

GAL (Group Awareness and Leadership) Q

Adapted from: Kilburg, R.R. (2006). *Executive Wisdom: Coaching and the Emergence of Virtuous Leaders*. Washington, DC: American Psychological Association.

1. Is the membership of your management group clearly defined?.....
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What principles are used in making that definition?.....
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Do the members of the group understand those principles?.....
Does the rest of the organization's leadership and management team understand those principles?.....
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2. Are the goals, functions, structures, and processes of the management group clearly defined?.....
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Do the members of the group know what they are?.....
Do the rest of the organization's leadership and management team understand them?.....
Are they relevant to the vision, mission, and strategies that the leadership has adopted?.....
3. Are the roles of the members of the group clearly defined?.....
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4. Is the decision-making process of the group effective with regard to timeliness; adequate involvement of those affected; consideration of relevant information; openness to influence, challenge, or dispute; and correctability in the face of changing circumstances or new information?.....
How is its overall effectiveness?.....
5. Do the members of the group effectively disclose information relevant to the performance of the group and the organization rather than deny, avoid, or distort disclosure efforts?.....
Are group members honest and direct with each other?.....
6. Are the communication, conflict-management, and problem-solving skills of the members sufficient to address the routine challenges and major crises that the group faces?.....
7. Are the lines of communication within the group and between the group and the rest of the organization sufficient to address the routine challenges and major crises that the group faces?.....
8. Do group members manage their conflicts effectively, openly, honestly, and with positive results for themselves and the rest of the organization?.....
9. Do group members value and motivate each other, have a good sense of how their behaviours affect each other, have the ability to discuss their individual and group performance with each other in reasonably non-defensive terms, routinely reflect on how they function together as a team, and have good diagnostic skills and procedures related to group performance?.....
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- 10.** How does the group manage success and failure? Does the group take a learning stance when trouble is encountered, or do the group members look for someone to blame, punish, and publicly humiliate?.....
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- 11.** Do the members of the group collaborate with and help each other?.....
Are they aware of how they depend on each other?.....
Do they manage their interdependencies well?.....
Do they share resources?.....
- 12.** Are there explicit norms for group behaviour?.....
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Are the norms public and revisited occasionally to determine how well they are working?.....
- 13.** Does the group foster creativity, challenge the status quo or historical approach, take appropriate risks?.....
- 14.** Is the membership of the group sufficiently divers, and is it sufficient to address the needs, challenges, and requirements for knowledge, skill, and ability facing it?.....
Do all the members of the group feel included, recognized, supported?.....
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- 15. Is the overall environment of the group sufficiently challenging and supportive for the members?.....
- 16. Is the atmosphere of the group meetings comfortable for the members – sufficiently relaxed, stimulating, challenging?.....
Are ideas exchanged freely?.....
Do advice, information, criticism, and innovation flow freely?.....
Are the meetings productive?.....
- 17. Do the members of the group adequately balance the need for teamwork and collaborative effort with the pursuit of their own personal agendas and organizational initiatives?.....
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- 18. Can the group easily change the way it works in response to external or internal demands when it needs to do so?.....
- 19. Is there evidence of subgroup, pairing, shame-blame, dependency, triangulation, fight-flight dynamics, or other forms of problematic behaviour?.....
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- 20. Do the group members adequately manage their individual and collective accountabilities?.....
- 21. Are there patterns of performance or behaviour that have interfered with the performance or satisfaction of the management group for which no good explanation has been forthcoming?.....
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