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The Three Corentus Team Frameworks

High-Level Overview

Why Use Team Frameworks?

Having a set of clear, coherent team frameworks gives us the power of:

Understanding

✓ What do we mean by the word team?

✓ What factors contribute to a team's effectiveness and performance?

✓ What distinguishes highly effective teams from less effective ones?

Assessment

✓ How is the team functioning, currently?

✓ What is the gap between the team's current state and desired future state?

✓ What might need to shift in order for the team to improve its effectiveness and performance?

Intervention

✓ What tools, methods, and supports will help this team make the shifts needed to achieve its desired levels of effectiveness and performance?

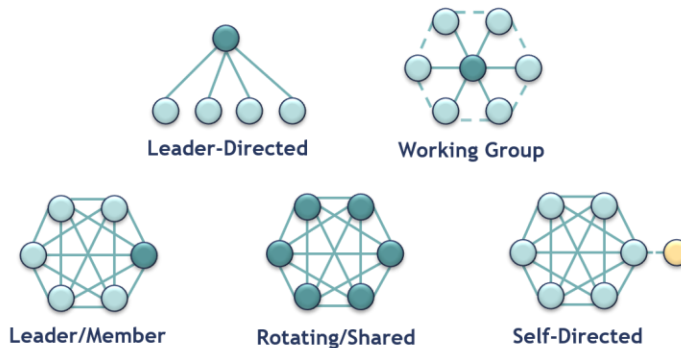CORENTUS

Three Complementary Frameworks

Team Wheel™
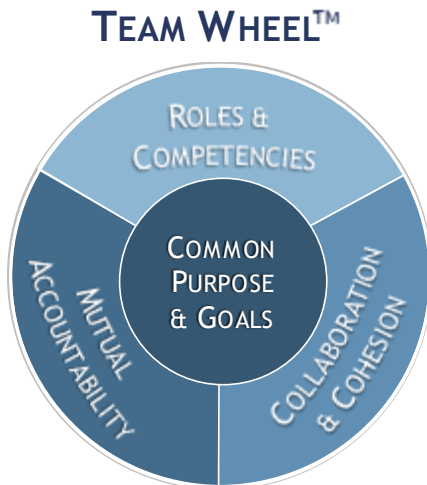
A comprehensive model of the factors contributing to a team's effectiveness and performance, across four key dimensions

Team Life Cycle
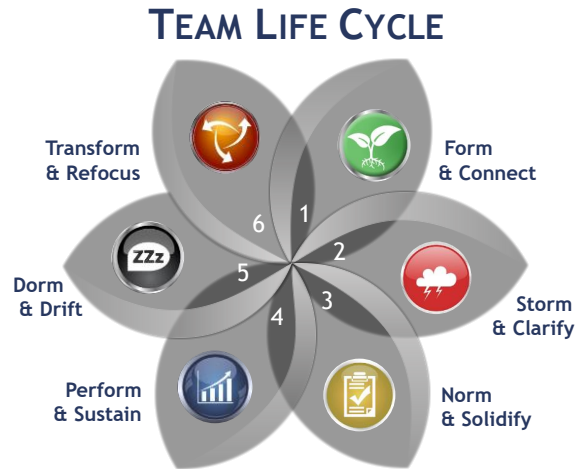
A map of six team development stages, including challenges and strategies for leaders and members at each stage

Team Operating Modes™

The five primary ways in which groups of people can distribute authority and patterns of interaction—including three that involve true, interdependent teaming and two that do not

Framework #1: The Team Wheel

Growing directly out of our basic definition of a team, the Team Wheel depicts the factors contributing to a team's effectiveness and performance, across four key dimensions. This model serves as a detailed roadmap both to assess the team (capturing its unique profile of strengths and challenges) and to help it move forward (pinpointing the specific changes most likely to help the team grow, develop, and transform).
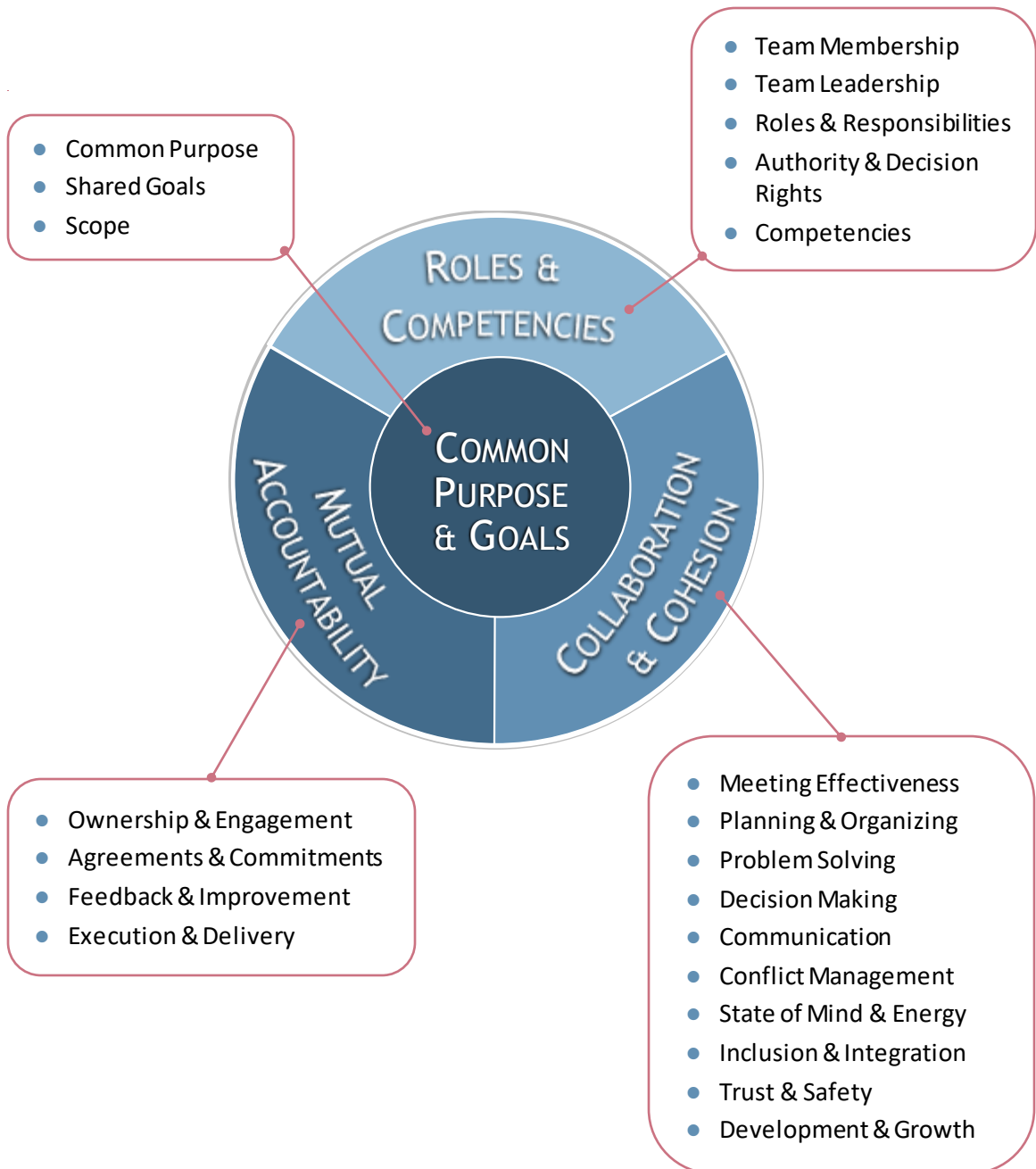
> A team is a **small group of people** who work in **collaboration** and hold each other **mutually accountable** to achieve a **common purpose** and set of **shared goals**.

ROLES & COMPETENCIES

COMMON PURPOSE & GOALS

MUTUAL ACCOUNTABILITY

COLLABORATION & COHESION

Note: The Corentus definition of a team is a simplified version of the one provided in *The Wisdom of Teams* (Katzenbach, J.R. & Smith, D.K., 1993).

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The Team Wheel: Components

The expanded diagram below illustrates the major components included within each of the four dimensions of the Team Wheel. Every component has specific methods and tools associated with it.

- Common Purpose
- Shared Goals
- Scope

- Team Membership
- Team Leadership
- Roles & Responsibilities
- Authority & Decision Rights
- Competencies

ROLES & COMPETENCIES

COMMON PURPOSE & GOALS

MUTUAL ACCOUNTABILITY

COLLABORATION & COHESION

- Ownership & Engagement
- Agreements & Commitments
- Feedback & Improvement
- Execution & Delivery

- Meeting Effectiveness
- Planning & Organizing
- Problem Solving
- Decision Making
- Communication
- Conflict Management
- State of Mind & Energy
- Inclusion & Integration
- Trust & Safety
- Development & Growth

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Framework #2: Team Life Cycle

Teams, like individual human beings, develop and change over time. Many different models have been advanced to explain how groups of people develop. The six-stage Team Life Cycle model below synthesizes concepts and research from a variety of sources, including the frameworks put forward by Bruce Tuckman, Performance Plus International (PPI), and Susan Wheelan.

The model is sequential, in that each stage is a necessary prerequisite to the stages that follow. It is not fully linear, however; teams may move back and forth across all six stages based upon the situations they face, and many get stuck in an early stage for extended periods of time. In fact, research has suggested that the large majority of teams never make it to Stage 4: Perform & Sustain.

Tuckman (1965). "Developmental sequence in small groups."
Tuckman & Jensen (1977). "Stages of small-group development revisited." Wheelan (2004). *Group Processes.*

Team Life Cycle: Stage Comparisons

The six stages of the Team Life Cycle differ from each other in myriad ways. The table below highlights differences across a variety of dimensions.

Dimension / Stage	Life Stage	Area of Focus	Characteristic Mindsets	Orientation toward Authority
1 **Form & Connect**	Birth and Early Childhood	Self	Anticipation Optimism Anxiety Insecurity	Dependent
2 **Storm & Clarify**	Adolescence	Differences and Conflict	Tension Frustration Determination	Counter-dependent
3 **Norm & Solidify**	Young Adulthood	Structure	Trust Acceptance Impatience	Collaborative
4 **Perform & Sustain**	Maturity	Results	Fulfillment Excitement	Participatory
5 **Dorm & Drift**	Senescence	Distractions	Boredom Complacency	Detached
6 **Transform & Refocus**	Rebirth or death	Future and/or Past	Excitement Trepidation Grief	Anticipatory

Framework #3: **Operating Modes**

Groups of people within an organization can function together in a variety of different ways, only some of which involve real interactive teamwork. There are five basic operating modes, characterized by differing distributions of authority and patterns of interaction.
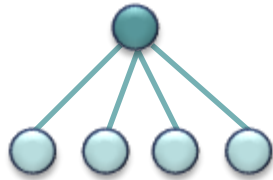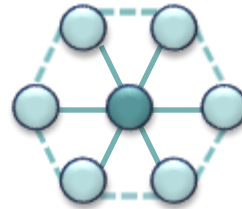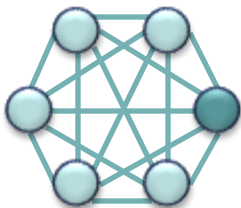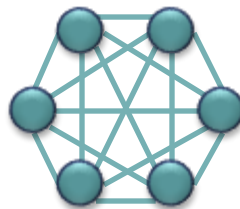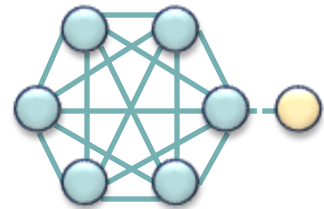

Leader-Directed   **Working Group**

Teaming

Leader/Member   **Rotating/Shared**   **Self-Directed**

⬤ Leader   ⬤ Member   ⬤ Facilitator

In the past, we referred to operating modes as *team typologies*. However, it's misleading to think of a team as having a single, static type. The most successful teams are able to shift fluidly between several different modes of working, depending upon the situation. In *The Wisdom of Teams,* Katzenbach and Smith make a distinction between the "single-leader discipline" (leader-directed or working group) and the "team discipline." "In our experience," they say, "no small group that aspires to succeed as a true performance unit can do so without learning to integrate and use both the single-leader discipline and the team discipline as performance situations dictate." (Katzenbach & Smith, 2015, p. xxiv).
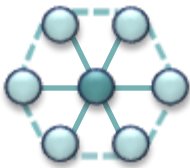
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Operating Modes: Details

Group Modes
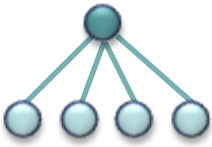
Leader-Directed: The leader exercises complete authority and interacts with people individually, managing separate agendas. Apart from group meetings, members have minimal interactions with each other.

Working Group: Group members work in a common direction and have some interaction to ensure their efforts are aligned and coordinated, but interaction with the leader is primary. The leader is the primary authority.

Team Modes
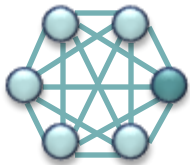
Leader/Member: Operating as first among equals, the leader exercises authority over some matters. The leader and team members work collaboratively with each other both as a full team and in smaller subgroups.
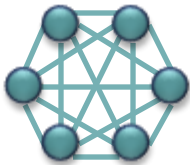
Rotating/Shared: All leadership functions are either shared or rotating among members. This design is typically used in transition situations or for short-term teams.
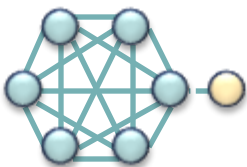
Self-Directed: There is no official leader role. All team members are empowered and accountable and work collaboratively. A facilitator typically works with the team, using a hands-off approach, and serves as a liaison between the team and the organization.

Note that not all groups have the capacity to operate consistently in the team modes. Typically, it's only in Stage 3 of the Life Cycle that a group begins to behave as a true, interdependent team. In groups that aspire to become real teams, it's helpful for the team leader to invite collaboration and shared responsibility early on. However, it's unrealistic to expect team members to step into fully engaged, collaborative participation right out of the starting gate.

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Using the Three Frameworks Together

TEAM LIFE CYCLE

Transform & Refocus

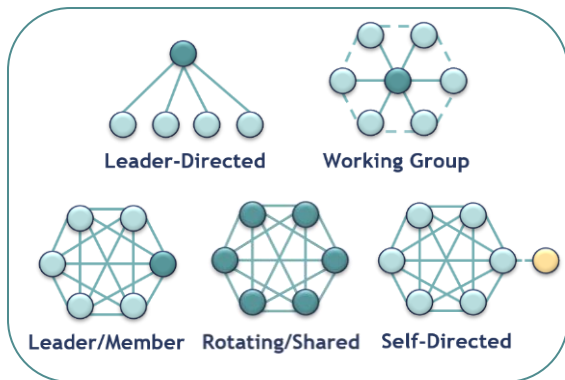Form & Connect

Dorm & Drift

Storm & Clarify

Perform & Sustain

Norm & Solidify

A team's stage in the Team Life Cycle can influence its ability to effectively utilize each of the Operating Modes.

A team's Life Cycle stage helps to determine which areas of the Team Wheel it is ready and able to focus on. Developing within these areas can then help the team progress to the next stage of development.

TEAM OPERATING MODES

Leader-Directed

Working Group

Leader/Member

Rotating/Shared

Self-Directed

A team's Operating Mode(s) will affect the way it handles each area of the Team Wheel.

TEAM WHEEL

ROLES & COMPETENCIES

COMMON PURPOSE & GOALS

MUTUAL ACCOUNTABILITY

COLLABORATION & COHESION

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Corentus is a consulting, coaching, and professional development firm dedicated to helping organizations worldwide improve their performance and results through increased team and group effectiveness. Corentus professionals have worked with teams in more than 30 countries, across a variety of industries in the commercial, government, education, and non-profit/NGO sectors.

Corentus offers a comprehensive suite of services to support teams and team leaders in improving both relationships and results. Corentus team frameworks, tools, and methodologies have been tested and refined over more than 25 years with client teams worldwide. The Corentus approach to team development integrates multiple modalities, including consulting, facilitation, training, and real-time team coaching.

As thought leaders in team coaching and team development, Corentus professionals regularly write, teach, and speak on topics related to effective teaming.

OUR VISION
A world where effective teaming helps drive the creation of a harmonious and sustainable future.

OUR PURPOSE
To help teams maximize their positive impact by strengthening relationships and optimizing effectiveness.

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