

Stage	1. Forming	2. Focusing	3. Gaining Commitment	4. Sustained Performance	5. Renewal (Climate: Agile Organization)
		Stumbling	Fragmenting	Variable Performance	Leveling (Climate: Entrenched Organization)
	Design	Develop	Deploy	Sustain	Continuous Improvement
Elements of Each Stage	1. Setting a Clear Vision for the Organization (TheWEQ Pg. 38)	1. The vision, mission, & values of the organization are clearly defined & articulated (TheWEQ Pg. 152)	1. Strong Alignment Between Individual and Organizational Values and Working Approach (TheWEQ Pg. 277)	1. Ongoing Validation of Customer and Stakeholder Requirements and Satisfaction (TheWEQ Pg.367)	1. Celebration & Recognition of Organizational & Individual Success (TheWEQ Pg.458)
	2. Senior Leadership Involvement (TheWEQ Pg. 42)	2. Well Defined and Functioning Systems (TheWEQ Pg. 162)	2. Structured Approach to Training and Qualifications (TheWEQ Pg. 286)	2. Ongoing Goal Setting and Revision (TheWEQ Pg.368)	2. Organizational Commitment to Continuous Improvement (TheWEQ Pg. 461)
	3. Resource allocation & Strategic staffing (TheWEQ Pg. 48)	3. Significant Involvement of the Crew (TheWEQ Pg. 172)	3. Team Members Have and Keep Faith with Their Teams (TheWEQ Pg. 304)	3. Availability and Use of Documentation for Systems and Procedures (TheWEQ Pg. 372)	3. Ongoing Audits, Records Review, & Change Notifications (TheWEQ Pg. 473)
	4. Climate of Trust, Mutual Respect, and Mutual Success (TheWEQ Pg. 50)	4. Well Defined Organizational Structure (TheWEQ Pg. 175)	4. Performance Feedback is Appropriate & Timely (TheWEQ Pg.308)	4. Proactive Problem Solving, Decision Making Scope and Impact (TheWEQ Pg. 379)	4. Relevant Not Robotic Meetings with Attendance for Impact & Development (TheWEQ Pg. 478)
	5. Team Members & the Team Leader Know & Value Each Other's Styles, Strengths, & Preferences (TheWEQ Pg. 58)	5. Gaining Commitment and Alignment of Individual Tasks and Goals (TheWEQ Pg. 183)	5. Leaders are Engaged & Act as Mentors (TheWEQ Pg. 314)	5. Ongoing Communications and Reporting (TheWEQ Pg. 387)	5. Impactful Performance Review & reward Systems (TheWEQ Pg. 484)
	6. Leaders set the tone for effective, open, and inclusive communication (TheWEQ Pg. 95)	6. Develop Goals, Action Plans, and KPIs (TheWEQ Pg. 196)	6. Strong Leadership and Appropriate Delegation of Authority (TheWEQ Pg. 315)	6. Continuous Balanced View of Process Outcomes (TheWEQ Pg. 389)	6. Developmental & Promotional Opportunities (TheWEQ Pg. 493)
	7. Communications are planned, deliberate, and broad reaching (TheWEQ Pg. 115)	7. Effective Leadership towards Problem Solving (TheWEQ Pg. 201)	7. Individuals and Teams Hold Themselves Accountable (TheWEQ Pg.332)	7. Ongoing Control of Vendors and Suppliers (TheWEQ Pg. 397)	7. Training as a Strategic Priority that Builds & Maintains Line of Sight (TheWEQ Pg. 494)
	8. Clear behavioral norms are established and broadly observed (TheWEQ Pg. 128)	8. Organizational Problem Solving (TheWEQ Pg. 203)	8. Individual and Intra-Organizational Alignment and Collaboration (TheWEQ Pg. 338)	8. Utilization of Lean Concepts, 5S, and Visual Management (TheWEQ Pg. 400)	8. Holistic & Integrated Training Design (TheWEQ Pg. 500)
	9. Meetings are well planned, and enough notification is given (TheWEQ Pg. 130)	9. Interpersonal Communication and Feedback (TheWEQ Pg. 218)	9. Organization Lives its Values with Integrity (TheWEQ Pg. 344)	9. Control of nonconforming products and services (TheWEQ Pg. 405)	9. Effective Pre-Employment Screening & Structured New Hire Orientation (TheWEQ Pg. 503)
	10. Meetings are well run, structured, and productive (TheWEQ Pg. 134)	10. Healthy Attitude About Conflict (TheWEQ Pg. 220)	10. Well Defined Group Identity and Esprit De Corps (TheWEQ Pg.349)	10. Balanced Rewards and Opportunities (TheWEQ Pg. 408)	10. Proactive Succession Planning & Mentoring (TheWEQ Pg. 516)

TheWEQ 5- Stages of Organizational Effectiveness & Team Development: Navigational Charts



Stages of Team Development	Form	Focus	Commit	Sustained Performance	Renewal (Climate: Agile Organization)
		Stumble	Fragment	Variable Performance	Level (Climate: Entrenched Organization)
Project Steps	Design	Develop	Deploy	Sustain	Continuous Improvement
Stage Navigation	Forming: Occurs as individuals first come together and begin transitioning into team	Focusing: Occurs when the team aligns around the vision and mission. Systems and procedures are developed and there is goal and role clarification	Committing: Occurs when team members embrace the team's mission as their own, become more engaged and commit to team success. Growing Competence builds Confidence which increases Commitment .	Sustained Performance: The organization is cohesive, skilled, and consistently achieves its goals	Renewal: A sustained culture of excellence, individual team members may change, but the organization consistently improves year over year
Diagnostic Compass	While forming was the orientation towards the mission and vision adequate to build the new organization's trust?	Were systems created and problems solved through an inclusive process that focused individuals on their roles and responsibilities?	Was the training adequate with enough opportunities to practice along with prompt feedback to build individual understanding and inspire commitment?	Is the organization consistently achieving meaningful outcomes within a climate that is congruent with individuals' values and sufficiently empowering to their needs for autonomy?	Does the organization celebrate its successes while making opportunities for individuals to advance in their careers opening opportunities for new team members? Continuous learning and continuous improvement
Indicators of Effective Navigation	<ul style="list-style-type: none"> Shared purpose & Identity Widespread understanding of the Team's Mission Growing excitement 	<ul style="list-style-type: none"> Growing optimism and commitment Understanding and acceptance of individual roles and responsibilities 	<ul style="list-style-type: none"> Growing skills Clear integrated goals Culture of inclusion Building Esprit de Corps 	<ul style="list-style-type: none"> High productivity Focus on team achievement Culture of excellence Satisfaction 	<ul style="list-style-type: none"> High productivity Celebration and good will Low turnover Ease of recruiting top talent Continuous improvement
Indicators of Ineffective Navigation	<ul style="list-style-type: none"> Lack of understanding Mistrust Guarded Communication Anxiety and apprehension 	<ul style="list-style-type: none"> Fear, anger, cynicism Conflicts & Confusion Unproductive Challenging 	<ul style="list-style-type: none"> Apathy Internal competition and political gamesmanship Blocked team communication Lack of accountability 	<ul style="list-style-type: none"> Low / Sporadic productivity Missed deadlines / frequent mistakes Culture of entitlement or fear & placing blame Focus on individual gains 	<ul style="list-style-type: none"> Frustration & burn out Change resistance High turnover Unfilled positions Ineffective improvement projects
Change readiness	The Change "Readiness vs. Response" Continuum				
Ready	Anticipation	Excitement	Collaboration Compromise	Optimism	Celebration, Engagement, and Commitment
Not Ready	Denial	Anger		Skepticism	Acceptance and/or Compliance

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Team Needs	<ul style="list-style-type: none"> • Orientation • A sense of purpose • Building trust 	<ul style="list-style-type: none"> • Understanding of how the mission and vision are to be accomplished • Inclusion and involvement • Development of Processes and Procedures • Assignments of roles and responsibilities • Initial training 	<ul style="list-style-type: none"> • Inclusion • Training • Opportunities to practice – growing mastery • Timely feedback 	<ul style="list-style-type: none"> • Individual congruence with organizational culture • Growing autonomy and empowerment • Meaningful outcomes • Equitable treatment • Sustainable work-life balance 	<ul style="list-style-type: none"> • Fulfillment of purpose • Celebration of accomplishments • Increased opportunities & new challenges to overcome • Increased levels of responsibility & mastery • Effective integration and assimilation of new members • Ongoing validation and adaptation of the value proposition
Effective Leadership Responses	<ul style="list-style-type: none"> • Set a clear vision and mission • Communicate organizations mission & vision 	<ul style="list-style-type: none"> • Mutual regard and inclusion • Cascading organizational mission to individuals • Problem solving • Conflict resolution 	<ul style="list-style-type: none"> • Transformational leadership living the values of the organization • Reinforcement of fundamental satisfiers: hope, control, and equity • Establish span of control and degree of engagement • Foster inclusion amongst all team members in accomplishing the organization’s purpose • Courageously addressing organizational elements that are not congruent with the mission, vision, and values 	<ul style="list-style-type: none"> • Maintain ongoing focus towards delivering on the organization’s value proposition • Empower members to take on more responsibilities and authority • Challenge assumptions • Proactive problem solving and decision making • Embracing the messengers and maintaining multiple views to the organization 	<ul style="list-style-type: none"> • Ongoing validation and adaptation of the value proposition • Distributed delegation and empowerment • Creative destruction & recreation through collaboration • Focusing the team for self-critical auditing and analysis • Decision making and continuous improvement • Mentoring and leading by example

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Effective Management Responses	<ul style="list-style-type: none"> Apply a comprehensive approach organizational development Define the strategies that will accomplish the mission and vision Coordinate resources with timing and needs Facilitate effective meetings that focus and engage 	<ul style="list-style-type: none"> Meeting facilitation that maintains the crew's focus on the tasks at hand and minimizing tangents that distract from the focusing process Development of systems and processes Assignment of roles and responsibilities Allocation of resources Scheduling & coordination of work 	<ul style="list-style-type: none"> Reinforcement of the chain of command Mentoring including assignment of meaningful development opportunities combined with timely feedback Establishment of accountability through logical consequences Ongoing project management 	<ul style="list-style-type: none"> Continuous process improvement Standardization of policies and procedures Vendor and supplier management Control of nonconforming products and services Courageous and consistent use of logical consequences 	<ul style="list-style-type: none"> Effective process improvement Customer & supplier partnerships Ongoing continuous development Delegation and empowerment New employee orientation & training Succession planning
Tools and Techniques	<ul style="list-style-type: none"> Orientation Meetings Mission and Vision Leadership and Team Skills Training <ul style="list-style-type: none"> Understanding Temperaments & Types (DISC) Adaptive Leadership Communications Effective Meetings Communications Plans (Strategic and Tactical) Meeting Facilitation <ul style="list-style-type: none"> Meeting notification and pre-work Agendas Meeting minutes and assignments 	<ul style="list-style-type: none"> Systems thinking around organizational and systems design Flow charting and analysis of fall points Roles and responsibilities matrix incorporating strategic and tactical time horizons Development of key performance indicators (KPIs) Group decision making, decision criteria & decision analysis tools Problem solving Conflict resolution 	<ul style="list-style-type: none"> System deployment & targeted training Metrics: leading indicators and KPIs Effective feedback Span of control and behavioral triggers Establishment of group identity 	<ul style="list-style-type: none"> Validation of customer & stakeholder requirements Ongoing goal setting and revision Documentation of policies and procedures 5S, Visual Management, & Value Stream Mapping (VSM) Situation Analysis & Performance Contracting 	<ul style="list-style-type: none"> Continuous benchmarking and process evaluation Six-Sigma process improvement Effective new hire orientation Ongoing commitment to training and development of current and new members Succession planning – 9-box evaluations

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Competencies	<ol style="list-style-type: none"> 1. Build real trust among individuals & groups 2. Align organizations around the Value Proposition 3. Create impactful visions & missions 4. Strategically prioritize resources & staffing 5. Apply strategic & tactical communications 6. Develop effective leadership & team skills 7. Plan and conduct effective meetings 8. Recover from false starts & miscommunication 	<ol style="list-style-type: none"> 9. Create effective & efficient processes, procedures, & management operating systems 10. Define vital roles, responsibilities, & accountabilities 11. Utilize training & inclusion to stimulate engagement 12. Develop impactful goals, action plans, & key performance indicators 13. Proactively recognize, analyze, & solve problems 14. Establish a healthy climate to address & resolve conflicts 	<ol style="list-style-type: none"> 15. Explain the 6 factors of organizational commitment 16. Establish congruence between individual & organizational values & working approach 17. Implement structured training & qualifications processes 18. Provide timely & effective performance feedback 19. Establish a mentoring culture 20. Grow capacity through strong leadership & delegation 	<ol style="list-style-type: none"> 21. Implement ongoing validation of customer & stakeholder requirements & satisfaction 22. Affect ongoing goal setting and revision aligned to organizational conditions 23. Control vendors and suppliers to sustain quality & delivery 24. Utilize lean concepts, 5S, and visual management to improve operations 25. Sustain performance through the application of logical consequences 	<ol style="list-style-type: none"> 26. Recognize and celebrate individual and organizational success & achievements 27. Sustain organizational commitment to continuous improvement 28. Effectively utilize audits, record reviews, and process change notifications 29. Apply impactful performance reviews, recognition, rewards, & promotions 30. Maintain training as a strategic priority to create and sustain line of sight 31. Apply proactive succession planning in conjunction with staffing & on-boarding