

Kilmanns Time-Gap Survey



*Sample Results and
Interpretive Materials*

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AND ASSOCIATES**

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Kilmanns Time-Gap Survey

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TIME-GAP SURVEY

Defining Five Time-Gaps

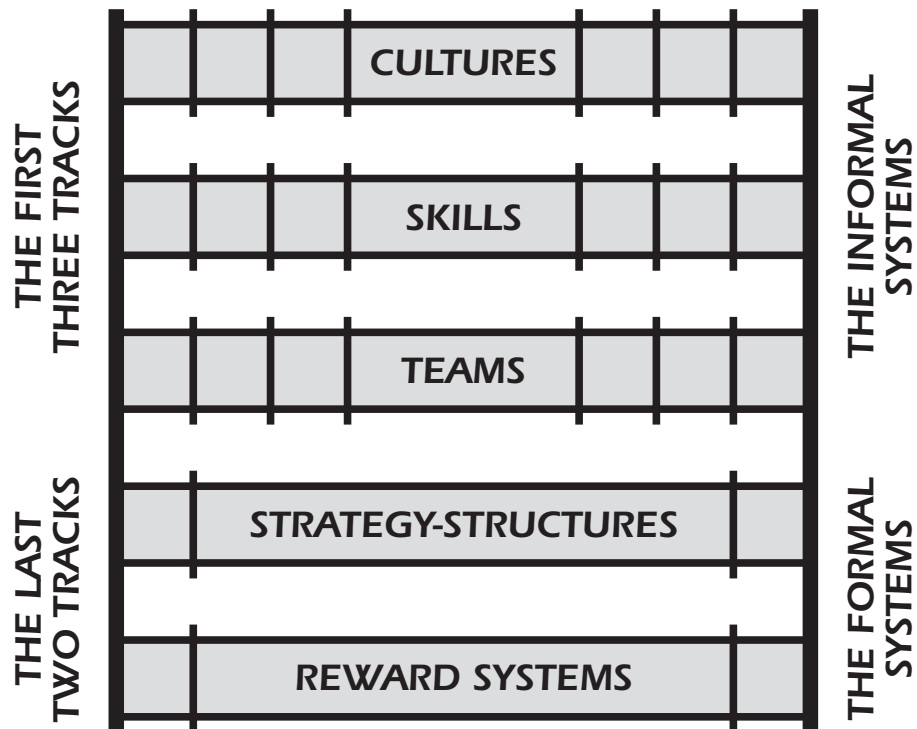
People spend their time at work doing a great many things—as affected by formal and informal systems. The informal systems include how people interact with one another on the job—individually and in groups—using their behavioral styles and technical skills. The formal systems include the documents, technologies, and resources that guide what people are supposed to do. Taken together, these two systems capture all the ways in which people spend—and waste—their time in order to contribute their talent and energy to their organization.

The informal systems can be divided into three tracks to organizational success: Cultures, Skills, and Teams. The culture track enhances trust, communication, information sharing, and willingness to change among members—the necessary foundation for any organization to succeed. The skills track enhances ways for managing people and problems—so all members will use their talent efficiently and effectively. The team track infuses the cultures and skills into each group in the organization—so that cooperation, teamwork, and effective group problem solving can flourish on a daily basis.

The formal systems can be organized into two tracks to organizational success: Strategy-Structures and Reward Systems. The strategy-structure track clarifies where the organization is headed (for example, goals and objectives) and how it is designed to get there (for example, policies and procedures). Lastly, the reward system track motivates high performance by using clear performance criteria, assessing performance objectively, and delivering rewards based on performance.

TIME-GAP SURVEY

FIVE TIME-GAPS FOR THE FIVE TRACKS



Spending the Right Time
on Each Track
to Achieve
Organizational
Success

TIME-GAP SURVEY

The five tracks provide a complete framework for seeing how time is spent in the pursuit of organizational goals. As shown on the preceding page, the five tracks correspond to the same five time-gaps assessed by this survey. A **time-gap** is defined as the difference between spending the right versus the wrong time on those tasks and activities that pertain to any of the five tracks—and hence any formal or informal system in the organization. As such, all five time-gaps concern whether individuals are spending the right amount of time doing all the things that determine long-term organizational success.

Cultures: Do you spend time fostering an adaptive culture, responding quickly to requests from other departments, and encouraging others to forgive past wrongdoings by moving forward with a clean slate? Or do you, deliberately or not, spend time promoting additional mistrust across departments, conveying doom-and-gloom attitudes, and bearing grudges?

Skills: Do you spend time working to clarify your job priorities, planning your work day, and sticking to the most important tasks until you have completed them? Or do you, purposely or not, spend time working on the wrong priorities, switching from task to task without bringing any job to completion, and saving the important work for another day?

Teams: Do you spend time sharing your knowledge and expertise with members of your group (including your boss), encouraging teamwork, and fostering effective problem-solving efforts? Or do you, deliberately or not, spend time keeping your good ideas to yourself, preventing the quieter members from entering into the discussion, and publicly agreeing with group decisions even though you really disagree?

TIME-GAP SURVEY

Strategy-Structures: Do you spend time seeking to clarify organizational goals, objectives, and procedures with your boss *before* you pursue your daily work? Or do you, deliberately or not, spend time working on the same old things in the same old way without refocusing your priorities—even though organizational goals and objectives may be shifting?

Reward Systems: Do you spend time seeking to learn what criteria will be used to review your performance, how the review system works, and what you can do in the interim to improve your performance? Or do you, consciously or not, spend time complaining about the reward system—neither trying to understand it nor improve it?

If the precious time, and thus the talent, of individuals is being diverted from trusting other groups (Cultures), using skills to prioritize, plan, and do the work (Skills), cooperating with coworkers and the boss in order to resolve important work-group problems (Teams), focusing on the right goals and objectives with the right policies and procedures (Strategy-Structures), and pursuing clear and valid performance criteria (Reward Systems) *it will be difficult—if not impossible—for individuals and groups to contribute to their organization's goals.* While the five tracks cover the whole system of organization and, therefore, might not be under the full control of every individual, *the five time-gaps focus on just those tasks and activities that can be controlled by every person.* By finding out how precious time is being wasted the same way every day, individuals and groups can choose to redistribute their time on tasks—from spending the wrong time on the wrong tasks or the wrong time on the right tasks to the right time on the right tasks—and thereby increase their contribution to their organization's goals.

TIME-GAP SURVEY

Interpreting Your Scores

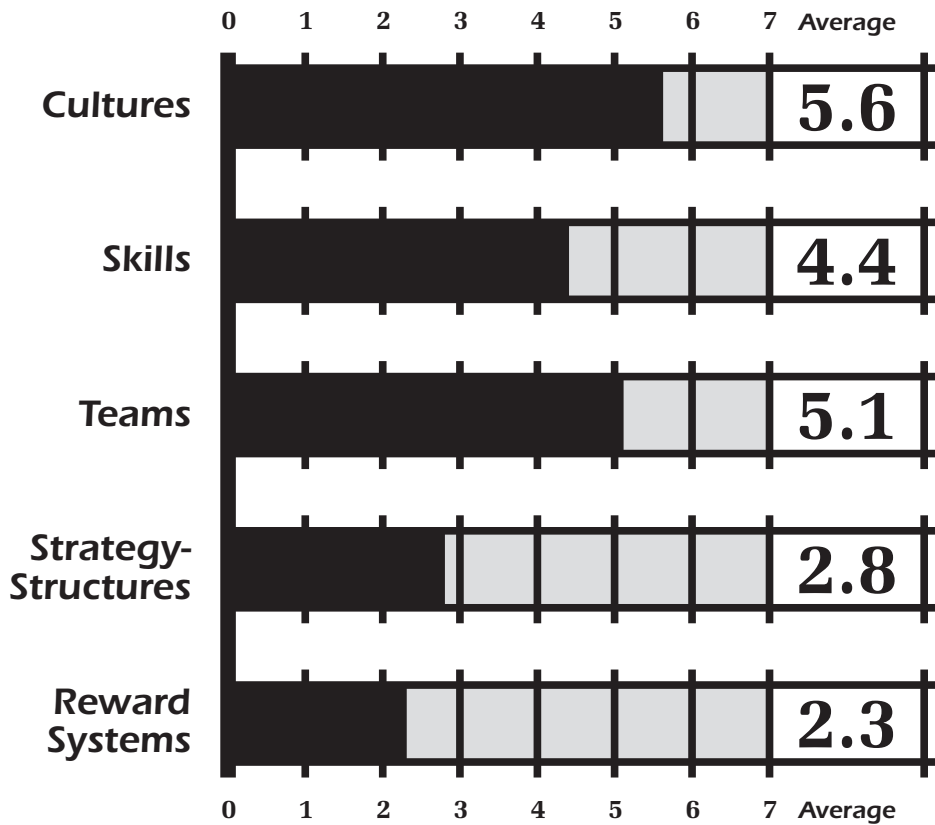
Scores (and averages) for the five time-gaps can vary between 0 and 7—since there are 7 items for each score. The following diagnostic guidelines suggest what time-gaps need special attention.

Any score of 3 or higher represents a significant time-gap. Such a gap suggests that a ***misallocation of time*** is being spent on one of the tracks to organizational success: Cultures, Skills, Teams, Strategy-Structures, or Reward Systems. In particular, a significant time-gap represents either spending too much time on those tasks and activities that ***distract*** from achieving the organization's goals or spending too little time on those things that ***contribute*** to the organization's goals. But in either case, the individual is indicating that he or she should be spending less time or more time on that track to organizational success. A score of 2 is borderline (the significance of the gap can go either way), while a score of 1 or 0 suggests an insignificant time-gap. If three or more time-gaps are found to be significant according to these guidelines, then a rather broad-based misallocation of time is diverting the individual's potential contribution to organizational goals. In this case, *the allocation of time on a variety of tasks and activities is off track.*

These same diagnostic guidelines apply to average time-gap scores for any work group, department, or the whole organization: Any significant average score (3 or higher) suggests that time on key tasks and activities is being diverted somehow—by either spending too much or too little time on the very things that determine organizational success. Consider, for example, a work group's Time-Gap Profile on the opposite page:

TIME-GAP SURVEY

Significant Time-Gaps in the First Three Tracks



TIME-GAP PROFILE

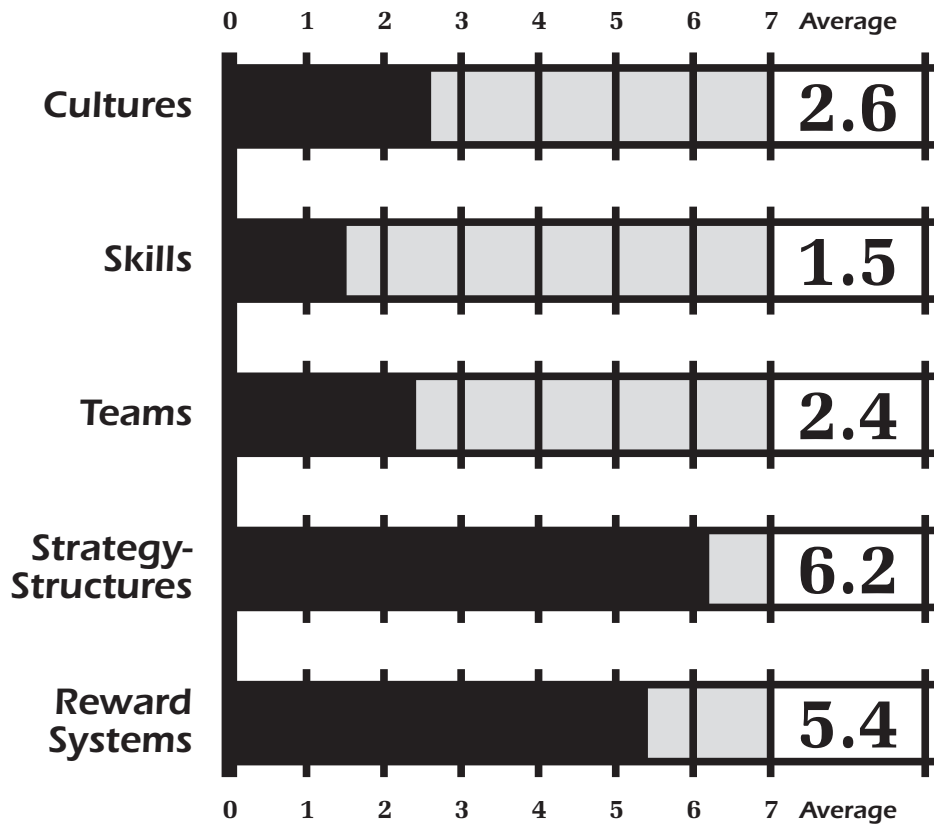
TIME-GAP SURVEY

On the previous page, three significant time-gaps are identified for the work group in question—covering the first three tracks to organizational success. In this case, the work group is acknowledging that it should be spending more time promoting a healthy culture, making better use of individual skills for prioritizing and planning the work, and managing group discussions and meetings so that all the knowledge and expertise of group members is available for problem-solving efforts. In addition, the work group is acknowledging that it should be spending less time on any tasks or activities that undermine the Cultures, Skills, and Teams in the organization. Regarding the last two tracks to organizational success, however, it appears that the work group is spending the right amount of time clarifying organizational goals and objectives (Strategy-Structures) and ensuring that all group members are guided by clear performance criteria and know how the review process works (Reward Systems). While this work group seems to be managing the formal systems effectively, it is not fully utilizing its talent and energy: It may know what to do, but it is being diverted from getting the right thing done.

On the opposite page, another example reveals two significant time-gaps in the last two tracks to organizational success (with insignificant time-gaps in the first three tracks). In this case, the work group is not spending the right amount of time clarifying and understanding how the formal systems work, even though it is doing the necessary job of trust building, prioritizing and completing its daily workload, and fostering teamwork and cooperation: Thus, the work group may be developing an effective informal organization for getting the day-to-day work done, but its time will be wasted if it is getting the *wrong* work done.

TIME-GAP SURVEY

Significant Time-Gaps in the Last Two Tracks

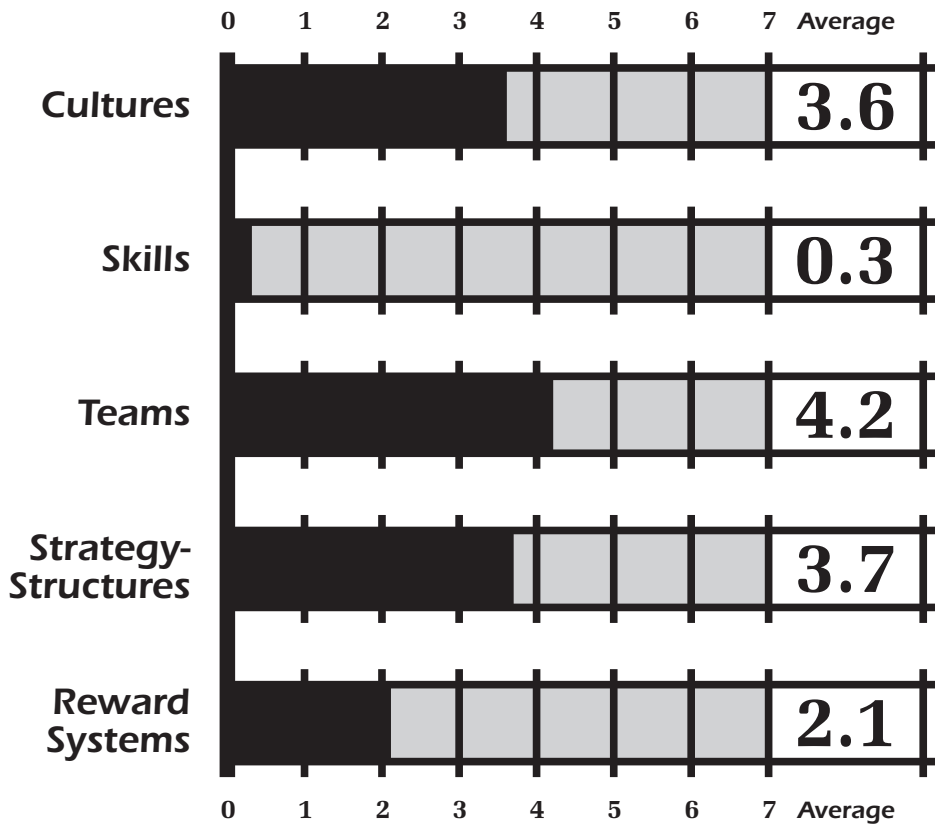


TIME-GAP PROFILE

TIME-GAP SURVEY

As a final example, the next page shows a Time-Gap Profile that doesn't reveal a clear pattern with respect to time-gaps in the first three tracks or the last two tracks. Rather, this work unit seems to be diverting its time across both the informal and formal organization—by not managing its culture well, not contributing to the team effort, and not having enough clarity about organizational goals and job priorities. Thus, when no clear pattern emerges, it is still important to pinpoint which particular tracks will need a reallocation of time in order for a work group to improve its contribution to organizational goals.

TIME-GAP SURVEY



TIME-GAP PROFILE

TIME-GAP SURVEY

Closing Time-Gaps

Knowing the specific areas (tracks) in which time is being diverted from fully contributing to the organization's goals (either as individuals or in work units), we can focus attention on how time can be reallocated—from spending the wrong time on the wrong tasks or the wrong time on the right tasks to the right time on the right tasks. Such a reallocation of time will ensure that all individuals and work units are doing the right things in the right way.

It should be readily apparent that working without a clear understanding of organizational goals and objectives will severely limit the contribution of members, no matter how well the first three tracks (representing the informal systems) are being managed. And no matter how well the last two tracks are addressed (the formal systems), ineffective Cultures, Skills, and Teams will obstruct the talent and energy of the membership. Only by maintaining insignificant time-gaps in each of the five tracks can all individuals and work units fully contribute to the long-term success of their organization. For a complete discussion of the theories and methods behind the five tracks, the interested reader is referred to R. H. Kilmann, *Beyond the Quick Fix* (Washington DC: Beard, 2004) as well as *Quantum Organizations* (Newport Coast, CA: Kilmann Diagnostics, 2011).