

CATALYST'S 4 TEAM PERFORMANCE™ – MATURITY MATRIX

| TARGET LEVEL FOR YOUR GROUP? | MATURITY LEVEL | THE WORK OF THE TEAM | | HOW THE TEAM WORKS | | | HOW WE WORK WITH OTHERS | |
|---|---|---|---|---|---|--|--|--|
| | | Goals/Priorities | Roles + Purpose | Dealing with Difference | Supportive Environment | Leveraging Team Strengths | Internal Networks | Customers and Stakeholders |
| <p>High Levels of Interdependence</p> <p>If the work of the team requires this level of interdependence – then to be high performing the target is Level 4 for all aspects of the matrix.</p> | Level 4 | <p>It is <u>clear</u> what the overall goals are, and these have been translated into <u>both individual and shared goals</u>. We track and <u>hold one another</u> accountable to them.</p> | <p>We are all clear on our own roles and the boundaries with others in the team.</p> <p>The team is clear on and inspired by its purpose. It knows the work/decisions best done together, and it is clear how this is unique relative to other teams in the organisation.</p> | <p>We have high trust relationships that allow us to have honest and robust debate on the real issues. Different viewpoints are encouraged and explored with little bad feeling.</p> <p>When we make a decision, it is supported by all members (even if it wasn't their individual position). When a team member is absent, other team members have their back - ensuring their point of point forms part of the debate.</p> | <p><i>We all</i> provide support for each other's challenges, feelings, and well-being.</p> | <p>We use our understanding of each other's strengths and preferred ways of working to enhance the effectiveness of the team and to stretch and develop each other.</p> | <p>Team members draw from networks across the organisation to create innovative solutions to our problems.</p> <p>We involve others who are impacted by our decisions, and we proactively share our learnings with other parts of the organisation.</p> | <p>We have an agreed methodology for engaging with stakeholders and customers, which provides an in-depth understanding of their expectations and perceptions. These insights <u>are central to driving</u> new initiatives and decisions.</p> |
| | | <p>It is <u>clear</u> what the overall goals are, and these have been translated into <u>aligned individual goals</u>. We track and are held accountable to them <u>by the team leader</u>.</p> | <p>We are all clear on our roles and the boundaries with others in the team.</p> <p>The team is clear on its purpose and the work/decisions best done together, but it is unclear how this is unique relative to other teams in the organisation.</p> | <p>Most team members are happy to share their points of view and are open to having it challenged. This allows us to deal with real issues with little bad feeling.</p> <p>When we make a decision, it is supported by all members (even if it wasn't their individual position).</p> | <p><u>Most</u> of us provide support for each other's challenges, feelings, and well-being.</p> | <p>We use our understanding of each other's strengths and preferred ways of working to enhance the effectiveness of the team.</p> | <p>We work with others outside the team when needed, but we don't explore wider networks to find innovative solutions to our problems.</p> <p>We involve others who are impacted by our decisions, and we are beginning to share lessons with other parts of the organisation.</p> | <p>We have an agreed methodology for engaging with stakeholders and customers, which provides an in-depth understanding of their expectations and perceptions. These insights <u>are starting to influence</u> our decisions.</p> |
| | <p>It is <u>unclear</u> what the overall goals are, or the goals conflict with one another.</p> | <p>The majority of us are clear on our roles, but some are unclear about the boundaries with others in the team.</p> <p>The team isn't clear on the work/decisions that are best done together.</p> | <p>While some risks are taken with raising issues, they are usually done between individuals rather than as a team. Conflicts and differences of opinion are dealt with superficially.</p> <p>When we decide as a team, it is often re-litigated or undermined outside of the room.</p> | <p><u>Some</u> of us provide support for each other's challenges, feelings, and well-being.</p> | <p>We understand each other's strengths and preferred ways of working.</p> | <p>We are happy to help other parts of the organisation; we are open to their feedback and will share lessons if asked. We respond to, rather than initiate these opportunities.</p> | <p>There are some documented processes for engaging with stakeholders and customers, but they <u>do not shape</u> our team's decisions.</p> <p>We don't engage with stakeholders and customers beyond specific projects or events, and therefore we respond reactively to their needs.</p> | |
| <p>Medium Levels of Interdependence</p> <p>If the work of the team requires a medium level of interdependence – then to be high performing the target is level is represented by the light blue shading for all aspects of the matrix.</p> | Level 3 | | | | | | | |
| <p>Low Levels of Interdependence</p> <p>If the work of the group requires a low level of interdependence, then to be high performing, the target level is represented by the light grey shaded boxes in the table.</p> | Level 1 | <p>We <u>do not</u> have any overall goals.</p> | <p>A number of team members aren't clear on their role, or how it fits with others on the team.</p> <p>The team isn't clear on the work/decisions that are best done together.</p> | <p>The team atmosphere is wary, and people are unsure if they can say what they really think. Tensions are not surfaced or they are addressed in a confrontational "win-lose" manner.</p> <p>When there are different viewpoints, decisions are usually made outside of the room.</p> | <p>Relationships are professional but lack support for each other's challenges, feelings, and well-being.</p> | <p>We don't understand or pay attention to each other's strengths or preferred ways of working.</p> | <p>We often work in isolation – neither involving others in key initiatives nor communicating the impact of our decisions on others.</p> | <p>Our engagement with stakeholders customers is usually specific to a team member, project, or event.</p> |

The leader also needs to address team mix, diversity and skills and the impact of their own behaviour on the team.

CATALYST's 4 Team Performance Maturity Matrix

The Maturity Matrix can be used to identify your strengths and areas for development as part of your team development process.

Instructions for Completing the CATALYST's 4 Team Performance Maturity Matrix

Step One: Familiarise yourself with the dimensions of the matrix.

Step Two: Mark on the matrix the descriptor that best matches your view of your team's current maturity and note any comments/reasons for this rating.

Step Three: Meet together as a team and share and compare ratings, discuss any differences and agree which areas are priorities for development.

Notes

| THE WORK OF THE TEAM | | HOW THE TEAM WORKS | | | HOW WE WORK WITH OTHERS | |
|----------------------|-----------------|-------------------------|------------------------|---------------------------|-------------------------|----------------------------|
| Goals/Priorities | Roles + Purpose | Dealing with Difference | Supportive Environment | Leveraging Team Strengths | Internal Networks | Customers and Stakeholders |
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