

## 6 Choices for High Performance: Real Team or Group / Psuedo-Team?

Using teamwork or group work effectively is a key ingredient of the secret sauce that defines success in business, within and especially across functional boundaries in organizations. This list shows the differences of teamwork vs. group or pseudo-team work. It applies to entrepreneurial start-ups as well as teams in companies that have passed the 100-year mark. There are pros & cons on either side of the chart.

REAL TEAMS are:	GROUPS OR PSUEDO-TEAMS are:
<p>1. <b>Interdependent.</b> They <b>collaborate</b> with a <b>common focus</b>. Teams are three (3) or more people who may come from different departments within a business and collaborate over time to achieve a set purpose, goal, project or outcome(s). This includes temporary assignments and ad hoc teams.</p>	<p>1. <b>Independent.</b> Groups, pseudo- or non-teams include three (3) or more people who recognize themselves as a distinct unit or department, but who actually work independently of each other to achieve their organizational goals.</p>
<p>2. <b>Slow then fast.</b> Their strong collective focus (team goals) takes time to fully develop to high performance level.</p>	<p>2. <b>Faster than a team.</b> Their focus on individual goals means an <i>independent</i> work group can often be brought up to speed fast to accomplish a task.</p>
<p>3. <b>Agile and innovative.</b> They produce collective work products, adapt to changing conditions &amp; innovate. Teams are formed to tackle a specific goal, project or purpose with the intent of leveraging the collective expertise of a variety of people. Team members systematically review team performance and adapt their goals and processes in an agile manner, at times producing unexpected or hoped for innovations.</p>	<p>3. <b>Diligent and responsive.</b> They can quickly produce individual or short-term group work products. Group members may meet together to exchange information, often through a shared profession focus as well as obligation or habit with limited or no consequent innovation. Group members use information gathered to improve their own work products. Collaborative products are not an internalized goal of group members.</p>
<p>4. <b>Self-directed.</b> Teams may self-manage and may be able to handle all supervisory tasks including administrative matters, given time, tools &amp; training.</p>	<p>4. <b>Manager-or group leader led.</b> Purpose, goals, roles, approach to work (procedures) and relationships of the group tend to be shaped by a manager or designated leader, sometimes aided by specialists or consultants.</p>
<p>5. <b>Have clear membership.</b> At any given moment, team members are clear about who is a member of the team and who is not, and why.</p>	<p>5. <b>Have Loose Membership.</b> Group boundaries are highly permeable and open. Group members are casual about, uncertain or unclear about who is part of the group and who is not, sometimes defined by simply being invited or included on a list.</p>
<p>6. <b>Focused on recognizing and using diverse talents.</b> Team members leverage their differences to achieve the team's goal. For example, having a financial specialist or marketing team member involved in an engineering project team from the beginning will help the teams create an affordable, sellable product in the first place, saving time and resources.</p>	<p>6. <b>Focused on developing internal, deep expertise.</b> Group members have a shared knowledge of an organization's objectives, though specific tasks or responsibilities are assigned to different individuals to develop and maximize expertise on a long-term basis. In this way, professionals such as accountants, financial analysts, meeting facilitators, project implementation specialists, can develop and offer their expertise as needed to projects.</p>

Also see the REVELN article, 3 Success Factors that Define High Performance Teams, September 2013

Sources: "Differences Between Group Work & Team Work," by Robin Fritz, Demand Media  
*Managing Teams for Dummies*, (2002) by Marty Brounstein, New York: Wiley. Publishing  
 "Real Teams or Pseudo Teams? The Changing Landscape Needs a Better Map,"  
 by M. A. West & j. Lyubovnikova, *Industrial & Organizational Psychology*, (2012), 25-55



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