

Groups Vs. Teams

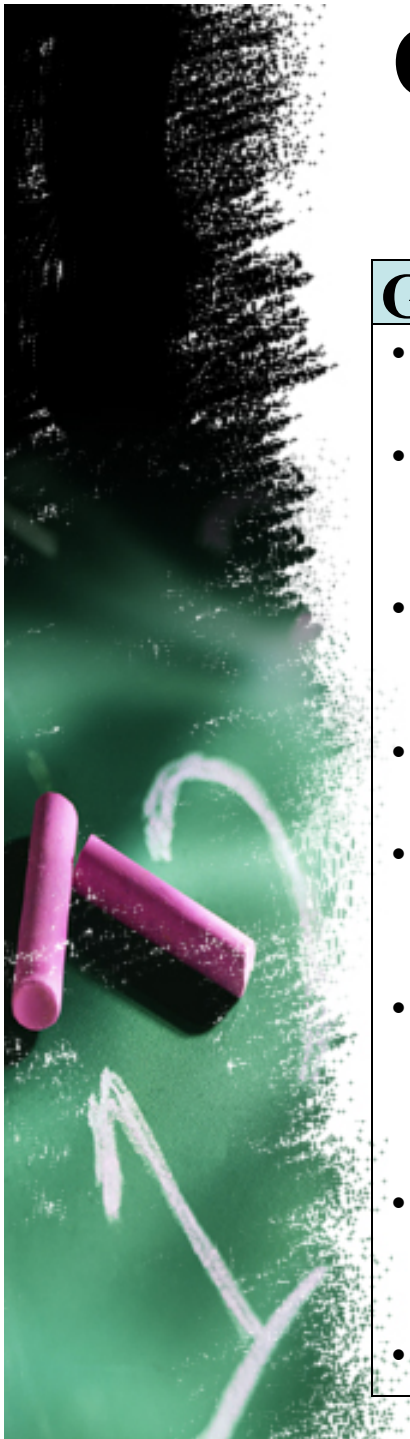
Adapted from Katzenbach: The Discipline of Teams

Groups

- Strong, clearly focused leader
- Individual accountability
- Group's purpose is same as leader
- Individual work-products
- Runs efficient meetings
- Measures its effectiveness by its influence on others
- Discusses, Decides, Delegates
- Informal Structure (org culture)

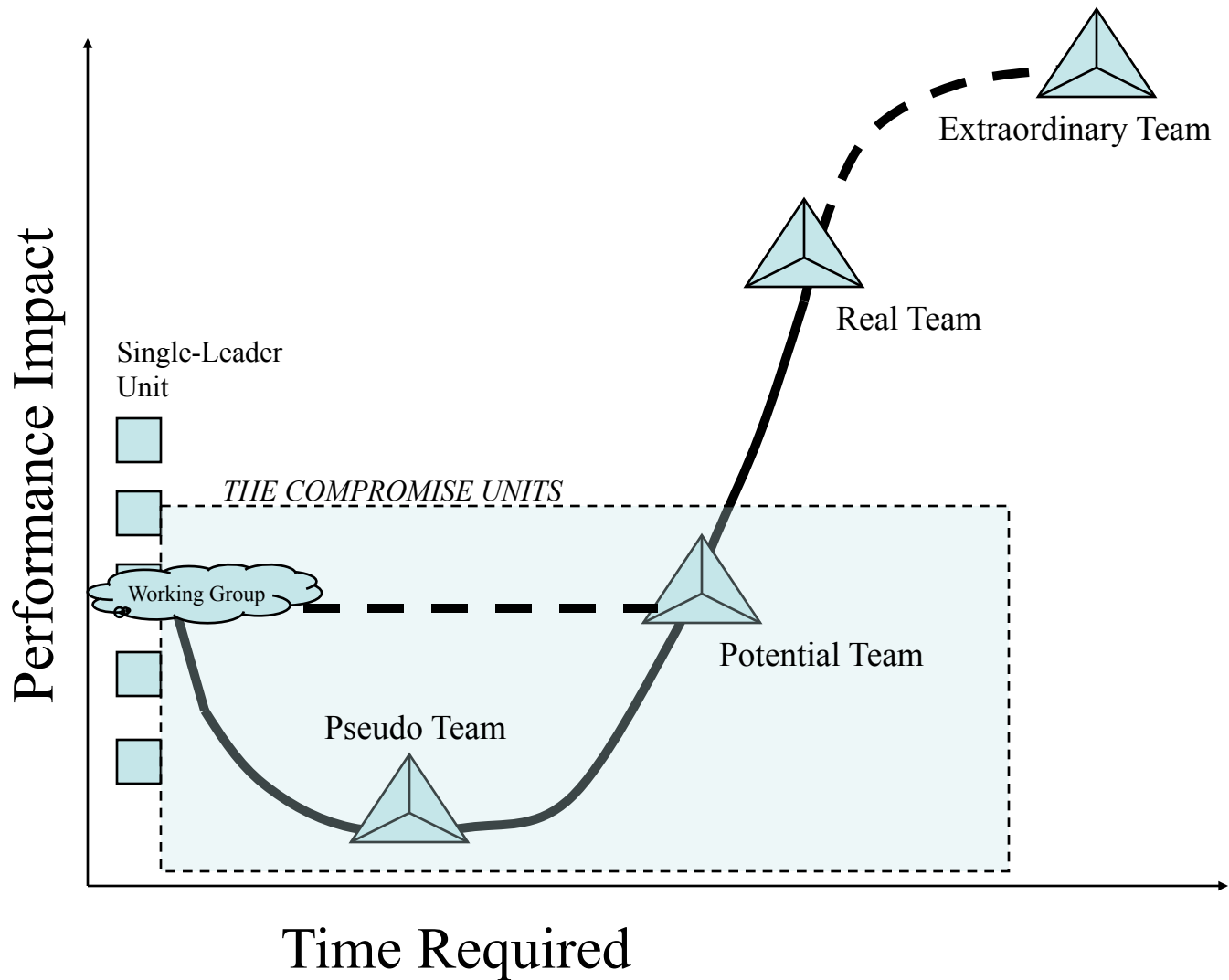
Teams

- Shared Leadership Roles
- Individual and Mutual Accountability
- Specific Team purpose that the team delivers
- Collective work products
- Encourages open-ended discussions and active problem-solving meetings
- Measures performance directly by assessing collective work-products
- Discusses, Decides, and does real work together
- Formal Structure (codified)



The Team Performance Curve

Katzenbach and Smith, *The Wisdom of Teams*, p. XXIII, 2003, Collins



Climbing the Y

Adapted from Katzenbach and Smith, *The Wisdom of Teams*

