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Strengthening Organizations through Team Effectiveness

GSI and Simulations

Bushfire Survival SituationTM

- **Step 1: Individual Rank**
- **Step 2: Team Rank**
- **Step 3: Expert's Rank**
- **Step 4: Individual Score**
- **Step 5: Team Score**

Step 6

Step 6 Calculating the Average Individual Score Calculate the Average Individual Score for your team by asking each member for his or her individual score (Step 4), adding them up, and dividing by the number of people on the team.	Team Members' Names	Individual Score	Number of people on your team ▼
	1. <i>Pat</i>	<i>34</i>	
	2. <i>Dale</i>	<i>14</i>	
	3. <i>Chris</i>	<i>38</i>	
	4. <i>Wayne</i>	<i>22</i>	
	5.		
	6.		
Total Individual Scores		<i>108</i>	÷ <i>4</i>
Average Individual Score (for Step 6 of Scoring Grid)			<i>27</i>

Steps 6 to 11

Scoring Grid		Team Number					
		1	2	3	4	5	6
STEP 6	Average Individual Score —Add up all members' Individual Scores (Step 4) and divide by the number of people on the team. (See table on previous page.)	27					
STEP 7	Team Score —Record the total from the bottom of the Step 5 column.	20					
STEP 8	Gain (Loss) Score —Subtract Team Score (Step 7) from the Average Individual Score (Step 6). If the Team Score is higher than the Average Individual Score, the negative number represents a loss.	7					
STEP 9	Percent Change —Divide the Gain or Loss Score (Step 8) by the Average Individual Score (Step 6). Multiply by "100" to get percentage.	26%					
STEP 10	Best Individual Score —Record the lowest Individual Score on the team.	14					
STEP 11	Number of Members Better than Team —Record the number of Individual Scores lower than the Team Score.	1					

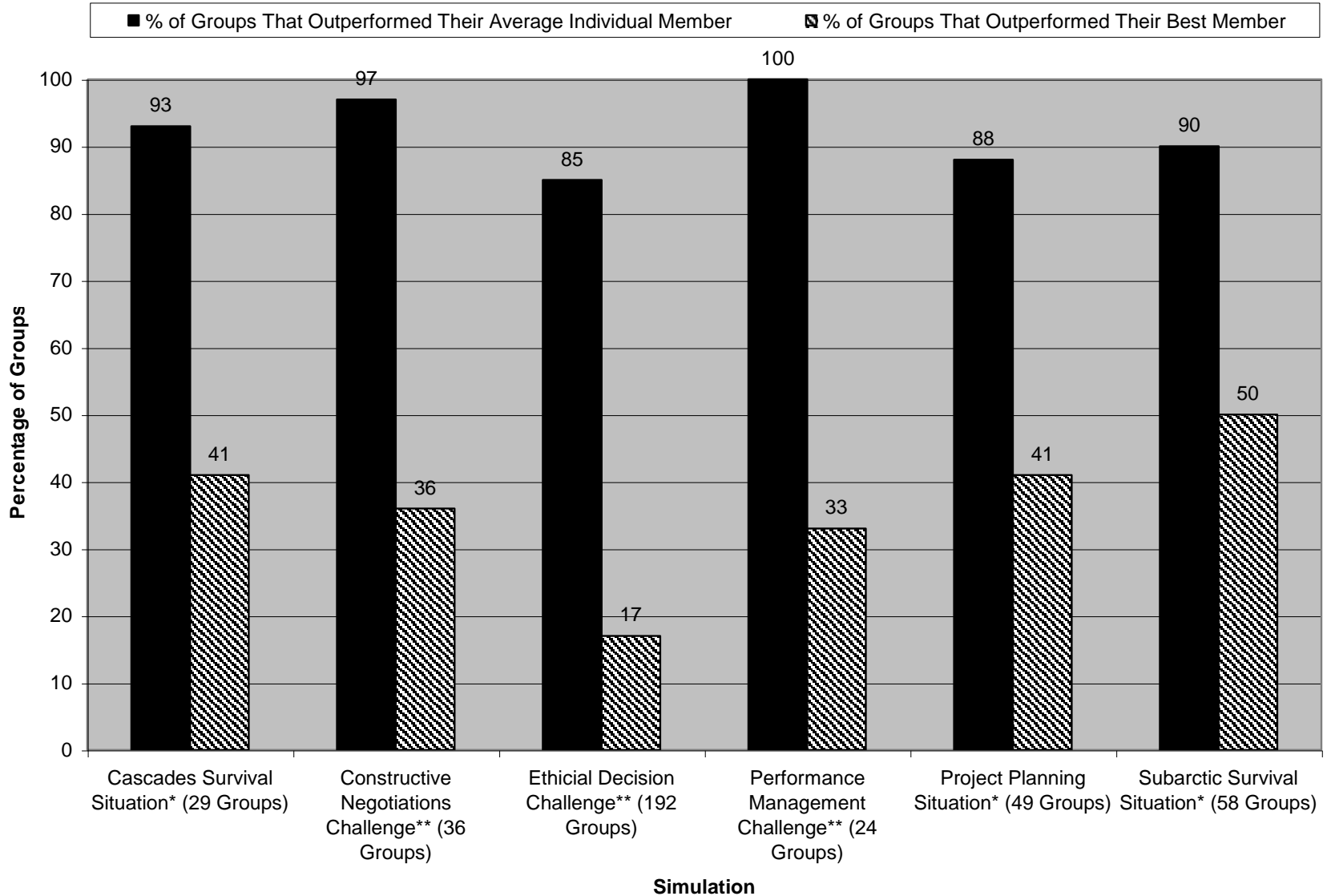
Bushfire Team Performance Data*



■ Average Individual Score	33.35
■ Average Team Score	26.22
■ Average Gain (Loss) Score	7.13
■ Average Best Score	21.02
■ Percent of Teams Improving Over Best Individual	34.5%

*Based on 52 teams

The Challenge of Achieving Synergy



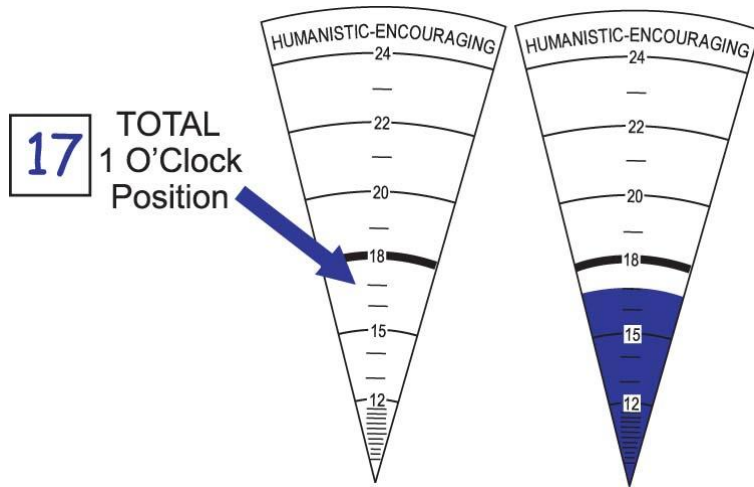
Completed GSI Scoring Sheet

$\underline{4} + \underline{2} + \underline{3} + \underline{2} + \underline{3} + \underline{3} =$	<div style="font-size: 2em; font-weight: bold;">17</div>	TOTAL 1 O'Clock Position
$\underline{0} + \underline{2} + \underline{0} + \underline{1} + \underline{1} + \underline{1} =$	<div style="font-size: 2em; font-weight: bold;">5</div>	TOTAL 7 O'Clock Position
$\underline{4} + \underline{2} + \underline{3} + \underline{4} + \underline{3} + \underline{2} =$	<div style="font-size: 2em; font-weight: bold;">18</div>	TOTAL 2 O'Clock Position

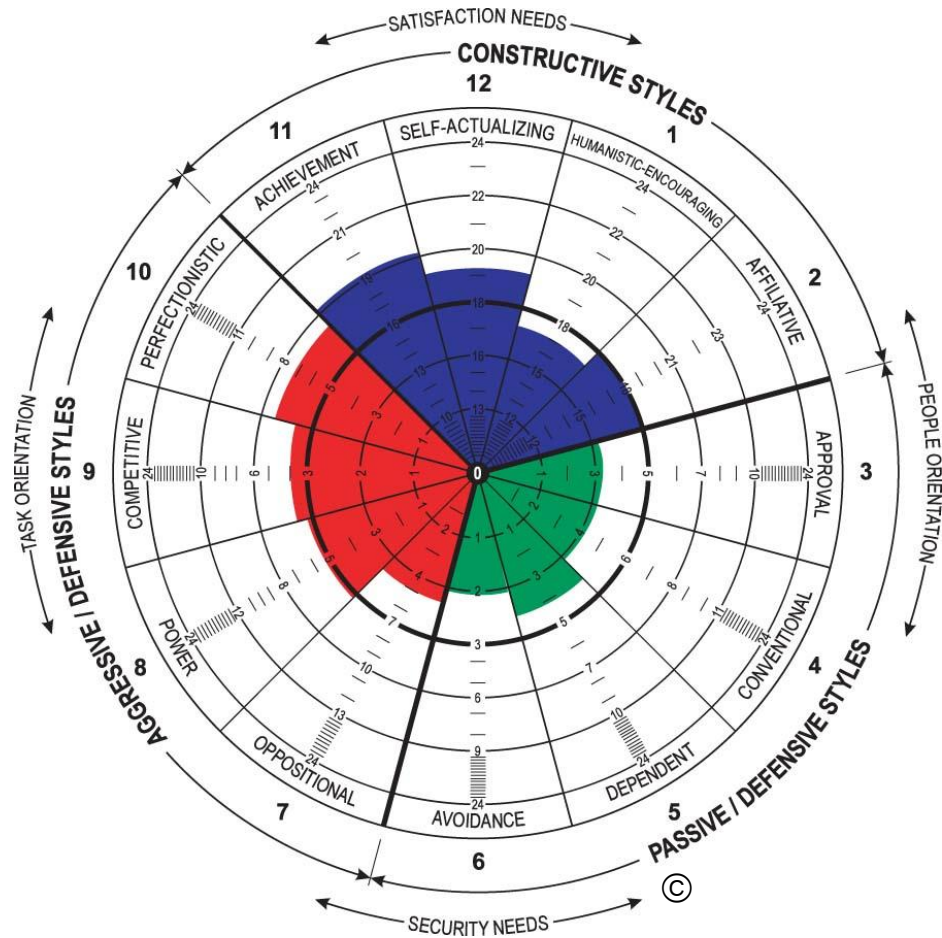
Chart these Totals on the Circumplex

From the *Group Styles Inventory*™. Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.
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Completed GSI Profile

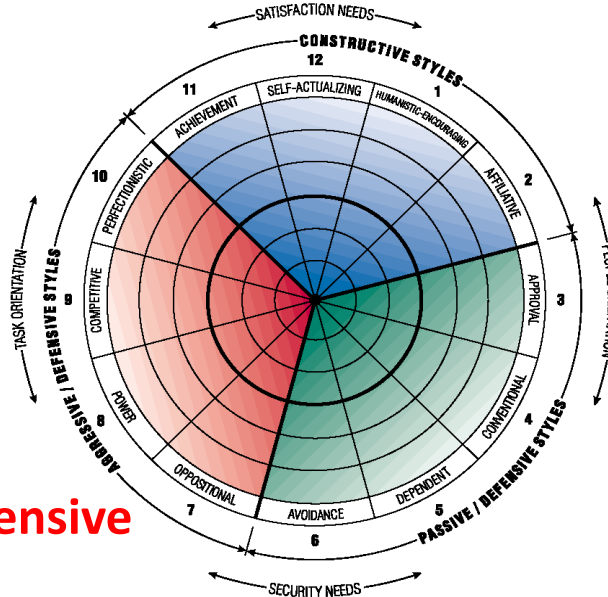


Norms based on 900 group members



Research and development by Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.
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The Group Styles Circumplex



Aggressive/ Defensive Styles

- Treat group as means for satisfying own goals
- Marginal quality solutions limited by level of expertise of those who gain control
- Impersonal, sometimes tension-ridden group process

Constructive Styles

- Consensus decision making
- Solutions superior to independent solutions
- High level of enjoyment & satisfaction
- View group process as a way of increasing effectiveness

Passive/Defensive Styles

- Individual members become dominated by the group as a whole
- Lack of constructive differing, creative thinking & individual initiative
- Low level of satisfaction with solution

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Completed Group Scores Grid

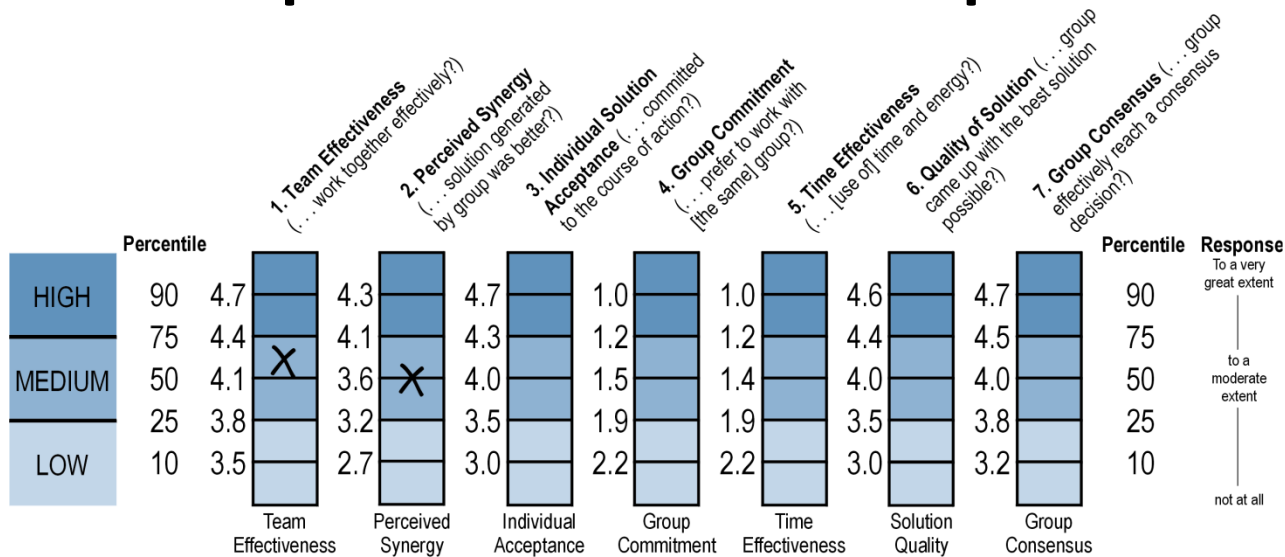
	1	2	MEMBER #									
			3	4	5	6	7	GROUP SUMS	Divide by	# OF GROUP MEMBERS	AVERAGE SCORE	
1 o'clock position	<input type="text" value="17"/>	<input type="text" value="19"/>	<input type="text" value="17"/>	<input type="text" value="20"/>	<input type="text" value="18"/>	<input type="text"/>	<input type="text"/>	= <u>91</u>	÷	<u>5</u>	= <u>18.2</u>	TOTAL 1 O'Clock Position
7 o'clock position	<input type="text" value="5"/>	<input type="text" value="3"/>	<input type="text" value="5"/>	<input type="text" value="2"/>	<input type="text" value="4"/>	<input type="text"/>	<input type="text"/>	= <u>19</u>	÷	<u>5</u>	= <u>3.8</u>	TOTAL 7 O'Clock Position
2 o'clock position	<input type="text" value="18"/>	<input type="text" value="20"/>	<input type="text" value="19"/>	<input type="text" value="17"/>	<input type="text" value="20"/>	<input type="text"/>	<input type="text"/>	= <u>94</u>	÷	<u>5</u>	= <u>18.8</u>	TOTAL 2 O'Clock Position

From the *Group Styles Inventory™ Participant's Guide*.
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Group Outcomes Grid and Graph

	1	2	3	4	5	6	7	GROUP SUMS	Divide by	# OF GROUP MEMBERS	AVERAGE SCORE	
QUESTION 1	4	5	4	3	5			= 21	÷	5	= 4.2	TOTAL Question 1
QUESTION 2	3	4	3	4	4			= 18	÷	5	= 3.6	TOTAL Question 2

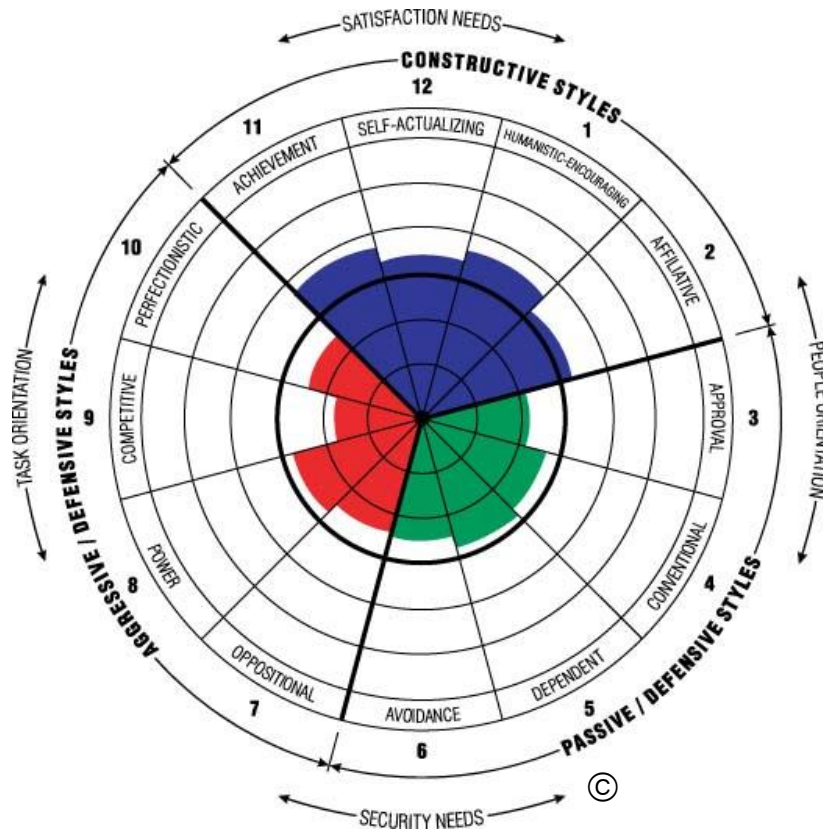
Comparison to Other Groups



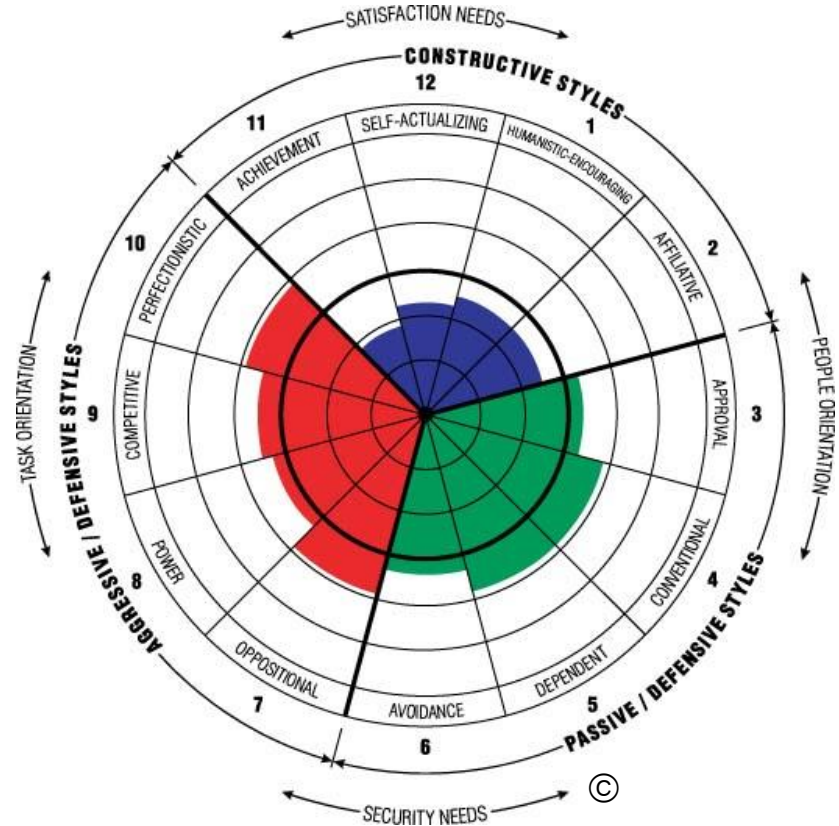
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Effective vs. Less Effective Groups

Effective Groups



Less Effective Groups

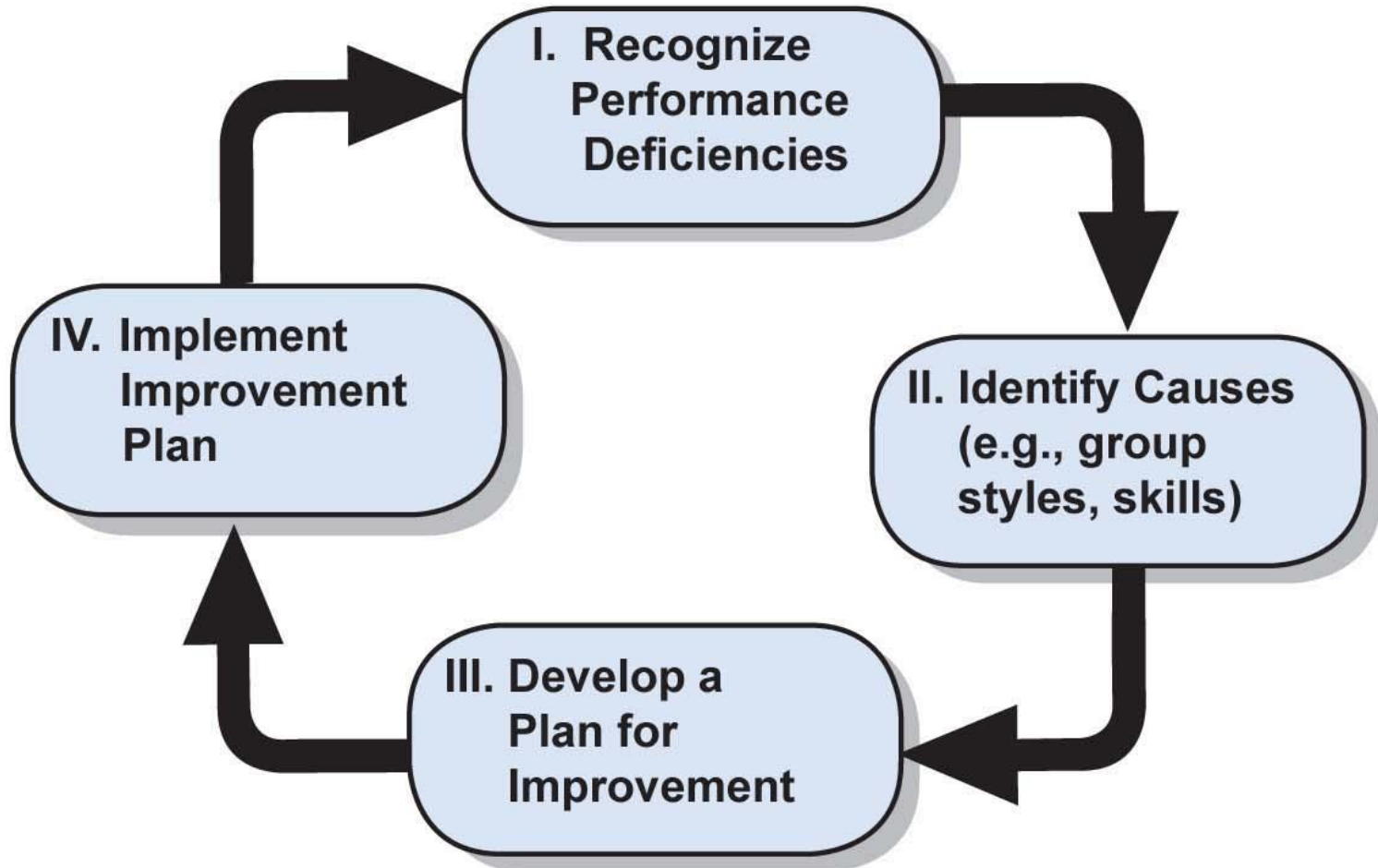


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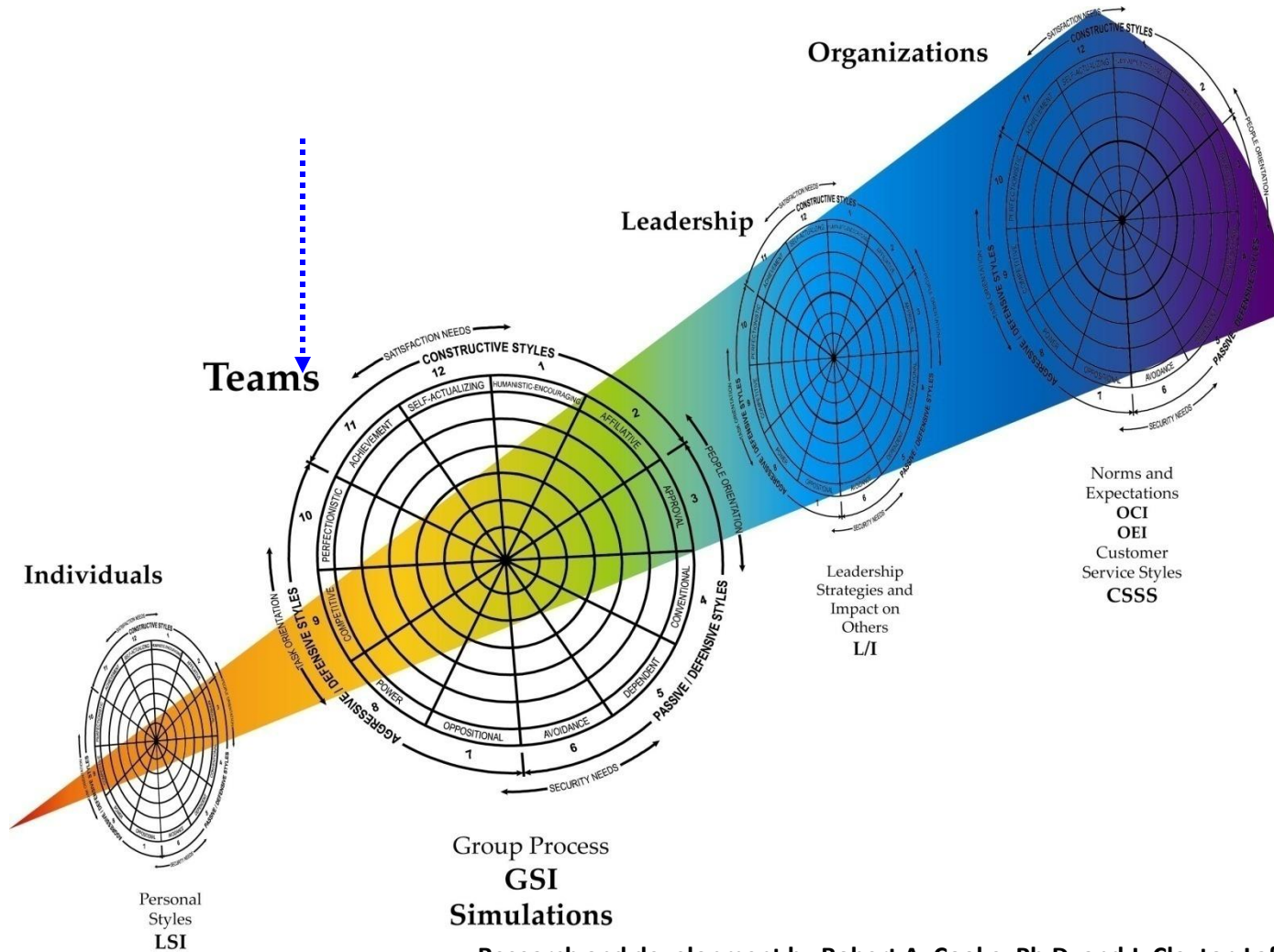
Discuss with your group –

- Does the group's profile seem to accurately describe the style of the group?
- Do the styles explain the group's performance in terms of solution quality and acceptance?
- How much agreement was there among members regarding the styles?
- The goals for the group's next meeting: Which two styles will your group target for change?
- Action steps: How will your group improve its process in terms of these styles?

The Team-Building Process



HS Integrated Diagnostic System



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