

## Course Outline

### An Online Team Leadership Course for Young Water Professionals

For the 4<sup>th</sup> Round of the Course in 2017

#### Learning objectives

This course aims to provide water professionals with a modular, asynchronous, online training course to build understanding, skills and confidence in the following topics:

- An introduction to leadership in the water sector - fundamental concepts.
- An introduction to leadership development - principles and methods.
- An introduction to self-leadership as the foundation for all other forms of leadership development.
- Team leadership – fundamental concepts and tools.
- Leading cross-boundary teams in the water sector, including virtual teams.

Its primary focus is to strengthen the ability of participants to engage in forms of **team leadership** that are common in the water sector, whilst recognising that in order to adequately address team leadership participants need to firstly build some foundation knowledge and skills.

#### Target audience

The primary target audience is water professionals who currently lead project teams and/or a team of staff. In particular, the course would be most helpful to newly appointed team leaders and people who lead cross-boundary teams (e.g. teams that cross boundaries in terms of geography, professional discipline, culture, organisational units, etc.). The course has been designed for a class of 15 to 25 participants with some practical experience of leading teams of staff (direct reports) and/or project teams, and who have opportunities to practice new approaches to team leadership.

Water practitioners with no experience leading teams and no current access to team leadership roles, can still participate in this course but would find some of the exercises and recommendations more challenging. In particular, this course places an emphasis on 'learning by doing'. That is, applying tips and tools from the course to real team leadership challenges, in conjunction with getting feedback and support from colleagues. Accordingly, it is important that participants who want to greatly benefit from this course have ready access to team leadership 'practice fields' either at work or outside of work (e.g. in a community group, sporting association, professional association, etc.).

#### Course design

The course consists of three modules spread over 5 consecutive weeks. The schedule for the next round of the course is as follows:

Week	Date it begins	Activities	Hours required to fully participate
0	10 July 2017	Welcoming people to the course. Provision of all course materials. Providing access to a private online classroom. It takes some time to get everybody enrolled and comfortable using our online classroom, so we allocate a week to do this.	0.5
1	17 July 2017	Introductory activities so course participants start to get to know one another. Participants are also encouraged to start reading / watching the course material (e.g. papers and videos), as the weekly workload increases over the next 4 weeks.	1.5
2	24 July 2017	Module 1: introduction to leadership in the water sector and leadership development. Each module includes watching videos, readings, an online discussion activity and a multiple-choice online quiz.	4-6
3	31 July 2017	Module two: introduction to self-leadership.	4-6
4	7 August 2017	Module three: team leadership.	6-7
5	14 August 2017	Continuation of module 3, the preparation of a final Reflection Report, and completion of an anonymous evaluation survey. Certificates of Completion are also issued to eligible participants.	3

Please note that participants will be required to participate in activities each week (from Weeks 1 to 5) to gain a Certificate of Completion, and there is no provision for students who do not participate during one of these weeks to 'catch up' at a later date. However, there is flexibility with respect to when students can participate each week. The course does not include any activities that require participants to all be online at the same time. In addition, participants have access to all of the course materials from the beginning of Week 0, so they can 'read ahead' if they anticipate being short of time later in the course.

The weekly activities are described below in more detail.

#### **Week 0: Welcome and accessing our online classroom**

- Participants are welcomed to the course by their IWC Class Facilitator, and invited to gain access to a secure, online learning management system (i.e. the University of Queensland's Blackboard system). Experience has taught us that it takes several days to get everybody online, so we allow a full week.
- Participants will also be provided with access to all course materials (videos and readings) in digital form.
- Time commitment for participants: ~0.5 hours.

#### **Week 1: Introductions**

- Participants will be asked to introduce themselves to other class members through an online introductory exercise. Like all other online activities in this course, this will be asynchronous (i.e. participants would not need to be online at the same time) and will be moderated by the IWC Class Facilitator.
- Participants will be encouraged to use this week to 'get ahead' with the training materials (i.e. watch videos and read papers), as the workload peaks in Week 4.

- Materials for Week 1:
  - A detailed course overview document (PDF).
  - A welcome and overview video from the International Water Centre (IWC) (MP4 video file).
- Time commitment for participants: ~1.5 hours.

## **Week 2: Module 1 - introduction to leadership in the water sector and leadership development**

- This module will address the definition of leadership, fundamental concepts, the significance of leadership in the water sector, as well as principles and methods of leadership development.
- Participants will be required to watch two videos (presentations by the IWC), read two papers, participate in an online discussion activity and conduct a short multiple-choice online quiz.
- Materials for Week 2:
  - Two videos / presentations (MP4 video files) with supporting handouts containing the presentation slides (PDFs).
  - Two readings (PDFs).
- Time commitment for participants: ~4-6 hours.

## **Week 3: Module 2 - introduction to self-leadership**

- This module will focus on the fundamentals of self-leadership, as all leadership development journeys should start at this point. It will describe self-leadership, and cover key topics such as personal values, building resilience, being a reflective practitioner, and managing one's career.
- Participants will be required to watch one video (presentation by the IWC), read two papers, participate in an online discussion activity and conduct a short multiple-choice online quiz.
- Materials for Week 3:
  - A video / presentation (MP4 video file) and supporting handout (PDF).
  - Two readings (PDFs).
- Time commitment for participants: ~4-6 hours.

## **Week 4: Module 3 - team leadership**

- This module will explore the nature of teams and team leadership (using the 'functional approach'). It will provide several tools that participants could use to better lead teams. It will also address leading cross-boundary teams, including virtual teams.
- Participants will be required to watch two videos (presentations by the IWC), read three papers, participate in an online discussion activity and conduct a short multiple-choice online quiz.
- Materials for Week 4:
  - Two videos / presentations (MP4 video files) and supporting handouts (PDFs).
  - Three readings (PDFs).
  - A reflection report template with guidelines (Word document).
  - A set of short (approximately 10 min) video clips from team leaders in the water sector in which they share some of their tips for leading teams.
- Because Week 4 is the most intense week of the course, participants will be given extra time (i.e. half of Week 5) to complete all online activities associated with Module 3.

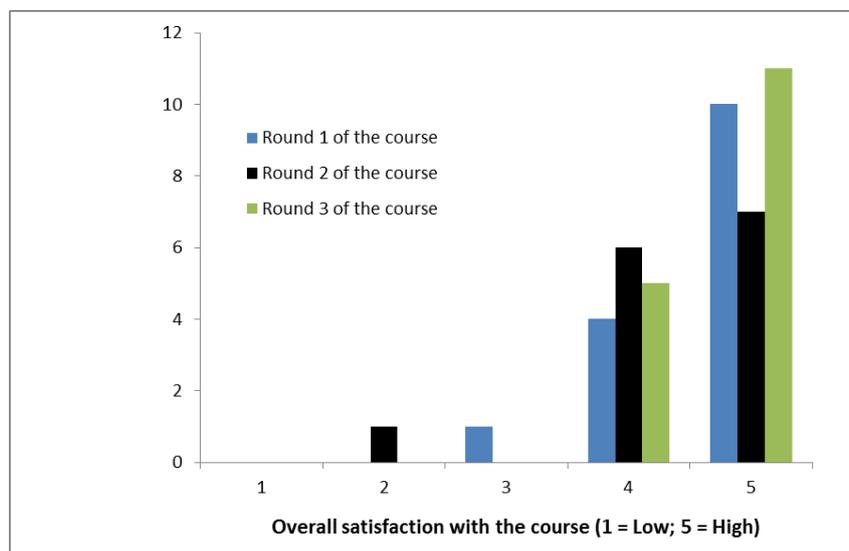
- Time commitment for participants: ~6-7 hours.

## Week 5: Reflection report and wrap up

- Completion of online activities associated with Module 3.
- Participants wishing to gain a Certificate of Completion will be required to complete and submit a short 'Reflection Report'. This report helps to build self-awareness, and to identify specific ways in which new knowledge and tools can be used to produce positive leadership outcomes and accelerate learning. A report template with guidelines will be provided. This report will be due at the end of Week 5.
- Optional activity: At the completion of Week 4, participants will also be asked to complete a 5 min, voluntary and anonymous online feedback survey to help improve the course over time. This survey will remain open until the end of Week 5.
- Time commitment for participants: ~3 hours (assumes full participation in all activities).

## Feedback from past participants

- Given below are some testimonial comments from participants who have completed the course, as well as anonymous participant ratings on their overall satisfaction with the course.
  - "The online team leadership course was simply fantastic. With so many different ways to learn and engage with the course content, participation was both fun and challenging. The learning environment was very supportive and helped me develop my leadership style and ambitions through participation and self-reflection." [Simon Roberts, E2Designlab.]
  - "The course content and its delivery mode was very appropriate for a busy person in the water sector looking to grow as a leader but limited by their ability to get to classes on campus or commit lots of time over a semester. Even from the start of the course I have experienced professional growth and I have seen excellent return on investment." [Cail Rayment, Power and Water Corporation.]
  - "If you are looking for practical suggestions, steps and tools to support you in better manage and lead a team, and if you are looking for techniques and ideas on how to run an online course then this is the course you should consider!" [Vanh Mixap, Engineers Without Borders Australia.]



**Contact for further information on the design or content**

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