

LEADING HIGH IMPACT TEAMS

UGBA157-001, M&W 11:00-12:30pm, Berkeley-Haas, Remote & Synchronous Learning, Prof: Dr. Brandi Pearce, Leading With & Through Others



Have you ever been on a team and thought to yourself, there has to be a better way? Often, we perceive difficult team dynamics as a byproduct of challenging personalities or institutional policies outside of our control. The astute leader, however, recognizes that supporting teams in working together effectively, like any other leadership skill, is a capability that can be developed and honed.

The goal of this course is to set you apart as a leader. My hope is to transfer knowledge, tools, and frameworks needed to develop **High Impact Teams** in today's complex, distributed, and dynamic global economy. Together we will explore topics drawing on evidence, as well as your own experiences, and those of executives to support you in exploring, reflecting, and honing key team capabilities. By the end of this course, students will better understand how to:



- **diagnose team dynamics and design interventions to enhance team effectiveness**
- **recognize and harness different sources of individual motivation**
- **effectively facilitate team meetings to foster high-quality and/or creative solutions**
- **identify & manage different forms of team conflict**
- **engage teams in reflection & feedback**
- **cultivate a team climate to bolster decision-making, innovation, & creativity**
- **explore capacities needed to lead teams virtually**

Time and time again, executives and alumni share with me, that teams are a primary source of competitive advantage for their organizations, and yet there are far too few leaders who possess the knowledge, tools, and awareness to effectively engage teams towards this end. This course is designed to create a space for you to develop a team toolkit so that as you transition into the workforce you feel confident that you have the knowledge and skills that will catapult you into leadership positions.



The course will feature short lectures, guest speakers, and experiential team-based exercises.

- *"With full-time work, just around the corner for me, I've been trying to do a holistic reflection of my experience to develop a better understanding of the people, classes, and challenges that have shaped who I have become. Upon this reflection, this course definitely stood out as one of my most memorable classes. There are countless lessons from the class I will take with me"*
- *"I really enjoyed being a part of this class, and truly believe that this one of the best courses that I have taken at UC Berkeley. I learned so much about myself as a leader within teams, along with discovering ways to leverage everyone else's skills as well."*
- *"The course itself is engaging, educational, and applicable to all parts of life - everything from personal relationships to professional teams. The instructor is caring, genuine, personable, and ENTHUSIASTIC about the work. She gets us out of our comfort zone and out of our seats, giving us a personal stake in the course and coursework."*

Dr. Brandi Pearce is a lecturer in Management of Organizations, the Faculty Director of MBA Teams@Haas and a co-creator of the new UGBA ChangeMakers course. Prior to earning her doctorate, Pearce worked in the Silicon Valley leading alliance teams for Oracle Corporation, one of the world's most innovative global organizations in the management of strategic partnerships. She deeply values the intersection between evidence-based management and organizational practice which is at the heart of her research, the experiential design of this course, and is what she enjoys most about teaching. It is her hope that students will leave Haas feeling inspired and confident about their potential to lead teams and create value for their future organizations. Colleagues and students describe Pearce as "collaborative and approachable" as well as "curious and passionate." She aims to be a student always and admires those who can lead with and through others. Pearce can be reached at bpearce@haas.berkeley.edu