The arc-shaped layout of the *Model* elements represents the constant movement of developing teams from freedom to constraint and back toward freedom, as constraints are mastered over time. (This is illustrated as going down to the "bottom line" realities, then moving up toward the "top line" awareness.) All group process is an up-and-down journey, in which we imagine options, encounter constraints, and eventually surmount the constraints with discipline and practice, thereby regaining freedom through learning and consciousness. The freedom/constraint pattern reflects the concrete organizational realities inherent in team process as well as the role of vision and imagination. Mastering realities while remaining inspired is a key to achieving the higher order freedom of the later stages.

Model as Framework

The *Model* provides a language and framework for using other Team Performance tools. Together they enable teams to create many approaches, much the way a musician would use a keyboard to create different compositions. Using them, teams are able to find the harmonies they need to reach for high performance.

Team Performance System

The *Drexler/Sibbet/Forrester Team Performance™ System* is a widely used suite of tools for creating and sustaining team performance, each of which is based on the *Model*. Developed by Allan Drexler, Russ Forrester and the founder of The Grove Consultants International, David Sibbet, these tools provide team leaders and members with clear, visual frameworks for developing teams, building leadership skills and implementing practices that lead to high performance. Components of the *System* include, in addition to the *Model*, the *The Grove Team Performance Online Survey™*, the *Team Leader Guide: Strategies and Practices,* and a host of support materials and guides. Complete information about each of these *Team Performance System* tools can be found at The Grove's website: www.thegrove.com.

Models as Maps

At one time, people in companies all came from the same towns and backgrounds, so process maps were built into their culture. People in today's diversified organizations need process maps to guide their work together.
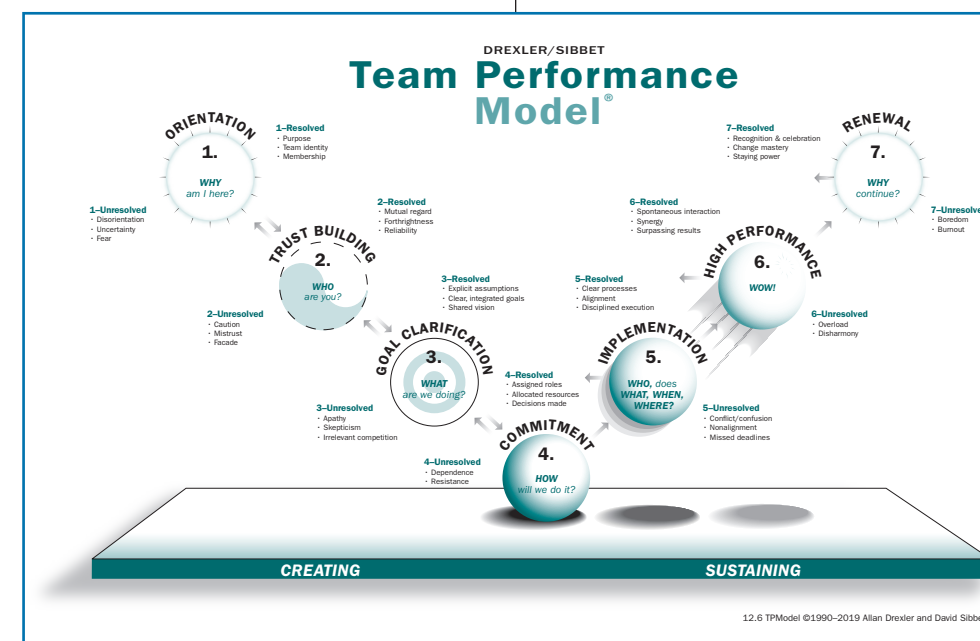
The *Drexler/Sibbet Team Performance Model* is a "map" to creating and sustaining high performance in all kinds of teams. Like a real map it is comprehensive, but doesn't contain all of the details. The actual journeys teams take through this map follow many routes.
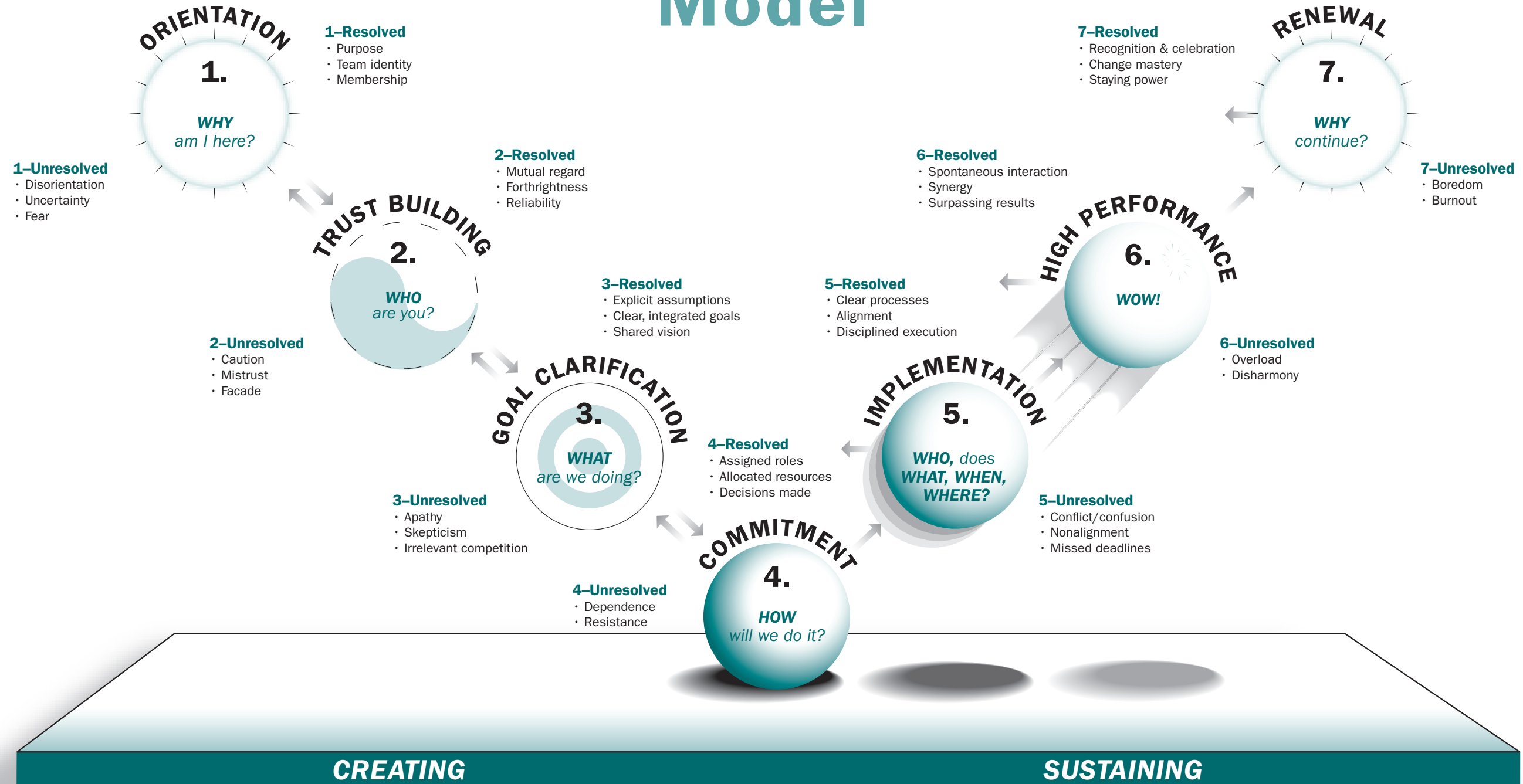
Features of the Model

The *Model* focuses on seven primary issues that teams have to come to grips with as they move through the formative stages of team development to high performance and beyond. The questions representing each of the seven stages are always present, but each comes into focus at particular points in a team's development over time. Each stage builds on prior ones in an inclusive way, so a team that handles earlier stages well is better prepared to resolve the later issues.

For each stage of performance, the *Model* contains indicators that the issues of that stage are resolved or not. The dimensions listed for each stage under the heading "resolved" define what it means to master that stage. Under the "unresolved" heading are listed symptoms indicating that the team hasn't successfully come to grips with the issues involved.

DREXLER/SIBBET
Team Performance Model®

12.6 TPModel ©1990–2019 Allan Drexler and David Sibbet.

Team Performance Model®

ORIENTATION

1.

WHY am I here?

1–Resolved
- Purpose
- Team identity
- Membership

1–Unresolved
- Disorientation
- Uncertainty
- Fear

TRUST BUILDING

2.

WHO are you?

2–Resolved
- Mutual regard
- Forthrightness
- Reliability

2–Unresolved
- Caution
- Mistrust
- Facade

GOAL CLARIFICATION

3.

WHAT are we doing?

3–Resolved
- Explicit assumptions
- Clear, integrated goals
- Shared vision

3–Unresolved
- Apathy
- Skepticism
- Irrelevant competition

COMMITMENT

4.

HOW will we do it?

4–Resolved
- Assigned roles
- Allocated resources
- Decisions made

4–Unresolved
- Dependence
- Resistance

IMPLEMENTATION

5.

WHO, does WHAT, WHEN, WHERE?

5–Resolved
- Clear processes
- Alignment
- Disciplined execution

5–Unresolved
- Conflict/confusion
- Nonalignment
- Missed deadlines

HIGH PERFORMANCE

6.

WOW!

6–Resolved
- Spontaneous interaction
- Synergy
- Surpassing results

6–Unresolved
- Overload
- Disharmony

RENEWAL

7.

WHY continue?

7–Resolved
- Recognition & celebration
- Change mastery
- Staying power

7–Unresolved
- Boredom
- Burnout

CREATING   **SUSTAINING**

1. Orientation
When teams are forming everybody wonders WHY they are here, what their potential fit is and whether others will accept them. People need some kind of answer to continue.

2. Trust Building
Next, people want to know WHO they will work with—their expectations, agendas and competencies. Sharing builds trust and a free exchange among team members.

3. Goal Clarification
The more concrete work of the team begins with clarity about team goals, basic assumptions and vision. Terms and definitions come to the fore. WHAT are the priorities?

4. Commitment
At some point discussions need to end and decisions must be made about HOW resources, time, staff— all the bottom line constraints—will be managed. Agreed roles are key.

5. Implementation
Teams turn the corner when they begin to sequence work and settle on WHO does WHAT, WHEN, and WHERE in action. Timing and scheduling dominate this stage.

6. High Performance
When methods are mastered, a team can begin to change its goals and flexibly respond to the environment. The team can say, "WOW!" and surpass expectations.

7. Renewal
Teams are dynamic. People get tired; members change. People wonder "WHY continue?" It's time to harvest learning and prepare for a new cycle of action.