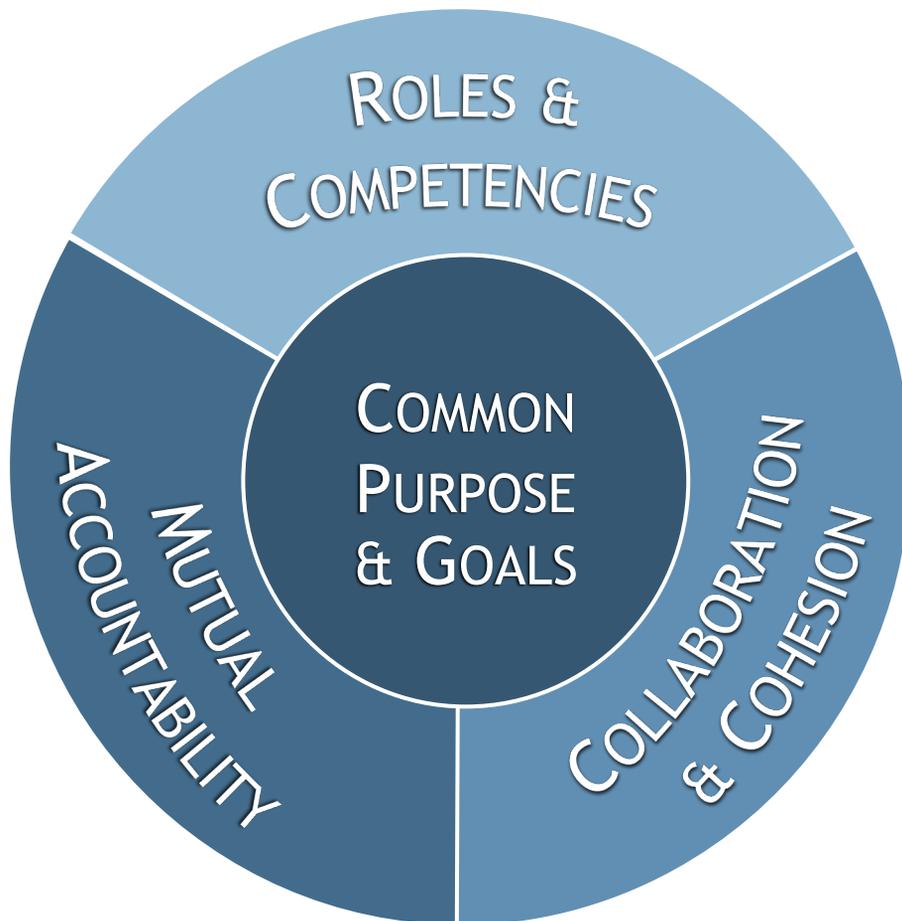


The Team Wheel

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).

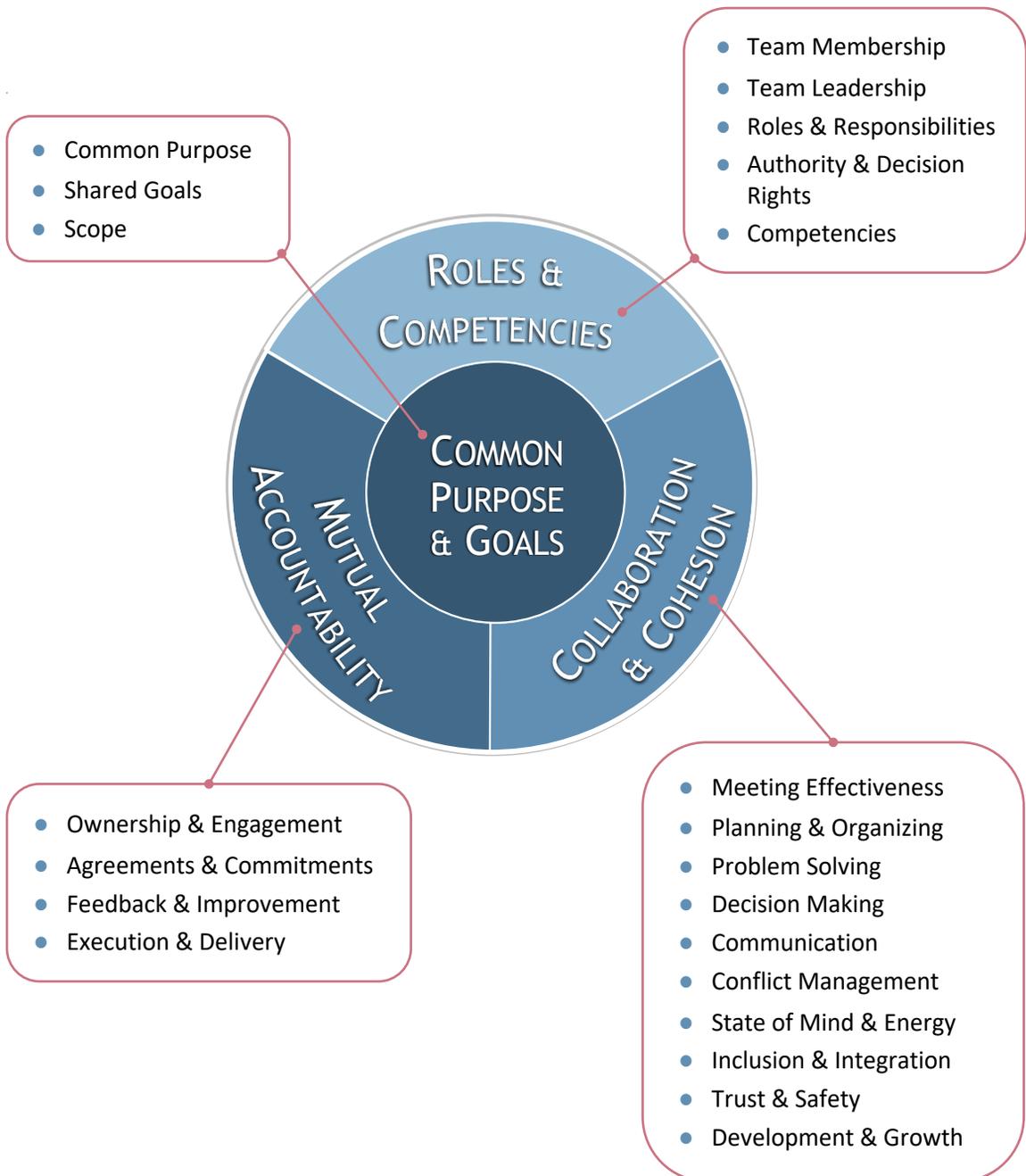
A team is a **small group of people** who work in **collaboration** and hold each other **mutually accountable** to achieve a **common purpose** and set of **shared goals**.



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).

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.



Scope of Work Chart

The Work Type Profiles Chart below shows the mix of types of work generally associated with different types of teams.



This chart provides general estimates of work type profiles and is not intended to be exact. Definitions of the four work types can be found on the following page.

A mismatch between team type and work type profile can cause confusion and frustration, leading to lower effectiveness and performance. There are two particularly common issues:

1. A team develops a work type profile more appropriate for a team one or two levels lower in the organization’s hierarchy—e.g., an Executive Team functioning like a Management Team or Operational Team. This frequently leads to various forms of micromanagement, duplication of effort, and tension with other teams.
2. Members of the same team have different work type profiles. For example, within a Management Team, certain members may be performing work at the Executive Team level, while others are working at Management, Operational, and Administrative Team levels.

Common Purpose & Goals: Selected References

References from the Podcast

Isgar, T. (1993). *The Ten Minute Team: 10 Steps to Building High Performing Teams*. Boulder, CO: Seluera Press.

Katzenbach, J. R., & Smith, D. K. (1992). *The Wisdom of Teams*. Boston, MA: Harvard Business Review Press.

Orsburn, J.D., Moran, L., Musselwhite, E., & Zenger, J.H. (1990). *Self Directed Work Teams: The New American Challenge*. New York: McGraw-Hill.

Further Reading

Chavez, M. (2019, Mar 20). Have you articulated your team's purpose? *Forbes*. *Brief and to the point, this article speaks to the business case for team purpose through a short case study and useful guidelines for formulating and utilizing a team purpose.*

Coyle, D. (2018). *The Culture Code: The Secrets of Highly Successful Groups*. New York: Bantam Books.

This book is organized around three fundamental skills that are essential for successful group cultures—one of which is “establish purpose.”

Edmonson, A. (2012). *Teaming*. Hoboken, NJ, 2012. John Wiley & Sons. *Among other key insights and research findings on teams, this book discusses the importance of defining and communicating an aspirational, clear, and compelling common purpose.*

Katzenbach, J. & Smith, D. (1993, Mar–Apr). The discipline of teams. Boston, MA Harvard Business Review.

This classic HBR article covers much of the core content of The Wisdom of Teams, including a discussion of how a common purpose and shared goals provide the direction, meaning, and spirited energy that teams need to succeed.

Wolfe, B. (2019, Mar 10). Can higher purpose help your team survive and thrive? *Greater Good Magazine*.

Following key research findings on the importance of purpose, this article explores Twitter's approach to fostering a sense of purpose for individuals and teams.