

# The Leadership Grid®

## A Detailed Perspective

Grid International, Inc. ■ 2100 Kramer Lane, #950 ■ Austin TX 78758 ■ 800-288-4743; Fax: (512) 794-1177 ■ www.gridinternational.com

### Seminar Prework

Prework for the Leadership Grid Seminar requires approximately 12-15 hours to complete and consists of six activities. The seminar prework is designed to provide participants with a solid base for understanding Grid theory, the dynamics of change in the workplace, and personal development goals. Completing the prework is critical because it establishes common understanding for working as a team in the first three activities. There is no time to catch up on prework once the seminar begins.

- 1. Your Personal Vision of Sound Leadership:** The participant describes his or her idea of what sound leadership would look like in an organization.
- 2. Defining Your Personal Approach to Leadership:** The participant looks at brief descriptions of seven leadership styles and ranks each statement according to how much the statement reflects his or her personal style (from most to least).
- 3. Examining Specific Relationship Skills:** Participants review statements that describe seven approaches for critique, initiative, inquiry, advocacy, decision making, conflict resolution, and resilience and select the statement most like his or her own style for each category.
- 4. Identifying Organization Culture:** Participants review eight categories of organization culture: authority, goals and objectives, conflict resolution, coordination between components, critique, commitment, productivity, and standards of excellence. Each category has seven statements that reflect a specific organization culture that participants rank from most to least sound. The process is then repeated for ranking the actual culture present in the participant's back-home work environment.
- 5. Studying Personal Values:** Sixty-three statements present typical leadership scenarios, each with two alternatives for action. Participants distribute three points across the two alternatives that reveal personal values in leadership.
- 6. Learning Grid Concepts:** Participants read the text, *The Power to Change*, and complete a 35-item, multiple-choice quiz on Grid concepts.

### Seminar Timetable

The Leadership Grid Seminar is typically presented over the course of three full days and two half days according to the following schedule:

- **Day 1 (evening session only):** 6:30-10:00 p.m.
- **Days 2-4:** 8:00 a.m.-10:00 p.m. Lunch and dinner (one hour each) are provided during the seminar hours as are periodic refreshment breaks. Participants have a free hour-long break from 5:00-6:00 p.m. each day before dinner.
- **Day 5 (morning session only):** 8:00 a.m.-12:00 p.m. Seminar adjourns at noon with an optional lunch provided.

### Seminar Activities, Day-by-Day

Leadership Grid Seminar activities follow a recurring cycle throughout the seminar. Team activities are followed by critique sessions in varying formats that conclude with team designed improvement steps for enhancing teamwork in succeeding activities.

#### Day 1 (evening session only)

- **Activity 1:** Clarifying Grid Concepts
- **Activity 2:** Critique of Teamwork During Activity 1

**Activity 1** poses the dilemma of reaching team agreement on the best answers to the Grid Concepts test questions completed in prework. This introductory activity gives participants a chance to test their understanding of the text while establishing team norms and demonstrating their relationship skills coming into the seminar.

Following the teamwork period, participants use an answer key to score individual and team answers. Team answers are posted by the seminar manager in a general session. Each

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team compares team results with the contribution by each individual member to reveal whether synergy occurred. Team scores are also compared with other teams and seminar norms to promote comparison learning across teams.

Teams then begin **Activity 2**, a critique that explores effectiveness in their decision-making, initiative, goals and objectives, conflict resolution, and critique when working on the Grid concepts activity.

## Day 2

- **Activity 2:** Critique of Teamwork During Activity 1 (continued)
- **Activity 3:** Identifying Grid Styles in the Film, *12 Angry Men*
- **Activity 4:** Critique of Teamwork During Activity 3

Day two begins with the conclusion of the critique from the evening before. Teams prepare a visual wall chart that compares the objective scores with their perceived effectiveness. They then compare and discuss their results and conclusions with other teams. A lecturette by the seminar manager on Grid theory and conditions for change follows to wrap up this activity.

The remainder of Day 2 until the dinner break is devoted to Activity 3 where participants identify the Grid styles of specific characters after viewing the film, *12 Angry Men*. Objective scoring is again applied so that teams can compare individual contributions to team effectiveness.

A critique activity follows where smaller, cross-team discussion groups form to share general perspectives about teamwork. Participants then return to their own teams for a specific critique of their teamwork and prepare their wall chart presentations again. They then review their improvement steps from the first critique session to see how effectively these were incorporated into their teamwork and identify further steps for improvement.

## Day 3

- **Activity 5:** Review and Discussion of Personal Vision and Goals
- **Activity 6:** Developing a Written Change Strategy Report
- **Activity 7:** Critique of Teamwork During Activity 6
- **Activity 8:** Intergroup Relationships
- **Activity 9:** Evaluating Team Culture

Day 3 opens with a review and discussion of the critique activity from the evening before that includes wall chart presentations and discussions.

**Activity 5** opens up a discussion that considers the team's improvement strategies from the perspective of each individual's personal goals developed in prework. Team members answer two questions related to personal goals.

**Activity 6** consists of creating a strategy report that will be compared and evaluated against other teams.

After the lunch break, a critique activity allows teams to examine their effectiveness before they know the outcome of the cross-team evaluations of their strategy reports.

Teams then move into **Activity 8** where they break into smaller cross-team groups to reach agreement on a rating for each team's strategy report. The overall ratings are posted and a cross-team discussion follows on the influence and effects of intergroup competition. Cross-team groups then reconvene to complete and exchange personal feedback critiques. The activity closes with original team members reporting and discussing the feedback received from their cross-team members.

**Activity 9** explores the key characteristics of the team's culture. Team members discuss individual and team behaviors observed so far in the seminar from the perspectives of critique, initiative, inquiry, advocacy, decision-making, and conflict resolution. Each team prepares a presentation that identifies an overall dominant and backup team culture style with strategies for improving weaknesses.

A team action critique follows that addresses the development of candor within the team.

## Day 4

- **Activity 9:** Evaluating Team Culture (continued)
- **Activity 10:** Defining Soundest Organization Culture
- **Activity 11:** Personal Critique and Feedback

In the general session that begins Day 4, teams deliver and discuss their presentations from Activity 9.

In **Activity 10**, teams reach agreement on an ideal organization culture. Using their prework answers as a starting point for discussion, members reach team agreement on the rankings for soundest to least sound culture.

**Activity 11** begins after the lunch break and continues through the rest of the afternoon and evening. This activity includes a comprehensive and structured personal feedback session during which team members provide objective feedback regarding each members' behavior. Feedback is limited to commenting *only* on behavior observed during the seminar. (The feedback from this session and all other activities is confidential. There is no back-home reporting by the seminar manager or other Grid International staff.)

Team members brainstorm words or phrases that describe each participant's behavior observed during the seminar and compare the overall collection of words with specific criteria that ensure candor. The person being critiqued listens but does not participate in the actual feedback discussion.

The team then creates a profile for each member that offers a candid description of the dominant and backup approaches used for critique, initiative, inquiry, advocacy, decision making, and conflict resolution. As a final step in the feedback, the team lists three or more specific areas where immediate changes could be made to increase effectiveness. These areas may include reinforcing strengths as well as improving in weaker areas.

#### Day 5 (morning session only)

- **Activity 11:** Personal Critique and Feedback (continued)
- **Activity 12:** Reassessing Personal Values
- **Activity 13:** Personal Improvement Strategy

**Activity 11** concludes on the morning of day 5 where participants have the opportunity to reassess the personal style they identified for themselves in prework. Reflecting on the personal insight gained during the seminar about their actual behavior, they reconsider what they believe to be their true Grid style before coming to the seminar.

**Activity 12** repeats the 63-item values test from prework. The pre-post comparison of values test scores illustrates

individual shifts in personal values as a result of seminar learning. The seminar manager reviews the individual shifts in values and discusses the power of personal vision and its implications for individual, team, and organization change.

By re-examining personal Grid styles and values from prework, participants see an obvious shift in personal insight gained during the seminar. The typical results include an increase in sound personal leadership values and sharp decrease in self-deception. People see their actual behavior more clearly. Seeing the gap between actual and ideal creates the motivation to change. The skills and strategies learned and practiced throughout the seminar provide the ability to shift to new behaviors, delivering the power to change.

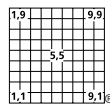
In **Activity 13**, participants compare the improvement suggestions received in the previous day's feedback session with the personal development goals they defined in prework to create a personal improvement strategy. The team reviews each member's strategy and offers suggestions that ensure the strategies are realistic and achievable.

A wrap-up of **Activity 13** includes the presentation of data collected in **Activity 12** that reveals the shift in values and decrease in self-deception for the seminar as a whole. The seminar then concludes with presentations in which teams outline the three most valuable learning experiences from the seminar.



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