

KGI® INDIVIDUAL PROFILE

Prepared for: **Sample Case**
Taken from a **General Group Perspective**
February 17, 2010



KLEIN GROUP INSTRUMENT®
for Effective Leadership and Participation in Teams

Developed by
ROBERT R. KLEIN



INTRODUCTION

What your profile tells you

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

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

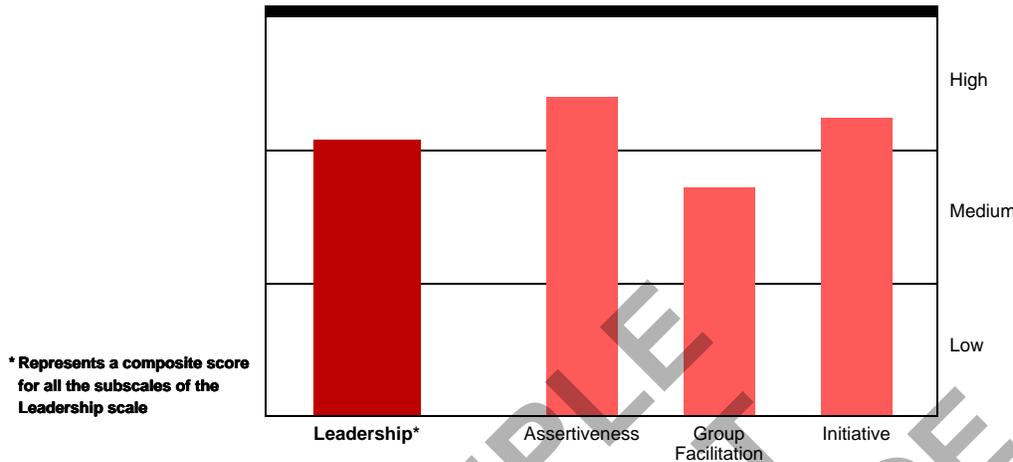
This profile is divided into four main sections, based on the KGI's four major scales:

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 **first** 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 very active and influential in the group's life, regularly helping to direct the group's efforts.

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 **first** out of nine. Efforts to improve performance in this area may be a lower priority relative to your overall profile.

YOU TEND TO regularly express yourself in the group, keeping other members informed of your point of view.

What You Enjoy

- Expressing your ideas and hearing others' reactions to them.
- Supporting your position with facts and personal experiences.
- Persuading others about the validity of your position.

Behaviors That May Help You Grow

- It's best to use controlled assertiveness: be patient, pick your spots, and select what's most important for you.
- Your strongest leadership zone is when you really know the material and are passionate about it.
- Watch people's reactions when you speak, so you can adjust to the situation and control your input. If people are distracted or pulling back, slow down. If they are perking up, you are on track and can keep going.

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 **fifth** out of nine. Efforts to improve performance in this area may be a medium priority relative to your overall profile.*

YOU TEND TO *be flexible about taking either a leadership role or a supportive role in the group. When you are knowledgeable about the task, and other members are hesitant about taking a leadership position, you are willing to step up and do so.*

What You Enjoy

- Finding fresh, creative ways of doing things.
- Helping to set the group's agenda and move the task along efficiently.
- 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.

Behaviors You Find Difficult or Challenging

- When the group is tossing around different ideas and it seems excessive and unnecessary to you.
- Raising ethical issues about what the group is doing.

Behaviors That May Help You Grow

- Be patient with the brainstorming process, and then help the group identify several solutions that could move the task along.
- Take time to think through the consequences of the group's decision to assess its ethical rightness or wrongness. Raise those issues with the group.

- Take the initiative to help the group rank its strategies and select the most effective options to get the task done.
- Regularly praise others' efforts and share credit. Emphasizing the "we" aspect increases team effort.

Initiative

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 **second** out of nine. Efforts to improve performance in this area may be a lower priority relative to your overall profile.*

YOU TEND TO jump into the action and take a central role in getting the work done.

What You Enjoy

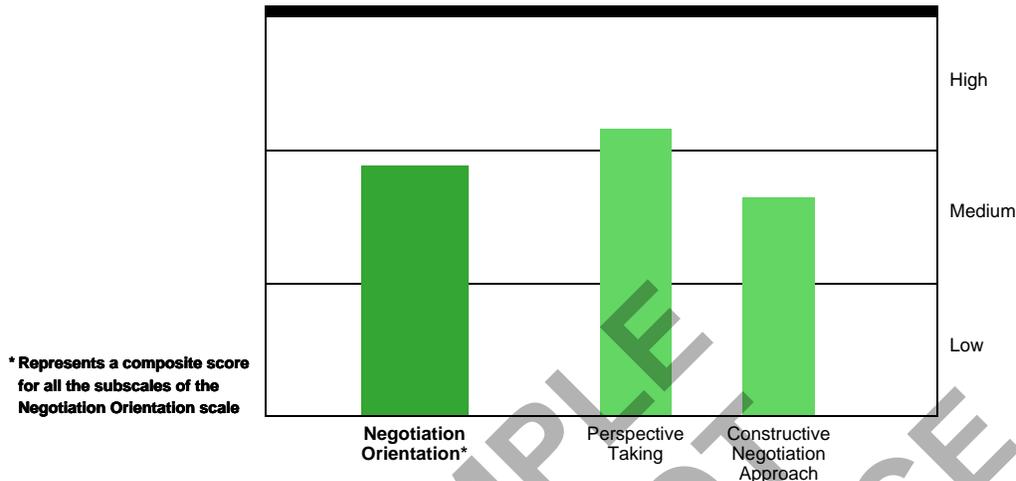
- Getting the conversation going and moving the task along.
- Being in the middle of the action where you can influence the group's efforts.
- Articulating the group's ideas and concerns to other people.

Behaviors That May Help You Grow

- Be selective: look for situations where you can put your best skills and knowledge in the spotlight.
- Watch for the directions in which people's energies are flowing. Pay attention to these trends and work with them in leading the group.
- You can invite others who have appropriate skills to share leadership responsibilities with you. This will reduce work overload for you.

NEGOTIATION ORIENTATION

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



YOUR RESULTS *Your score on Negotiation Orientation ranks **second** 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 *focus on what you think is valuable in the group's discussion and promote agreements that are efficient and make reasonable sense to you.*

Perspective Taking

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

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 *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.

Behaviors You Find Difficult or Challenging

- Changing your mind when you've thought through a plan for doing the task.

Behaviors That May Help You Grow

- Once you've thought through a strategy for doing the task, present it to the group and ask for feedback. Be willing to make adjustments when valid points are raised.
- 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

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

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 *be selective in seeking input from others in a group negotiation. Although you like a positive atmosphere among the members, it is more important to make a decision.*

What You Enjoy

- Creating a positive atmosphere for negotiation.
- Checking to make sure that everyone is on board with a decision so there will be a unified effort.

Behaviors You Find Difficult or Challenging

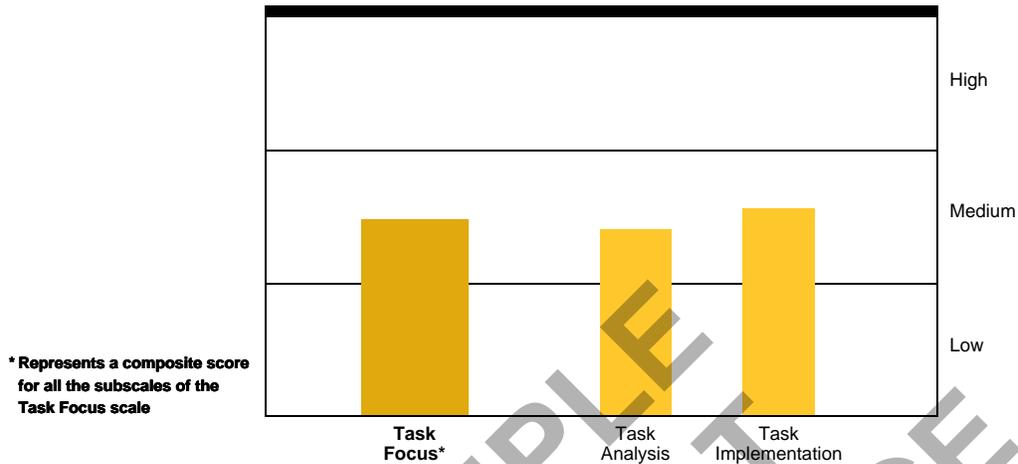
- Trying to find a decision where everyone will agree.

Behaviors That May Help You Grow

- Pay particular attention to the quiet members. An agreement is truly strong only when the last reserved person has spoken. Invite input and assess the buy-in for strategies being proposed.
- When the group can't reach a consensus agreement, suggest that members step back from their interests, analyze the problem objectively, and try to rank the best possible solutions.

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 **fourth** 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 *prefer a flexible, nonpressured approach to analyzing and implementing the group's task. But when things do need to get done, you step up and do your part.*

Task Analysis

IN BRIEF *This subscale looks at your ability to analyze tasks within 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 MAY LOOK *at the task in a logical way, but you may also choose to take a creative approach so you can think about it in an unstructured way.*

What You Enjoy

- Taking the long view of the task to assess what things might interfere with achieving a positive outcome.
- Pulling together the best ideas in the group to form a plan of action.
- Taking an imaginative approach to solving a task.

Behaviors You Find Difficult or Challenging

- Being too structured in how the task will be done.

Behaviors That May Help You Grow

- Pay attention to your own biases, which may reduce your openness to others' ideas. Step back, and try to listen as objectively as possible. Then make an assessment about what ideas to pursue.

Task Implementation

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 **seventh** out of nine. Efforts to improve performance in this area may be a high priority relative to your overall profile.*

YOU TEND TO *be flexible about implementing the task, not wishing to pressure others about the work. But when the task needs to get done, and things are moving too slowly, you will help to move it along.*

What You Enjoy

- Taking personal responsibility to help get the job done.
- If you are personally very interested in the task, you will express that excitement to the group.
- Having the group plunge into a task and make adjustments as it goes along.

Behaviors You Find Difficult or Challenging

- Promoting your interpretation about how to do the task.

Behaviors That May Help You Grow

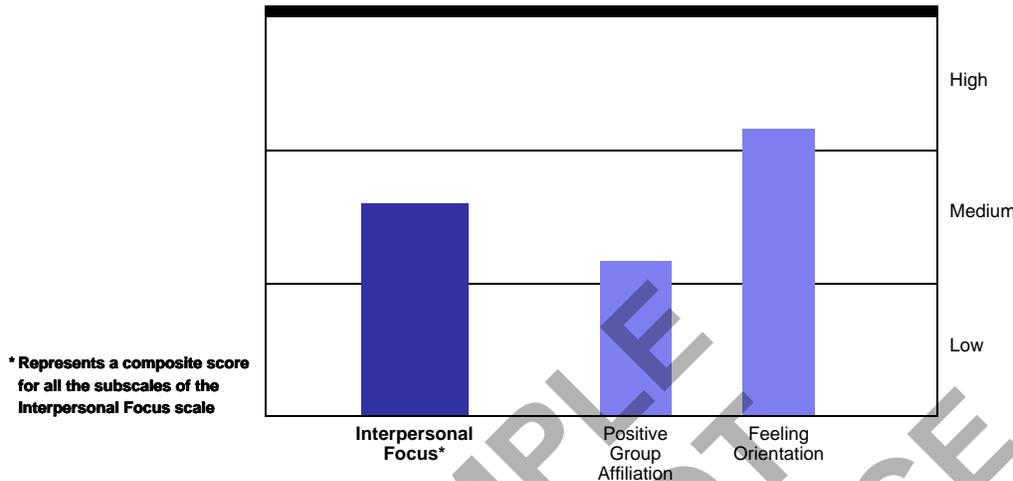
- Present your interpretation on how to get the job done and invite others to assess its strengths and weaknesses.
- When you are unclear about what has been said, paraphrase what you heard and ask if that is correct.
- When you start to feel confusion building in the group, promptly speak up and help to clarify things so the group can maintain its focus and efficiency.
- It is useful to mention time boundaries the group may have with its work at the very beginning of the session. If the group starts to go off track, then a reminder of the time element will be less intrusive and more effective.

- Pursue opportunities that allow you to use your strongest skills and knowledge to contribute to the group. This will deepen your satisfaction and enhance your status among the members.

SAMPLE
DO NOT
REPRODUCE

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 **ninth** out of nine. Efforts to improve performance in this area may be a high priority relative to your overall profile.*

YOU ARE WILLING *to spend some time building relationships in the group, but your primary goal is to move the agenda along and get the task done.*

What You Enjoy

- Developing rapport with other members so you can better understand their perspectives and concerns.
- Participating in a group that works efficiently to get the job done.
- Assisting other members in becoming acquainted and building rapport.

Behaviors You Find Difficult or Challenging

- When interpersonal issues take time away from completing the task.
- When the give-and-take of the group gets in the way of your personal productivity.

Behaviors That May Help You Grow

- Be patient with the interactive process in the group. Look for opportunities to bring your knowledge and insights into the discussion and move the group along in constructive directions.
- Listen closely to group members' interests with regard to the task. As much as possible, help to match people's task responsibilities with their interests. This helps to energize people and promote effective teamwork.

Feeling Orientation

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

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 *pay significant attention to the emotions of the group members, in order to assess what is going on with them.*

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.

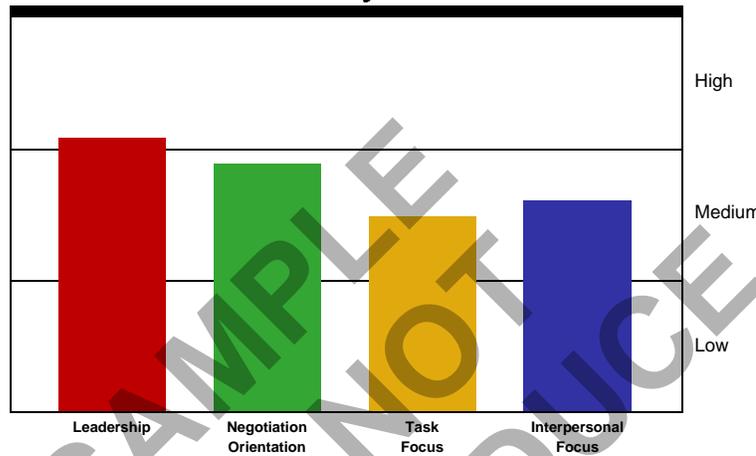
Behaviors That May Help You Grow

- Be proactive in helping the group self-reflect on its functioning. What went well? What things need to be improved? Draw out feelings and impressions in a positive analysis.
- When you see people disconnecting from the group, bring up shared values that will help pull them back in.
- When there is strong disagreement among members, sometimes it is best to talk with people one-on-one outside of the group to find constructive ways to manage problems.

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

