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difficulty as conformity
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will meet the expense of*

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that demonstrate the power
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*improving performance in all
kinds of organizations. Yet
today's business leaders
consistently overlook
opportunities to exploit
their potential, confusing
teams with teamwork,
empowerment, or*

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guidebook to creating a high-
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performance teams. Teams
must have the right blend of
complementary skills,
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*functional expertise,
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making skills, and
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heavily on teams to surpass

its competition in building

the lightest, smallest, and

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definitive work on how to
create high-performance
teams in any organization.*

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Wisdom lies in recognizing a*

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team's unique potential to
deliver results and in
understanding its many
benefits--development of
individual members, team
accomplishments, and
stronger companywide
performance. Katzenbach and

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*Smith's comprehensive
classic is the essential
guide to unlocking the
potential of teams in your
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companies reach the highest
levels of performance.*

*The wisdom of teams :
creating the high-
performance ...*

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*Teams that make or do things
These teams include people
at or near the front lines
who are responsible for
doing the basic research,
development, operations,
marketing, sales, service,
and other value-adding*

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activities of the business.

*With some exceptions like
new product development or
process design teams, such
teams tend to have no set
completion dates.*

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unit of organization for
most businesses has*

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*permanently shaped the way
companies reach the highest
levels of performance.*

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In the project and programme

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*environment, that means it
doesn't matter whether the
context is simple or
complex, highly agile or
more predictive, the same
principles still apply.*

*Katzenbach, J. R. and Smith,
D.K. (1993), The Wisdom of*

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*Teams: Creating the High-
performance Organisation,
Harvard Business School,
Boston.*

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ESTABLISH WORKING AGREEMENTS

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*ASAP (TEAM NORMS) Guidelines
developed by the team as to
how they must work together
to create a positive,
productive process Working
agreements describe positive
behaviours that often are
not automatically*

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*demonstrated in team process
Working agreements should
be: limited in number
important to the team fully
supported by each member
reminded to members when
they are broken Working
agreements should be posted*

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