

Schedule Subject to Change

DAY 1

- 8:30 – 8:45 AM **Program Welcome and Introductions**
- 8:45 – 9:15 AM **Reflections on Winning Teams**
We begin our work in breakout rooms where each participant will reflect on a winning team they have been on in the past and why it was successful. Then, based on pre-work, participants will share relevant context about the team they will focus on for their project in the program.
- 9:15 – 10:30 AM **Why Teams Win**
This session examines how high-performing teams differ from their competitors across four main dimensions: talent, system, leadership, and culture. We also explore how to measure each of these dimensions in an effort to make winning a more replicable outcome for teams. Finally, we consider the role of luck in winning and how best to position teams to capitalize on chance opportunities.
- 10:30 – 10:45 AM **Break**
- 10:45 – 11:45 AM **Insights from the Field: Identifying and Evaluating Talent**
Brian Billick, Super Bowl-winning coach and co-author of *The Q Factor: The Elusive Search for the Next Great NFL Quarterback*, and Jim Dale, coauthor of *The Q Factor*
In this session we focus on the first dimension of winning teams: talent. Joining us is an industry practitioner who takes a data-driven approach to talent identification and evaluation in the sports industry.
- 11:45 – 12:45 PM **Data Workshop: Measuring Your Team's Talent**
For the last session of the day, we apply what we have learned about talent evaluation to your own team. We introduce you to techniques to measure your current team's talent base relative to your business needs. You will leave this workshop with a data-informed understanding of your team's current strengths, talent gaps that need to be filled, and an action plan on how to fill them.
- 12:45 – 1:00 PM **Day 1 Wrap-Up**

DAY 2

- 8:30 – 9:00 AM **Learning Circles**
Review, discuss, and reflect on Day 1 materials and project work.
- 9:00 – 10:15 AM **Designing and Implementing a Winning System**
We start the day with a focus on systems, the second dimension of winning teams. This session explores how to design a system that maximizes the potential of the talent on your team. This includes both strategy – choosing a system that will outperform an opponent – as well as execution – implementing an efficient and repeatable process that incentivizes all team members to perform at the highest level. We also consider the importance of system agility and the ability of a team to adjust quickly and with precision to respond to an opponent's strategy. Finally, we explore mechanisms for feedback and iteration to continuously improve your team's system.

10:15 – 10:30 AM	Break
10:30 – 11:30 AM	Insights from the Field: Exploring Talent and System Fit Ben Alamar, former Director of Sports Analytics at ESPN and author of <i>Sports Analytics: A Guide for Coaches, General Managers, and Other Decision Makers</i> <i>In this session we build on our discussion of team systems and hear from Ben Alamar, who has designed and led analytics programs in the sports industry.</i>
11:30 – 11:45 AM	Break
11:45 AM – 12:45 PM	Data Workshop: Measuring Your Team's System <i>For the last session of the day, we apply what we have learned about system design and implementation to your own team. We introduce you to techniques to measure your team's system according to shared Key Performance Indicators (KPIs) that align with your business needs. You will leave this session with data-informed insights on how to optimize your system to win more consistently.</i>
12:45 – 1:00 PM	Day 2 Wrap-Up
DAY 3	
8:30 – 9:00 AM	Learning Circles <i>Review, discuss, and reflect on Day 1 materials and project work.</i>
9:00 AM – 10:15 AM	<i>Sustaining a Winning Culture</i> <i>Winning once can be achieved through a mix of superior effort and luck, but can it be sustained? In this session we turn to the third and fourth dimensions of winning teams: leadership and culture. Specifically, we examine the role of the leader in fostering a winning culture over the long-term. We look at the main cultural challenges to sustain winning, including handling the inevitable losses, employee turnover, bad actors, superstar egos, and crisis situations. How leaders respond to these situations can often make or break the team's culture. Finally, we consider the "winning team flywheel" and how a team's clearly-defined culture can attract the best talent that fits into the system, which leads to more winning and a strengthening of the team's competitive position.</i>
10:15 AM – 10:30 AM	Break
10:30 – 11:30 PM	Insights from the Field: How Storytelling Shapes Culture Shira Springer, award-winning sports journalist and lecturer at MIT Sloan <i>We continue our examination of leadership and culture with an industry practitioner who specializes in storytelling. This leadership skill motivates and connects members within the team and communicates to external audiences the norms, values, and practices that the team's culture prioritizes.</i>
11:30 – 11:40 PM	Break
11:40 – 12:40	Data Workshop: Measuring Your Team's Culture

Can culture be measured? We explore this critical question in our final data workshop and examine techniques to better define and optimize your team's culture. You will leave this session with a data-informed perspective on how to enhance your organization's most valuable asset.

12:40 – 1:00 PM

Pulling It All Together

1:00 PM

Awarding of Certificates