

Klein Group Instrument Overview

The Klein Group Instrument (KGI) was created to assist people in acquiring skills to help them become more effective leaders as well as group participants. It is a powerful self-report instrument that assesses people's preferred ways of functioning in four domains: group leadership, negotiation, task focus, and interpersonal focus.

Klein Group Instrument Overview

The KGI helps people understand the roles they enjoy in groups, the tasks they may find difficult or challenging, and ways they can improve their effectiveness in these four domains. It provides people with a tool for systematically assessing and strengthening their performance while offering them insights into leadership styles, interpersonal relations, and group dynamics.

KGI Group Exercise Material

1. A group of consultants and trainers studying to use the KGI took the nine KGI subscales and derived a number of potential leadership and team actions that could be taken to elicit better group functioning.
2. The following are descriptions of the scales and the content the group generated.

Assertiveness Descriptors

- ▶ Expressing ideas
- ▶ Making yourself heard
- ▶ Supporting positions
- ▶ Persuading others

Proposed Assertiveness Actions

1. Actively “gate-keep” to involve quiet participants or to manage air time of the outspoken.
2. Volunteer for a key meeting role (time keep, record, et cetera).
3. Take the pen and control charting.
4. Summering action items/take aways.
5. Making sure the “unspokens” are brought into the room (name the elephants in the room).
6. Close feedback loops/giving credit for good ideas and suggestions
7. Be sure there’s a ground rule that supports getting heard.

Group Facilitation Descriptors

- ▶ Facilitating task analysis
- ▶ Facilitating ethical work
- ▶ Facilitating creative problem solving
- ▶ Facilitating organized work
- ▶ Facilitating interpersonal connection

Proposed Group Facilitation Actions

1. Create a space/atmosphere that allows group members to be themselves
2. Model/model/model— “Be the guide on the side not the sage on the stage.” Relative to developing and adopting an ethical standard or other standards
3. Use cooperative graffiti
4. Be aware of the importance of empowering all group members
5. Using a process, be clear relative to time, task specifics, outcomes
6. Allow time for brainstorming and for questions— “What questions do you have?” Not, “Do you have any questions?”

Initiative Descriptors

- ▶ Being in the action
- ▶ Influencing group activity

Proposed Initiative Actions

1. Prioritizing meetings and gatherings to make them worth the time investment—make them effectively run, valuable and results oriented.
2. Show enthusiasm (model it) and reward people—build excitement
3. Encourage new ideas, dialogue, openness, disagreement as part of process—solicit all of group
4. SMART goals (accountability measures/ benchmarks)—get vision and direction and involve active participation
5. Define leadership—be explicit about intentions and expectations and rules
6. Create identity about team or group (sense of pride and camaraderie)

Task Analysis Descriptors

- ▶ Considering a range of possible solutions
- ▶ Critically evaluating each
- ▶ Preparing for possible problems
- ▶ Deriving a work plan
- ▶ Finding effective work structures for the group's efforts
- ▶ Assigning tasks and accountability

Proposed Task Analysis Actions

1. Impact vs. difficulty/cost—getting a “bang for the buck”
--getting the maximum output for the minimum input.
2. Use NGT (Normative Group Process)—individual brainstorming
3. Establish criteria for evaluation and task assignment
4. Making sure that everything that needs to get done, gets done by analyzing the system to ensure it is structured in such a way that goal accomplishment or likely or possible.
5. Set goals.
6. Push for clarity so that task (point A, point B, \$, time people, et cetera) is well understood

Task Implementation Descriptors

- ▶ Maintaining clear communications regarding responsibilities
- ▶ Readjusting the work plan as necessary
- ▶ Maintaining the energy and focus necessary to accomplish the task

Proposed Task Implementation Actions

1. Using a charter to define purpose/notes/plan responsibilities
2. Clearly defined periodic meetings to check on structure/progress
3. Put in performance plan (accountability)
4. Find ways to make people aware/report on progress
5. Incorporate mechanisms to “pilot” and address quality such as prototypes and peer reviews
6. Leader/coordinator has to have system/strategy for keeping pulse on project (approachable inside briefing independent meetings)
7. Systems process redesign to accommodate/align task
8. Visibility—in every way (t-shirts, sing-alongs, screen savers, symbols, icons, slogans, letterhead, et cetera)

Positive Group Affiliation

- ▶ Building interpersonal relations within the group
- ▶ Creating a team spirit that allows members to feel positive affiliation
- ▶ Building rapport and mutual understanding
- ▶ Model and support members' mutual connection and acceptance

Proposed Positive Group Affiliation Actions

1. Group introductions covering work and personal backgrounds/stories
2. Awareness of group development processes and make them visible (storming stage, for example)
3. Creating group identity e.g. T-shirts, name, symbol
4. Off-site activities, hang-out time, fun time
5. Group warm-up activities/ice breakers
6. Speed problem-solving
7. Celebrating achievements/events
8. Talking stock of group's performance against the overall purpose/big goal

Feeling Orientation Descriptors

- ▶ Sharing and promoting comfort with sharing feelings, values and ideas
- ▶ Understanding and staying in tune with emotional undercurrents
- ▶ Listening and observing facial expressions and non-verbal communication

Proposed Feeling Orientation Actions

1. Clarifying what is being said, “What I’m hearing is . . .” -- Listening for what is not said and verbalizing it. Ask what went well and what is working?
2. 5 minute check-in with group
 - a. Facility comfort— “You look cold.”
 - b. Opportunity to share thoughts/feelings personal or related to team
 - c. Sit in circle, keeping open body language
 - d. Hearing all voices—asking for participation
 - e. Creating a time structure so no one person dominates
3. Address group dynamic
 - a. Disagreements/process
 - b. Periodic check-ins of each individual contributor “Where is everyone?” or “You look puzzled.”
4. Use an engagement survey to get feedback from everyone.

Perspective Taking Descriptors

- ▶ Listening closely
- ▶ Understanding underlying values and interests
- ▶ Constructing proposals that members buy into and support
- ▶ Obtaining essential information to construct worthwhile arguments

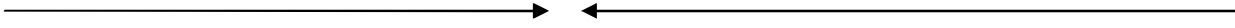
Proposed Perspective Taking Actions

- ◊ Listen, lean forward, reframe
- ◊ Writing all proposals on chars so that all can see them.
- ◊ Finding out /clarify WIIFM (what's in it for me?) for each person or proposal.
- ◊ Look for underlying assumptions about favored choices
- ◊ Employ analytic tools (Pro/Con; NGT [Normative Group Process], force field) to open up arguments.
- ◊ “What belief or value is driving that for you?”
- ◊ Provide a value construct so people can see their positions
- ◊ “Is what we’re doing a fit with the organization’s mission and purpose? (Transcendence and underlying principles).

Constructive Negotiation Approach Descriptors

- ▶ Setting a positive tone for discussion
- ▶ Investigating members' concerns and values
- ▶ Proposing solutions that bridge members' interests
- ▶ Finding acceptable accommodations to reach agreement

Proposed Constructive Negotiation Approach Actions

Task  **People**

1. Find the sweet spot between people and task process needs
2. Understand the group (rules, affects...)
3. Rules for open discussion (no bad ideas, all should contribute)
4. Ask for concerns/values (reframe and clarify as necessary)
5. Assess/rank concerns
6. Propose a strawman solution that balances interests and assigned task; group assesses
7. Listen to discussion of assessment.
8. Adjust strawman