Prepared for all the Members of
Group Sample
June 9, 2008

KLEIN GROUP INSTRUMENT™
for Effective Leadership and Participation in Teams

Developed by

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INTRODUCTION
Using the KGI™ to Improve Team Performance

The Klein Group Instrument™ (KGI™) Group Profile is designed to help your small group become a high performing team. It provides information about your team's strengths and challenges, and offers guidance about how to improve your group processes to make your collaboration more productive and successful.

The profile presents feedback on how frequently your team members exhibit key behaviors relating to four essential dimensions of group life—leadership, negotiation, task, and interpersonal. These dimensions constitute the major scales of the instrument and contain nine subscales that describe behavior in small groups and teams. These are explained briefly here and in more detail on the pages that follow.

Leadership as measured by the KGI is the ability of members to guide the group towards effective collaboration and successful task completion. The KGI identifies patterns of leadership behavior using three subscales:
1. **Assertiveness** (the expression of ideas)
2. **Group Facilitation** (the coordination of the group's efforts)
3. **Initiative** (the willingness of members to take leadership roles in different aspects of the group's work)

Negotiation Orientation measures the ability of members to listen closely to one another and to construct mutually acceptable agreements. The KGI identifies patterns of negotiation behavior utilizing two subscales:
1. **Perspective Taking** (the skill of investigating and understanding other people's values, interests, and needs)
2. **Constructive Negotiation Approach** (the promotion of a win-win orientation so that all members benefit from an agreement)
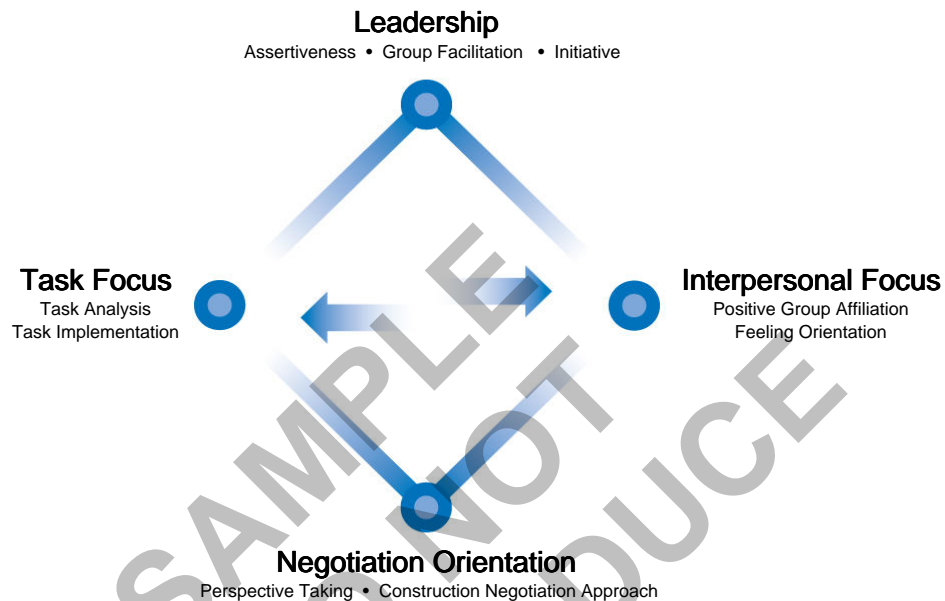
Task Focus measures the ability of members to devise a sound strategy for a task and to carry out that plan fruitfully. The KGI identifies patterns of task focus behavior employing two subscales:
1. **Task Analysis** (the examination of problems, opportunities, and task solutions)
2. **Task Implementation** (the competent execution of a plan with appropriate strategic adjustments)

Interpersonal Focus measures the ability of members to develop a team spirit and to attend to the feeling issues in the group. The KGI identifies patterns of interpersonal behavior using two subscales:
1. **Positive Group Affiliation** (the promotion of mutual acceptance and personal rapport among the members)
2. **Feeling Orientation** (attention to the emotional issues within the group)

Not only do the four major scales address the fundamental components of successful teamwork, but they also relate to one another dynamically. The graphic below outlines these dynamic relationships, which are briefly described in the text that follows:

Leadership
Assertiveness • Group Facilitation • Initiative

Task Focus
Task Analysis
Task Implementation

Interpersonal Focus
Positive Group Affiliation
Feeling Orientation

Negotiation Orientation
Perspective Taking • Construction Negotiation Approach

The Leadership function is essential for any team. Members need to help direct and coordinate the efforts of the group. Leadership guides the group in two main areas—Task Focus (working towards effective task completion) and Interpersonal Focus (promoting positive member relations). As seen in the diagram, Task Focus and Interpersonal Focus are at opposing corners, representing the fact that attention to one diverts attention from the other—group success requires a balance. Negotiation Orientation enables the group to attend to both task and interpersonal issues, allowing a team to reach agreements that foster meaningful collaboration and favorable task outcomes.

All four components are critical, and effective teams will work to develop skills in each area and shift focus as needed. This can and should involve all members. KGI results can help your team leverage members' strengths and address team challenges across these four vital areas of group performance. The results can assist your team in implementing better group processes, constructing mentoring relationships, and identifying training needs.

Steps to Successfully Use the KGI™ Group Profile with Your Team

You can validate and interpret your KGI™ Group Profile results in an analysis with just your team members, or in a discussion with a consultant or coach. In either case, you will want to follow these basic steps to maximize the benefits for your group.

1 *Each team member should read his or her KGI™ Individual Profile and the KGI™ Group Profile prior to your team discussion. Members can then decide which information from their individual profiles they would feel comfortable sharing in the discussion to add insights and perspective to the team analysis.*

2 *When your team meets, members will want to review and discuss the group profile results and validate the accuracy of the information as it pertains to the team. Members can share information from their individual profiles, as appropriate, to expand the analysis. This needs to be done with respect for confidentiality and the wishes of individual members.*

3 *Your team should read the specific recommendations in the group profile and look over the action steps at the end of this profile to construct a strategy for improving team performance.*

4 *Your team can set benchmarks for performance, work towards its goals, periodically review progress, and make adjustments as needed.*

### Empowering Teams by Respecting Individuals

A cornerstone belief of the KGI is that different individuals contribute different strengths to a group, creating a team that is greater than the sum of its individuals. When challenges are identified for individuals or teams, the intention is to support a constructive developmental process, not to criticize, stereotype, or label any member.

Though individual results are confidential, a team atmosphere of trust can allow individuals to share all or part of their KGI results with others. Such sharing is a critical component for building effective teamwork. The individual information will help the group better use its members' interests and strengths and form mentoring relationships. Exchange of personal information should be voluntary and should be treated with respect and confidentiality.

Executive Summary

Here are your team's composite scores and individual score ranges (highest to lowest) on the four KGI major scales. Both composite and range provide insights into your team's effectiveness.

Team Major Scale Scores

Legend: ◇ Group Average*   □ Range of Individual scores
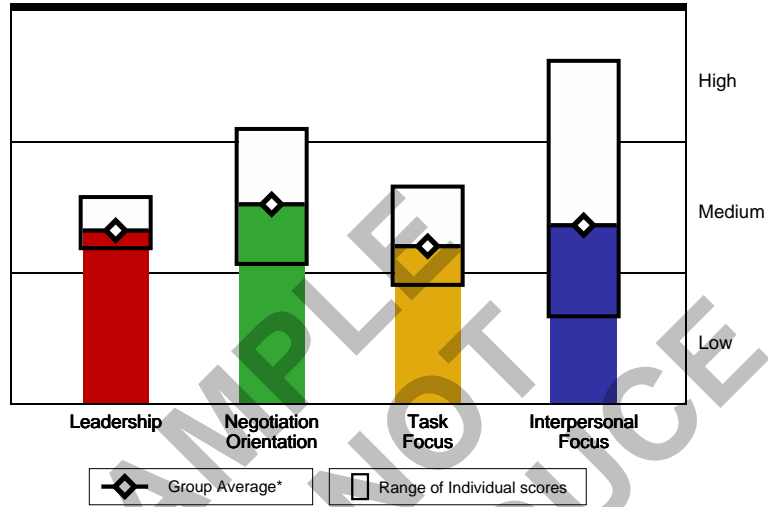
*Please note that the average score for your group is indicated by the black line with the diamond found on each colored bar. Your group's range of individual scores is indicated by the black outlined rectangle. (No individual is identified in this representation.) The line with the diamond will be closer to the end where the most scores are clustered. In other words, the **smaller area** of the rectangle, whether it falls above or below the group average, indicates a **greater clustering** of individual member scores within that portion. So the larger number of individual scores falls within the smaller area. When the line with the diamond falls in the middle, then the individual scores are evenly distributed.

While these four scales inform you of your team's overall strengths and challenges, much more detailed information is conveyed through the KGI subscales, information to focus your team's efforts most productively. For each of the nine subscales feedback is provided that identifies specific, practical ways to refine your group's performance within the four major domains.

Team Subscale Scores

Legend: ■ = Leadership   ■ = Negotiation Orientation   ■ = Task Focus   ■ = Interpersonal Focus
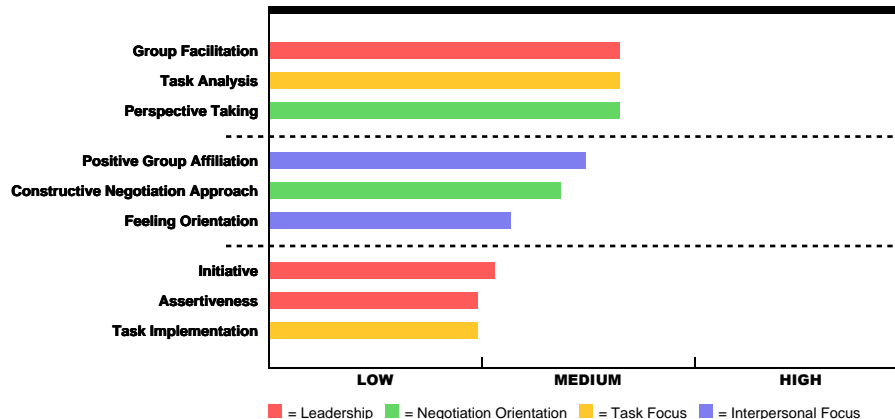
The KGI™ Group Profile: A Comprehensive Road Map

The KGI is intended to form the basis of a continuous improvement initiative that may take months to fully realize. As a result, this profile presents feedback on a full range of essential group skills, including areas where your team may already be functioning at a high level. In the body of the report, each subscale feedback section provides recommendations for performance improvements based on your group's current level of proficiency. The recommendations will assist you in formulating a comprehensive plan for both short-term and long-term development.

To avoid information overload, review the entire profile and then concentrate on the suggestions for subscales with the lowest team scores. You may modify these suggestions to suit your team's needs. Action steps to help you through this process are outlined at the end of the profile. Additional information about how to implement changes can be found in the *KGI™ User's Guide* (which came with your KGI™ Individual Profile) and in the *KGI™ Manual*.

General Suggestions for Improving Team Performance

Feedback for each of the nine KGI subscales includes targeted suggestions; but some improvement initiatives, such as the following, can be applied to all areas, for some or all team members:

1. Sharing individual KGI scores helps your team build trust, joint leadership, and personalized team initiatives. However, each group member must make a voluntary decision to share his/her information. While sharing results improves team performance, no one should be forced to do so.

2. Establishing mentoring relationships is an effective way to improve performance and boost morale. Encourage members to seek mentoring from respected team members or others outside the team to help them develop needed skills. Encourage skilled members to make themselves available as mentoring resources and to share advice freely. Results from KGI™ Individual Profiles can assist team members in organizing appropriate mentoring opportunities.

3. Hiring a consultant or coach to work with your team's KGI results, either across the board or for certain specific areas, can significantly enhance your ability to make improvements.

4. Providing training for one or more members or the whole group can help your team address particular needs.

5. Identifying and investigating other high performance teams that have successfully demonstrated relevant skills can help your group improve areas of weaker performance. Reading about or directly contacting such teams can supply your group with valuable insights.

6. Studying books, DVDs, websites, and other relevant information can help your team refine its strategies. The KGI Web interface (at www.capt.org) that you accessed to take the KGI and view your results also has a section devoted to resources by category.

7. Note that your group's dynamics and overall KGI profile, as well as the degree and variety of participation by current members in the group, may change if team members leave or join the group. To reflect this impact, your group may wish to retake the instrument following any significant changes.

Leadership
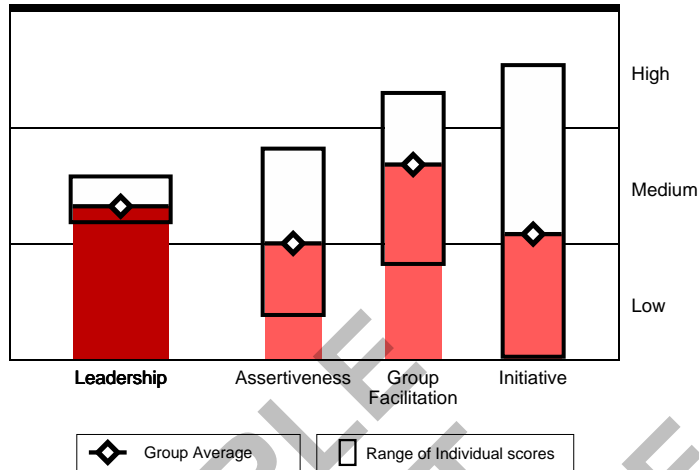
Your team score on the Leadership scale ranks third out of the four major scales measured. More details follow for the three Leadership subscales.

Assertiveness

Your team score on this subscale ranks eighth out of nine. Efforts to improve performance in this area should be a high priority for your team, relative to your overall profile.

IN BRIEF: Each team member can demonstrate leadership by asserting opinions and soliciting feedback about these ideas. It is important that all team members have an opportunity to contribute and have their opinions heard by other group members. This helps the team in three ways: (1) by providing important information needed to make effective decisions, (2) by making new ideas about how to solve problems available to the team, and (3) by keeping team members engaged and involved.

TEAM ASSESSMENT: Your group scored MEDIUM in Assertiveness. The distribution of members' scores ranges from at least one score in the low range to at least one score in the medium range.

There may be a *challenge* for your team if the *more assertive people dominate the discussion and the less assertive people are not heard*. There may be valuable information that is not being presented to the entire group. In addition, the less assertive members may become disengaged from the team. Some of these suggestions assume that individual team members are willing to share with others how they scored on the Assertiveness subscale.

Suggestions to improve your team's performance:

1. Assertive team members should monitor their behavior and try to balance talking and listening time. Others, perhaps an appointed moderator or timekeeper, may occasionally need to remind assertive members to remain silent and listen before talking.

2. Assertive team members should not rush to fill every silence. Instead they can practice the useful strategy of pausing for ten seconds to allow time for others to weigh in and then letting them finish without interruption.

3. Quieter members should be encouraged to contribute ideas and opinions, which should be valued and discussed respectfully. Such contributions can be encouraged by assigning leadership roles or inviting comments based on subject expertise.

4. When quieter members do speak up, more assertive members should focus on careful listening rather than on formulating responses. Before speaking, assertive members should summarize what they heard and ask whether they heard correctly.

5. Your team can circulate agendas prior to meetings, a practice that allows members to prepare for or respond to issues in writing. This may help people overcome hesitation about speaking or presenting before the group.

6. Review and implement some of the ideas in General Suggestions for Improving Team Performance, such as the creation of mentoring programs, use of a consultant, and expansion of skills through reading and multimedia tools. Your team's range of scores suggests that this may be an appropriate focus area for additional training for some or all of your team members.

Group Facilitation

Your team score on this subscale ranks first out of nine. Efforts to improve performance in this area should be a lower priority for your team, relative to your overall profile.

IN BRIEF: To maximize effectiveness, it is important that each team member play a role in facilitating the group. There are many aspects of group process that can be facilitated, including processes that address tasks and those that address people issues.

TEAM ASSESSMENT: Your group scored MEDIUM in Group Facilitation. The distribution of members' scores ranges from at least one score in the low range to at least one score in the high range.

Because Group Facilitation is multifaceted, feedback (for this subscale only) includes two sets of suggested actions, targeting two aspects of this process.

The first aspect of Group Facilitation that is a *challenge* for some members of your team is *giving feedback to others*. Those less skilled at giving feedback may become frustrated if they are not able to address behaviors of other team members that they believe are having a negative impact on the group. Of course, the use of constructive feedback is essential for helping all members to acquire new skills and grow. Each team member needs to learn how to give and receive direct feedback so that the process flows smoothly.

Suggestions to improve your team's performance:

1. Implement new or modify existing guidelines and methods for giving and receiving feedback. If necessary enlist the help of someone within the organization with expertise in this area, or hire a consultant. A paramount guideline should be the value of feedback to promote learning and success.

2. Limit feedback to observable behavior and to its observable impact on the group. Avoid statements about another person's personality, attitudes, or underlying motives. Provide feedback about a person's strengths as well as about areas for improvement. Use language that is nonjudgmental and not emotionally charged.

3. Conduct a model feedback session as a training exercise involving two group members who are skilled at giving and receiving constructive feedback. Invite questions from the observers, and encourage adoption of the modeled behaviors.

4. Encourage those less skilled at giving feedback to choose someone on the team or within the organization who has these skills to act as a mentor or coach.

5. Share previous learning experiences in which constructive feedback helped members improve their skills. Create a climate for constructive feedback.

6. Review and implement some of the ideas in General Suggestions for Improving Team Performance, especially the creation of mentoring programs, use of a consultant, scheduling of training programs, and expansion of skills through reading and multimedia tools

The second aspect of Group Facilitation that appears to be a *challenge* for some members of your team involves *considering the human consequences of the group's decisions and actions*. If the team does not have a way to facilitate this, the group may hurt or offend others (even unintentionally), or cause team members or others in the organization or environment to lose motivation. Team members need to improve their consideration and respect for others as the team formulates plans and makes decisions.

Suggestions to improve your team's performance:

1. Discuss as a group the specific moral or ethical principles or standards that are important to each person in the group and for the group as a whole.

2. Formulate a set of ethical principles for finding solutions and for making decisions and implementing them. Identify principles that inspire a sense of integrity in the team's work.

3. Consider and discuss the human consequences of the team's decisions and actions by asking questions such as the following:

     a. Will the decision harm anyone?

     b. How will it affect the people who are implementing it?

     c. How will it affect people outside the team?

     d. Are there any unintended consequences of this decision?

4. Conduct honest discussions as issues arise about how the results of decisions are affecting members of the team and those outside the group.

5. Invite those members who naturally seem to consider the human or moral consequences of actions to share other questions and ideas that might be used by the team for making ethical decisions.

6. Review and implement some of the ideas in General Suggestions for Improving Team Performance, especially the creation of mentoring programs, use of a consultant, scheduling of training programs, and expansion of skills through reading and multimedia tools.

Initiative

Your team score on this subscale ranks seventh out of nine. Efforts to improve performance in this area should be a high priority for your team, relative to your overall profile.

IN BRIEF: To maximize the effectiveness of your team, it is important that each team member be comfortable taking initiative to move the team forward. When in this role, a team member must be willing to be in the spotlight and be the focus of attention. Taking initiative involves being in the middle of the action, attempting to significantly influence the activity of the group, and making efforts to energize other team members to accomplish the agreed-upon goals and tasks.

TEAM ASSESSMENT: Your group scored MEDIUM in Initiative. The distribution of members' scores ranges from at least one score in the low range to at least one score in the high range.

The particular aspect of Initiative that may be a *challenge* for your team is that *only some members are willing to take the initiative to move the team forward*. As a result, the other members may become disengaged from the team or may never have their opinions heard. Some members may be unwilling to be in the spotlight or may be uncomfortable trying to influence others in the group. Some of these suggestions assume that individual team members are willing to share with others how they scored on the Initiative subscale.

Suggestions to improve your team's performance:

1. The team should summarize its vision or objective in simple, clear, and easily imaginable terms. The team can reduce this statement to a key phrase, saying, or motto that will help people to understand it, and then share it with others outside the group.

2. Team members who frequently take initiative should be sensitive to the possibility that others may feel excluded. During a team meeting, the group leader or those who take initiative readily should ask if others have contributions. The team should recognize and reward suggestions and initiative.

3. Members who are not accustomed to initiating ideas or tasks should try to be proactive and not wait to be asked. When members think of something, they should verbalize it, even an unformed idea. Such comments may trigger a contribution from another team member and move the process forward.

4. Those who initiate ideas and solutions readily should encourage other members to take the lead on some discussions or projects, and then refrain from jumping in and taking over the discussion once it gets started.

5. Members should identify particular activities that will excite and energize them, especially those who have been reluctant to initiate ideas or tasks. As a result, these members may step forward and provide direction based on their interests and skills.

6. The team should rotate the role of group leader and spokesperson to help members practice initiative skills as well as for variety.

7. Members can review and implement some of the ideas in General Suggestions for Improving Team Performance, such as use of a consultant, scheduling of training programs, and expansion of skills through reading and multimedia tools. The fact that member scores in this area vary from top to bottom presents an excellent opportunity for some members to mentor others in order to improve team performance.

Negotiation Orientiation
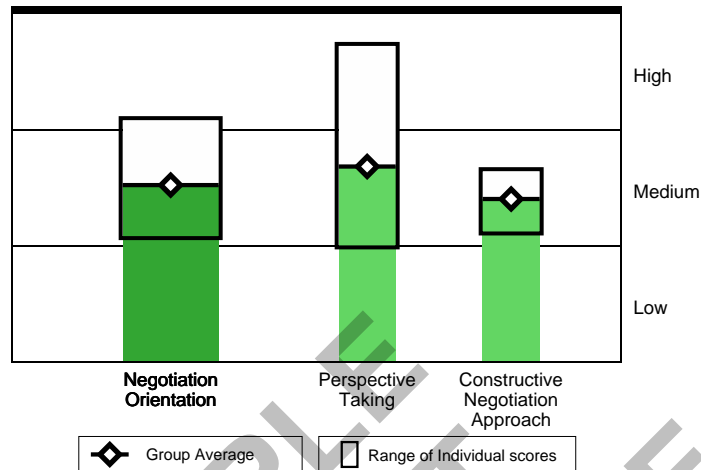
Your team score on the Negotiation Orientiation scale ranks first out of the four major scales measured. More details follow for the two Negotiation Orientiation subscales.

Perspective Taking

Your team score on this subscale ranks third out of nine. Efforts to improve performance in this area should be a lower priority for your team, relative to your overall profile.

IN BRIEF: To be effective negotiators, team members must listen closely to what others say and make an effort to understand underlying needs, values, and interests. The goal is to understand the perspectives of others, to "step inside their shoes" or to "see the world through their eyes." When this depth of understanding occurs, team members are able to construct mutually beneficial agreements. This in turn promotes buy-in and support from others.

TEAM ASSESSMENT: Your group scored MEDIUM in Perspective Taking. The distribution of members' scores ranges from at least one score in the medium range to at least one score in the high range.

This Negotiation Orientiation subscale is a *challenge* for your team because *it is difficult for some team members to see things from perspectives other than their own*. This may cause some members to defend their positions without trying to understand how others feel, and there may be lack of support for an agreed-upon course of action.

Suggestions to improve your team's performance:

1. The mix of perspective taking skill levels on your team is an opportunity for high-scoring members to model appropriate behaviors in this area for others on the team.

2. Two high-scoring members can demonstrate successful perspective taking by enacting a negotiation session while those with lower scores observe and identify the following:

   a. Questions that effective negotiators ask each other.

   b. Statements that each person makes about the other's positions.

   c. Statements that demonstrate respect for the other's positions.

   d. Nonverbal behaviors each person uses to convey respect.

3. Members who scored in the lower range on Perspective Taking can take a course or read a book on effective negotiation and make a report back to the team.

4. Group members can ask about the critical factors and history that have led others to their views.

5. Team members can seek to get to know one another better. This can be done during meetings as time permits, or during time set aside for social interaction. Members can explore each others' concerns, interests, and priorities.

6. Members can review and implement some of the ideas in General Suggestions for Improving Team Performance, especially the creation of mentoring programs, use of a consultant, scheduling of training programs, and expansion of skills through reading and multimedia tools.

Constructive Negotiation Approach

Your team score on this subscale ranks fifth out of nine. Efforts to improve performance in this area should be a medium priority for your team, relative to your overall profile.

IN BRIEF: Taking a constructive negotiation approach means setting a positive tone for the discussion, investigating all members' interests and concerns as fully as possible, and proposing solutions that bring together various interests in a way that can satisfy team members. A constructive negotiation approach can help team members find acceptable accommodations and thus reach an agreement. Obviously, it is not possible to satisfy everyone all of the time, but the purpose of this approach is to accommodate varying interests as much as feasible.

TEAM ASSESSMENT: Your group scored MEDIUM in Constructive Negotiation Approach. All of your group members' scores fell within the medium range.

A *challenge* for your team is that *some members may not be skilled in reaching agreements that accommodate various viewpoints or in arriving at win-win solutions*. As a result, team members may be working at cross-purposes, with some trying to win while others are trying to collaborate on mutually beneficial solutions. This can lead some people to withhold support for decisions or cause resentment if some people feel as if they are always the ones who give in.

Suggestions to improve team performance:

1. Use a proposed definition of constructive negotiation, such as a collaboration of equals seeking the best results at the highest possible level of agreement, with the understanding that perfect agreement on all points and perfect satisfaction are rare. Discuss what "negotiation" and "win-win" mean to your team.

2. Remind team members that the focus of discussions should be on team performance, not individual accomplishment; the goal is to find a way for the team to optimize performance and successfully complete tasks.

3. Encourage all team members, not just those who are usually more accommodating, to modify positions, taking into account concerns or opposition that may have surfaced in discussions. Try to blend various options to create a superior solution everyone can agree on.

4. Use humor, when appropriate, to defuse tense situations, but never at the expense of another team member.

5. Rotate the position of facilitator so that each member has a chance to lead the group by allowing everyone an opportunity to speak, promoting alternative views, and asking people to identify common ground.

6. Construct a chart listing the various options along with the pluses and minuses for each option to help the team visualize its alternatives, investigate trade-offs, and reach an agreement.

7. Review and implement some of the ideas in General Suggestions for Improving Team Performance, such as the creation of mentoring programs, use of a consultant, and expansion of skills through reading and multimedia tools. Your team's range of scores suggests that this may be an appropriate focus area for additional training for some or all of your team members.

Task Focus
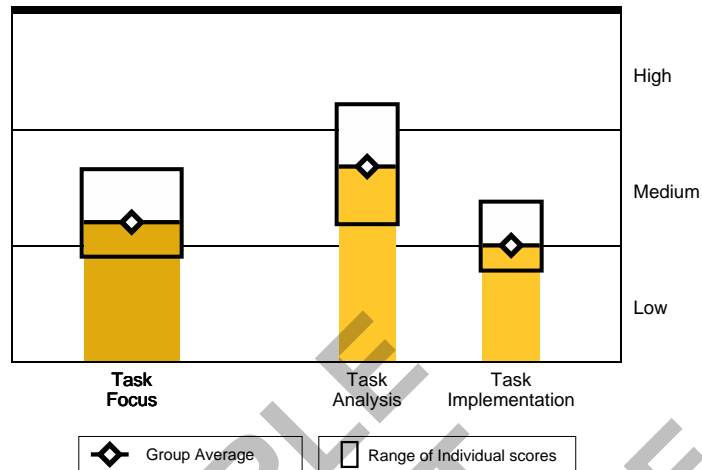
Your team score on the Task Focus scale ranks fourth out of the four major scales measured. More details follow for the two Task Focus subscales.

Task Analysis

Your team score on this subscale ranks second out of nine. Efforts to improve performance in this area should be a lower priority for your team, relative to your overall profile.

IN BRIEF: Task analysis and problem solving are the vital first steps for achieving a goal. A group needs to look at a range of possible solutions and critically evaluate which ones have the most promise of success. Finding a workable structure for solving problems will help the team be more effective.

TEAM ASSESSMENT: Your group scored MEDIUM in Task Analysis. The distribution of members' scores ranges from at least one score in the medium range to at least one score in the high range.

This Task Focus subscale is a *challenge* for your team because if everyone doesn't contribute to analyzing and solving problems, *the team may end up with ineffective solutions, solutions with unintended consequences, or solutions that address symptoms instead of the underlying problem*.

Suggestions to improve your team's performance:

1. Invite members to collaborate in a thorough analysis of the task or problem, including different perspectives on both the big picture and details. Assign a facilitator to insure opportunities for quieter members to share their thoughts.

2. Have the members who are skilled at analysis encourage others to lead some discussions, and refrain from jumping in and taking over.

3. Ask a team member who does not usually participate in problem solving or task analysis to act as summarizer for the discussion.

4. Work on the problem or analyze the task by first identifying the facts in the case. Then generate solutions and evaluate these ideas (both logically and in human terms). Seek plans that everyone can live with. The following steps may help, especially if different members are assigned different roles:

    a. Identify the facts about the problem, the task, the current situation, and the current resources: What is known? Unknown? Has anyone encountered this before, and what worked or didn't?

    b. Use brainstorming techniques to generate possible solutions or task strategies.

    c. Explore the pros and cons for each idea. Consider both the *logical* and the *human* consequences (intended and unintended), and then develop and discuss best case, worst case, and most-likely case scenarios.

    d. Identify potential obstacles to solving the problem or doing the task (e.g., time pressures or budget constraints) and discuss how to overcome them.

5. Remind the team that ideas, not people, are being discussed and evaluated; that no idea is perfect; and that this is the time for frank analysis of potential pitfalls of any decision or plan.

6. Review and implement some of the ideas in General Suggestions for Improving Team Performance, especially the creation of mentoring programs, use of a consultant, scheduling of training programs, and expansion of skills through reading and multimedia tools.

Task Implementation

Your team score on this subscale ranks ninth out of nine. Efforts to improve performance in this area should be a high priority for your team, relative to your overall profile.

IN BRIEF: Once a group has engaged in problem solving and decided on a strategy for accomplishing a particular task, the team must then take the necessary steps to follow through. Research shows that successfully executing a strategy is far more challenging than formulating one. Success requires the team to track progress toward its goals and make adjustments as necessary. Team members need to communicate clearly with each other, stay focused on necessary responsibilities, and collaborate efficiently. All members need to maintain a significant energy level and commitment to the task if the group is to produce its best effort. It is equally important that members take personal responsibility for doing their parts of the task.

TEAM ASSESSMENT: Your group scored MEDIUM in Task Implementation. The distribution of members' scores ranges from at least one score in the low range to at least one score in the medium range.

This Task Focus subscale presents a *challenge* for your team *if not all team members are clear about what needs to be done by whom and when, if progress is not being tracked,* or *if tasks are not being accomplished on time*. There can also be a problem if some people feel that they are doing the majority of the work.
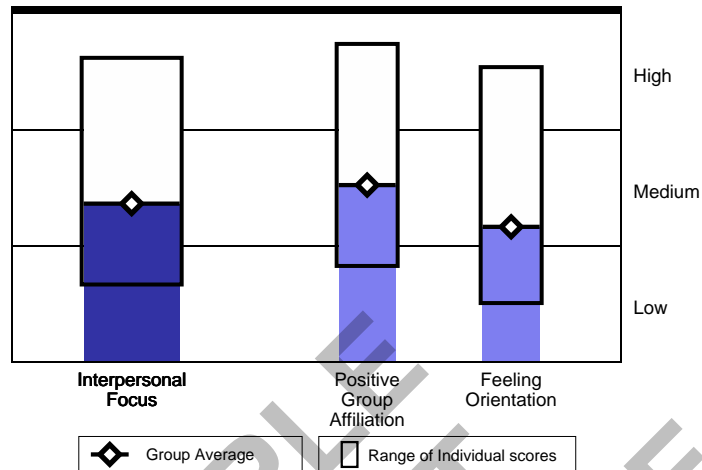
Suggestions to improve your team's performance:

1. Evaluate systematically and honestly the team's performance, especially around the midpoint of a task or project. Make adjustments that help the team work better and faster as the task progresses, producing a superior effort and outcome.

2. Develop specific questions to evaluate task and goal status and make adjustments when needed. Seek clear information regarding schedule adherence, interim targets, resource needs, and quality control. Ask how well members understand goals and assignments and whether each individual is meeting responsibilities on time. Are members communicating accurately, fully, and regularly enough to address problems or delays early on?

3. Develop constructive ways to support team members who may be lagging behind in project implementation. Provide training or constructive feedback or reassign responsibilities if member skills aren't the correct match for their assignments. Reallocate or add resources if the task proves more demanding than anticipated. Offer new incentives that will motivate members to meet the goals. Get commitments on short-term goals and hold members accountable.

4. Develop ways to recognize accomplishments both within and outside of the team as the task or project progresses. Make acknowledgement proportional to the value or magnitude of an accomplishment—the bigger the accomplishment, the more elaborate the recognition.

5. Consider the use of project management software to manage tasks and create reminders.

6. Review and implement some of the ideas in General Suggestions for Improving Team Performance, such as the creation of mentoring programs, use of a consultant, and expansion of skills through reading and multimedia tools. Your team's range of scores suggests that this may be an appropriate focus area for additional training for some or all of your team members.

Interpersonal Focus

Your team score on the Interpersonal Focus scale ranks second out of the four major scales measured. More details follow for the two Interpersonal Focus subscales.

Positive Group Affiliation

Your team score on this subscale ranks fourth out of nine. Efforts to improve performance in this area should be a medium priority for your team, relative to your overall profile.

IN BRIEF: Teams work together more fluidly and solve problems more efficiently when team members come to know and trust one another. As members develop greater rapport, their collaboration on difficult tasks can be more satisfying and enjoyable. A positive group affiliation is valuable for creating team cohesiveness, identity, and spirit, which can boost members' motivation.

TEAM ASSESSMENT: Your group scored MEDIUM on Positive Group Affiliation. The distribution of members' scores ranges from at least one score in the low range to at least one score in the high range.

A particular *challenge* for some members of your team is *a lack of understanding of other team members*. This can cause problems with member communication, with some team members becoming marginalized, or with the formation of cliques—all with a potential negative impact on team performance.

Suggestions to improve your team's performance:

1. Create a safe atmosphere for team members to share individual results from the KGI™ and discuss their implications with the entire team.

2. Encourage team members to get to know one another on a personal basis. This can be done as a group exercise or by pairing less-acquainted members to interview one another. Seek to learn the following:

   a. Conditions under which each member does his or her best work.

   b. Work history, with past successes and career high points.

   c. Goals, hobbies, interests, or how a person likes to spend leisure time.

3. Have team leaders and those who are more involved encourage the more reticent members to share information. Praise and reward meaningful contributions.

4. Ask those who are less involved, "What does the team need to do differently to help you feel more comfortable and encourage your participation?"

5. Invite team members to reflect on the best ways to fit their different talents together when they work on a project.

6. Review and implement some of the ideas in General Suggestions for Improving Team Performance, such as use of a consultant, scheduling of training programs, and expansion of skills through reading and multimedia tools. The fact that member scores in this area vary from top to bottom presents an excellent opportunity for some members to mentor others in order to improve team performance.

Feeling Orientation

Your team score on this subscale ranks sixth out of nine. Efforts to improve performance in this area should be a medium priority for your team, relative to your overall profile.

IN BRIEF: When tensions arise as the team works on a task, all members need to feel comfortable expressing their feelings and values in order to work through interpersonal conflict. Team members also need to be attuned to the emotional undercurrents in the group, the nonverbal behaviors that express feelings, and the potential emotional consequences of proposed actions.

TEAM ASSESSMENT: Your group scored MEDIUM in Feeling Orientation. The distribution of members' scores ranges from at least one score in the low range to at least one score in the high range.

The particular aspect of Feeling Orientation that is a *challenge* for some members of the team is *being sensitive to the mood of the team*. If negative emotions are ignored or discounted, they tend to fester and lead to even more difficulties later on. If positive emotions are not acknowledged and harnessed, the team may not perform to its potential.

Suggestions to improve your team's performance:

1. Be aware of signs of stress, distress, frustration, or anxiety among team members, which can become apparent in tone of voice, posture, or facial expression. Encourage people in the group to speak up when they experience these emotions.

2. Invite members to share their perceptions about what may be causing negative emotions in the group. Be sensitive to the feelings of others and assess how the group can create a more constructive work environment.

3. Be attentive to any simmering problems in the group and have members deal with them either at a team meeting or privately outside the team.

4. Be alert to the power of divisive issues, which often surface during heated debates about alternative solutions to a problem. Promptly ask the affected parties how they feel, and allow them time to express themselves. (Note that some people may prefer to process their feelings in private before speaking.)

5. Have those who are less sensitive to the moods of the group choose someone on the team who is adept at this to act as their mentor or coach. This pair should review team meetings or communication together, with the coach pointing out what he or she noticed during the meeting.

6. Pay attention to the things that inspire and motivate members in positive ways and consciously try to build on those energies in the group.

7. Review and implement some of the ideas in General Suggestions for Improving Team Performance, such as use of a consultant, scheduling of training programs, and expansion of skills through reading and multimedia tools. The fact that member scores in this area vary from top to bottom presents an excellent opportunity for some members to mentor others in order to improve team performance.

Constructing an Action Plan for Your Team

Before you begin the actual process of designing an action plan to improve your team's performance, it is best to review some basic information to set a proper foundation upon which to build the plan. First, it is helpful to assess the pattern of your team's strengths and challenges in order to prioritize your needs in the various skill areas.

To assist you with that analysis, here is a composite graph of your team's scores on the nine subscales. Underneath the graph is a list of key elements required for successful teamwork, along with an approach for making your group a learning team. After reading this information, you will be ready to move on to the action steps for constructing your plan.
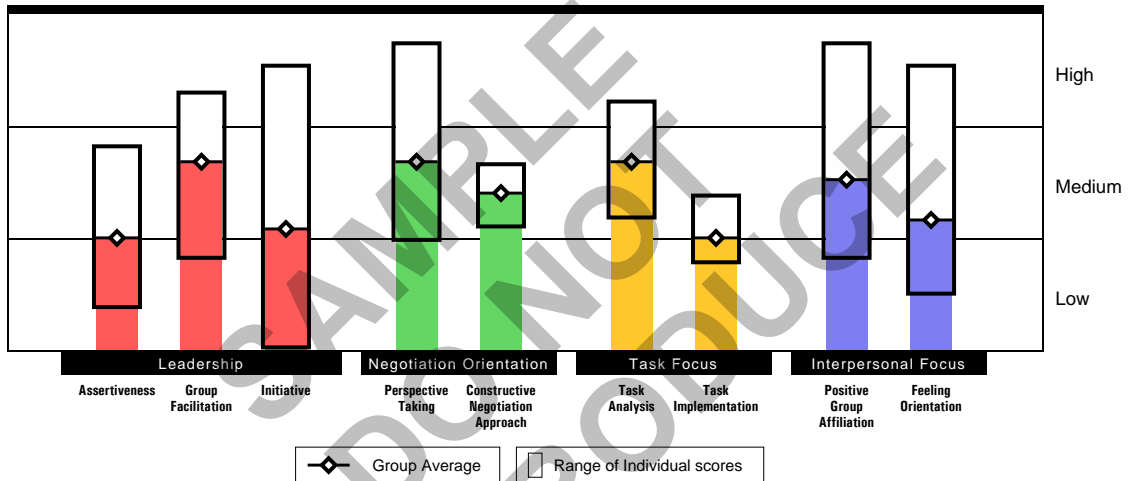
How to Organize and Implement an Action Plan

As you think about ways to improve your team's collaboration, remember that effective teamwork requires the balancing of a variety of elements:

- Clearly defined personal and team objectives aligned with big-picture goals
- Efficient and clear communication
- Thoughtful task analysis and strategy implementation
- Capable management of group emotions to ensure optimal commitment and engagement
- Employment of members' diverse talents in the most appropriate and productive manner
- Sound decision making that balances all of these elements

Balancing these various components is a challenging task. The best approach is to make your group a learning team. A learning team fosters a reflective analysis that promotes skill building and growth, for individual members and the team as a whole. Members identify areas for improvement, try out new behaviors, make adjustments to refine their efforts, and consistently work to elevate their performance to a higher level.

When members are actively engaged in this process, they openly share ideas and insights, mentor one another, refine task strategies, adjust group processes, and develop greater personal and team effectiveness.

Of course, no team is perfect. There can be ups and downs with this process. But as members get more skillful and a positive, supportive atmosphere emerges, this practice becomes smoother and easier. Ultimately, the approach helps to create a synergy where a team's productivity surpasses the sum of its parts. A critical dynamic is that your team members increase their personal skills along the way, which will not only benefit your team today, but will also aid individual members in future work in a group or team context.

Action Steps

The following outline presents the steps by which you can employ the KGI materials to advance this learning process and improve your performance. In accordance with the instructions provided in the introduction of this report, team members are presumed to have reviewed and discussed group profile results. Your team may also have elected to share information from the members' individual profiles. The sharing of individual results is highly recommended since it can expand in a powerful way the team's ability to analyze issues, develop productive strategies, and build interpersonal rapport.

STEP 1

Rank the Group's Priorities about the Strategies to Pursue

The horizontal bar graph in the Executive Summary identifies your team's strengths (top) and challenges (bottom). This is a useful benchmark to refer to when considering where your team could best concentrate its attention and resources. But the team also needs to reflect on its own particular goals. Based on your team's level of experience and self-analysis, the group needs to determine what leadership issues, negotiation practices, task concerns, or interpersonal skills may have special relevance for its work. These interests will be important to consider in selecting directions for team development.

Your team should next discuss and rank—according to your goals, values, and KGI results—the group's most pressing challenges. While your natural inclination may be to give the needs in the Task Focus section prominence, don't neglect the areas of shared leadership, mutual decision making, and interpersonal relations. These have critical value for member commitment and the full sharing of team resources.

After evaluating and prioritizing the challenges, your team should begin to consider which group process suggestions could most effectively address your top concerns. In the subscale feedback sections, there are a number of group process suggestions from which to choose. You want to select the strategies that are most practical and workable for your team. You may wish to modify certain suggestions to adapt them more precisely to your team's needs. During this discussion, it is useful to consider these points:

1. What process suggestion might have the most significant, immediate impact on a very challenging aspect of your group's functioning?

2. What process suggestion might influence the group performance in a number of areas and produce the greatest overall benefit? To assist you in this analysis, you can compare the process suggestions in several relevant KGI subscale feedback sections and see where they may overlap.

3. Your team's KGI™ Group Profile can be used to help you identify your highest priority focus areas, or at least serve as valuable discussion points. Your high priority areas include the three items listed below. The specific KGI subscale sections for these items provide additional information to address these issues.

   a. **Initiative:** Encourage more members to step forward with initiatives, to speak up with suggestions and ideas.

   b. **Assertiveness:** Balance the amount of time different members listen versus talk.

   c. **Task Implementation:** Periodically do an honest interim evaluation of group progress on key assignments, and make adjustments in personnel and resources when necessary to meet expectations.

4. As your team considers the group process suggestions it wants to employ, the ultimate goal is to arrive at a group consensus about one suggestion (which may include several sub points) to implement immediately.

5. Once you've chosen the process suggestion you want to try out, decide on a plan for implementation. What sequence of strategies would have the best short and long-term results?

6. How can you adjust this process suggestion to make it work most effectively for your team's circumstances and pattern of operating?

STEP 2
Consider Opportunities for Shared Leadership, More Effective Delegation of Responsibilities, Mentoring, Coaching, and Training

As your team develops a plan to improve group processes, consider, as a part of the strategy, how your team can share leadership opportunities according to members' skill sets. You can likewise examine where work may be delegated most appropriately based on members' skills and talents. You can also look for places where training or coaching may be needed, or where more skilled, experienced members can mentor others in developing specific skills.

The KGI materials are designed to help you discover potential mentoring relationships and identify training and coaching needs. In this analysis, you can do the following: (1) Utilize the individual profiles to assess where members have specific strengths that would make them effective leaders in particular areas of the group's work. Note that individuals are typically more willing to share knowledge of their strengths, so disclosing such information is usually less of a concern. (2) Use results from the individual profiles to examine where various task responsibilities could be most effectively delegated based on team members' skill sets. (3) Investigate suggestions in the KGI™ Group Profile for group training or coaching and make a determination about their value and importance for the team. (4) Draw on information from the individual profiles to identify where particular members can develop new skills and see where other members, who are advanced in those specific skills, may be able to act as mentors and help guide that development.

STEP 3
Implement the First Process Suggestion
Your team is ready to implement its first process suggestion. As with any new behavior, your team members may feel awkward initially. The key is to take action. Afterwards, your team can reflect on how the process went and make appropriate refinements. With some fine-tuning, your group's new behaviors will become more comfortable and more effective. As part of the process, there can be discussion about how members are progressing in developing new individual skills in the current situation. Share feedback, pointers, and insights, remembering that your team is now a learning team. You have initiated a method for analyzing your team's pattern of functioning, exploring and refining new processes and behaviors, and supporting the growth and development of individual members and the team as a whole.

STEP 4
Implement Additional Process Suggestions and Other Group Strategies
When your team has begun to experience some success with the first new process, you can begin to look at other suggestions from the group profile and implement them. In this way, your team can develop a range of new approaches that will continue to expand and elevate its performance. Of course, supportive discussion should also continue about individual skill development. As members increase their personal skills and your team institutes more effective processes, the quality and efficiency of your work will rise. Your team will become more confident in dealing with the challenges it faces. The goal is to employ a systematic, reflective process that supports continuing improvement on both the personal and team levels.

Conclusion

Your group is now ready to proceed in a systematic way to become a high performing team. Through the thoughtful use of the KGI materials, you will be able to deepen your understanding of important skills and group processes that will enhance leadership functions and group participation. With practice and persistence, you will be able to refine group performance and move to greater team success.