

Learning Team Assignment Session 5

In this final Learning Team Assignment, we will explore delegation. First we will consider how to use the GRPI Model as a means of clarifying project goals, role, process steps and expected culture.

Next we will look at how to use the Giving Effective Feedback job aid.

The GRPI Model helps us see how teams benefit from clarity and agreement on:

GOALS – How clear and in agreement are we on the mission and goals of our team/projects?

ROLES – How well do we understand, agree on, and fulfill the roles and responsibilities for our team?

PROCESSES – To what degree do we understand and agree on the way in which we'll approach our project AND our team? (Procedures and approaches for getting our project work done and for running our team?)

INTERPERSONAL – Are the relationships on our team working well so far? How is our level of openness, trust and acceptance?

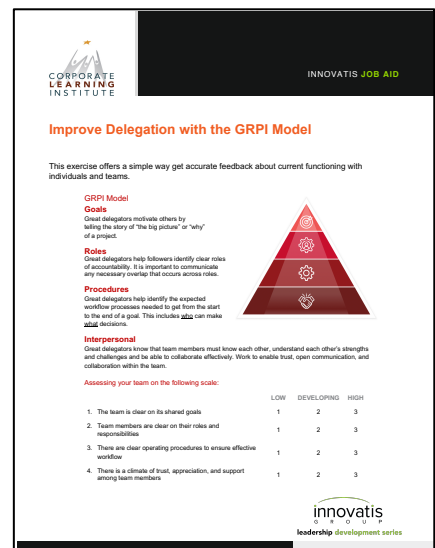
Assignment 1: Using the “Improve Delegation with the GRPI Model” job aid, assess your learning team’s current functioning.

1. Discuss your strengths and challenges: Use the “Giving Effective Feedback” job aid to offer both reinforcing and redirective feedback.

3. What are your strengths?

4. Where could you improve?

Assignment 2: When we asked you to join a learning team, the goal was to meet and engage with each other to complete assignments.



Improve Delegation with the GRPI Model

This exercise offers a simple way get accurate feedback about current functioning with individuals and teams.

GRPI Model
Goals
 Great delegators motivate others by asking the story of “the big picture” or “why” of a project.
Roles
 Great delegators help followers identify clear roles of accountability. It is important to communicate any necessary overlap that occurs across roles.
Procedures
 Great delegators help identify the expected workflow processes needed to get from the start to the end of a goal. This includes **who** can make **what** decisions.
Interpersonal
 Great delegators know that team members must know each other, understand each other's strengths and challenges and be able to collaborate effectively. Work to enable trust, open communication, and collaboration within the team.

Assessing your team on the following scale:

	LOW	DEVELOPING	HIGH
1. The team is clear on its shared goals	1	2	3
2. Team members are clear on their roles and responsibilities	1	2	3
3. There are clear operating procedures to ensure effective workflow	1	2	3
4. There is a climate of trust, appreciation, and support among team members	1	2	3

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Giving Effective Feedback

There are different ways to categorize feedback — e.g., formal vs. informal, manager-to-report vs. peer-to-peer. Here, we'll focus on constructive, meaningful, manager-to-report feedback that helps build and coach engaged, high performing teams. The recommended types of employee feedback for forward-thinking teams are:

- Reinforcing feedback (or positive feedback)
- Redirecting feedback (or constructive feedback)

Let's find out more about each of these — with several examples for each type of employee feedback:

Reinforcing Feedback

Giving feedback that is positive activates the receiver's parasympathetic nervous system, making them feel relaxed. It makes the person feel more at ease, motivated to continue delivering results (hence the term reinforcing), and receptive to other types of feedback. Examples include:

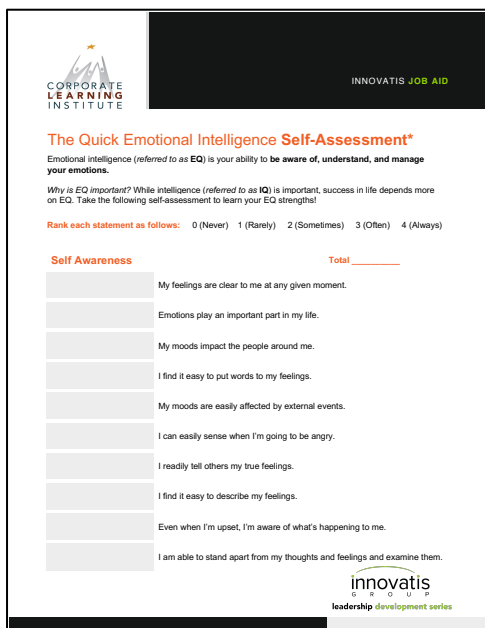
- Showing appreciation for individual or team performance.
- Acknowledging efforts or results.
- Thanking someone for going the extra mile.
- Recognizing performance improvement or effort.
- Acknowledging contributions to the company culture.
- Highlighting what you would like to see more of.

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If this team were to continue to check in with each other after the program ends, how would your goal change? What goal would your team now envision? Would roles change? Procedures? Interpersonal relationships?

- Consider using the GRPI model when changes occur on projects to orient everyone to new expectations and realities.

Assignment 3: Please take the Quick Emotional Intelligence Self-Assessment before the final session and bring your results with you to the session. We will be reviewing them in the breakout session.



The screenshot shows a document titled "The Quick Emotional Intelligence Self-Assessment*" with the Corporate Learning Institute logo and "INNOVATIS JOB AID" header. The text explains that emotional intelligence (EQ) is the ability to be aware of, understand, and manage one's emotions. It provides a ranking scale from 0 (Never) to 4 (Always) and lists ten statements for self-awareness, each with a corresponding input box for a score. The statements are: "My feelings are clear to me at any given moment.", "Emotions play an important part in my life.", "My moods impact the people around me.", "I find it easy to put words to my feelings.", "My moods are easily affected by external events.", "I can easily sense when I'm going to be angry.", "I readily tell others my true feelings.", "I find it easy to describe my feelings.", "Even when I'm upset, I'm aware of what's happening to me.", and "I am able to stand apart from my thoughts and feelings and examine them." The form also includes the "innovatis GROUP leadership development series" logo at the bottom.