

GREAT TEAMS AREN'T  
JUST THROWN TOGETHER.™



KLEIN GROUP INSTRUMENT™  
for Effective Leadership and Participation in Teams



# More Beauty. Less Beast.

It's a beautiful thing when the parts of a team fit together perfectly, and *teamwork* actually *does work*. Maybe you've experienced the thrill of working on a dream team where:

- An atmosphere of trust lets every member suggest ideas, with the best ones emerging by consensus
- Team members support each other
- Every team member contributes and is recognized
- Goals are set . . . and met
- Soaring morale means the work gets done with minimal drama or trauma

Too often, however, teams are difficult beasts assembled from mismatched parts. Some members may hog the spotlight. Many have feathers that are easily ruffled, but only a few are willing to stick their necks out. So, as meetings drag on, communications misfire, tempers flare, and work bogs down, we're left wondering . . . what can we do to make *teamwork work*?

**Success depends on individual talents . . . working in teams.** Business success in today's global marketplace is all about people. And when people come together to accomplish their work they constitute a company's greatest asset, accounting for more than three quarters of the total value of most modern businesses.\*

Yet the *process* of team building often takes a back seat to measuring the *performance* of a team—even though the team's dynamics determine how well performance goals are met. Without effective employee development tools, team morale suffers and productivity declines.

When teams fail to deliver on target and on time, the repercussions are company wide. Research shows that only one in ten organizations successfully executes their strategic plan. In other words, *without work on teamwork, teamwork doesn't work*.

**Turn teams around with the Klein Group Instrument™.** Three decades of practice, research, and analysis have culminated in a powerful new tool for making teamwork really work. The Klein Group Instrument™ (KGI™) for Effective Leadership and Participation in Teams is an indispensable assessment instrument that transforms leadership, empowers team members, and delivers results. With the KGI your team will become a whole much greater than the sum of its parts.

**Develop team skills individually . . . or as part of a team.** The KGI works with both individuals and groups where each member participates. Take the instrument on your own to develop essential leadership and team-participation skills that will help you act as a catalyst in team settings. Or take it for team development, where all members participate and receive a KGI™ Individual Profile, containing confidential and personalized feedback, as well as the KGI™ Group Profile, an aggregate group report that details a comprehensive set of key success factors.

The Individual and Group Profiles deliver far more than behavioral assessment—both include color graphs that report results, statements about what you do well, action items for areas of improvement, and skill development suggestions to address any missing pieces critical to maximizing team performance.



# The KGI is Unique

The KGI offers significant advantages over other available leadership and team performance instruments.

## The KGI is a comprehensive, multifaceted assessment instrument and it

- Is the only assessment instrument that measures the four primary elements of team success: *Leadership, Negotiation Orientation, Task Focus, and Interpersonal Focus*
- Helps individuals develop their personal group skills and entire teams improve process and productivity
- Helps improve both *leadership* and group *participation skills*
- Is designed for optional use with the Myers-Briggs Type Indicator® instrument, providing richer, more detailed understanding of personality and behavior

## The KGI offers two types of reports, plus a complete *KGI™ User's Guide*

- The **KGI™ Individual Profile** graphs an individual's results for all scales and subscales; explains and interprets their meaning; and offers behavioral improvement and training recommendations
- The **KGI™ Group Profile** shows both group composites and individual score ranges for all scales; identifies team strengths and coaching, mentoring and training needs; and provides an action plan (procedural and training suggestions) for improving team performance

## The KGI is exceptionally easy to use, and very affordable

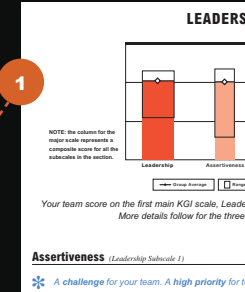
- Take the 63-item assessment online
- Take the assessment from either a specific or general team perspective
- Team members take the KGI on their own, then meet together to discuss the Group Profile
- Confidential scoring and immediate report delivery via download
- Unrestricted availability for self-administration or facilitation by professional consultants
- Extremely cost effective, with a measurable ROI

## The KGI is a highly reliable, highly valid instrument

- Based on decades of established group research and practice
- More than 12 years of data collection, analysis, and refinement
- Proven results across diverse work teams



**Easy to read reports.** The Individual Profile's easy-to-read color graphs depict a person's scores on each of the four major scales and nine subscales. The KGI™ Group Profile displays the composite group results and the range of individual scores for each scale and subscale. The KGI provides both Individual Profile and Group Profile reports.

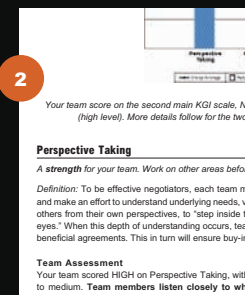


**Detailed feedback.** The Individual Profile indicates group behaviors that are either a strength (for example, "creating a positive atmosphere for negotiation") or a challenge ("being in the spotlight") for all scales. The Group Profile summarizes the team's overall level of performance (low, medium, or high) on each scale.

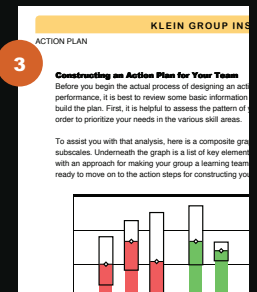
## KLEIN GROUP INSTRUMENT

for Effective Leadership and Participation

Developed by  
ROBERT R. KLEIN



**Plan for development and growth.** Individuals receive 15–20 specific recommended behaviors for improving their group effectiveness. Teams get specific recommendations for improving group processes, promoting mentorship, and organizing and implementing an achievable action plan.



## Four Measures in One

The KGI is a 4-in-1 assessment that measures four primary scales and nine subscales to deliver an integrated picture of critical group skills and needs.

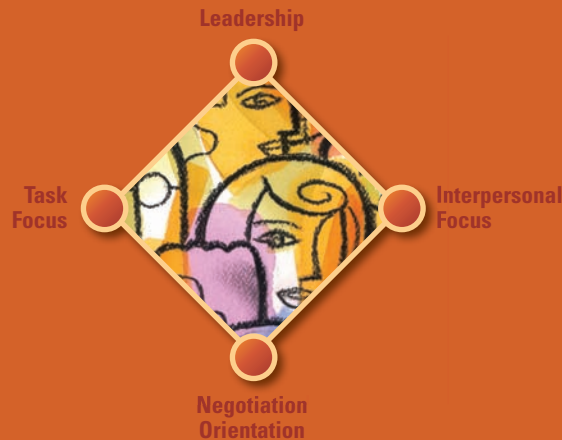
**Leadership** measures the ability of a team to guide the group towards meaningful collaboration and successful task completion.

**Negotiation Orientation** measures the ability of members to listen closely to one another and to construct mutually acceptable agreements.

**Task Focus** measures the ability of members to devise a sound strategy for the task and to carry out the plan fruitfully.

**Interpersonal Focus** measures the ability of members to develop a team spirit and to attend to the feeling issues in the group.

The KGI is the only assessment tool available that allows individuals to address these four fundamental areas of team development and behaviors with a single instrument.



The Klein Group Instrument is a product of the Center for Applications of Psychological Type, Inc. For over 30 years, CAPT has supported personal growth and development for thousands of people throughout the world. We offer books, self-help assessments, and training workshops related to the positive development of personality. Our goal is to help you find greater satisfaction and happiness at home and at work.

The Klein Group Instrument for Effective Leadership and Participation in Teams was developed by Robert R. Klein and is published by the Center for Applications of Psychological Type (CAPT). KGI and Klein Group Instrument are trademarks or registered trademarks of Robert R. Klein in the United States and other countries. Center for Applications of Psychological Type, CAPT, Great Teams Aren't Just Thrown Together, and Felicity are trademarks or registered trademarks of the Center for Applications of Psychological Type, Inc. in the United States and other countries. MBTI, Myers-Briggs, and Myers-Briggs Type Indicator are registered trademarks of the Myers-Briggs Type Indicator Trust in the United States and other countries.

No animals were harmed in the production of this document.

## Who Benefits from Using the KGI?

**KGI for You:** Strengthening individual leadership and group skills helps:

- Executives and team members develop broader leadership skills and greater understanding of their personal styles
- Leaders in new positions who need to turn around team performance
- Team members who want to better contribute to performance and morale
- Leaders who are too task focused or those who are too people focused to appreciate the need for both skills

**KGI for Your Teams:** Performance, morale, engagement, and retention all improve when teams learn to take these steps:

- Foster flexible leadership to better address the myriad of group needs
- Identify training needs and coordinate mentoring opportunities to balance group skills
- Recognize and resolve sources of conflict and improve group process
- Delegate work assignments more efficiently and effectively
- Build trust and fairness by balancing opportunity and accountability
- Improve both planning and execution of team strategy

### Ready to take your career and your team to the next level?

The KGI is available online right now—in just a few minutes you can have an objective analysis of your current strengths and challenges, and a blueprint for refining your performance. Choose KGI for Teams to easily sign up each member of your team. Take the KGI today at [www.capt.org](http://www.capt.org)

For more information contact:



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