

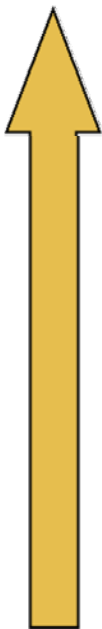
Getting to Team Synergy

Conceptual Framework



When we talk about High Performing Teams, we often refer to experiences where the whole was greater than the sum of the parts. To get there, we need get to the synergy between high performing individuals.

Levels of Team Functioning



Synergy

Maximum member engagement and remarkable results. Joint ownership for shared responsibilities, goals, and "learning frontiers". Focus is on collaborative learning and sensing, innovation, and synthesizing new knowledge out of individual expertise and creativity. The team is viewed as an ongoing source of new value creation.

Mutual Support

Mutual support among members for their individual areas of ownership. Focus is on knowing who to ask, sharing information and best practices, helping each other with problem-solving. Requires skills for bridging between diverse skills, abilities, profiles. The team is broadly seen as adding value.

Accountability

Individual ownership of separate areas of responsibility. Focus is on optimizing individual performance, getting the "right" people, building your own skills & personal awareness. Individual team members are seen as adding value.

Conditions for Synergy

Ingredient	Indicators & Drivers
Learning Routines	<ul style="list-style-type: none"> ☞ Ability to sense/respond to changing environment ☞ Improvement/innovation strategies ☞ Mechanisms for ongoing knowledge creation
Productive Interactions	<ul style="list-style-type: none"> ☞ Healthy relationships & norms for decision-making, planning, problem-solving, leveraging diverse perspectives, handling conflict constructively, sharing information, knowledge and help ☞ Clear operating mechanisms & processes ☞ Viable value proposition & clear goals ☞ Appropriate resource levels and allocation
Strong Individuals	<ul style="list-style-type: none"> ☞ Personal awareness & self-management ☞ Ongoing individual development ☞ Technical skills ☞ Clear role expectations