

The following are registered trademarks of The Grove Consultants International—Group Graphics®, Graphic Guides®, Digital Graphic Guides®, and The Drexler/Sibbet Team Performance Model®. Trademarks in use include Storymaps™, Visual Planning Systems™, Strategic Visioning Model™, and the Sibbet/LeSaget Sustainable Organizations Model™. The Visual Meetings Company is a service mark of The Grove.

Copyright © 2011 by The Grove Consultants International. All rights reserved.

Published by John Wiley & Sons, Inc., Hoboken, New Jersey. Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, (978) 750–8400, fax (978) 646–8600, or on the web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748–6011, fax (201) 748–6008, or online at http://www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.

For general information on our other products and services or for technical support, please contact our Customer Care Department within the United States at (800) 762–2974, outside the United States at (317) 572–3993 or fax (317) 572–4002.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books. For more information about Wiley products, visit our website at www.wiley.com.

## Library of Congress Cataloging-in-Publication Data:

Sibbet, David.

Visual teams : graphic tools for commitment, innovation, & high performance / David Sibbet.

p. cm.

Includes bibliographical references and index.

ISBN 9781118077436 (pbk); 9781118158579 (ePDF); 9781118158586 (eMobi); 9781118158593 (ePub)

1. Teams in the workplace. 2. Business meetings. 3. Visual communication. I. Title.

HD66.S5642010

658.4'56-dc22

2010014480

Printed in the United States of America.

10 9 8 7 6 5 4 3 2 1

## Contents

	Introduction Imagining Better Results for Teams ×i						
I.		ng Graphics Across the Whole Workflow Working Like Designers / Why Visual Teams Get Results Why Be a Visual Team? / The Case for Collaboration A Graphic User Interface for Teams / The Drexler/ Sibbet Team Performance Model	1 3 15 29	Secretary of the second of the			
II.		Ading Visual Teams  eing the BIG Picture  So You've Just Been Promoted / Understanding Team Leadership  Managing Four Flows of Activity / Attention, Energy, Information, & Operations	55 57 73	I KNOW WHAT I WANT TO DO!			
	6.	Supporting Innovation / Providing Visual Tools	83				

III.	II. Visual Team Startup Creating Trust, Focus, & Commitment		93			
	7.	Visualizing Purpose / Orienting to Your Mission	95	TPM		
	8.	Seeing Yourself As a Team / Developing Trust	107	CREATING ()		
	9.	Clarifying Goals / Using the Graphic Gameplan	117	Orent - Kenew		
	10.	Consensus or Command? / Deciding Commitments	131	Clarify Implement		
IV.		<b>Sustaining Results</b> Innovating for High Performance		DEUDING		
	11.	Graphics & Project Management / Implementation You Can Literally See	151			
	12.	<b>Visualizing &amp; Innovating /</b> Understanding High Performance	159	THESE CHAPTERS MATCH THE MODEL!		
	13.	Assessments, Dialogues, & Sharing Rallies / The Importance of Learning & Renewal	171			
V.	Growing a Visual Team Culture					
	Thi	nking BIG About Opportunities	183			
	14.	Introducing Visual Teams / Communicating Benefits	185			

15.	Developing Visual Team Skills / Learning Tips & Tools	193	
16.	<b>Shared Visual Language /</b> Toward an Operating System for Visual Teams	201	
	VI. New Technology Tools  A Revolution in Visual Collaboration		THE PARTY YEAR OF THE PARTY OF
17.	<b>Visual Tools Come of Age /</b> Experiencing High Performance at the Institute for the Future	221	
18.	Graphics for Distributed Teams / Web & Teleconferences	231	A STATE OF THE PARTY OF THE PAR
19.	Team Rooms & the Net / Physical Places or Virtual Spaces?	241	
20.	Mobile Technology / Reshaping Tomorrow's Teams	249	
VII. Li	nks, Tools, & Other Resources	263	
21.	Websites & Bibliography	265	
	Appendix	275	
	Jack R. Gibb's Original Research Summary of Arthur M. Young's Theory of Process Index	275 276 279	