

GRIPS

Teamwork Review Metric

A few initial words

GRIPS is a mnemonic; it stands for Goals, Roles, Interactions, Processes and Style. GRIPS is a feedback mechanism, used to gauge the perceptions by team members, including the team leader/manager, of the teamwork within the team. GRIPS is designed to assess and measure the Team and Individual aspects of the Action Centred Leadership Model. The task aspect of that model is measured elsewhere.

Since the team may get some unwelcome feedback it is best if an outsider from the team *initially* carries out the reviews, although when a team is functioning well a team member can take over this role. Once a team is really in “performing” mode the GRIPS reviews can be done openly by the team together since feedback will be accepted as valuable even when it is also critical.

Getting started with GRIPS

It is important before handing out questionnaires that people understand why we are going down this road. People need to understand a few principles:

1. All feedback is welcome
2. All feedback will be listened to
3. The objective of seeking the feedback is to help the team, the whole team and no-one but the team
4. We are not here to look at the *achievement* of goals, the team could achieve it's goal but have lousy teamwork; this would not be sustainable. We are looking at the teamwork

People should complete the questionnaires with their “first instinct” answers

Whoever is responsible for extracting the data from the questionnaires can do so by spreadsheet or longhand according to their preference. What is important is to capture/calculate:

- a) The average score for each question
- b) The range of scores on each question

The average will give an indication of the *general* perception of our performance in that area and the range will indicate the *commonality* of perception

Average (eg Average 4.25 out of 6)

Range (eg Range 1 to 5 inclusive)

By looking at the Average scores the team leader, or a coach, can see the areas where there is room for improvement over the whole team, a small Range, tells us that the perception is shared whilst a wide range tells us that someone in the team feels that they have been ignored, neglected or treated unfairly, this needs investigating.

GRIPS

TEAMWORK REVIEW METRIC

Review and score YOUR opinion of how well we are *performing as a team* (we are scoring our *teamworking*, not whether we are hitting our targets)

1= No way, Jose.....6=Spot on

GOALS

a) Do we have a COMMON understanding of our team Goal?

1 2 3 4 5 6

b) Do we have an AGREED understanding of our team goal?

1 2 3 4 5 6

ROLES

c) Do we have a CLEAR allocation of roles?

1 2 3 4 5 6

INTERACTIONS

d) Do we communicate OPENLY to one another?

1 2 3 4 5 6

e) Do we really LISTEN to what is said?

1 2 3 4 5 6

f) Are we CONSTRUCTIVE about what we hear?

1 2 3 4 5 6

g) Are appropriate people involved in making decisions?

1 2 3 4 5 6

PROCESSES

h) Do we plan our tasks?

1 2 3 4 5 6

j) Do we use the most appropriate "tools" to plan and fulfil our tasks?

1 2 3 4 5 6

k) Do we use the most appropriate resources (including people)?

1 2 3 4 5 6

STYLE

m) Is our leadership/management style conducive to good teamwork?

1 2 3 4 5 6

n) Is my followership style conducive to good teamwork?

1 2 3 4 5 6

p) Are my colleagues' followership style conducive to good teamwork?

1 2 3 4 5 6

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