

GRPI TOOL: GOALS, ROLES, PROCESS & INTERPERSONAL

Description and Use:

This model provides a framework for diagnosing and improving team effectiveness. The model is hierarchical: start with goals; then allocate work/roles; then identify team processes; and finally, deal with personalities, style and cultural differences to minimize process loss by systematically working through each layer of team development.

Goals

CORE MISSION OF TEAM

- Performance Objectives

Roles

ALLOCATION OF WORK

- Role Responsibility
- Work Process

Process

TEAM PROCESSES

- Decision Making
- Conflict Management
- Problem Solving
- Communication

Interpersonal

INTERPERSONAL RELATIONSHIPS AND INDIVIDUAL STYLES

Rate your team:

1 = Too little or to no extent
5 = To a great extent

GOALS:

- | | |
|--|---------|
| 1. Goals are clear and people are committed to them. | 1 2 4 5 |
|--|---------|

ROLES & RESPONSIBILITIES:

- | | |
|--|---------|
| 2. The work is organized in a way which clearly leads to accomplishing the team’s goals. | 1 2 4 5 |
| 4. There is maximum use of the different resources of individuals on the team. | 1 2 4 5 |
| 6. Everybody is clear on their responsibilities and jobs. | 1 2 4 5 |
| 7. The leadership is shared. | 1 2 4 5 |

PROCESS:

- | | |
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| 8. Decisions are based on who has the expertise and best information, not on hierarchy or authority. | 1 2 4 5 |
| 9. Conflict on the team is confronted openly and constructively. | 1 2 4 5 |

INTERPERSONAL RELATIONSHIPS:

- | | |
|--|---------|
| 10. There is trust and openness in communication and relationships. | 1 2 4 5 |
| 11. Time is taken to examine our process (how we relate to each other, communicate, handle conflict, etc.) to improve the way we work. | 1 2 4 5 |
| 12. Flexibility, sensitivity to the needs of others, creativity is encouraged. | 1 2 4 5 |

GRPI PROCESS TOOL

The GRPI model can be used effectively as an assessment tool or as a planning model. Use the GRPI model sequentially, but consider the following ideas to probe the team's thinking and to add depth to the facilitation process.

Goals:

- Where they defined, verbalized, and was there buy-in on goals?
- Clarity on goals vs. tasks
- Was the goal clear to all members? How did you know?
- Did the goals change? Why?
- Were goals from previous activities incorporated into these goals?
- Are you a learning team?

Roles:

- List all roles (e.g. facilitator/coordinator/leader, timekeeper, process observer, ethics/quality reviewer, etc.)
- Did those roles have clear definition? Did they change? Why?
- Were members satisfied and comfortable in their roles?
- Were strengths and interests recognized and utilized in role acquisition?
- How was leadership being exerted?

Process:

- Was there a process time-flow? Rate the balance of planning vs. implementation time.
- How were decisions made? What were the decision-making models? Was it a deliberate choice?
- Were schedule and agendas used effectively?
- Were multiple alternatives generated before action took place?
- Were adjustments made as the task progressed? Why? How?
- Did the team pause regularly to assess its progress and quality?

Interpersonal:

- Were all skill sets recognized?
- Was the climate conducive to freedom to express opinions? Did anyone have anything left unsaid at the end? How does the team know?
- Is the team stronger as a team after the task?
- Was there effective listening? Give examples.