



Resilient Teams™

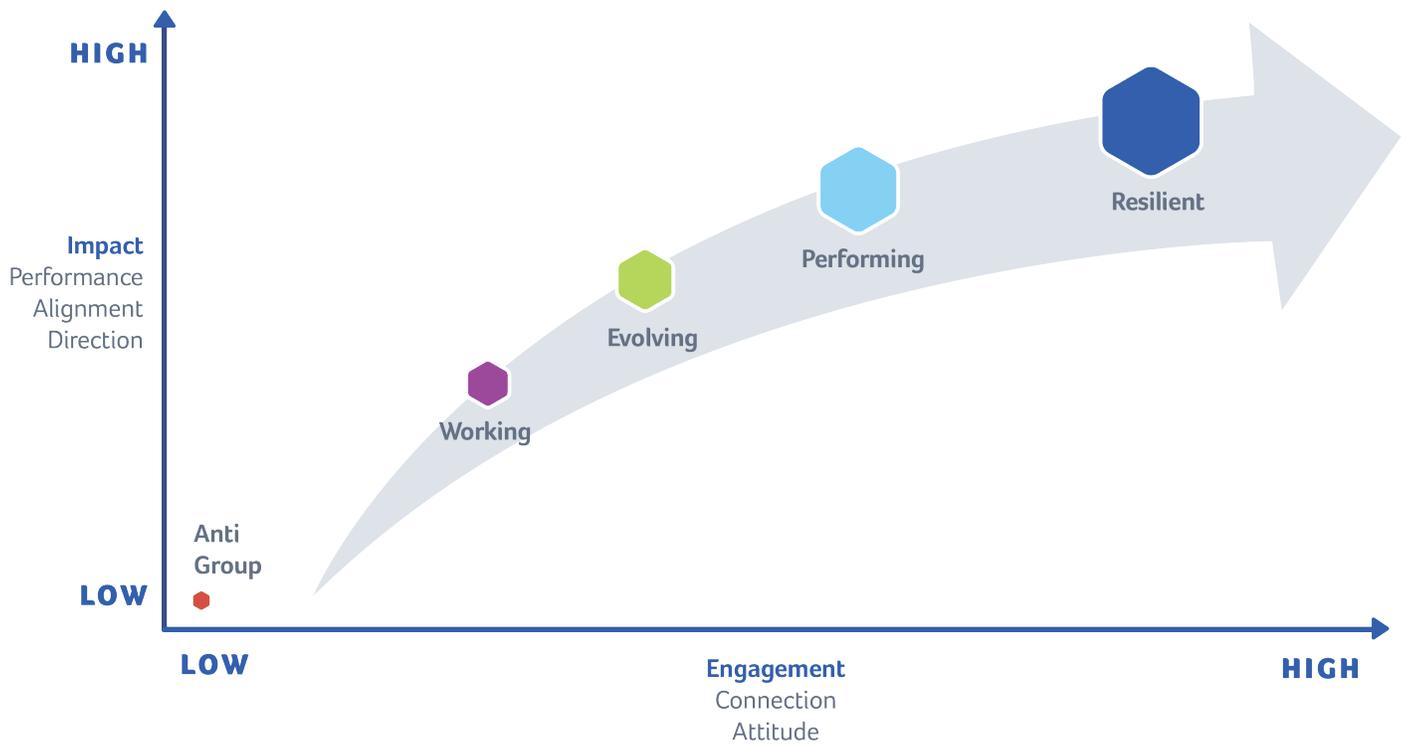
# TEAM DEVELOPMENT PATHWAY & TEAM TYPES



As you can see from the pathway illustrated below, as teams develop **Direction**, **Alignment** and **Performance** their results have higher business impact, and as they strengthen their **Connection** and **Attitude** they grow more engaged. While this pathway illustrates the different stages that teams

pass through, it's not uncommon for a team to skip a stage as it moves in either direction; the exact pathway isn't prescribed. What is consistent is that resilient teams operate with a high level of mastery across all five of the dimensions.

### THE RALLYBRIGHT TEAM DEVELOPMENT PATHWAY



*The different types of teams each represent a different level of team capability in terms of business impact and engagement. The five are described in detail on the next page.*

## TEAM TYPES

### Description

### Characteristics

#### ANTI-GROUP

The anti-group is characterized by in-fighting, lack of trust and conflict. Anti-groups are low on Direction, Connection and Attitude and as a consequence are low-performing and ineffective. Anti-groups are often made up of very talented people. The problem is less about the individuals on the team and more about how the manager or leader manages the talent available.

- Lack of shared purpose
- Squabbles about authority and leadership
- Antagonistic relationships (envy, rivalry, blame)
- Chronic ambivalence about membership in the group
- Group is brittle and can easily fracture under pressure

#### WORKING

A working group is a collection of individuals who are brought together by the manager or leader to individually report on the health and well-being of their respective businesses. There is no shared purpose in a working group. When members meet they don't think about the needs of the overall business or company; their focus is on their day job and accountabilities. Working groups do impact the business, but not through the collective efforts of the individuals involved, and their impact is usually quite limited.

- Lack of shared purpose
- Focus on self, not overall business
- Inability to surface and resolve conflict
- Resilient individuals may not translate into a resilient team
- Group was brought together to share high-level business strategy or for education and awareness on client/customer issues

#### EVOLVING

The evolving team has the self awareness required to identify and agree on the steps required to become a resilient team. This stage is characterized by a commitment to answering the question, "what is it we can do together that no one team member could achieve on their own?" This belief in the power of shared purpose acts as a catalyst for change and an important first step in becoming resilient.

- Commitment to work on identifying a shared purpose
- Focus on self and others
- Ability to productively address conflict
- Individual team members begin to think of their roles as not just representing their business or people, but as a responsibility to the entire business
- More rigor around expectations of the entire team

## TEAM TYPES (continued)

### Description

### Characteristics

#### PERFORMING

The performing team has a shared purpose and brand and tracks the metrics that summarize the impact of their collective efforts. These teams are characterized by the sustained impact they have on the business and the effectiveness of their collective relationships. A performing team collaborates well, are aligned with stakeholders and company strategy, and are aware of changes in the market and customer needs.

- Sustained business results
- Team is able to identify and resolve issues quickly
- Ruthless prioritization of goals/KPIs and deliverables
- Shared view of customer and/or stakeholders
- Individuals trust teammates to do the right thing for the business

#### RESILIENT

The resilient team has one significant ingredient the performing team lacks. Every member is deeply invested in the success and well being of others on the team. They provide help and support without being asked. They will trade headcount or resources as they recognize the need and impact of others is greater than their own.

- Engages with the disruption caused by the market, competition or internal changes in membership, leadership or direction
- Sustains its performance despite the drag caused by adversity or change
- Rebounds quickly from changes in personnel, leadership or strategy
- Learns from its experiences
- Team members have a deep and enduring commitment to the growth and success of one another
- Team members willingly make trade-offs to achieve shared goals