

# 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
<b>High Levels of Interdependence</b> 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.	Level 4	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.	We are all clear on our own roles and the boundaries with others in the team.  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.	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.  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.	We <i>all</i> provide support for each other's challenges, feelings, and well-being.	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.	Team members draw from networks across the organisation to create innovative solutions to our problems.  We involve others who are impacted by our decisions, and we proactively share our learnings with other parts of the organisation.	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.
		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> .	We are all clear on our roles and the boundaries with others in the team.  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.	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.  When we make a decision, it is supported by all members (even if it wasn't their individual position).	<u>Most</u> of us provide support for each other's challenges, feelings, and well-being.	We use our understanding of each other's strengths and preferred ways of working to enhance the effectiveness of the team.	We work with others outside the team when needed, but we don't explore wider networks to find innovative solutions to our problems.  We involve others who are impacted by our decisions, and we are beginning to share lessons with other parts of the organisation.	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.
	Level 3	It is <u>unclear</u> what the overall goals are, or the goals conflict with one another.	The majority of us are clear on our roles, but some are unclear about the boundaries with others in the team.  The team isn't clear on the work/decisions that are best done together.	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.  When we decide as a team, it is often re-litigated or undermined outside of the room.	<u>Some</u> of us provide support for each other's challenges, feelings, and well-being.	We understand each other's strengths and preferred ways of working.	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.	There are some documented processes for engaging with stakeholders and customers, but they <u>do not shape</u> our team's decisions.  We don't engage with stakeholders and customers beyond specific projects or events, and therefore we respond reactively to their needs.
<b>Medium Levels of Interdependence</b> 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.	Level 2	It is <u>unclear</u> what the overall goals are, or the goals conflict with one another.	The majority of us are clear on our roles, but some are unclear about the boundaries with others in the team.  The team isn't clear on the work/decisions that are best done together.	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.  When we decide as a team, it is often re-litigated or undermined outside of the room.	<u>Some</u> of us provide support for each other's challenges, feelings, and well-being.	We understand each other's strengths and preferred ways of working.	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.	There are some documented processes for engaging with stakeholders and customers, but they <u>do not shape</u> our team's decisions.  We don't engage with stakeholders and customers beyond specific projects or events, and therefore we respond reactively to their needs.
<b>Low Levels of Interdependence</b> 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.		Level 1	We <u>do not</u> have any overall goals.	A number of team members aren't clear on their role, or how it fits with others on the team.  The team isn't clear on the work/decisions that are best done together.	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.  When there are different viewpoints, decisions are usually made outside of the room.	Relationships are professional but lack support for each other's challenges, feelings, and well-being.	We don't understand or pay attention to each other's strengths or preferred ways of working.	We often work in isolation – neither involving others in key initiatives nor communicating the impact of our decisions on others.

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