



Team-Based Work Continuum

Increasing Autonomy

Closely Supervised Work Group	Loosely Supervised Work Group	Non-Agile Autonomous Team	Self-Organizing Agile Team	Fully Self-Organizing, Self-Directing, High-Performing Agile Team
<p>Hierarchical Manager-led</p> <p>Execute Work that is planned, designed, monitored and managed by others</p> <p>Individuals may work on more than one project concurrently</p> <p>Members are rewarded and managed individually</p>	<p>Participative Manager-led</p> <p>Goals and outcomes set by others</p> <p>Solves problems identified by others</p> <p>May monitor own work</p> <p>May participate in work design</p> <p>Individuals may work on more than one project concurrently</p> <p>Members are rewarded and managed individually</p>	<p>Team Leader reports to Manager</p> <p>Multi-skilled, interdependent members</p> <p>Others may determine team structure, goals, organizational supports</p> <p>Team members fully assigned to single purpose</p> <p>Begins solving internally identified problems</p> <p>Combination of team and individual recognition and rewards</p>	<p>Team shares leadership with others</p> <p>Multi-skilled interdependent members, communicate with broader project community</p> <p>Significant responsibility for collaboratively managing own work</p> <p>Continuous improvement and problem solving</p> <p>Increasing responsibility for all aspects of own work, including testing and evaluation</p> <p>Team-based recognition and rewards</p>	<p>Shared leadership among members</p> <p>Multi-skilled, interdependent members</p> <p>Unlimited authority to choose team members, set goals, measure and manage work, and communicate with project community</p> <p>Continuous learning and improvement</p> <p>“Whole System” perspective</p> <p>Team seeks and acquires necessary resources and recognition</p>

Increasing Involvement

Increasing Authority

Dependent Empowered