

# ◆ Developmental Stages of Team Effectiveness ◆

	Embryonic	Adolescent	Mature	Collaborative
External Orientation	Works from the inside out and does not factor in external perspective. Focused primarily on tactical implementation.	Works from the inside out and factors in limited external functional and industry perspective to develop strategic and tactical plans.	Works with an external perspective that factors in knowledge of current investors, customers and competitors to develop strategic and tactical plans.	Works from the outside in, considering a global range of investor, customer, competitor and community factors that lead to innovative strategic and tactical initiatives.
Continuous Learning	Learning is linked to specific knowledge needed to do one's job. Learning comes primarily from the current internal environment and supports current plans.	Learning is still linked to what one needs to know to perform, and the resources employed to learn are expanding. Focus continues to be on primarily internal resources.	Learning is linked to change and what one needs to know to help implement the next generation of strategies and plans. The external view is introduced.	Learning is future-focused and critical to shaping the next generation of strategies and plans. Sources of learning are broad, deep and creative. Learning is globally externally focused.
StraightTalk	Little dialogue. Exchanges tend to be polite. There is no challenging of colleagues' thoughts and ideas. There are many sacred cows that are avoided in conversation.	More challenge, but not consistently applied. Some risk of group think. More serial monologue than interactive dialogue. Individual agendas compete for attention.	Focus is on dialogue. More encouragement of constructive conflict. Issues are surfaced and debated.	High level of interactive dialogue. No sacred cows. Team members are expected to have a view, to express it and to actively listen to and consider the views of their colleagues.
Team Orientation	Somewhat fragmented task and relationship focus. Not mission-driven. Low level of clarity of roles and responsibilities. Trust and respect are fragile.	Stronger sense of task and relationship focus linked to a mission. Roles and responsibilities are clearer, and team members begin to execute their tasks more consistently.	Balanced focus on tasks and relationships with plans aligned around a common mission. Trust and respect are building. Processes are in place to work together.	Mission-driven, highly diverse team. High level of trust and respect for each other built on members' strong credibility and competence. Strong operating processes are used to achieve results and innovation.

© 2007 Higgins Kreischer & Associates

