GRPI: Teamwork Model

This is a model to help you look at teams and how they work together; it can be helpful to develop a culture of feedback and transparency.

The GRPI model can assist:
- regular team meetings (How are we working together? Are we clear?);
- in a debrief of an action or other activity;
- when used to assess problems among team members; and
- in coaching team leads.

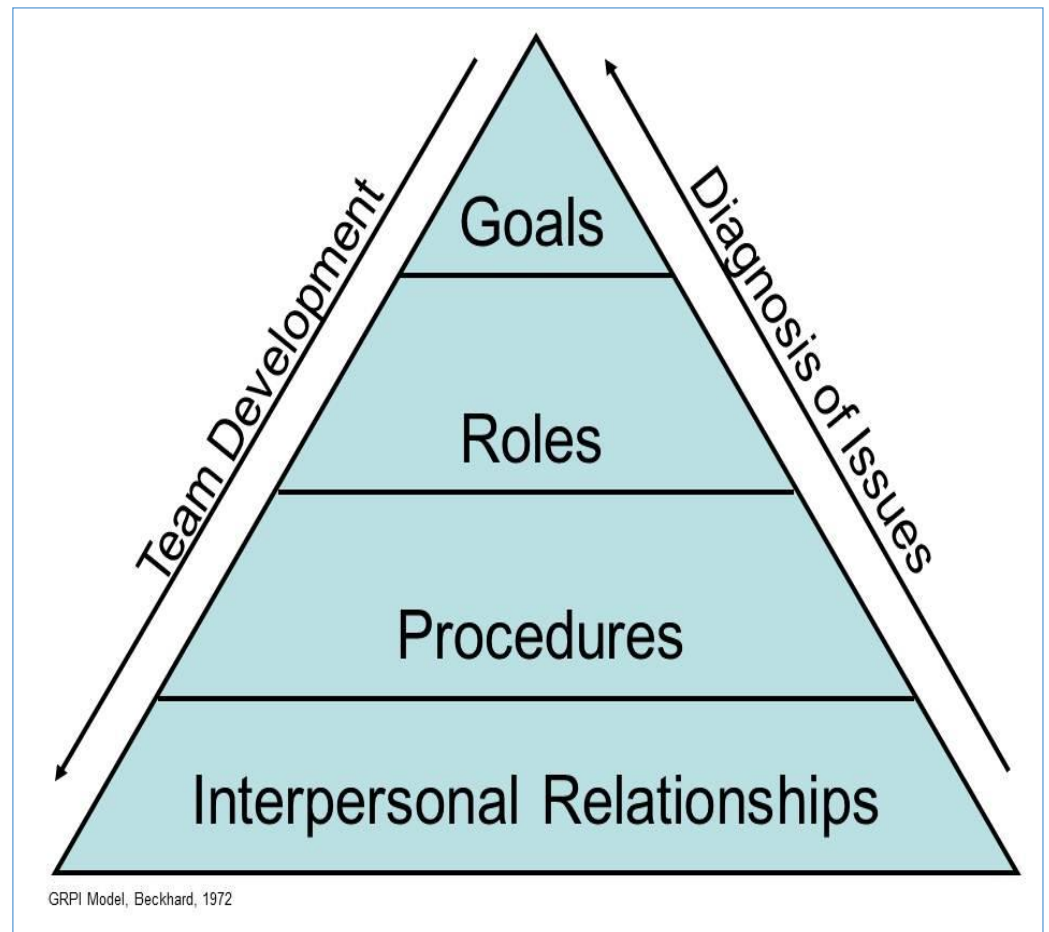## GRPI

GOALS: Clear and agreed upon

ROLES AND RESPONSIBILITIES: Clear, respected, people take ownership

PROCESSES: Effectively support the team's goals

INTERPERSONAL RELATIONSHIPS: Feature trust, open communication and feedback, which support a sound working environment

Goals

Roles

Procedures

Interpersonal Relationships

Team Development

Diagnosis of Issues

GRPI Model, Beckhard, 1972

Using GRPI to Debrief Team Effectiveness

Here are some ideas for structure for a team discussion using the GRPI model.

GOALS

- Are the missions and goals of the team clear?
- Do people understand and accept the team's primary task?
- What are the team's primary objectives? Do we all agree? Are we all committed to those objectives?
- How are conflicts between priorities handled?

ROLES AND RESPONSIBILITIES

- Are everyone's roles and responsibilities clearly described, understood and accepted?
- Do the defined roles support the team goal fully?
- Do the team members have the right competence and resources to fulfill their responsibilities?
- Is leadership formal or informal? Describe.
- What do team members expect of each other? Do the expectations match?
- Do individual objectives fit with the team's overall objectives?

As a Group, How Do We:

- solve problems;
- communicate and coordinate;
- make decisions; and
- allocate staff and other resources.

PROCESS AND PROCEDURES

- Are the processes and procedures operating in the group understood and accepted?
- How are decisions made? Are authority levels clear?
- Are communication processes across the team working?
- How are problems and conflicts resolved?
- How is activity coordinated?
- Are reporting procedures understood? Followed?

INTERPERSONAL RELATIONSHIPS

- Is there a healthy level of trust, openness and acceptance in the group?
- How do team members treat and feel about each other?
- Are people's individual needs recognized and respected?
- Does the team culture allow for open debate and sharing of concerns?
- Is feedback encouraged among the team and the leaders—both on the team and with individual performances?