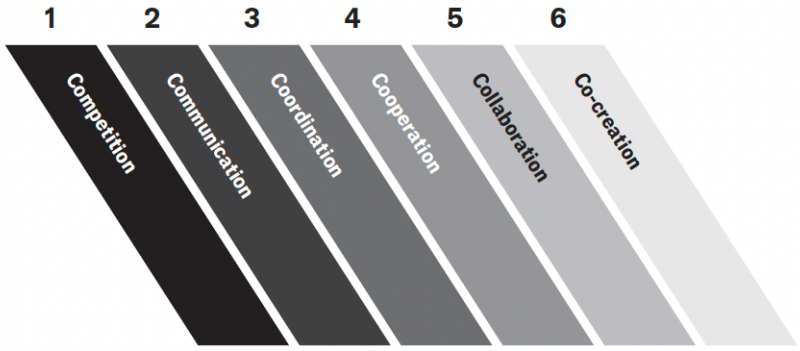
THE ACADEMY OF HIGH PERFORMANCE TEAMS

The six modes of team performance

Where is your team?



The six modes of team performance

1. **Competition.** In this mode, teams are fragmented, with members focused solely on personal objectives rather than collective goals. Leadership is often disengaged from encouraging teamwork, leading to an environment rife with competition, gossip and covert power plays. Teams at this level may be able to achieve short-term goals but struggle with long-term sustainability and trust.

2. **Communication.** Teams operating at this mode typically rely on a hub-and-spoke model where the leader acts as the central figure, and communication is mainly one-way. Meetings often become ceremonial, lacking in true collaboration or collective accountability. The focus is on individual progress reports rather than collective problem-solving, which can lead to inefficiencies and a lack of genuine team cohesion.

3. **Coordination.** Teams in this mode begin to move beyond individual focus, working together in a more organised manner. Coordination often emerges in response to external crises, which necessitates teamwork. However, sustaining these behaviours requires deliberate effort and proper systems. While the team shows signs of progress, true collaboration and shared purpose remain limited, with team members still somewhat entrenched in their own areas.

The Academy of High Performance Teams Limited. Registered Office: International House, 36-38 Cornhill, London, England, EC3V 3NG. Registered in England and Wales: 9319387.

4. **Cooperation.** Here, teams start working together out of an internal desire rather than external necessity. There is a stronger sense of mutual support, shared purpose and willingness to make personal sacrifices for the team's collective good. However, the emphasis on maintaining harmony can lead to overcommitment and a lack of prioritisation, potentially resulting in inefficiency and burnout.

5. **Collaboration.** In this mode, teams are not just cooperating but actively engaging in dialogue that allows for the creation of new ideas and solutions. The focus shifts from defending personal viewpoints to exploring new possibilities together. This requires a high level of trust, psychological safety and self-awareness among team members. Leaders at this level foster an environment where diverse perspectives are valued and constructive challenge is encouraged.

6. **Co-creation.** In the final mode, teams have developed the ability to work with uncertainty and ambiguity, embracing paradoxes rather than seeking immediate resolution. This requires a paradoxical mindset, where teams can hold multiple, sometimes conflicting, perspectives simultaneously. Teams at this level are confident in their collective capacity to navigate complex issues and make good-enough decisions that can be refined as needed. However, this level of performance is not always appropriate for every situation and knowing when to apply it is critical.

The Academy of High Performance Teams Limited. Registered Office: International House, 36-38 Cornhill, London, England, EC3V 3NG. Registered in England and Wales: 9319387.