MIT MANAGEMENT EXECUTIVE EDUCATION

Data-Driven Teams: The Art and Science of Winning

In Person Sample Schedule

7:45 AM - 8:30 AM EDT	**Registration & Breakfast**
8:30 AM - 8:45 AM EDT	**Program Welcome and Introductions**
8:45 AM - 9:15 AM EDT	**Huddles: Reflections on Winning Teams** Ben Shields *We begin our work in small groups where each participant will reflect on a winning team they have been on in the past and why it was successful.*
9:15 AM - 10:00 AM EDT	**Why Teams Win** Ben Shields *This session examines how high-performing teams differ from their competitors across at least four main dimensions: management, talent, system, and culture. We explore the relationships between each of these dimensions, how they complement and sometimes contradict one another.*
10:00 AM - 10:15 AM EDT	**Break**
10:15 AM - 11:00 AM EDT	**Balancing Data and Intuition to Win** Ben Shields *How can we use data to make better decisions on team management? What is the role of intuition and experience? In the session we explore these questions and how to strike the balance between both in team management. We also discuss the range of individual and team performance data now available and the ethical considerations in data collection and use.*

11:00 AM - 12:00 PM EDT	**Team Management: It Starts With You** Ben Shields ― *Building and managing a team to win sustainably over time often starts with you, the team leader. In this session we will explore your styles and approaches as a team coach. We will also help you define what winning means for your team on an upcoming project or initiative.*
12:00 PM - 1:00 PM EDT	**Lunch**
1:00 PM - 2:45 PM EDT	**Your Team's Talent** Ben Shields ― *In this session we explore approaches to talent evaluation and identification. We also create opportunities for you to reflect on the current state of your team's talent and consider the metrics you use for evaluation.*
2:45 PM - 3:00 PM EDT	**Break**
3:00 PM - 4:45 PM EDT	**Storytelling for Teams: Substance and Structure** Shira Springer ― *Storytelling is an invaluable tool for leaders looking to motivate their teams to achieve a common goal. Working with storytelling expert Shira Springer, you will develop a story that you can tell your team to inspire them and drive results.*
4:45 PM - 5:00 PM EDT	**Day 1 Wrap-Up**
5:00 PM - 6:00 PM EDT	**Reception**

Day 2

8:00 AM - 8:30 AM EDT	**Breakfast**
8:30 AM - 9:00 AM EDT	**Huddles** ― Review, reflect, and discuss learnings in the program thus far.

9:00 AM - 10:30 AM EDT	**Your Team's System** Ben Shields ——— *We then turn to a topic that is complementary to talent – your team's system. We explore how to design a team system that maximizes the potential of the talent on your team. This includes identifying clear roles and responsibilities, understanding external competitive dynamics, and organizing the team's process to achieve desired outcomes.*
10:30 AM - 10:45 AM EDT	**Break**
10:45 AM - 11:00 AM EDT	**Certificate Ceremony**
11:00 AM - 12:15 PM EDT	**Measuring Your Team's Processes and Outcomes: Individual and Team-Level** Ben Shields ——— *We introduce you to a tool to align and measure your team's processes and outcomes – at both the individual and team level. You will leave this session with a plan to measure and optimize your team's system to win more consistently.*
12:15 PM - 1:00 PM EDT	**Lunch**
1:00 PM - 2:30 PM EDT	**Your Team's Culture** Ben Shields ——— *Your team may have cultural values written down. But do those values manifest in behaviors and habits consistently? Is there a way to use data to build and reward culture? We explore these critical questions and examine a tool to better define and optimize your team's culture. We also look at the main cultural challenges to sustained winning, including handling the inevitable losses, burnout, bad actors, superstar egos, and crisis situations. How leaders respond to these situations can often make or break the team's culture and ability to win long-term.*
2:30 PM - 2:45 PM EDT	**Break**
2:45 PM - 4:15 PM EDT	**Storytelling for Teams: Style** Shira Springer ———

Guest Speaker: Shira Springer, award-winning sports journalist and MIT Sloan lecturer

As you begin to head back to your team, this session is an opportunity for you to refine and tell your story to your cohort for feedback before you tell it to your team.

4:15 PM - 4:30 PM EDT | **Program Wrap-up**

Schedule subject to change