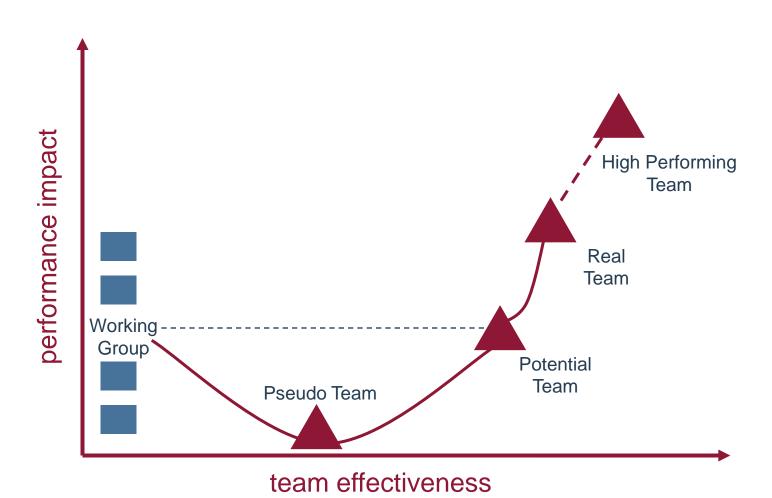
working group or team



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Working group Pseudo team Potential team Real team High performing team Small number of No significant A significant A significant incremental • Everything a real incremental performance need or incremental people team is performance need or performance need or opportunity does exist Complementary opportunity opportunity does Really trying to improve skills Plus exist Members interact to their performance impact. Equally committed share information But not really What's required: to: A deep commitment and best practices focused on collective clarity about goals, common to one another's performance Members interact to purpose and work purpose and personal growth and make decisions No common purpose products goals success which enable or goals discipline to working Rare! individual action A lot of talk about hammer out a approach No common goal or teamwork and being common working mutually purpose a team approach accountable Individual The whole is less. establish collective than the sum of the accountability accountability parts

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