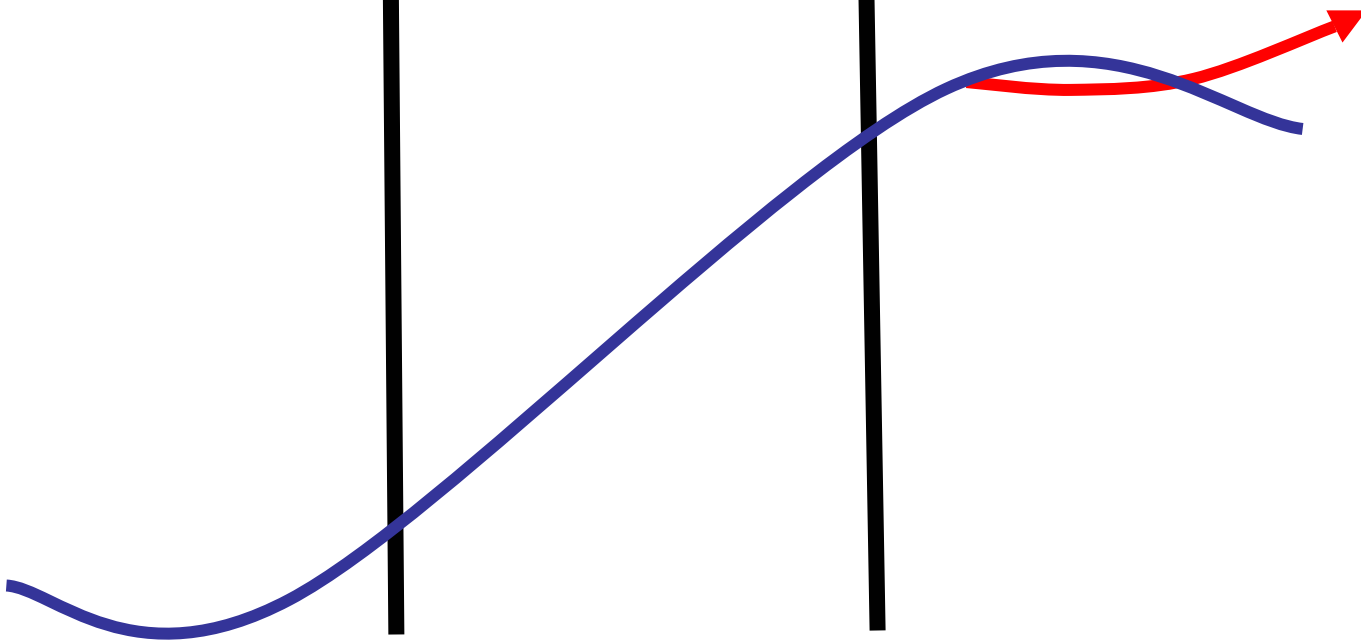


Organizational Growth Curve

Phase One *Phase Two* *Phase Three*



Formative Stage

- Find Value Pattern
- Trial & Error
- Creative
- Informal
- Customer Focused
- External
- Hope, Excitement, Fear
- Leader Dominated
- High Risk of Failure
- Hard to Attract Solid People

Normative Stage

- Repeat, Refine and Extend the Patterns
- Systems, Policies
- Formal
- Product focused
- Internal
- Security, predictable
- Manager Dominated
- Low risk of failure
- Easy to Attract Talent

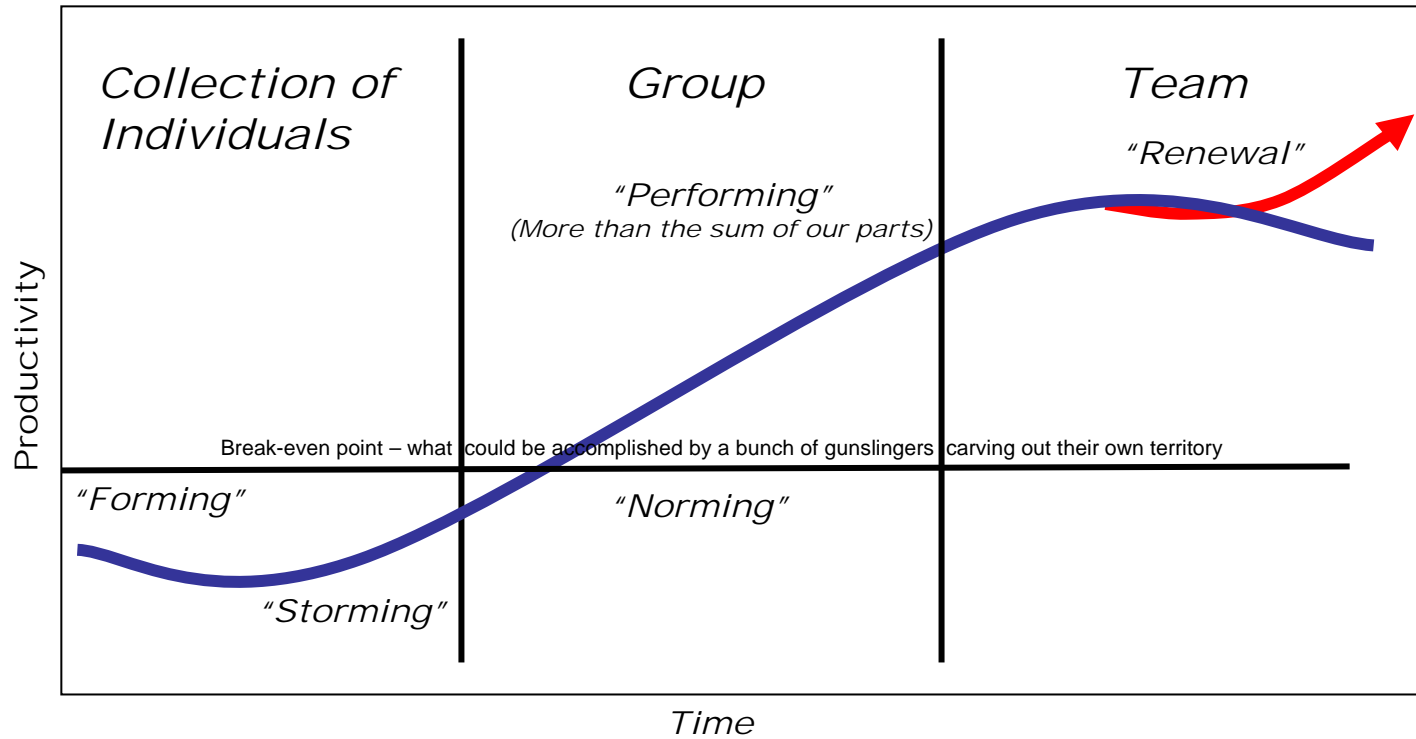
Integrative Stage

- Change, re-invent patterns (sort)
- Cross-functional innovation
- Competition and customer focused
- Chaos, confusion, fear
- Leader-manager
- High Risk of Failure
- May Lose a lot of talent
- Service driven

Where is the organization on the growth curve? Why?



Stages of Team Development



"Collection of Individuals"

- Lack Common Purpose
- Individual Focus
- Can't get Team Meetings
- Don't Deal with Conflicts
- Avoid Changes
- No Shared Responsibility
- Just beginning to define purpose and roles

"Group"

- Consistently at the same place & time
- Know common purpose
- MANAGER (Leader) Provides
 - Direction
 - Priorities
 - Tasks
 - Activities
 - Evaluations
 - Mediation
- Leader clears all information & problems

"Team"

- Uses common purpose to set priorities & focus energy
- Responsibilities shared by all members of team
- Tight coordination of efforts
- Work through own conflicts
- Reviews & corrects performance
- Shared leadership

Where are We?

