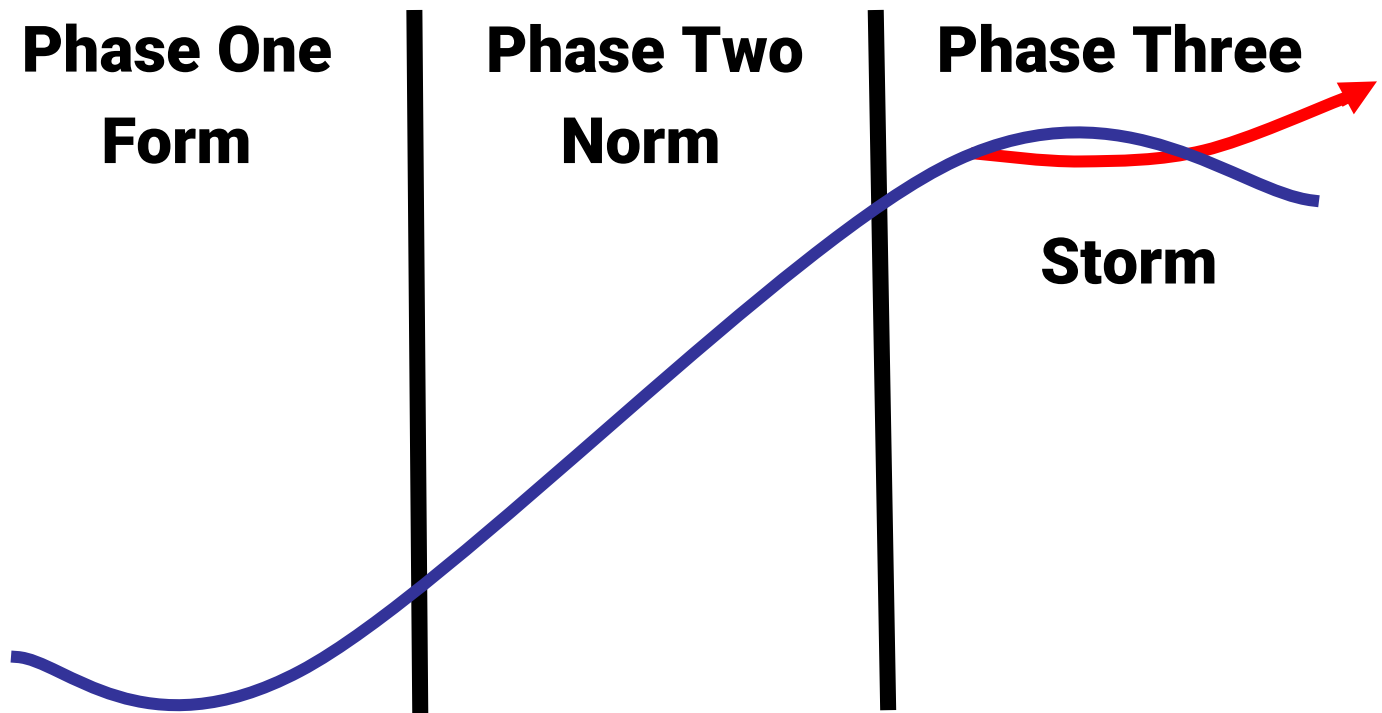


Organizational Growth Curve



Formative Stage

- Find value pattern
- Trial and error
- Creative
- Informal
- Customer focused
- External
- Hope, excitement, fear
- Leader dominated
- High risk of failure
- Harder to attract established talent

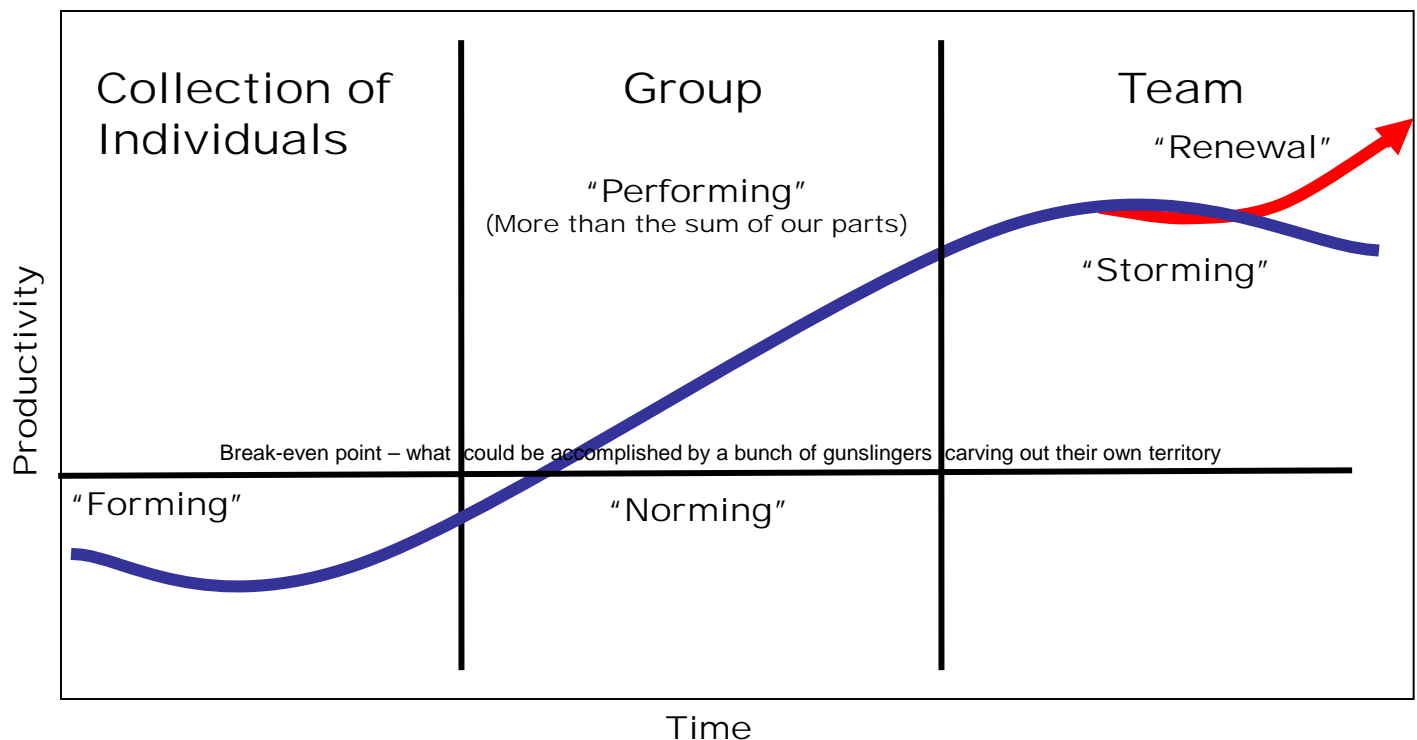
Normative Stage

- Repeat, refine and extend patterns
- Systems, policies
- Formal
- Product focused
- Internal
- More predictable
- Manager dominated
- Low risk of failure
- Easy to attract established talent

Integrative Stage

- Change, re-invent patterns
- Cross-functional innovation
- Competition
- Customer focused
- Chaos, confusion, fear
- Leader-manager
- High risk of failure
- May lose talent
- Service driven

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