



**TIGERS**<sup>®</sup>  
SUCCESS SERIES

Six Values  
For Healthy  
Group Dynamics

### **Background Validation Studies**

The TIGERS Team Survey was developed in 1990 at Gonzaga University and went through a carefully monitored validation and critical review process.

Initially a survey containing 55 questions obtained from business, education, and psychology group dynamic research were administered to 257 people in 15 distinct groups ranging from Boeing manufacturing teams to participants of life transition programs enrolled in the Washington State Welfare to Work initiative. The resulting data was independently evaluated by Gonzaga University's Psychology Department and the results reviewed by a panel of experts consisting of an internal Boeing consultant, an independent psychologist, and members of the Organizational Leadership Graduate Program at Gonzaga University.

The statistical process used correlation coefficients and oblique rotation and identified 30 reliable questions that measure a group's perceived level of trust, interdependence, genuineness, empathy, risk and success.

Further studies and a pilot project were conducted by the Washington Education Association in 1993. 200 people in four separate site-based council groups participated in the study.

According to Leona Dater, WEA coordinator, the survey was extremely accurate in revealing the characteristics and needs of the four education teams. She further stated, "When administrators act as change agents, this instrument can be a thermometer to spot where to direct resources to make the most benefit of limited training dollars."

One finding disclosed by this education pilot study is consistent with all other TIGERS case studies. Each team is completely unique. TIGERS acknowledges this diversity. Just as the fur pattern on the face of a tiger is as unique as a human fingerprint, no two teams are or ever can be the same. Based on their essential differences, each team functions within the framework of a unique culture.

For this reason, follow-up training recommendations were unique to each site. This phenomenon also explains why training predictions in low-context, centralized systems often fail to hit the mark.

By contrast, decentralization focuses on change as a process with each successful group identifying, clarifying and adopting their own unique training and development solutions. Therefore, for a team's



**TIGERS**<sup>®</sup>  
SUCCESS SERIES

Six Values  
For Healthy  
Group Dynamics

development to mature, each group must be responsible and accountable for team solutions, following through with post survey and teambuilding monitoring, and measuring its own unique growth process.

The results generated by the pilot project also provided the following understandings:

- The TIGERS Survey provides a team “snapshot” with a clear picture of team attitudes. This encourages a team to self-reflect and to adjust course.
- Because the TIGERS Survey is a scientific way to assess team performance and training effectiveness, its accuracy provides concrete measurable methods for monitoring team progress throughout a team building and development process.
- The TIGERS Survey helps groups identify and address the core issues important to their unique situation.

The primary benefit for the site council project was valid data, simultaneously and specifically prescriptive to the unique needs of each group. According to Leona Dater, “With two staff development days, it is essential for teams to ask: What do we really need? And then assume the responsibility and accountability to achieve it”

### **Additional Considerations**

It is TIGERS Success Series’ policy not to isolate individual responses. We deliver a group report. Participant anonymity is important to the reliability of TIGERS Survey results. TIGERS will not share individual team member responses.

The TIGERS Survey comparison report, which is included in each group survey purchase, allows a team to re-measure the team dynamic after initiating and completing a team training or development program. The report shows you where your team started and the progress it made after six months to one year. This gives school districts, CEO’s and Executives of team cultures reliable information to track their return on investment and to monitor their group development process.

The TIGERS Team Survey is included with all TIGERS Team Coaching relationships. Join us at <http://www.corevalues.com> for more information.