

# **Program Name: Dynamics of High Performing Teams in Small and Medium Enterprises for Middle Managers**

**Duration of the Program: 2 Weeks, Residential Program**

**Program Dates: 31<sup>st</sup> October – 11<sup>th</sup> November, 2022**

## **Program Rationale:**

Small and Medium Enterprises play an important role in the growth of national economies. In today's Volatile, Uncertain, Complex and Ambiguous (VUCA) business scenario, they need to be successfully managed by their leadership at all levels. Middle-level managers are the backbone of any organization being the vital link between an organization's senior leadership on one hand and the ground personnel on the other. These managers are responsible for the implementation of the organization's strategy on a day-to-day basis and developing a high performance team to achieve organizational goals is the fulcrum for success.

The increasingly complex nature of business environment requires a new set of skills, capabilities and preparedness in the team to meet the challenges. Organizations today depend heavily on team work at various levels to bring a diverse set of skills and perspectives into play. Team leaders play a vital role in building effective teams by integrating the efforts of its members and develop intra-team synergies to meet the challenges of the organizational environment. Organizations through coaching and mentoring, consultative approach particularly in decisions that impact managers or their teams, familiarizing managers with regulatory implications, regular communication can facilitate their growth. On the other hand the middle managers should seek new knowledge, prepare for the next role, show willingness to make tough decisions, and also understand organizational politics.

However, they have their own set of challenges which if left unidentified or unaddressed they almost always lead to disgruntlement and low motivation which can then, over a period of time, seep in to the front end. Transition from worker to manager, grappling with the demands of a new role, team management, ability to balance both sides, socialization are some of the key challenges. This program will help the participants enhance their interpersonal effectiveness and understanding of group dynamics to achieve positive synergy and team work. Business must ensure that middle managers are motivated, productive and aligned with the company's ambitions. The program will be conducted in the Workshop mode and also use outbound team tools and techniques to internalize various aspects in making high performing teams.

The use of teams has expanded dramatically in response to competitive challenges. The Team structures allows for the application of multiple skills, judgments and experiences that are most appropriate for projects requiring diverse expertise and problem-solving skills. Teams can execute more quickly, make better decisions, solve more complex problems, and do more to enhance creativity and build skills than an individual can. Their use also increases productivity and morale.

## **Program Aim:**

The objective of the program is to enable the participants at middle levels in the small and medium enterprises:

- To understand the basic fundamentals of team building through conceptual and experiential learning sessions.
- To understand self and others.
- Conflict and its resolution to enhance performance.
- Identify stages of team development and how to move forward.
- To identify and analyze the issues involved in team work.
- To develop an action plan for increasing competence and confidence as a team player and as a leader in managing, influencing and leading teams and individuals.
- Use a combination of approaches to engage, empower and motivate the team
- Adapt leadership style to get the most out of their team.
- Establish credibility and develop a culture of trust within the team.
- Inculcate team working through Outbound Team Building Activities.

### **Program Contents:**

The program contents in the framework of small and medium enterprises will include the following:

- Organizational Vision and Mission and alignment with them
- Understanding the key to Team Effectiveness
- Understanding Self and Others
- Building Trust and goodwill.
- Taking Responsibility
- Clear Communication
- Analytical Thinking
- Team alignment to the Goal
- Collaborative Working
- Creative Problem solving
- Planning for Results
- Managing Conflicts and Agreements
- Negotiation Skills
- Essential Skills to lead a team.
- Corporate and Social Etiquettes
- Dynamics of Successful Teams

### **Instructional Strategy**

In the program will be conducted in the workshop mode and the following training strategies in the context of Small and Medium sized enterprises will be used:

Interactive Lectures, Interactions with Industry experts, Success stories from Indian Industries and key learnings, Role plays, Panel discussion, Assignments, Indian and global case study, Team Project work, Presentations, Outbound Team building activities inculcate essential skills, Industry visits and visit to historical and cultural sites of interest.

**Eligibility:**

Middle level executives with more than 5 years of experience from the Government/ Public Sector/ Private sector from Small and Medium enterprises.

**Qualification:**

Graduate and above in any discipline