



Work Sheets for Identifying and Closing Team-Gaps

Ralph H. Kilmann

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Based on Kilmanns Team-Gap Survey, these work sheets help members identify the largest gaps in their work group, regarding their actual versus desired behavior in four key areas: cultural norms, people management, problem management, and time management. Once the largest team-gaps have been identified, group members use the five steps of problem management (sensing problems, defining problems, deriving solutions, implementing solutions, and evaluating outcomes) to close these troublesome gaps. Members are also asked to design and use an informal sanctioning system in order to help one another switch from their old behavior patterns to more desirable ones. After a little time (a few weeks to a few months), members can retake Kilmanns Team-Gap Survey and then use the additional work sheets to identify and close their most stubborn team-gaps.

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