collaborate with peers
- Are seeking to work with other teams to develop social networks.

The programme is also suitable for organisational leaders who are looking to recalibrate their cultures towards high-performance working.

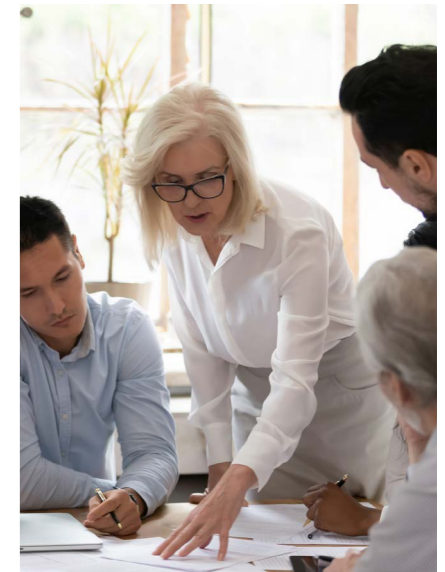
## Your learning journey

### Module 1: The Leader as coach

The first part of the workshop will focus on creating a coaching culture and coaching individual team members to optimise performance. It will explore the importance of coaching as a leadership style, the coaching continuum and different coaching interventions, and will give you the opportunity to practice one-to-one coaching. The second part of the workshop will focus on team coaching skills, and will look at what team coaching is, how to create the optimal blend of support and challenge to develop your team, and how to use coaching tools and techniques in team meetings (both face-to-face and virtual).

#### By the end of this module, you will better understand:

- Recognise the importance of coaching as a leadership style and how to use this style for building and developing teams
- Apply key coaching skills including building rapport, asking questions and active listening
- Practice coaching in the context of your own workplace and team.



*"I thought the course was excellent! The speakers were all experts in their field with their own unique perspectives and insights to share both from an academic point-of-view and a practical one. Throughout the four half-day sessions the faculty brought the topic of high performance teams to life with interesting real-life scenarios in business, sports and other team-based scenarios to illustrate the academic learnings and to challenge the way we think about success in teams. The format was very well-adapted to an online setting, utilising breakout rooms for peer-to-peer activities, interactive digital features to encourage student participation, and plenty of opportunities for discussion and ideas-sharing. I found the content in the curriculum very interesting and came away feeling inspired and motivated to put the learnings into practice."*

**Sean Manning, Lead Solution Engineer – Social, Salesforce**



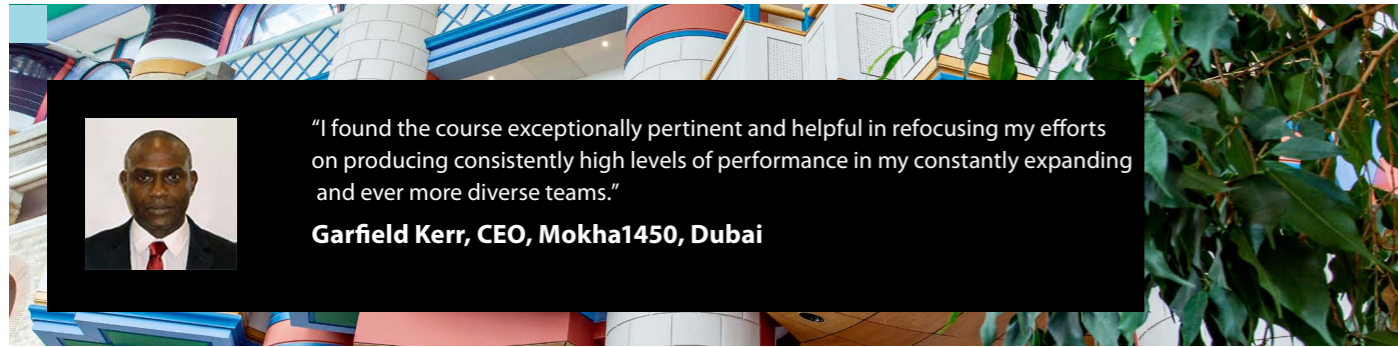
### Module 2: Creating High Performance Teams

The focus of this session is to introduce a framework – and a diagnostic tool – for managing high performance teams. The performance of teams is heavily contingent on how leaders structure and lead their teams. This entails preparation, planning and control, as well as making difficult decisions at critical junctures.

#### By the end of this module, you will:

- Define the success factors of high performing teams
- Identify the critical components required for the effective structuring and management of high-performance teams
- Formulate a logic for making difficult decisions in the context of high performance.





"I found the course exceptionally pertinent and helpful in refocusing my efforts on producing consistently high levels of performance in my constantly expanding and ever more diverse teams."

**Garfield Kerr, CEO, Mokha1450, Dubai**

### Module 3: Leading High-Performance Teams

This session provides a look at the 'real life' of teams, broadening our lens to look at the mindsets, behaviours, interactions that determine how effectively a team works, and the key elements that help a team perform at a higher level, whether virtually or in person. Using a mixture of stories and research from the worlds of high-performance sport, business and diplomacy, we'll explore how these play out in teams, and some of the areas that we could invest in more proactively.

**By the end of this module, you will:**

- Develop a clear common purpose (and the shared commitment, approach and accountability to that) and then how to bring that alive (draw it/link it to daily work/ metaphors)
- Develop a learning mindset (looking at effective learning behaviours, feedback, reflection, marginal gains approach, creating psychological safety, communication patterns)
- Understand the importance of connecting with others, so that collaboration rather than competition becomes the default behaviour.



### Module 4: Leading Remote and Diverse Teams

This session looks at the roles and responsibilities of team members and how these can be clarified to enable high-performance. We shall look in particular at the issue of remote teams and examine the most effective ways in which teams in such contexts can be managed. How communication and culture is maintained and enhanced in such contexts will be examined.

We shall look at how to lead teams to really leverage the diversity of team members. How we can ensure that we maximise everyone's contribution and increase the impact of all members will be core focus of this session.

**By the end of this module, you will:**

- Understand the varieties of roles and responsibilities in the team
- Develop strategies for managing remote teams effectively
- Build better approaches towards maximising the diversity on the team
- Maximising the potential for teams to remain high-potential.



"This programme is so excellent that in a short course of two days, you can meet several excellent experts in this area. They are all superb and world-class."

**Edward Leung, Senior Associate, China Merchant Securities**



## Certificate of Attendance

Upon successful completion of the programme, you will be awarded a digital certificate of attendance by Cambridge Judge Business School Executive Education.

- Built-in social sharing tools allow you to celebrate your achievement with your network via LinkedIn, email and other platforms
- Make your achievement discoverable on search engines, or set it to private and share it only with selected people
- Ability to embed on your website or email
- Available for download in digital format and print.



## Featured case studies

Throughout the programme, you will draw upon a range of different case studies, where you will look at real-life organisations facing different challenges with regards to team development.



### The Race to Reach the South Pole

Analyse the team dynamics between competitors Robert Scott, Roald Amundsen and Ernest Shackleton as they each raced to reach the South Pole. Reflect on their different leadership approaches and how they structured their teams for high performance.

*"I was apprehensive when booking a remote course having attended many over the last year. However I have been so impressed with the quality of this course, the way it was facilitated with the Zoom tech and the way we were so engaged throughout. I enjoyed and stayed engaged with the content all the way through."*

**Christopher Beech, Principal Solution Engineer, Salesforce**

## Assignments & Tools

Throughout the programme you will work through a series of assignments with your peers to reflect on and adapt your current approach to team development. Highlighted below are some of the practical tools and exercises you can cascade to your team post-programme.



### CLEAR Coaching Model

Practice using the CLEAR coaching model to help members of your team create new possibilities for future action in resolving work situations.



### The Four Moves in a Team Conversation

Review how you structure team conversations as a leader. Use this framework to make yourself aware of your own moves and those of others to have more productive conversations.



### The Long Win Framework

Explore how clarity, connection and constant learning combine to drive success in teams. Use this framework to analyse the mindsets, relationship and behaviours required in high-performance sport, business and diplomacy teams.

## Faculty and speakers

Learn from world-leading thinkers, gain new insights and perspectives.



**DR PHILIP STILES**  
Academic Programme Director  
University Senior Lecturer in Corporate Governance

Philip developed the Global Human Resource Research Alliance, a research group involving 30 companies worldwide. Philip is also engaged in work on corporate governance, focusing primarily on the dynamics of boards of directors. He was involved in research for the Higgs Review on the Effectiveness of Non-Executive Directors, and he is also involved in examining the nature of succession within companies, carried out in collaboration with an international headhunting organisation. He also consults to a number of organisations in both the private and public sector.



**DR KISHORE SENGUPTA**  
Reader in Operations Management

Kishore Sengupta is Reader in Operations, Judge Business School, University of Cambridge (CJBS). Kishore's current research, teaching and consulting activities are focused on managing complex projects, managing complexity in organisations, and the future of work in the age of technological discontinuity. Kishore has taught extensively in executive education, MBA and EMBA at CJBS, INSEAD, and the Seoul National University.

Kishore has designed and directed programs for organisations such as Starwood, SAP, Schlumberger and Unisys. At CJBS, he has created several open enrolment executive education programs: the flagship Senior Management Program, Leading Strategic Projects Successfully and Managing Risk for Competitive Advantage. He teaches Leading Effective Projects in MBA and EMBA, and Innovation Management in EMBA. He has written several cases and designed online simulations.



**DR GILLIAN GRAVES**  
Coach, Iridium HRD Consulting Ltd

Gill is an executive coach, team coach, facilitator and consultant in leadership and team development. She specialises in enabling individuals and organisations achieve their goals and realise their full potential. Prior to founding Iridium in 2000, Gill was HRD Director of a US high-tech company, with responsibility for Europe and Asia. She has extensive hands-on international experience, gained within fast-growing, rapidly changing environments across a range of different cultures and organisations.



**CATH BISHOP**  
Leadership Development Specialist

Cath is a leadership speaker, coach and consultant, specialising in leadership, team development and organisational culture. Cath draws on her practical experience from two high pressure careers as an Olympic rower and a senior diplomat specialising in conflict stabilisation which she now combines with her current work in leadership development with organisations.



## Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

### Faculty

- Delivered by Cambridge University Judge's world-class faculty
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

### Wider University

- Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem
- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

### Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

### Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
  - Psychometric testing both as part of the preparation and debrief on programmes
  - Impact studies that clearly define the outcomes secured through our programmes
- It is no accident that over a little half of our Open Face to Face participants come back to Cambridge Judge at least once, often multiple times
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.

## Contact us

If you have any questions or would like to have a chat about this programme and how it could benefit you or your organisation, please get in touch with the programme advisor:



**Adriana Baciú,**  
**Sales and Business Development Manager**  
**Open Programmes**

Tel: +44 (0)775 9130560

Email: executive.education@jbs.cam.ac.uk

[Schedule a call with Adriana](#)



## You may also be interested in:



### Managing People programme suite

Our Managing People programmes are designed to help people deal with the challenges of managing and motivating an organisation's most important resource: people. Providing the most up-to-date frameworks for leaders to effectively develop a culture and process for change, developing capabilities to have a larger impact within the organisation and providing the management toolkit required for creating a high performance culture within the organisation.



### Certificate of Achievement

Executive education is often about building a new set of capabilities; perhaps to enable a step-up in one's career or enable a career switch. The General Management Certificate of Achievement (GMCA) can be a useful platform to launch you on that next step.

Our Certificate of Achievement can help you in two ways:

You are able to build a truly bespoke package of learning tailored to your needs and objectives; giving you a high level of flexibility yet always with the rigour that one would expect from Cambridge. You will also possess valuable and visible evidence of your new-found skills and a visible demonstration of your commitment to your personal development: a Certificate of Achievement from Cambridge Judge Business School.

You will also become an Associate Alumnus of Cambridge Judge Business School upon completion.

### Benefits

- Choose a method of study to meet the demands of your timetable and topic areas that best satisfy your learning requirements
- Access the latest thinking and research from our world-leading faculty
- Network with a diverse group of peers from across the globe, industries and sectors, on our highly interactive programmes
- Receive a digital certificate of attendance from each programme taken, as well as the Certificate of Achievement.



Cambridge Judge Business School  
Executive Education  
University of Cambridge  
Trumpington Street  
Cambridge CB2 1AG  
United Kingdom

Open Programmes Team  
Tel: +44 (0) 1223 762183  
Email: [executive.education@jbs.cam.ac.uk](mailto:executive.education@jbs.cam.ac.uk)  
[www.jbs.cam.ac.uk/executive-education](http://www.jbs.cam.ac.uk/executive-education)

The organisers reserve the right to change any details of the programme without notice.

© JBS Executive Education Limited has copyright of all original material contained in this brochure (September 2023)

JBS Executive Education Limited is a wholly-owned subsidiary of the University of Cambridge.  
JBS Executive Education Limited is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.

Design Alex Mihai | Stills photography by Mike Thornton, StillVision and Alan Davidson