

VISION- AND TEAM-BUILDING SEMINAR

PREPARATION MATERIAL

Alain Gauthier

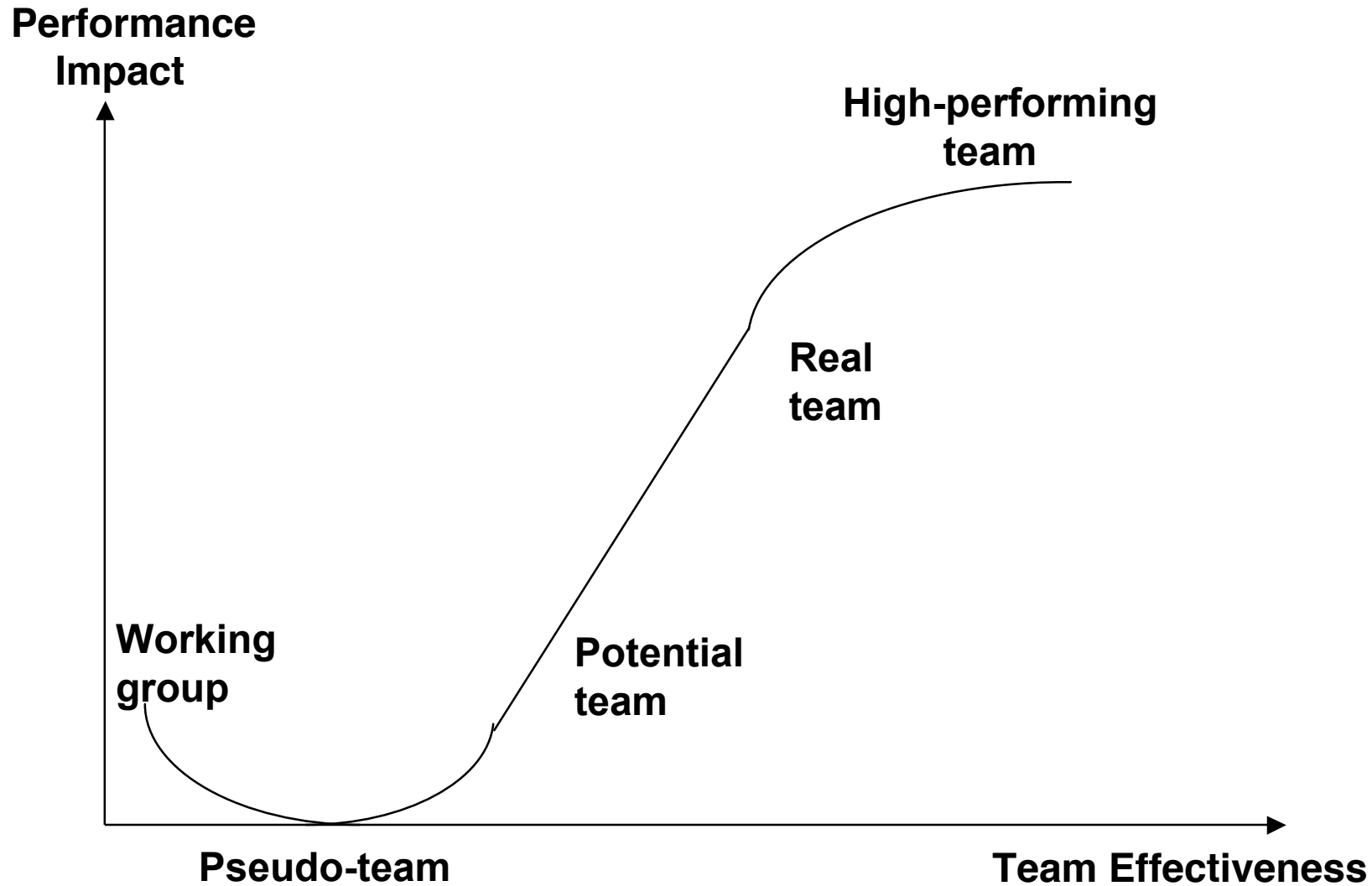
Core Leadership Development

Questions to be answered individually

(Please bring your answers the Seminar)

- **What is your assessment of your team's current position:**
 - **on the Team Performance Curve?**
 - **in the Team Performance Dimensions quadrants?**
- **What evidence supports your assessment?**
- **How could you personally contribute to improving your team's position?**

The Team Performance Curve



Source: J. Katzenbach, D. Smith "The Wisdom of Teams", Harper Business, 1994

Stages along the Team Performance Curve (1)

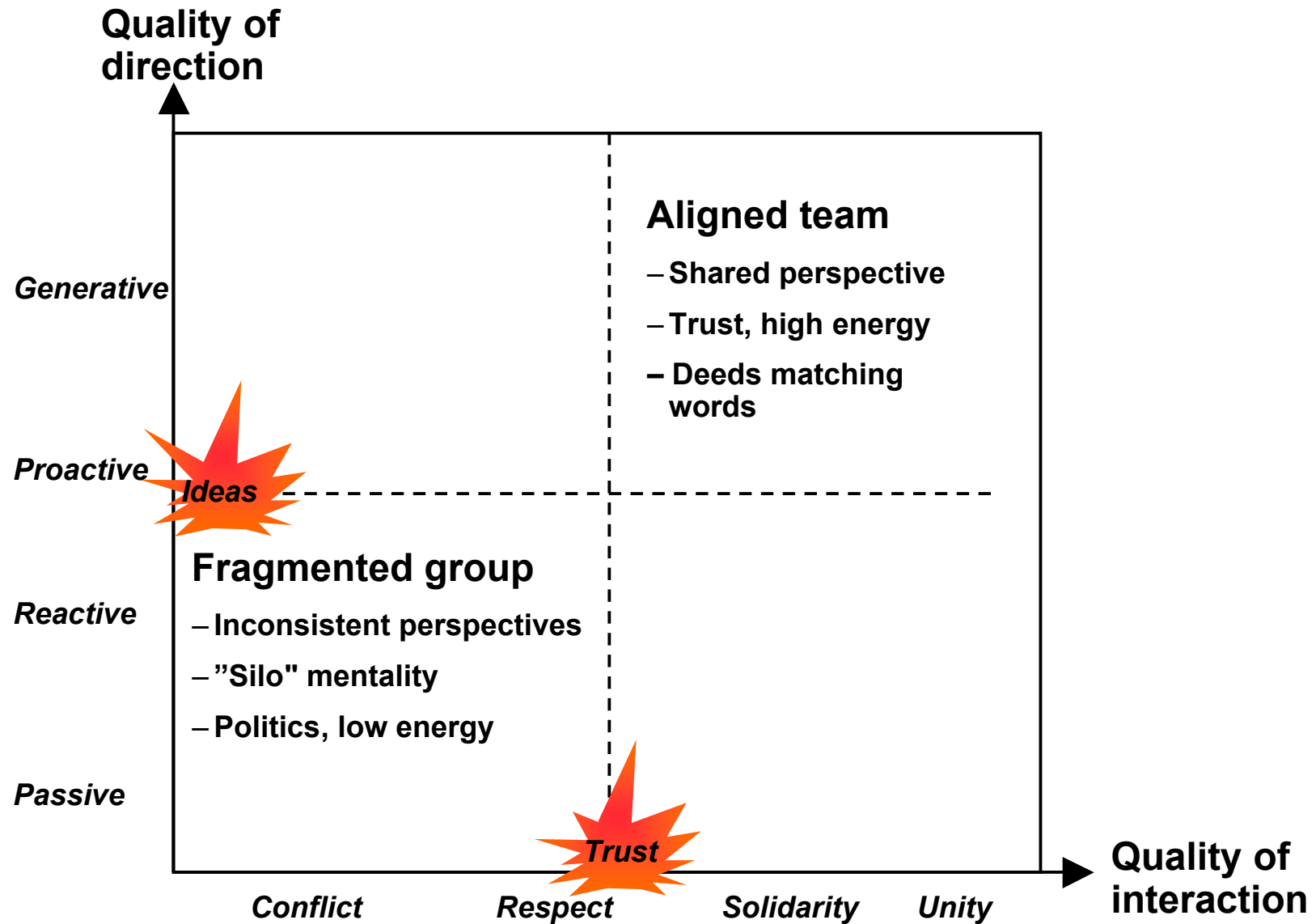
- 1. Working Group:** members interact primarily to share information, best practices or perspectives, and to make decisions to help each other perform within his/her area of responsibility; they do not share incremental performance goals or joint work products that call for either a team approach or mutual accountability
- 2. Pseudo-Team:** a group for which there could be a significant incremental performance opportunity but that has not focused on collective performance and is not really trying to achieve it; the sum of the whole is less than the potential of the individual parts
- 3. Potential Team:** a group for which there is a significant incremental performance need and that is really trying to improve its performance impact; but it lacks clarity about goals, discipline in implementing a common working approach and mutual accountability

Stages along the Team Performance Curve (2)

- 4. Real Team:** A small number of people with complementary skills who are equally committed to common goals and a working approach for which they hold themselves mutually accountable

- 5. High-Performance Team:** a real team whose members are also deeply committed to one another's personal growth and success; it outperforms all reasonable expectations given its membership

TEAM PERFORMANCE DIMENSIONS



Source: Mark Tigchelaar and Alain Gauthier