



# Columbus

The Institute for Management Studies, 201 West Liberty Street, Suite 100, Reno NV 89501

SUBJECT	<b>HOW TO GET THE MOST FROM TEAMS: OVERCOMING THE INEVITABLE CONFLICTS</b>		
FACULTY	DR. JUDITH SEGAL		
LOCATION	The Country Club at Muirfield Village 8715 Muirfield Drive, Dublin, OH 43017 (614) 764-1714	DATE	Wednesday, December 8, 2010
		REGISTRATION	8:30 AM
		SESSION	9:00 AM - 4:00 PM

## TIME TOPICS

25%	<b>People problems, including negative interpersonal relationships</b> <ul style="list-style-type: none"> <li>• Team members who bring “grenades” to every meeting (and use them!)</li> <li>• Team members who don’t want to be team players</li> <li>• Terminally negative team members</li> <li>• Team dominators</li> </ul>
25%	<b>Role and goal issues: Lack of commitment or focus</b> <ul style="list-style-type: none"> <li>• Turf wars</li> <li>• Messy hand-offs</li> <li>• Commitment phobia</li> <li>• Accountability memory blocks</li> </ul>
25%	<b>Structural barriers: Muddled matrix reporting relationships</b> <ul style="list-style-type: none"> <li>• The hidden and often unaddressed causes of team confusion and failure</li> <li>• The lacking link of performance planning and review</li> </ul>
25%	<b>Process problems: Leadership challenges/wasted efforts</b> <ul style="list-style-type: none"> <li>• How teams are led (or not)</li> <li>• Leadership models for different team stages, phases and composition</li> <li>• How to avoid long, unproductive meetings</li> </ul>

## SEMINAR DESCRIPTION

In this session, participants will look at why all teams – even successful ones – are vulnerable to losing their vitality. Dr. Segal will explore how bad experiences from one team project can be carried over to another project, creating an environment that could encourage diminished productivity or failure. We will look at the best methods of revitalizing a team, with the focus of the day on answering key questions related to the people, structure, environment, goals, roles and processes. Attention will be paid to how trust is developed and destroyed, and how members confront and resolve interpersonal and team conflict. Targeted tools will be reviewed to enable participants, regardless of whether they are team leaders, members, or functional managers, to leave the program with a comprehensive plan to revitalize a team and overcome barriers to greater productivity.

## FOR RESERVATIONS

**Mary S. Held**  
**Phone: (614) 855-7118 e-mail: Columbus@ims-online.com**

## FACULTY



**DR. JUDITH SEGAL** is the Founder of the J. Segal Company. She consults, gives seminars and organizes programs in Human Relations and Communication, throughout the United States and Canada. She specializes in team building, conflict resolution, communication, mediation and facilitating organizational change. She also coaches CEO's, corporate presidents and managers to help them fine-tune their management skills. She teaches in the Management Development Program at the University of Southern California, and has also taught at the University of California, Los Angeles, Pacific Oaks College, Concordia University, and McGill University. Dr. Segal, is a frequently quoted expert in business news dailies and periodicals, and is well known for her management segments on CJAD Radio in Canada. She received her Doctorate in Human Development from the Fielding Institute in Santa Barbara, California, where she specialized in Human Relations and Organizational Behavior, and received her Masters Degree in Human Development at Pacific Oaks College in Pasadena, California.

## GUIDE TO PARTICIPANT SELECTION

SENIOR EXECUTIVE  
(Pres, Exec & Sr. VP)

EXECUTIVE  
(VP & General Mgr)

SENIOR MANAGER  
(Div. & Reg. Mgrs)

MIDDLE MANAGER  
& SUPERINTENDENTS

3	3	3	3	3	3	3	3	3	3	3	3	3	3
3	3	3	3	3	3	3	3	3	3	3	3	3	3
1	2	1	2	3	2	2	1	1	2	2	2	2	1
1	1	1	1	2	1	1	1	1	1	1	1	1	1
Admin	Distrib	Engr	Finc	H.R.	Legal	Mktng	IT	Ops	Ping	Pchsg	R&D	Sales	

APPLICABILITY

"1" indicates primary target audience

"2" indicates a good fit if the level of material is appropriate

"3" indicates (in the opinion of the Institute and faculty) limited applicability.

## FOCUS

PRIMARY

### LEADERSHIP DEVELOPMENT:

Adaptability, Communication, Creativeness, Empathy, Initiative, Interpersonal Relations, Judgment, Motivation, Skill-Building

SECONDARY

### EXECUTING/CONTROLLING/EVALUATING:

Use of Authority, Direction, Coordination, Meeting Schedules, Quality Control, Results Analysis

TERTIARY

### PLANNING/ORGANIZING:

Problem Identification, Analysis, Evaluating Alternative Solutions, Generate and Obtain Plan Support

LEVEL

Introductory  Intermediate  Advanced