Team Building - GRPI Model

- **Goals**: Team is clear about key results & short/intermediate/long range goals
- **Roles**: Team is clear about who should be on the team & which responsibilities should be assigned to which members
- **Processes**: Change Mgmt, Decision Making, Conflict Management
  - Project Plan, Measures, Milestones, Agendas
- **Interpersonal**: Each member is recognized, valued and engaged
  - Ground Rules for Team

Planning → Troubleshooting
Facilitative Leadership

Collaborative
- Creates opportunities for people to work together
- Shares the power of decision making

Receptive and Flexible
- Actively encourages participation
- Accepts feedback non-defensively

Strategic
- Keeps attention focused on agenda
- Reminds others of big picture and goals

Win/Win
- Highlights the positive and potential for success
- Demonstrates possibility of agreement

Model these four related attributes to create a safe environment for participation and collaboration.
Decision Making Models

1. Decide and Announce
2. Gather Input From Individuals & Decide
3. Gather Input From Teams & Decide
4. Consensus
5. Delegate with Constraints

Level of Involvement/Buy In vs. Time Required

Fallback
Fall Back - 2/3 majority vote

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Making Effective Group Decisions

Three Stages of a Discussion

OPEN
Gather ideas, opinions, data and information

NARROW
Organize the information for better understanding and evaluation

CLOSE
- **Summarize** the proposed decision or action item
- **Check** for Understanding
- **Check** for Agreement

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