

Stages to high performance

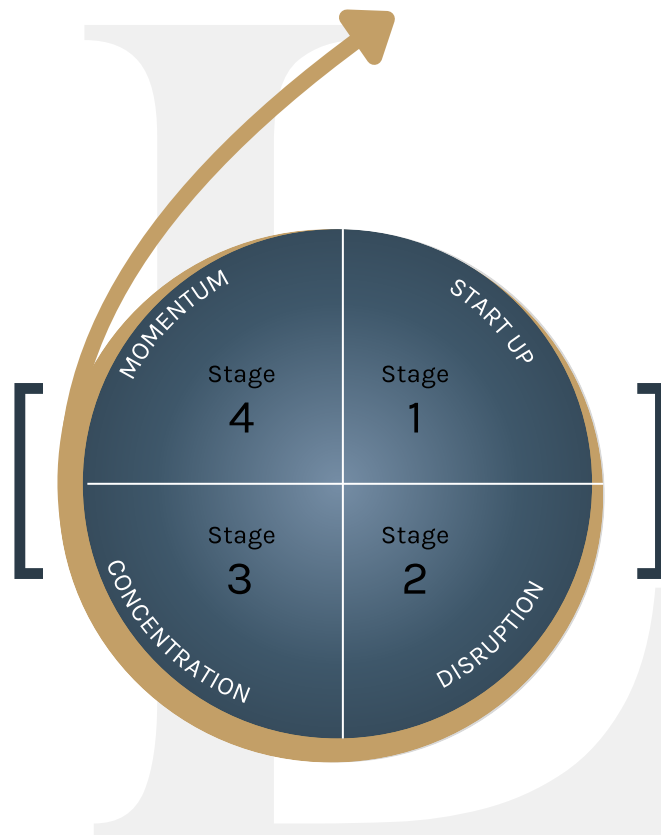
Stage 4

1. Honesty is embedded and feels natural
2. Team is vision/ customer focused
3. Strong commitment/ ownership for team results
4. Comfort dealing with conflict
5. Members look after each other
6. Team members often engage in social activities together
7. Agreements and consensus is broad-based among group
8. TEam periodically self-assesses progress

Moving to stages 3-5 requires intervention

Stage 3

1. The team clearly knows the purpose behind what it is doing
2. Roles and accountabilities are clear and accepted
- Procedures and protocols are established and are being refined
4. Members are giving and receiving feedback
- Members are confronting issues — not people
6. Right “players” in place
7. Identity begins to shift from “I” to “We”
8. Regressions become fewer and fewer



HIGH
PERFORMANCE
Stage
5

Stage 5

1. Team is strategically aware
2. Continuous quality improvement is norm
3. Focus is on over-achieving goals
4. Necessary changes to processes and structure are noticed and brought forth by the team
5. Team works towards goals while attending to relationship and process issues in real time
6. Leadership is respected and shared by team members
7. Team performance is often “in the zone”
8. Fun, high-energy, creativity are present

Stage 1

1. Team members maintain a façade — interactions are tentative and superficial
2. Team purpose is vague
3. Fear of confronting issues/individuals
4. Performance mostly based on individual efforts
5. Individual roles and responsibilities are unclear
6. Processes are missing or often ignored
7. High dependence on leader for guidance and direction
8. Distractions keep timelines and commitments from being met

Stages 1 and 2 evolve naturally

Stage 2

1. Personalization of issues — members feel attacked
2. Sharp fluctuations in attitude about the team and the project’s chance of success
3. Frustration and finger pointing — “air is thick”
4. Power struggle for influence
5. Individual members reacting to what needs to be done
6. Members operating from *fight or flight*
7. Cliques and factions form; power struggles develop
8. Focus is on problems — and others as the problem