

**CERTIFICATE NAME and Course Number**

Leading Teams Certificate  
XLSC 9018

**DOMAIN**

SOEE Leadership

**CERTIFICATE STATEMENT**

Knowing how to lead a team is essential for every leader. A team leader provides guidance, instruction, direction, and leadership to ensure the team is working together cohesively and achieving the desired results.

**CERTIFICATE DESCRIPTION**

A strong team increases productivity, effectiveness, employee satisfaction and contributes to the overall success of the organization. Team leaders are not only responsible for their own performance, but also have to navigate the dynamics and performance of their team.

The Leading Teams Certificate includes three competencies:

1. Team Development
2. Effective Communication
3. Conflict Resolution

**CERTIFICATE OBJECTIVES**

Upon successful mastery of this certificate, you will be able to:

- Assess the dynamics of teams and discover strategies to achieve team performance and success
- Identify the skills necessary to effectively interact and communication with others
- Define conflict and develop the skills to identify, address, and resolve conflict

**DEMONSTRATING MASTERY**

This certificate is comprised of three competencies. Each competency is broken down into **Learning Objectives** and related **Topics**. For each objective, you will participate in **Learning Activities** designed to enhance and reinforce understanding.

**Learning Activities** include readings, video and audio clips, Learning Journal and Discussion Board prompts, practice exercises, demonstrations, as well as links to web and library resources.

As you progress through each competency you will come across **Interactive Discussions**. In these activities, the tutorial faculty member will ask you to respond to a question or series of questions that promote a deeper understanding of the topics covered in the **Learning Objective**. In addition, the question(s) will ask you to apply lessons learned from specific course content.

## Certificate Structure

The table below details the **Learning Objectives** for each competency, which are supported by **Learning Activities** and **Interactive Discussions**.

Certificate Competencies	Learning Objectives
Team Development	<ul style="list-style-type: none"><li>● Assess team dynamics at different stages of team development as they impact the workplace environment</li><li>● Analyze the needs, motivational factors, and performance of a team</li><li>● Develop strategies to effectively communicate and manage conflicts that occur in teams, providing recommendations for conflict resolution</li><li>● Assess team leadership effectiveness to determine strengths and opportunities</li></ul>
Effective Communication	<ul style="list-style-type: none"><li>● Explain the interpersonal communication process</li><li>● Explain the filters and barriers that affect interpersonal communication</li><li>● Identify ways to improve personal communication, including listening skills</li><li>● Analyze how to effectively use communication technologies</li></ul>
Conflict Resolution	<ul style="list-style-type: none"><li>● Define conflict and identify sources of conflict both in and outside of the workplace</li><li>● Identify the two main dimensions of conflict behavior</li><li>● Explain the five conflict handling modes</li><li>● Identify conflict resolution strategies</li><li>● Formulate the cost of conflict in the workplace</li></ul>

## STUDENT RESOURCES

### Brandman Online Library Resources

Brandman University provides comprehensive online library services including access to books, journals, databases, and other resources. Librarians are available via email and phone to provide support. Students can access the library directly when logged into their courses.

### Writing and Math Help

Brandman's Online Writing and Math Center (OWMC) offers subject-specific tutoring services, live workshops, video tutorials, tutorial office hours, and links to top academic sites in order to ensure student success. Students can access the OWMC directly when logged into their courses.

**Netiquette**

Communicating in an efficient and respectful manner is critical to the learning process. Please view the following clip which provides netiquette guidelines:  
[http://www.youtube.com/watch?feature=player\\_embedded&v=6dRocIqDJh0](http://www.youtube.com/watch?feature=player_embedded&v=6dRocIqDJh0)

**Standards of Academic Integrity**

Academic integrity is a core Brandman University value which insures respect for the academic reputation of the University, its students, faculty and staff, and the degrees it confers. Students are required to read, understand, and apply the standards set forth concerning academic integrity found in the policy link below.  
<http://www.brandman.edu/current-students/resources/catalogs>

**Americans with Disabilities Act Statement**

Brandman University is committed to ensuring equal educational access and opportunity for all members of our academic community. Students will be provided timely, efficient, and equitable accommodations and services that are in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 (ADA)/Americans with Disabilities Act Amendments Act of 2008 (ADAA). More details are available in the current Brandman University Academic Catalog.  
<http://www.brandman.edu/current-students/resources/catalogs>