Team Performance™ model

1. **Orientation**
   - Why am I here?
   - Purpose
   - Team Identity
   - Membership
   - Disorientation
   - Uncertainty
   - Fear

2. **Trust Building**
   - WHO are you?
   - Mutual regard
   - Forthrightness
   - Reliability
   - Caution
   - Mistrust
   - Facade

3. **Goal Clarification**
   - WHAT are we doing?
   - Explicit assumptions
   - Clear, integrated goals
   - Shared vision
   - Agapathy
   - Skepticism
   - Irrelevant competition

4. **Commitment**
   - HOW will we do it?
   - Assigned roles
   - Allocated resources
   - Decisions made
   - Dependence
   - Resistance

5. **Implementation**
   - WHO, does WHAT, WHEN, WHERE?
   - Decisions made
   - Clear processes
   - Alignment
   - Disciplined execution
   - Conflicts/confusion
   - Nonalignment
   - Missed deadlines

6. **High Performance**
   - WOW!
   - Spontaneous interaction
   - Synergy
   - Surpassing results
   - Overload
   - Disharmony

7. **Renewal**
   - WHY continue?
   - Recognition & celebration
   - Change mastery
   - Staying power
   - Boredom
   - Burnout

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**CREATING**

1. **Orientation**
   - When teams are forming
everybody wonders WHY
   they are here, what their
potential fit is and whether
others will accept them.
People need some kind of
answer to continue.

2. **Trust Building**
   - Next, people want to know
   WHO they will work
   with—their expectations,
   agendas and competencies.
   Sharing builds trust and a
   free exchange among team
   members.

3. **Goal Clarification**
   - The more concrete work
   of the team begins with
   clarity about team goals,
basic assumptions and
   vision. Terms and defini-
tions come to the fore.
   WHAT are the priorities?

4. **Commitment**
   - At some point discussions
   need to end and decisions
   must be made about HOW
   resources, time, staff—all
   the bottom line con-
   straints—will be managed.
   Agreed roles are key.

5. **Implementation**
   - Teams turn the corner
   when they begin to
   sequence work and settle
   on WHO does WHAT,
   WHY, and WHERE in
   action. Timing and sched-
   uling dominate this stage.

6. **High Performance**
   - When methods are mas-
   tered, a team can begin to
   change its goals and
   flexibly respond to the
   environment. The team can
   say, "WOW!" and surpass
   expectations.

7. **Renewal**
   - Teams are dynamic. People
get tired; members change.
People wonder "WHY
continue?" It's time to
harvest learning and
prepare for a new cycle of
action.

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Drexler/Sibbet

3.1 TPModel ©1991-2004 Allan Drexler & David Sibbet