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From 'The Wisdom of Teams, Creating the High-Performance Organization', by Jon R. Katzenbach & Douglas K. Smith, McKinsey & Company Inc 1993. Copyright ©1993 by Harvard Business School Publishing Corporation, all rights reserved.

Working group	Pseudo team	Potential team	Real team	High performing team
<ul style="list-style-type: none"> • No significant incremental performance need or opportunity • Members interact to share information and best practices • Members interact to make decisions which enable individual action • No common goal or purpose • Individual accountability 	<ul style="list-style-type: none"> • A significant incremental performance need or opportunity does exist • But not really focused on collective performance • No common purpose or goals • A lot of talk about teamwork and being a team • The whole is <i>less</i> than the sum of the parts 	<ul style="list-style-type: none"> • A significant incremental performance need or opportunity does exist • Really trying to improve their performance impact • What's required: <ul style="list-style-type: none"> – clarity about goals, purpose and work products – discipline to hammer out a common working approach – establish collective accountability 	<ul style="list-style-type: none"> • Small number of people • Complementary skills • Equally committed to: <ul style="list-style-type: none"> – common purpose and goals – working approach – mutually accountable 	<ul style="list-style-type: none"> • Everything a real team is <p><i>Plus</i></p> <ul style="list-style-type: none"> • A deep commitment to one another's personal growth and success • Rare!

Source: Adapted from 'The Wisdom of Teams, Creating the High-Performance Organization'. 1993, McGraw-Hill, Katzenback & Smith