

Drexler/Sibbet Team Performance Model

Purpose

The Drexler/Sibbet Team Performance Model is a practical, intuitive and easy to use approach to team development, maintenance and performance.

Background

The model was developed and perfected over nine years by David Sibbet and Allan Drexler of the Grove Consultants International. The model shows the predictable stages involved in both creating and sustaining teams. It serves as both a Model and a Team Performance Instrument.

The Drexler Sibbet Team Performance Model integrates Jack Gibb's original research on Group Behavior (Bradford, Gibb and Benne, 1964) with the process theories of Arthur Young, a cosmologist who devised a comprehensive system for understanding the relationship between physical law and the human experience.

The Drexler/Sibbet Team Performance™ Model illustrates team development as seven stages, four to create the team and three to describe levels of performance. The stages are:

Stage 1: Orientation

A Team's orientation issues revolve around Membership and Acceptance. They are rooted firmly in a person's sense of self. Essentially every group member must successfully answer the question, "Why am I here?" Answering it ties the person to the overall goal and allows the person to

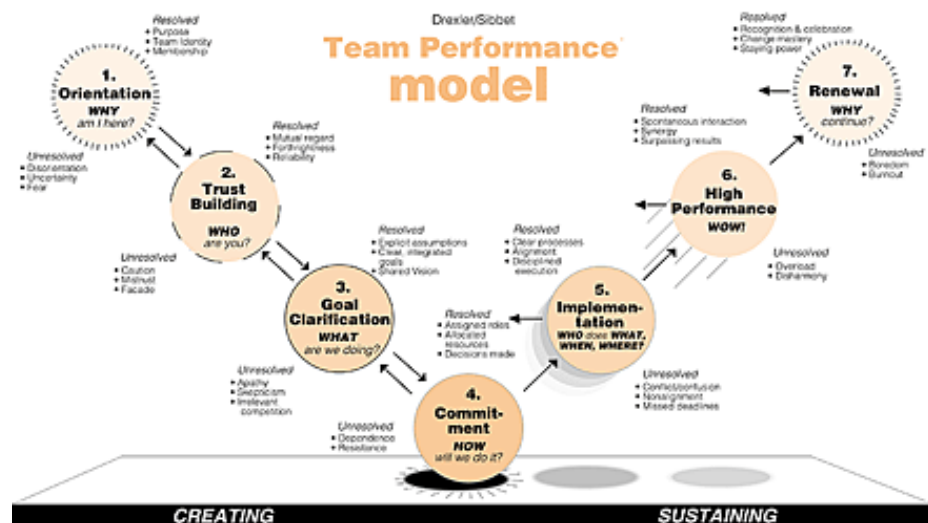
search for a place and a role within the team. It also requires the belief that "I can add something here." "I can make a contribution." All team members must feel connected to the overall purpose of the team and believe they can add value. The work a team spends on setting an end result and, sharing in the vision is the most important work it can do. Sometimes the End Result is set for them.

Stage 2: Trust Building

The central question with the Second Stage is, "Who are you?" Hidden beneath this question is another, "What will you expect of me?" In time all members of the team will show whether they are competent or not. High team performance demands a both competence and openness. As group members resolve these issues, trust grows. If they are not resolved, suspicion, and mistrust take over and bring about inferior performance. Team Performance suffers most when a group creates a norm of making performance issues undiscussible.

Stage 3: Goal Clarification

The defining question for Stage three is, "What are we doing?" The answer lies in the



The Basic Facilitator's Toolkit

action steps the team has chosen to bring their current reality closer to their Desired End Result. Stage three issues often involve interdependency and hierarchy. The better the pieces are defined, the clearer the overall picture will be of how the work will flow and get done. We call these actions a hierarchical map. Often team in stage three use tools to help them plan their work. Project management tools, work plans and now Internet communications centers such as WebCouncil

Stage 4: Commitment

When the goal is clear and the actions are set, a team is eager to act. Committing to act is the most constraining work the team will do. The team will have to resolve any structural conflicts that may have arisen in order to keep advancing. Often the conflicts only arise when actual commitments are made. The Central Question for this Stage is, "How will we do it?" Now the team will spend real time, money and resources in pursuit of their creation - the End Result. The measure of the commitment equal the magnitude of the dynamic urge that drives all the work.

Stage 5: Implementation

Who does what, when and where? These are the questions that matter in this stage. The key concern of this stage is the sequencing of the work. Now it is critical to track actions, report progress and make the necessary shifts to keep the work moving to completion. Here is where mistakes are made and noticed. Because of the good work that has been done before, and because of the trust that has been built, team members can take necessary corrective measures to keep the work advancing. The tracking disciplines and their tools begun in Stage 3, are now used continuously. If the necessary work in the previous stages has not established a good working discipline, the work will bog down in

this stage and lead to additional structural conflicts that will severely limit the team's effectiveness.

Stage 6: High Performance

This stage differs from all the others in that there is no clear issue associated with it. High Performance is a natural result of the work of the previous stages. The reward is worth the wait. Research indicates that a team reaching High Performance out performs simple working groups by a factor of 3! A high performing team has so mastered the fundamentals of its work that it doesn't pay much attention to them. There is no question for this stage. There is only a WOW!

Stage 7: Renewal

In the final stage, Renewal, the central question is, "Why Continue?" At some point the team gets to call its creation completed. Other times the work may continue but the members may change. This stage leads either to completion or back to Orientation for Renewal.

Resources:

You can order beautiful color brochures of the Drexler/Sibbet Team Performance Model from the Grove Consultants International at http://www.grove.com/services/tool_modeltp.html

This article was adapted from an article at The Action Research Network Team Building - Theory and Practice <http://www.theroningroup.com/media/drexsibtpm.gif>