A blue spiral-bound notebook is shown from a top-down perspective. The notebook is open, and the title 'Identifying & Analyzing Team Models' is written in a large, bold, black font on the right-hand page. The left-hand page is blank. The spiral binding is visible along the left edge of the notebook. The background is a solid light gray.

Team Dynamics

Identifying & Analyzing Team Models

The Five Dysfunctions of a Team

Dysfunction	Role of the Leader
Inattention to RESULTS	Focus on collective outcomes
Avoidance of ACCOUNTABILITY	Confront difficult issues
Lack of COMMITMENT	Force clarity and closure
Fear of CONFLICT	Mine for conflict
Absence of TRUST	Go first!

Source: <http://www.tablegroup.com/books/dysfunctions>

The Role of the Leader:

- Attention to **RESULTS**: Focus on collective outcomes
- Avoidance of **ACCOUNTABILITY**: Confront difficult issues
- Lack of **COMMITMENT**: Force clarity and closure
- Fear of **CONFLICT**: Mine for conflict
- Absence of **TRUST**: Go first!

Team Effectiveness Model

PERFORMANCE RESULTS

SKILLS

- Technical/functional
- Inter-personal
- Problem solving

ACCOUNTABILITY

- Mutual
- Personal
- Resides with few people

COLLECTIVE WORK PRODUCT

COMMITMENT

- Specific goals
- Ground rules
- Common approach
- Meaningful purpose

PERSONAL GROWTH

From *The Wisdom of Teams* by J. Kozlenski and D. Smith, Harvard Business School Press, Boston, MA, 1993

PERFORMANCE RESULTS

SKILLS

Technical/functional
Inter-personal
Problem solving

ACCOUNTABILITY

Mutual
Personal
Resides with few people

COMMITMENT

Specific goals
Ground rules
Common approach
Meaningful purpose

COLLECTIVE WORK PRODUCT

PERSONAL GROWTH

Team Effectiveness Model

PERFORMANCE RESULTS

SKILLS

Technical/functional
Inter-personal
Problem solving

ACCOUNTABILITY

Mutual
Personal
Resides with few people

COMMITMENT

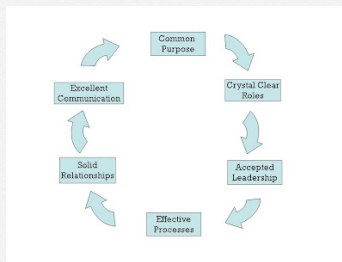
Specific goals
Ground rules
Meaningful purpose

COLLECTIVE WORK PRODUCT

PERSONAL GROWTH

From *The Wisdom of Teams* by J. Katzenbach and D. Smith, Harvard Business School Press, Boston, MA, 1993

Characteristics of High Performing Teams



Source: MacMillan *The Performance Factor*, page 156

Team Model

Real Team (the rowers)

TEAMwork, Bounded, Norms, Relationship, Mix, Roles, Authority, Stability.

Real Direction (the finish line)

Mission (in context of TPOV)

Real Leadership (TL, Coach)

Helping team to keep pace

Real Structure (the boat)

Systems (Reward, Information, Training) Processes (how we do what we do)

*Derived from Hackman, *Leading Teams*; MacMillan, *The Performance Factor*

Team Dynamics

Identifying & Analyzing Team Models