

Kilmanns Team-Gap Survey



*Sample Results and
Interpretive Materials*

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TEAM-GAP SURVEY

Defining Four Team-Gaps

The on-the-job behavior that helps a group accomplish its mission—or, alternatively, what gets in the way—can be organized into four major categories: Cultural Norms, People Management, Problem Management, and Time Management.

The category of **Cultural Norms** includes all the behavior in a group that encourages—or discourages—adapting to today’s complex and dynamic world, helping one another to change and improve (by giving positive and negative feedback to one another), continually learning new ideas and trying new ways of doing things, constantly striving to improve performance, and trusting other work groups and departments in the organization (including top management). A team-gap in Cultural Norms suggests that the actual functioning of the group on these “unwritten rules of behavior” is different from what is desired.

The category of **People Management** includes all the behavior in a work group that encourages—or discourages—appreciating differences among group members (including differences in personality, motivation, and performance), keeping members informed about all the things that affect them (via the boss), respecting others’ egos and nurturing self-esteem, freely sharing ideas and opinions during group meetings (with no fear of ridicule or criticism), and communicating nondefensively. A team-gap in People Management indicates that the actual interpersonal interactions among group members are at odds with what is desired.

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The category of *Problem Management* includes all the behavior that encourages—or discourages—clarifying the group’s goals and objectives, involving other people and work groups that have relevant information and expertise to solve problems, defining problems before taking action, analyzing assumptions when problems are complex (or are recurring), examining problems in an open and thorough manner (via the boss), and taking responsibility for decisions and actions. A team-gap in Problem Management indicates that the group’s actual approach to addressing its problems is different from what is desired.

The category of *Time Management* includes all the behavior in the work group that encourages—or discourages—clarifying and adjusting job priorities, planning how projects and activities will be coordinated, planning and organizing work group meetings and group discussions, setting the proper example for time management (via the boss), gaining the contribution of the quieter members in the group, and analyzing and improving group processes. A team-gap in Time Management suggests that the group’s actual use of its time is different from its desired use.

TEAM-GAP SURVEY

Interpreting Your Scores

Each team-gap score can vary from 0 to 36, since there are six items per team-gap and the difference between actual group functioning (Part 1) and desired group functioning (Part 2) can vary from 0 (no difference) to 6 (the maximum difference between 1 and 7 on the response scale).

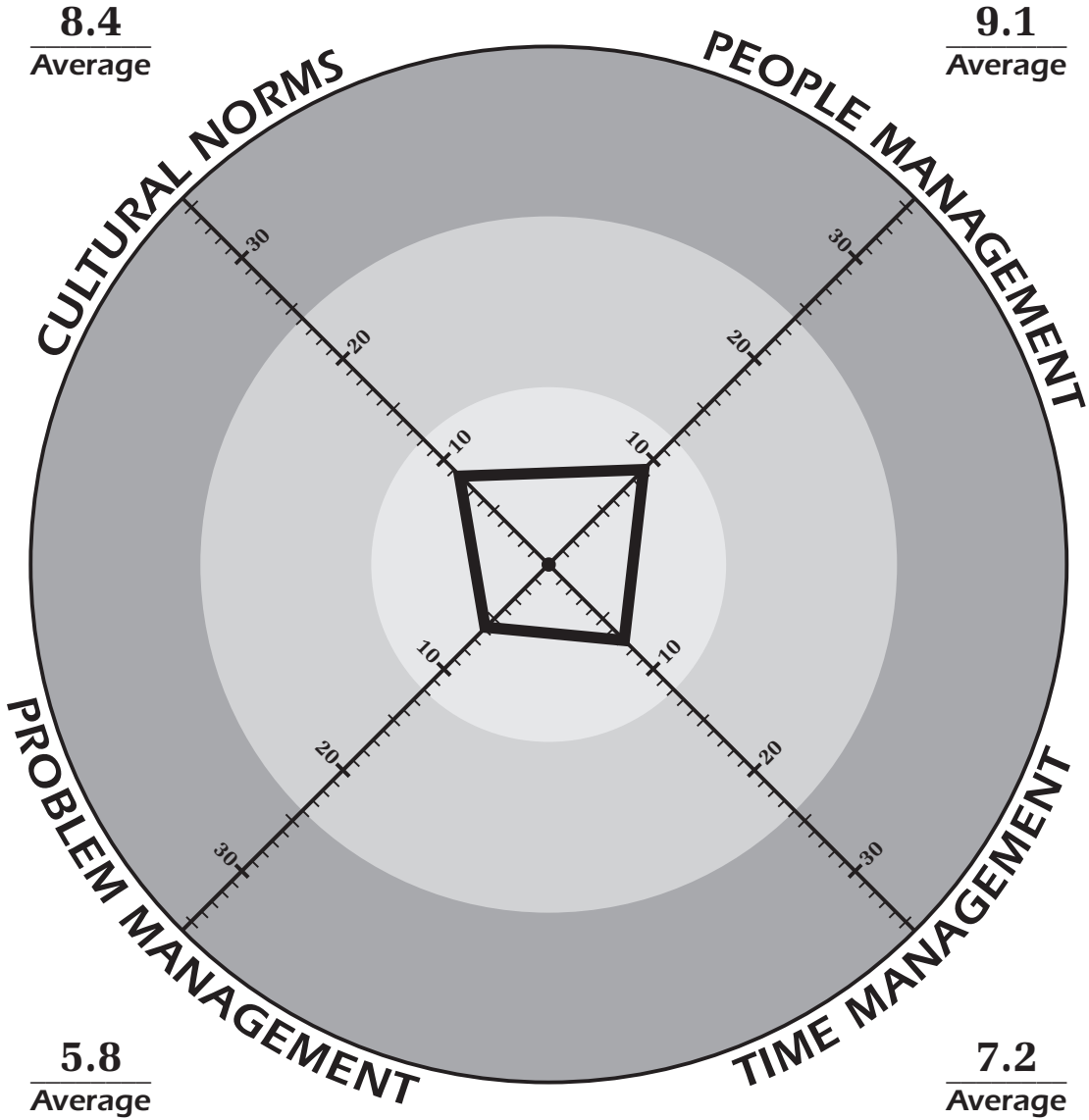
A score (or average) less than 12 represents an insignificant team-gap: The difference between actual and desired group functioning is small (shown by the **mild shading** on the graph). A score (or average) between 12 and 24, however, represents a significant team-gap: The difference between actual and desired group functioning is medium (shown by the **moderate shading** on the graph). A score (or average) greater than 24 represents a highly significant team-gap: The difference between actual and desired group functioning is large (shown by the **dark shading**).

One significant team-gap can interfere with the effective functioning of any work group—for example, mistrusting other groups and departments, not treating group members with respect, not defining problems before taking action, or not planning and organizing group meetings will divert the time and attention of group members. Several significant team-gaps will divert the talent and experience of group members in a number of ways. And worse yet, if all four team-gaps are significant (or highly significant), it will be virtually impossible for the work group to achieve its mission—and thereby contribute to the organization.

On the opposite page is an example of a work group that experiences insignificant team-gaps in all four categories:

TEAM-GAP SURVEY

An Example: My Work Group (N = 8)



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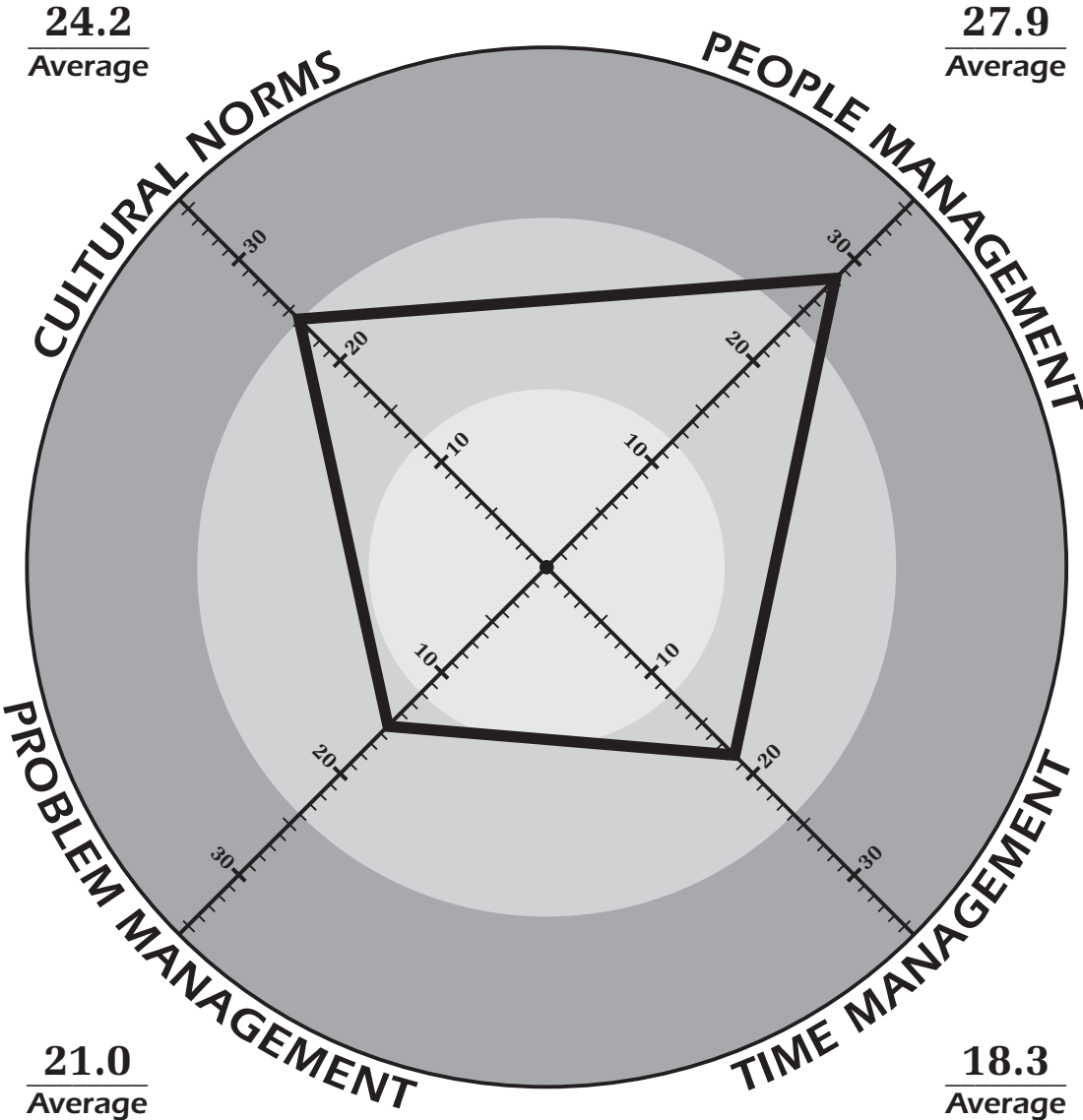
TEAM-GAP SURVEY

Interpreting Your Scores (Continued)

On the opposite page is an example of a department that has significant team-gaps in all four categories: Although the team-gaps for Problem Management and Time Management are clearly significant (between 12 and 24), the team-gaps for Cultural Norms and People Management are *highly* significant (greater than 24). In this case, the entire department—on average—must be having considerable difficulty in accomplishing its mission. It seems that both problems and time are not being managed efficiently and effectively. In addition, the work units in the department are not trusting one another, not adjusting to today's world, ignoring efforts to improve their job performance, and not striving to learn new methods and approaches (Cultural Norms). Making matters even worse, people are not treating one another with respect (People Management), which may further hamper trust and prevent work groups from managing their time and problems—as a team. *Only if these significant team-gaps can be closed will the whole department be able to utilize all of its talent and experience in the pursuit of organizational goals.*

TEAM-GAP SURVEY

Another Example: My Department (N = 58)



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TEAM-GAP SURVEY

Closing Team-Gaps

Once a work group (or department) has surveyed its team-gaps, taking special note of any team-gaps that are significant (or highly significant), it's in the best position to close gaps. First the group should discuss what impact its significant team-gaps are having on its daily functioning. Next the group should examine the root causes of these team-gaps: How did these barriers to success come into being and what keeps them alive? Then the group should derive alternative solutions for closing its team-gaps, select one or more solutions, and develop action plans to implement the chosen solutions. Finally, the group must implement its action plans and carefully monitor the results of its efforts. For further discussion of the five steps of problem management, see R. H. Kilmann: *Quantum Organizations* (Newport Coast, CA: Kilmann Diagnostics, 2011).

After several months of working to close its identified team-gaps, the work group can use the Team-Gap Survey again to assess the results of its efforts. Having each group member respond to the survey a second time will provide a sound basis for noting which team-gaps have been closed (have become insignificant) and which ones need more attention.

To use a systematic process for managing team-gaps for both a first and second assessment, see: R. H. Kilmann: *Work Sheets for Identifying and Closing Team-Gaps* (Newport Coast, CA: Kilmann Diagnostics, 2011).