

From a Group to a Team

Quiz & Tips



From a Group to a Team

Are you managing a team, or a group of people sharing an office?

On paper, they look identical: same manager, same department, same meetings.

In practice, the difference is huge.

Katzenbach and Smith, in their classic work **The Wisdom of Teams**, describe a team as a small number of people with complementary skills, committed to a common purpose and to goals for which they hold themselves mutually accountable. A group simply works side by side.

	A GROUP	A TEAM
Focus	Own tasks and own results	Shared goal and shared results
Communication	Information shared when needed	Open, regular and honest
Responsibility	"That's my job"	"That's our outcome"
Roles	Blurry or overlapping	Clear and complementary
When problems appear	Blame, or silence	Solved together, early

Why should a manager care?

Because a group leaves performance on the table, and you carry the cost.

The numbers are hard to ignore:

+23% higher profitability in the most engaged business units compared with the least engaged (Gallup)	\$8.8 trillion estimated yearly cost of low engagement to the global economy, about 9% of world GDP (Gallup, 2023)	#1 Factor behind Google's most effective teams: psychological safety, ahead of talent and experience (Project Aristotle)
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Project Aristotle

Google's Project Aristotle. Google studied about 180 of its own teams to find the recipe for great ones. Surprise: it was not about putting the smartest people together. What mattered most was **how the team worked**: feeling safe to speak up and take risks, being able to count on each other, having clear roles and goals, and believing the work matters. In other words, exactly what turns a group into a team.

Sources: Gallup, State of the Global Workplace 2023; Google re:Work, Project Aristotle; Katzenbach and Smith, The Wisdom of Teams (1993); M. Roberto, Harvard Business School case study on the 1996 Everest disaster.

From a Group to a Team

The Team Check-up: how far along is your group?

For each statement, circle the number from **0** (not at all true) to **10** (completely true) that best describes your team today. Be honest, your first instinct is usually right.
For each topic, we share one tip you can try this week.

1 We say things openly: disagreements and bad news are shared early, in the room, not in the corridor.

0	1	2	3	4	5	6	7	8	9	10
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EASY TIP

Close every meeting with one question: "What haven't we said yet?"

2 Everyone knows what the others are working on and what is coming next.

0	1	2	3	4	5	6	7	8	9	10
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EASY TIP

Hold a 10-minute stand-up once or twice a week, or keep one shared board: doing / next / blocked.

3 We listen to each other and give feedback regularly, not only at the annual review.

0	1	2	3	4	5	6	7	8	9	10
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EASY TIP

Once a month, spend 15 minutes on what should the team start, stop and continue doing?

4 People can admit a mistake or say "I don't know" without fear of being judged.

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EASY TIP

Share one recent mistake of yours and what you learned. Your example gives permission to the others.

5 We have one spirit: we celebrate wins together and help each other when someone is under pressure.

0	1	2	3	4	5	6	7	8	9	10
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EASY TIP

Start a 5-minute "wins and thanks" round on Friday. Each person thanks a colleague for something specific.

From a Group to a Team

6 Everyone knows exactly what their role is and what the others expect of them.

0	1	2	3	4	5	6	7	8	9	10
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EASY TIP

Ask each person to write "my role in 3 lines" and "what I need from the others". Compare and fix gaps together.

7 It is clear who decides what and decisions do not bounce around.

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EASY TIP

Draw a simple decision table for your 5 recurring decisions: I decide / I consult first / we decide together.

8 Each team member can explain our purpose and our top 3 priorities.

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EASY TIP

Everyone writes the team purpose on a sticky note, without talking. Compare. The gaps tell you what to clarify.

9 We keep our commitments and hold each other accountable, not only through the manager.

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EASY TIP

Make commitments public: at the end of each meeting, each person says what they will deliver by when. Review next week.

10 Our meetings are useful, they help improve our collaboration

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EASY TIP

Schedule a 20-minute team retro every quarter: what should we keep, change or drop in the way we work?

From a Group to a Team

The 4 themes behind every team

1. Communication

Questions 1-3

Openness, information flow, feedback

My score: ____ / 30

2. Cohesion

Questions 4-5

Trust, safety, one team spirit

My score: ____ / 20

3. Roles & responsibilities

Questions 6-7

Role clarity, decision rights

My score: ____ / 20

4. Goals & ways of working

Questions 8-10

Shared purpose, accountability, meetings

My score: ____ / 30

The good news

Every team starts as a group, and **teams are built, not born**. Pick your lowest theme, try the tips for four weeks, then score again. If your scores stay low, or tension is already visible, do not struggle alone.

A **team building or facilitation day** gives everyone a neutral space and an outside guide to work on the themes that matter most: agreeing how you communicate, rebuilding trust, clarifying roles and decisions, and aligning on a common purpose.

Nexus can help you with:

1. Communication

Team retreat:

Communication charter, ...

Training:

Feedback, interpersonal or intercultural communication, ...

Coaching in communication

2. Cohesion

Team retreat:

Communication charter, ...

Training:

Motivation, conflict management, difficult conversations, future-proof team...

3. Roles & responsibilities

Team retreat:

Roles & responsibilities

Training:

Leadership & management, team player, change management

4. Goals & ways of working

Team retreat/strategy:

Team purpose, Team branding, Team

Training:

Hybrid Team, Digital Mindset, Intercultural relationships, influence

Want to improve something?

Let's do a Team Check-up.

Let's discover together where the pain points are in your team and how we can help you turn them into strengths.

Get in touch: contact@consulting-nexus.com



Our main offices are in the heart of Geneva
Place des Nations, Rue de Varembé 3,
1202 Genève. Suisse

+41 79 227 9665

info@consulting-nexus.com

Website:

www.consulting-nexus.com



LinkedIn:

Nexus Consulting