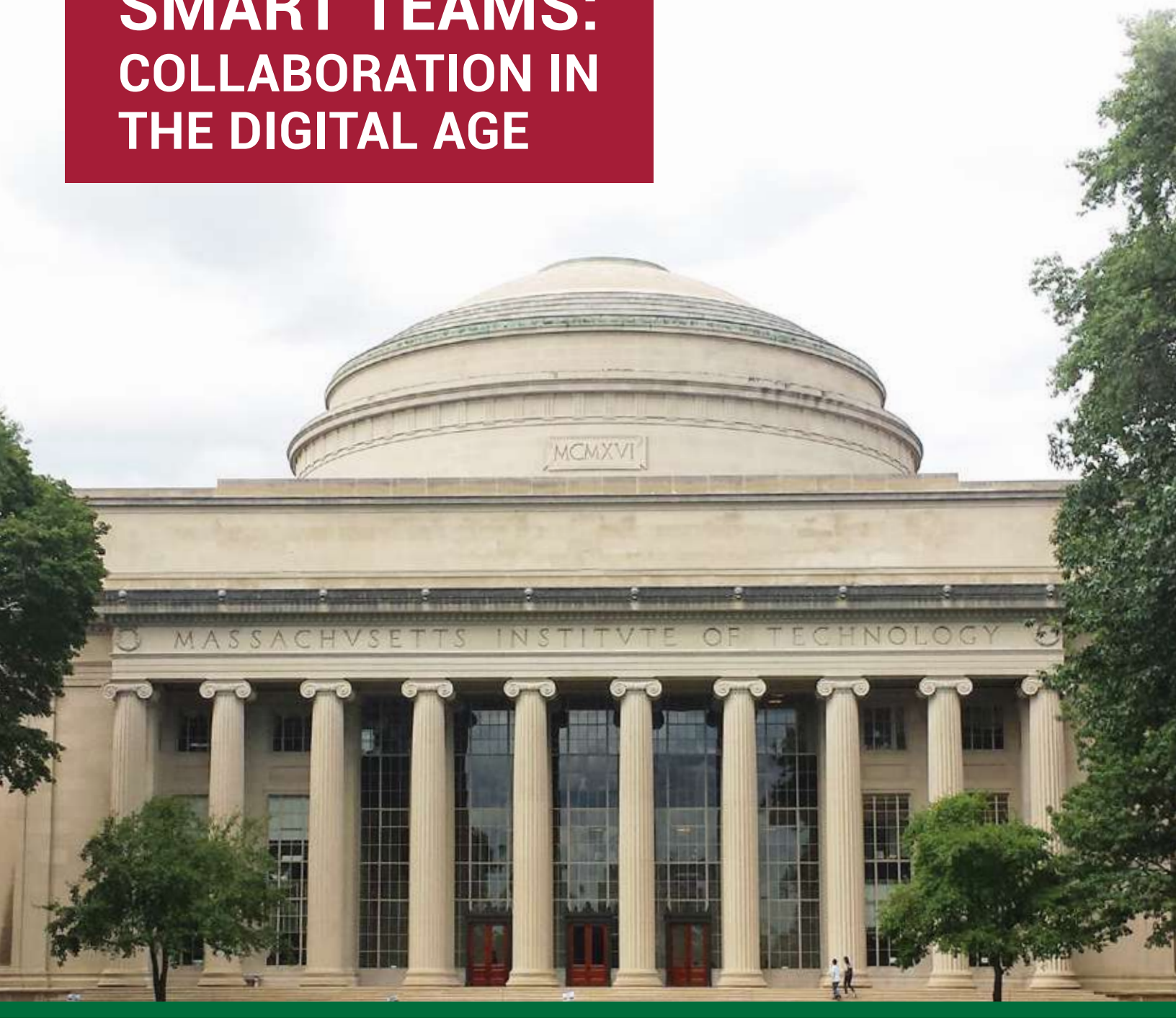
EMERITUS
INSTITUTE OF MANAGEMENT

SMART TEAMS: COLLABORATION IN THE DIGITAL AGE



In collaboration with

MIT MANAGEMENT EXECUTIVE EDUCATION

Overview

> “Cooperation is just as important and just as prevalent in human society as competition.”
>
> – Alex (Sandy) Pentland
> Toshiba Professor of Media Arts & Science, MIT

Working effectively in teams is essential to the success of every manager. To do so, managers need their teams to work collaboratively and efficiently. In the digital age we live in today, communication and collaboration can become extremely challenging, as in many cases teams are spread across the globe.

Managers need to learn to be effective communicators and collaborators. At an individual level, they need to learn how to communicate effectively, at a team level they need to implement strategies to get teams to work more efficiently, and at an organization level, they need to put in place strategies that foster productivity, innovation and creativity.

This course will help managers address these needs at an individual, team, and organizational level.

At the end of this course, you will be able to:

- Look more insightfully at your own behavior and the dynamics of your team
- Help your group deploy these ideas to increase efficiency and effectiveness, whether you sit in the same office or are deployed around the world
- Empower your larger organization to use these frameworks and models to increase idea flow, team engagement, collaboration, and innovation.

Course Faculty

Professor Alex (Sandy) Pentland

Toshiba Professor of Media Arts & Science

Professor Alex “Sandy” Pentland directs the IT Connection Science and Human Dynamics labs and previously helped create and direct the MIT Media Lab and the Media Lab Asia in India. He is one of the most cited scientists in the world, and Forbes recently declared him one of the “7 most powerful data scientists in the world” along with Google founders and the Chief Technical Officer of the United States. He has received numerous awards and prizes such as the McKinsey Award from Harvard Business Review, the 40th Anniversary of the Internet from DARPA, and the Brandeis Award for work in privacy.

He is a founding member of advisory boards for Google, AT&T, Nissan, and the UN Secretary General, a serial entrepreneur who has cofounded more than a dozen companies including social enterprises such as the Data Transparency Lab, the Harvard-ODI-MIT DataPop Alliance and the Institute for Data Driven Design. He is a member of the U.S. National Academy of Engineering and leader within the World Economic Forum.

Over the years Sandy has advised more than 60 PhD students. Almost half are now tenured faculty at leading institutions, with another onequarter leading industry research groups and a final quarter founders of their own companies. Together Sandy and his students have pioneered computational social science, organizational engineering, wearable computing (Google Glass), image understanding, and modern biometrics. His most recent books are 'Social Physics,' published by Penguin Press, and 'Honest Signals', published by MIT Press.

Interesting experiences include dining with British Royalty and the President of India, staging fashion shows in Paris, Tokyo, and New York, and developing a method for counting beavers from space.

Course Highlights

The course combines cutting edge content from research at MIT, an engaging approach to learning, including individual and peer group assignments, and a continual focus on application for you, your team, and your organization.

All group discussions and assignments in the course will be done using a Socio Metric tool: Riff Platform developed by Riff Learning.

The Riff Platform is a cloud-based video client & data insights application. It measures conversational dynamics and provides feedback during and after your video interactions. Each participant in the video interaction receives objective data to help them learn about their interpersonal effectiveness and their ability to work with others. Riff's measurements can predict the engagement, satisfaction and performance on shared tasks.

63
Video Lectures

8
Discussions

6
Real World Applications

4
Webinars

1
Capstone Project

1
Text Book

1
Interactive Technology Tool

Syllabus

MODULE 1: HONEST SIGNALS, THE BIOLOGICAL ROOTS OF HUMAN BEHAVIOR: What motivates people and how they interact, how unconscious behavior influences decisions and idea flow

Optional Pre-Work

• Read relevant chapters from the book 'Social Physics'

Framework

• Poverty of social science
• Biological roots of team behavior
• Disruption of biological roots
• Introduction to Riff
• Honest signals - energy
• Honest signals - attention
• Honest signals - mimicry
• Honest signals - expertise
• Honest signals - examples: influencers, salary negotiation, hiring & dating
• Signals at work, pitching your vision: success and charisma

Application

• Peer learning circle – analyze signaling using Riff
• Individual assignment – analyze email communication

MODULE 2: TEAM OF TEAMS: How teams interact to make up larger organizations

Optional Pre-Work

• Read relevant chapters from the book 'Social Physics'

Framework

- Biological roots: exploration and engagement
- Collective intelligence in groups
  - Example - Cubist
  - Example - City of Chicago
  - Example - Bank of America
- Team of teams
  - Example - DTU
  - Example - German Bank
  - Example - Drug Discovery Company
  - Example - Bell Laboratories
  - Example - Yammer & Etoro

Application

- Peer learning circle - create a communication enhancement intervention for your organization
- Peer learning discussion

MODULE 3: MANAGEMENT 2.0: How social incentives can change behavior

Optional Pre-Work

- Read relevant chapters from the book 'Social Physics'

Framework

- Social influence
- Indirect social influence
  - Using social influence - social network incentives
  - Example of social influence - Swiss Power Network
  - Example of social influence - Tenacity Call Center
- Making good decisions
  - Example - eToro
  - Example - Scicast
- Trust networks
  - Example - Red Balloons

Application

- Peer learning circle - design a new method and incentive scheme to make better decisons
- Peer learning discussion

MODULE 4: SENSIBLE ORGANIZATIONS: How organizations become self-aware

Optional Pre-Work

• Read relevant chapters from the book 'Social Physics'

Framework

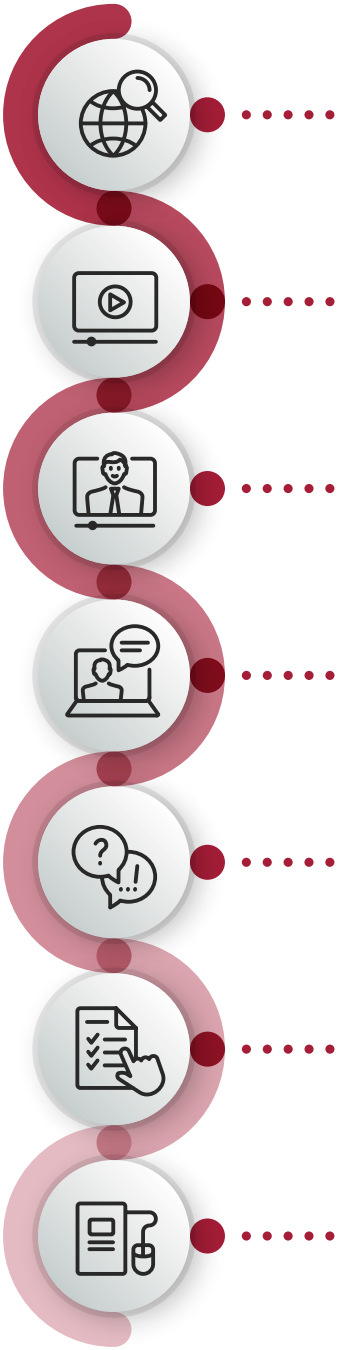
• Challenges of the distributed organization
• First step - become self-aware
• Decoding culture
  - Engagement
  - Silos
  - Distance
• Privacy within the company
• Managing idea flow
• Using the data
• Data driven leadership
• Open advisors for collaboration, security and learning
• Future data ecology – incorporating other companies
• Social incentives: getting people to sign up

Application

• Individual assignment: capstone assignment - throughout the 4 modules, you will be asked to start writing a memo to your boss that makes a recommendation to the organization for each of the 4 modules. In week 4, you will tie in all the learnings and submit the memo to your boss with all your recommendations which will include frameworks and models to increase idea flow, team engagement, collaboration, and innovation.

The Learning Experience

EMERITUS follows a unique online model. This model has ensured that nearly 90 percent of our learners complete their course.



Orientation Week
The first week is orientation week. During this week you will be introduced to the other participants in the class from across the world and you will learn how to use the learning management system and other learning tools provided.

Weekly Goals
On other weeks, you have learning goals set for the week. The goals will include watching the video lectures and completing the assignments. All assignments have weekly deadlines.

Recorded Video Lectures
The recorded video lectures are by course faculty.

Live Webinars
Every few weeks, there are live webinars conducted by EMERITUS course leaders. Course leaders are highly experienced industry practitioners who contextualize the video lectures and assist with questions you may have regarding your assignments. Live webinars are usually conducted between 1 pm and 3 pm UTC on Tuesdays and Wednesdays.

Clarifying Doubts
In addition to the live webinars, the course leaders also conduct 'Office Hours' every week or every alternate week to help participants clarify their doubts pertaining to the content.

Follow-Up
EMERITUS Program Support team members will follow up over email and via phone calls with learners who are unable to submit their assignments on time.

Continuous Course Access
You will continue to have access to the course videos and learning material for up to 12 months from the course start date.

Certificate

Upon successful completion of the course, participants will be awarded a verified digital certificate by EMERITUS Institute of Management.

Course Fee and Duration

USD 1,400
1 Month, Online

Singapore residents who wish to enroll for this course will be charged GST.

Prerequisites

Participants are required to purchase the book 'Social Physics' by Professor Alex Pentland. Portions of the book are required reading for the course.

This course is designed for working professionals and requires proficiency in English. All videos are recorded in English. All assignments are written in English and are required to be responded to in English.

Benefits to the Learner

Deepen your Intellectual Capital

- World-class curriculum & teaching by faculty from MIT Sloan
- Peer-to-peer interaction Learning Circles, virtual classroom discussions, and project reviews
- Selective entrance criteria ensures you learn with the best

Manage your Brand Capital

- A global business education on your resume

Enhance your Social Capital

- Make new, life-long connections with experienced business people from a wide variety of cultures, industries and backgrounds
- Inclusion in the EMERITUS Network
- Invitations to EMERITUS Network events globally including career panels, CXO speaker series, and industry interactions

Enhance your Career Capital

- Learn while you earn
- Get noticed. Get ahead.
- Understand how to manage your career and personal brand

www.emeritus.org

E-mail: enterprise@emeritus.org

We attempt to respond to queries in 24 hours or less. However, over weekends and holidays, our responses may take up to 72 hours.

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