

**KGI™ INDIVIDUAL PROFILE**

Prepared for: **Sample Case**  
Taken from a **General Group Perspective**  
June 9, 2008



**KLEIN GROUP INSTRUMENT™**  
for Effective Leadership and Participation in Teams

Developed by  
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## INTRODUCTION

### What your profile tells you

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This profile contains your results from the Klein Group Instrument™ (KGI™). Prior to reviewing your profile, read the *KGI™ User's Guide: Understanding Your KGI Results to Build Leadership and Team Skills* that you downloaded. This guide offers valuable information for interpreting and understanding your results.

The KGI explores your skill levels with various behaviors that can make you an effective leader or member of a small group or project team. The information in this profile is based on how you reported your preferred ways of operating in the groups to which you belong. It is not a statement about your character and may be less descriptive of your activities in a particular group. With group behavior, as in many other areas of our lives, there is an opportunity to gain insight into what we are doing, and based on that knowledge, to make more informed decisions about how we want to function with an opportunity to expand our skills and grow. The intention of the KGI is to provide you with a brief survey of your most commonly used group behaviors and allow you to explore less frequently used behaviors in a comfortable way that can facilitate your growth.

### How to navigate your profile

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After you have investigated the *KGI™ User's Guide*, briefly scan your profile to get an overview, and then read it in detail. Look first at your strengths, followed by any areas of challenge. Then evaluate which growth statements match the group behaviors that you would like to develop or enhance. Select behaviors that you would like to work on. Group research shows that as you consciously practice and integrate new behaviors into your pattern of interacting, your effectiveness as a leader and group member increases. The growth statements in this profile provide you with the opportunity to develop skills that are typically beneficial in group settings.

You may find statements in a particular section that appear contradictory. The statements reflect your responses to the KGI items and may indicate areas where you feel some ambivalence. While KGI feedback offers practical suggestions for improvement, only you can determine the behaviors that will work best for you.

### How your profile is structured

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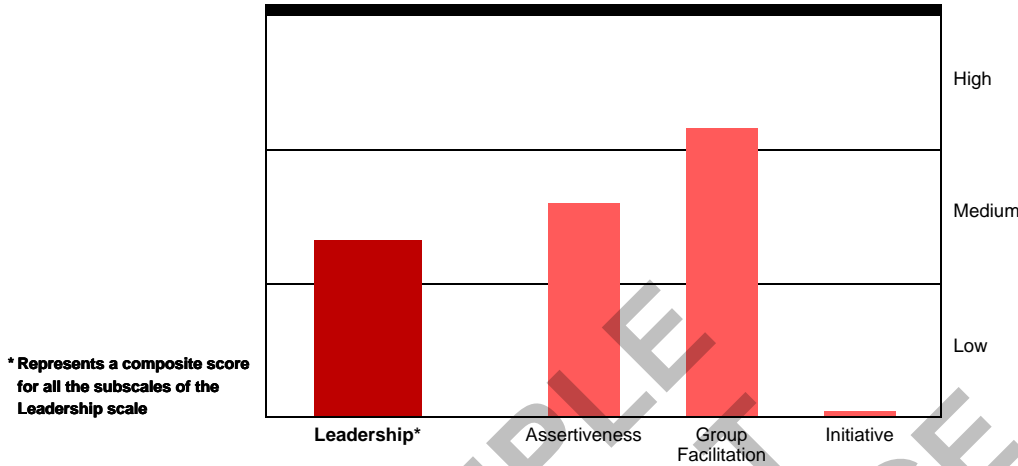
This profile is divided into four main sections, based on the KGI's four major scales:

1. **Leadership** looks at your ability to influence other members and guide the group in its efforts.
2. **Negotiation Orientation** examines your ability to discuss issues constructively and reach agreements.
3. **Task Focus** investigates your ability to help analyze, organize, and complete the group's task.
4. **Interpersonal Focus** explores your ability to attend to the people issues in the group.

Each of these four major scales has specific subscales which help you assess relevant behaviors in that area. The subscales are introduced and briefly explained in the appropriate sections (more detailed explanations are available in the *KGI™ User's Guide*). In each section of the profile, you have the opportunity to review behaviors that you enjoy performing in that sector of group life, behaviors you find difficult or challenging to perform, and behaviors that could potentially promote growth and skill development if you so choose.

## LEADERSHIP

This **major scale** looks at your ability to influence other members and guide the group in its efforts.



**YOUR RESULTS** Your score on Leadership ranks **fourth** of the four major scales measured. Subscale results will help you understand the contributions made by the different aspects of Leadership.

**YOU TEND TO** be selective about when you will take a leadership role in the group. When the issues or task are important enough to you, you assume a more active role and help guide the group.

### Assertiveness

**IN BRIEF** This subscale looks at your ability to make your voice heard and express your opinions in the group.

**YOUR RESULTS** Your score on this subscale ranks **eighth** out of nine. Efforts to improve performance in this area may be a high priority relative to your overall profile.

**YOU TEND TO** wait and choose an appropriate moment to speak up in the group. You want to feel confident in your knowledge of the subject and make a reasonable contribution.

#### What You Enjoy

- Expressing your ideas and hearing others' reactions to them.

***Behaviors That May Help You Grow***

- Raise questions about the issues under discussion, especially about any problem areas you see. Solicit input from others and help the group analyze the topic.

**Group Facilitation**

IN BRIEF *This subscale looks at your ability to take a lead role in organizing different aspects of the group's efforts.*

YOUR RESULTS *Your score on this subscale ranks **third** out of nine. Efforts to improve performance in this area may be a lower priority relative to your overall profile.*

YOU TEND TO *take a direct role in getting people involved in the task and moving the work along.*

***What You Enjoy***

- Exploring a wide range of options to find the best solution.
- Finding fresh, creative ways of doing things.
- Creating a comfortable environment where everyone can share ideas.
- Developing positive personal relations with other members.
- Helping the group maintain an open, respectful level of communication.
- Encouraging the group to reflect on the ethical consequences of its actions.

***Behaviors You Find Difficult or Challenging***

- Organizing the group's efforts.

***Behaviors That May Help You Grow***

- Listen for someone who is expressing ideas you agree with and speak in support of that position. You then have the opportunity to add some other ideas to guide the group in its efforts.
- Try to get some immediate results from the group's efforts, which will help build a positive momentum with the work.
- Regularly praise others' efforts and share credit. Emphasizing the "We" aspect increases team effort.
- Build relationships that have depth and sincerity. You'll be better able to understand others' interests and concerns. You'll be able to draw on these to mobilize the team.
- When you raise an ethical issue, be careful not to take a judgmental tone. That pushes people into a defensive stance and makes it harder to have an open dialogue. Present your point in a respectful, reasonable manner.

## Initiative

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**IN BRIEF** *This subscale looks at your ability to be the prime mover and spokesperson for the group.*

**YOUR RESULTS** *Your score on this subscale ranks **ninth** out of nine. Efforts to improve performance in this area may be a high priority relative to your overall profile.*

**YOU TEND TO** *feel uncomfortable in the spotlight and will avoid being the primary leader in the group.*

### ***What You Enjoy***

- You prefer to let others take the leadership role while you make your contribution as a supporting group member.

### ***Behaviors You Find Difficult or Challenging***

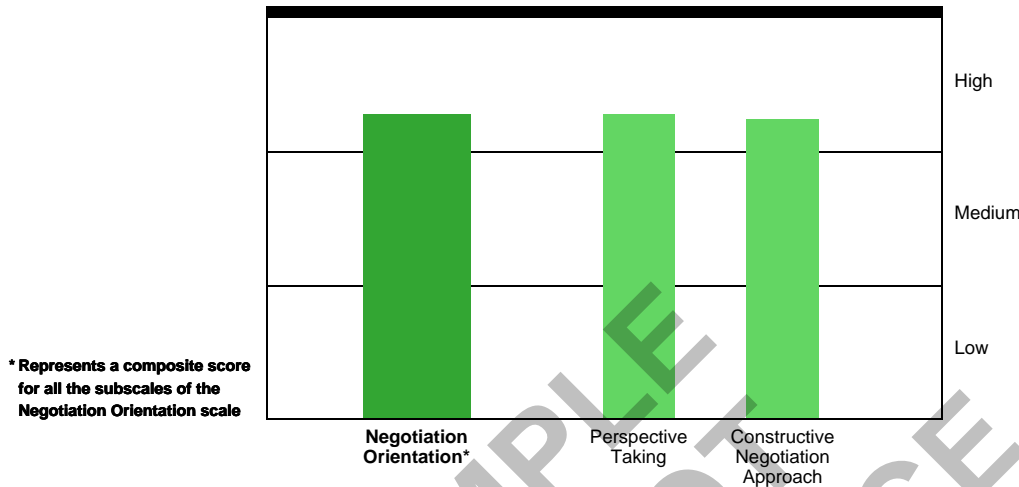
- Having to speak in the group before you can assess where other members stand on the issues.
- Being in the spotlight and not knowing what other people are thinking. You may believe that they are going to judge you.

### ***Behaviors That May Help You Grow***

- When a problem or issue is presented to the group, think through what you believe will be the best solution. Rehearse your reasons in your mind and be ready to state them in a respectful manner to the group.
- When you speak in the group, focus on the key points in your position, try to express them clearly, present your conclusion, and invite feedback on your ideas. Remember, it is difficult to persuade everyone. There is almost always disagreement and criticism, which is a judgment about the ideas, not you as a person.

## NEGOTIATION ORIENTATION

This **major scale** looks at your ability to discuss issues constructively and reach agreements.



**YOUR RESULTS** *Your score on Negotiation Orientation ranks **first** of the four major scales measured. Subscale results will help you understand the contributions made by the different aspects of Negotiation Orientation.*

**YOU TEND TO** *pay close attention to other group members' positions on issues and try to promote mutually agreeable decisions.*

### Perspective Taking

**IN BRIEF** *This subscale looks at your ability to understand others' positions and concerns.*

**YOUR RESULTS** *Your score on this subscale ranks **first** out of nine. Efforts to improve performance in this area may be a lower priority relative to your overall profile.*

**YOU TEND TO** *listen closely to what others say in a discussion in order to understand their positions and make positive connections with them.*

#### What You Enjoy

- Helping the group learn from an error, fixing it, and moving on.
- Paying close attention to what others say in order to understand why they think and feel the way they do.
- Being flexible in dealing with other members about the task.

***Behaviors That May Help You Grow***

- Regularly mirror back to others what they are saying. This will promote clearer understanding for everyone in the group.
- Pay attention to your own biases, and systematically work to reduce them. You'll be able to listen to others with more objectivity and openness.
- Be willing to ask questions to investigate the deeper levels of feeling and experience of other group members.

**Constructive Negotiation Approach**

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IN BRIEF *This subscale looks at your ability to help the group reach effective agreements.*

YOUR RESULTS *Your score on this subscale ranks **second** out of nine. Efforts to improve performance in this area may be a lower priority relative to your overall profile.*

YOU TEND TO *promote a positive atmosphere in a negotiation, where everyone can contribute and everyone feels ownership of the final agreement.*

***What You Enjoy***

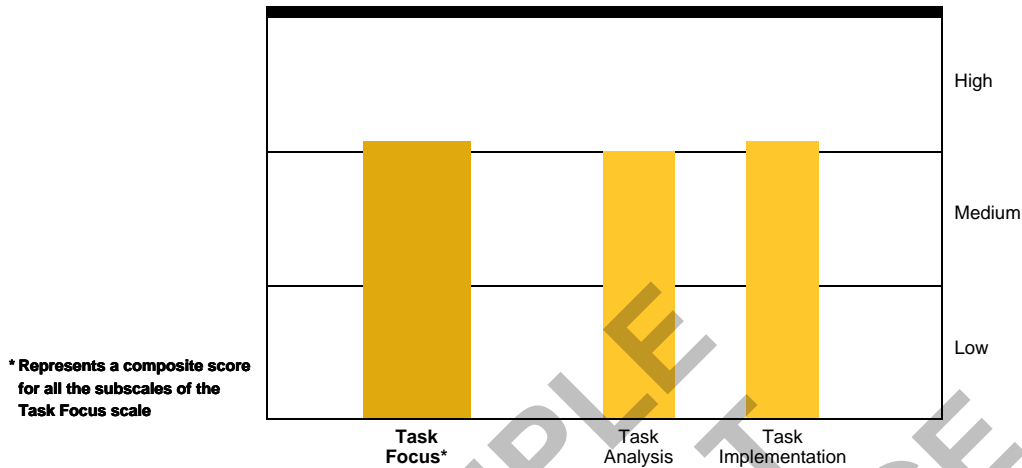
- Creating a positive atmosphere for negotiation.
- Inviting contributions from other members so you can be more familiar with their concerns, or identify problems.
- Finding solutions that offer something to everyone, so members are motivated to give their best efforts.
- Checking to make sure that everyone is on board with a decision so there will be a unified effort.

***Behaviors That May Help You Grow***

- Help the group thoroughly explore all of the ideas presented by the members.
- Assess members' levels of buy-in as the discussion moves along. Present key facts that will help members envision positive results from the agreement.
- Model patience as you try to get a lone dissenter onboard with a decision while keeping the other members lined up with it.

## TASK FOCUS

This **major scale** looks at your ability to analyze and implement the group's task.



**YOUR RESULTS** *Your score on Task Focus ranks **second** of the four major scales measured. Subscale results will help you understand the contributions made by the different aspects of Task Focus.*

**YOU TEND TO** *invest significant energy in analyzing the group's task and then seeking an effective implementation of the plan.*

### Task Analysis

**IN BRIEF** *This subscale looks at your ability to analyze tasks within the group.*

**YOUR RESULTS** *Your score on this subscale ranks **fifth** out of nine. Efforts to improve performance in this area may be a medium priority relative to your overall profile.*

**YOU TEND TO** *look at the task in a systematic way, from beginning to end. You will anticipate problems and seek the best way to put the plan together. You prefer to do significant analysis before taking action.*

#### What You Enjoy

- Taking the long view of the task to assess what things might interfere with achieving a positive outcome.
- Promoting an orderly step-by-step way to get the job done.
- Helping maintain a realistic focus so the group's efforts will succeed.



***Behaviors That May Help You Grow***

- Be aware that there can be flaws in your own analysis. Pay attention to your own biases about how to do the task.
- Look for all available information to define the issues related to the task. Be persistent in seeking out all of the data from other members.
- Be willing to be the devil's advocate (but do it respectfully) in order to assess all ideas thoroughly.

**Task Implementation**

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IN BRIEF *This subscale looks at your ability to help implement the group's ideas for the task.*

YOUR RESULTS *Your score on this subscale ranks **fourth** out of nine. Efforts to improve performance in this area may be a medium priority relative to your overall profile.*

YOU TEND TO *invest a good deal of energy in helping the group implement its ideas. You often promote a focused, logical approach to ensure that the task gets done.*

***What You Enjoy***

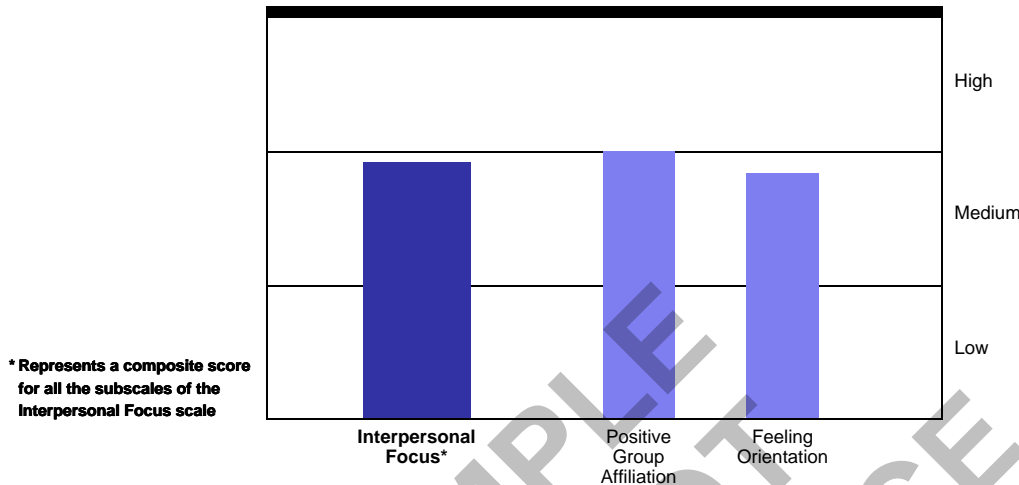
- Making sure that members know what they are going to do and how they are going to do it.
- Getting other members energized and involved with the task.
- Promoting clear communication among members.
- Taking personal responsibility to help get the job done.

***Behaviors That May Help You Grow***

- The initial effort to implement a task requires a lot of work. Celebrate any early success to help build positive momentum.
- Be alert for opportunities where you can give support to other group members—such as ideas, encouragement, praise, or resources.
- Always fine-tune the work strategy as the task moves along. Solicit input from others about adjustments that need to be made to help improve performance.

## INTERPERSONAL FOCUS

This **major scale** looks at your attention to the people issues in group life.



**YOUR RESULTS** Your score on Interpersonal Focus ranks **third** of the four major scales measured. Subscale results will help you understand the contributions made by the different aspects of Interpersonal Focus.

**YOU TEND TO** promote positive relations among group members as long as that serves to get the task done.

### Positive Group Affiliation

**IN BRIEF** This subscale looks at your interpersonal connection with the group.

**YOUR RESULTS** Your score on this subscale ranks **sixth** out of nine. Efforts to improve performance in this area may be a medium priority relative to your overall profile.

**YOU TEND TO** promote cooperation and team work in the group. You like to build connections with other people and help them to work together to produce a quality product.

#### What You Enjoy

- Helping other members feel they are a part of the team.
- Promoting harmony so the group can do its best work.
- Being accepted by the other members.
- Developing rapport with other members so you can better understand their perspectives and concerns.

- Assisting other members in becoming acquainted and building rapport.

### ***Behaviors That May Help You Grow***

- At the start of a group session, make an effort to get input from everyone as soon as possible, so all of the members feel valued, respected, and involved.
- Intervene promptly when problems erupt among members, so you can prevent the negativity from escalating .
- Demonstrate that you are willing to work a hundred percent on what the group decides, even if it is not perfectly aligned with your own ideas.

## **Feeling Orientation**

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IN BRIEF *This subscale looks at your attention to the feeling aspects of group life.*

YOUR RESULTS *Your score on this subscale ranks **seventh** out of nine. Efforts to improve performance in this area may be a high priority relative to your overall profile.*

YOU TEND TO *pay attention to the emotions of group members as long as that has a bearing on getting the task done.*

### ***What You Enjoy***

- Helping group members share their feelings and values.
- Helping the group solve problems and run smoothly.
- Being able to feel emotionally content with the group's solution to the task.
- Having everyone feel comfortable and included at the end of the group session.
- Watching other members' expressions and gestures to see what they are feeling below the surface.

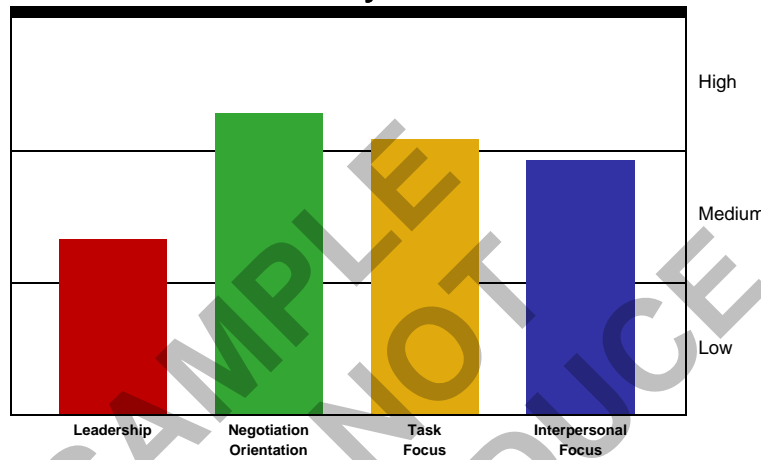
### ***Behaviors That May Help You Grow***

- As you listen to people's feelings about the issues, pay attention to their various motivations regarding the task. Try to tap into these motivations to broker agreements that will solve problems and get the task done.

## KGI Results Summary

Use this page to help you organize and prioritize your results from the Klein Group Instrument. The top graph presents your scores on the four major KGI scales, Leadership, Negotiation Orientation, Task Focus, and Interpersonal Focus. The bottom graph presents subscale results to allow a more comprehensive perspective.

**Your KGI Major Scales**



**Your KGI Subscales**

