



Teleo Questionnaires, Surveys & Team Exercises Catalogue and Users' Guide

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The Teleo range of self-assessment and feedback learning instruments are research-validated training tools based on the Classic Behavioural models.

Designed for group training sessions or one-to-one coaching, these self-scoring assessments give measured, validated feedback on interpersonal style.

Each instrument contains a description of the model on which it is based, full instructions on scoring and notes on interpreting the profiles.

Teleo Learning Instruments:

- Give measured, validated feedback on interpersonal style.
- Personalise training by focussing on the individual.
- Enlighten people on how they are seen by others.
- Generate commitment to change.
- Make sensitive personal feedback acceptable.
- Add variety and professional validity to a training session.



CHARTWELL LEARNING
& DEVELOPMENT LTD

Learning Instruments - what they are and how they work

Chartwell's Teleo range of Learning Instruments are pencil-and-paper questionnaires that ask how you would behave in a number of typical business situations. The responses are compared to models of good management practice to reveal strengths, weaknesses and development opportunities. A sealed section, that is opened during the training event, gives scoring instructions, profile charts and validation data. The questionnaires are completely self-contained and do not need any computer interpretation.

How to use them

Ideally Instruments are completed before the training or coaching event. The facilitator describes the model upon which it is based and initiates a discussion to ensure full understanding and buy-in. The seal is then broken, the completed instruments scored and various profiles discussed. If the feedback instruments are being used, these are then scored and compared with the self-assessments. The facilitator helps people understand the significance of their scores and provides advice and coaching. Instruments often reveal a need for further training that can be designed to suit the individual's needs. All instruments are available off the shelf, and facilitators do not need any special training or accreditation.

Feedback from others

The Personnel Relations Survey (PRS) and the Management of Motives Index (MMI) have optional companion instruments that gather feedback from direct reports and colleagues. This provides participants with more data about how their style is seen and felt by others. We strongly recommend their use.

Based on the classic behavioural theories

The Instruments are based on the classic behavioural models: Johari Window; Maslow and Herzberg; McGregor's X-Y; The Management Grid, that underpin much of our current management thinking and practice. Each Instrument carries a full description of the behavioural theory or model upon which it is based.

Confidentiality assured

Because the Learning Instruments are hard-copy documents that stay in the possession of the participant, confidentiality is ensured, and participants need not be concerned that information about them is being stored on databases that could be accessed by others.

Other languages

Many of the instruments are available in languages other than English, please ask us for details.

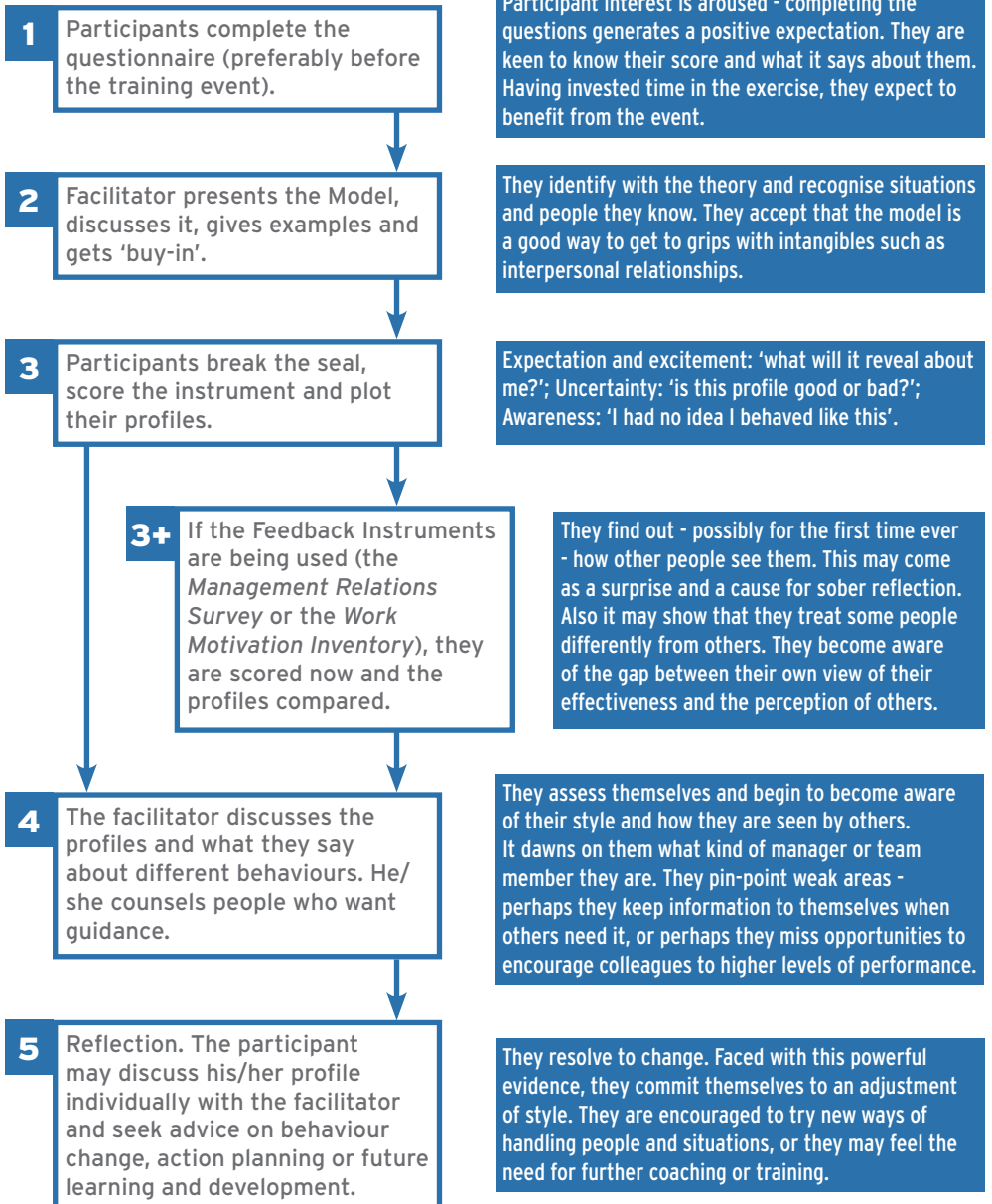
Awareness - a powerful development motivator

Self-assessment and objective feedback from others are acknowledged as highly effective ways of guiding leaders and managers to better performance. These techniques are particularly valuable in developing good interpersonal skills and team building. Knowing one's strengths and weaknesses - and how one is seen by others - is a powerful incentive for change.

How and Why Instrumented Learning Works

Sequence of Activities

Participant Reaction



The objective of the **Personnel Relations Survey (PRS)** is to help people build stronger and more productive working relationships by improving their communication and interpersonal style. Using the Johari Window model, it provides a self-rating of an individual's openness, and willingness to listen and encourage a two-way flow of information, ideas, feelings and reactions.

What does the PRS comprise?

Three sections: Relationship with Direct Reports, Colleagues, and Superiors, each with 20 questions. A sealed section contains instructions for producing personal profiles, an explanation of the Johari Window model and descriptions of typical profiles.

Who is it appropriate for?

Leaders, managers, advisors, anyone who interacts with others to do their jobs and achieve their objectives.

What Group size?

One to eight people. A sufficiently small group for the facilitator to guide participants through the scoring process and counsel them on the results and possible future development. For larger groups use an additional facilitator.

How long will a training session take?

Step 1 Completing the questionnaire will take around 40 minutes - ideally done as prework.

Step 2 Presenting the Johari model will take 20 minutes with discussion to ensure understanding.

Step 3 Scoring and producing profiles will take around 20 minutes for a small group

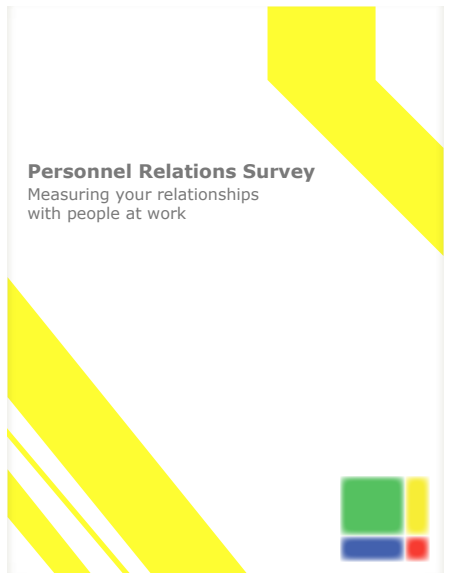
Step 4 Discussing profiles in plenary session will take a minimum of 20 minutes, but the length of time allowed for subsequent discussion and counselling is at the discretion of the facilitator.

Has the PRS been validated?

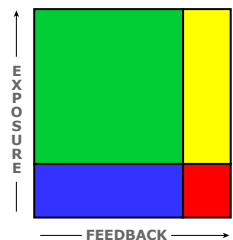
Yes, the Normative data are based on the scores of 12,809 managers who have completed the PRS.

What will I need to run a session?

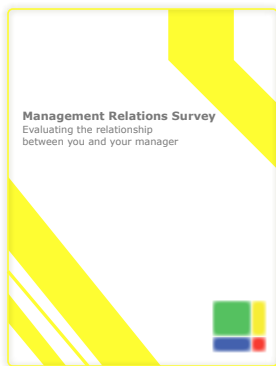
Complete the instrument yourself to get a feel of it. Read the explanation of the Johari Window model contained in the sealed section, and prepare your own presentation. Familiarise yourself with the descriptions of the various profiles so that you can help people understand their scores and counsel them on self-development plans.



The PRS uses the **Johari Window** model of Exposure and Feedback-Seeking as a base for measuring two-way relationships.



The model is fully explained in the instrument together with descriptions of typical profiles.



The **Management Relations Survey (MRS)** is the Feedback companion instrument to the PRS and is designed to gather upward feedback from direct reports. The questions mirror those in the PRS so direct comparisons of behaviour can be made. Ideally, three MRSs are used and the findings summarised in the PRS.

The use of Management Relations Surveys with PRSs is strongly recommended as they provide realistic feedback to confirm or challenge a person's self-perceptions.

The objective of the **Sales Relations Survey (SRS)** is to help sales people understand their own two-way communication style with clients and customers. It shows how they balance the giving of information about the company's products or services, with an investigation into the client's actual needs.

Applying Johari Window principles, four possible styles emerge: Hard sell; Soft sell; No sell; and Awareness sell. The SRS is ideal for developing interpersonal sales skills because it drives home the importance of balanced two-way communication in discussions, presentations and negotiations.

What does the SRS comprise?

Twenty sales situations, each with a choice of two behaviours or reactions. A sealed section contains instructions for producing personal profiles, an explanation of the Johari Window model and descriptions of typical sales styles.

Who is it appropriate for?

Sales staff involved in face-to-face sales situations regularly with customers or clients.

What Group size?

One to eight people. A sufficiently small group for the facilitator to guide participants through the scoring process and counsel them on the results and possible future development. For larger groups use an additional facilitator.

How long will a training session take?

Step 1 Completing the questionnaire will take 20 minutes - ideally done as prework.

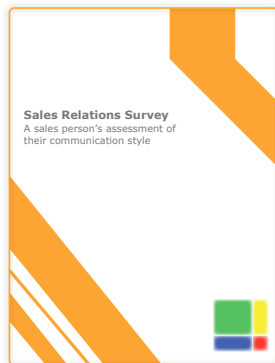
Step 2 Presenting the Johari model will take 20 minutes with discussion.

Step 3 Scoring and producing profiles will take around 20 minutes for a small group.

Step 4 Discussing profiles in plenary session will take a minimum of 20 minutes, but the length of time allowed for subsequent discussion and counselling is at the discretion of the facilitator.

What will I need to run a session?

Complete the instrument yourself to get a feel of it. Read the explanation of the Johari Window model contained in the sealed section, and prepare your own presentation. Familiarise yourself with the descriptions of the four sales styles so that you can help people understand their profiles and counsel them on self-development plans.



The **Team Effectiveness Survey (TES)** is a group exercise in assessing ones self, and one's colleagues in terms of openness and willingness to listen and encourage a two-way flow of information, suggestions, feelings and reactions. Using the Johari Window model it gives immediate feedback on group and interpersonal style in a non-threatening way.

The TES is useful in situations where people would benefit from feedback on their interpersonal style but the organisational climate and practices do not normally facilitate this.

It can also be valuable in teams or groups that are not functioning as effectively as they could because they are made up of individuals who are not knitting together as team players. This gives each member an opportunity to comment in Johari terms on how open, constructive and encouraging their colleagues are and to discuss how relationships could be made more productive.

What does it comprise?

Descriptions of 20 behaviours against which participants score themselves and their team colleagues. The scores are passed anonymously to the people concerned and they summarise them as Johari Window profiles.

Who is it appropriate for?

A group or groups of 6-8 people who know each other well enough, or have been together long enough to have experienced each other's group interpersonal style and can comment on it.

How long will a training session take?

Step 1 Completing the questionnaire will take around 35-45 minutes depending in the number of people in the group.

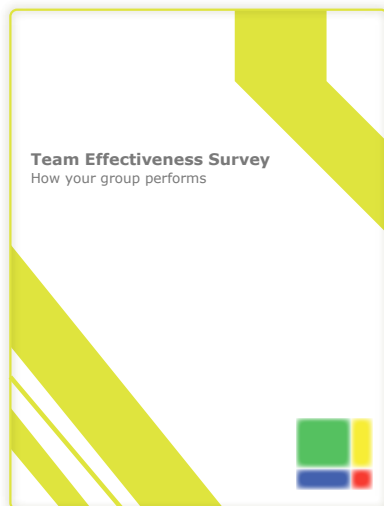
Step 2 Presenting the Johari model and discussing it to ensure full understanding and buy-in will take around 20 minutes.

Step 3 Gathering feedback from colleagues which is done in a novel way. There is an envelope in the questionnaire that each member circulates around the group collecting the feedback scores anonymously from their colleagues. They then summarise them and produce the Johari profiles they have been given by their colleagues. This will take around 45 minutes and is again dependent on the size of the group.

Step 4 Discussing the profiles and arriving at conclusions regarding behavioural changes will take a minimum of 40 minutes and can be open-ended at the discretion of the facilitator.

What will I need to run a session?

Do the instrument to get a feel for it. Read the description of the Johari Window Model and prepare your own presentation. Read the descriptions of the various profiles so that you can help people understand their scores and council them on self-development plans.



The **NASA Moon Survival Task (NASA)** is a group exercise in consensus building and problem solving.

It measures the quality of group decisions versus individual's solutions, team member's styles and the effect individuals have had on the group and vice-versa.

The scenario is one that no one will have encountered: crash landing on the moon, then prioritising 15 items in terms of survival.

NASA is an ideal icebreaker for use at the beginning of a training session enabling a stranger group to start to get to know each other. It is also a good energiser for after lunch or early morning sessions.

What does NASA comprise?

An Individual and Group Decision sheet. An analysis of team member's interpersonal style. Analyses of the effect individuals have had on the group and vice-versa. An expert solution, provided by NASA.

Who is it appropriate for?

Any group or groups of 4-8 people. Where there are enough people for more than one team, a competitive element can be introduced, measuring which group achieved the best solution and would therefore survive longest on the Moon.

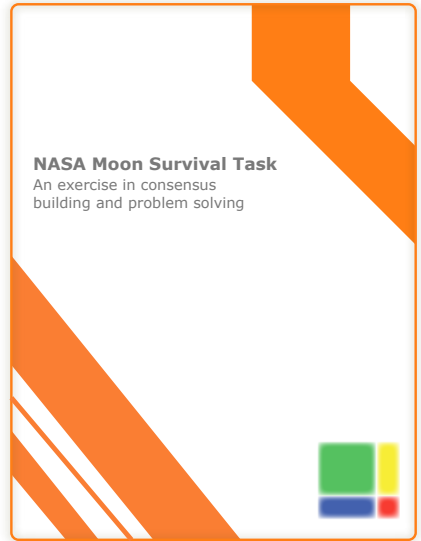
How long will a session take?

Completing the Individual Decision Sheet will take 10 minutes. The group discussion and problem solving will take 30-60 minutes depending on the time available. Scoring the teams and discussing the group dynamics will be at the discretion of the facilitator with a minimum of 30 minutes.

NASA is very time-flexible comprising a number of elements that might be used depending on the objectives of the session and the time available.

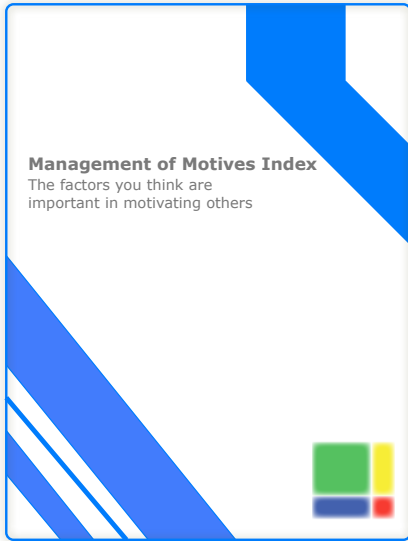
What will I need to run a session?

The only preparation needed is to read the instrument thoroughly - NASA is completely self-contained.



Did You Know?

All Teleo Learning Instruments are self-scoring. No additional processing or software is required.



The objective of the **Management of Motives Index (MMI)** is to help leaders and managers understand what motivates people and whether their own beliefs and attempts to motivate are appropriate or misguided. Based on **Maslow** and **Herzberg's** motivational models, the MMI compares participant's motivational style with actual staff needs.

What does the MMI comprise?

60 forced-choice questions. A sealed section contains instructions for producing personal profiles, an explanation of the Maslow and Herzberg's models and descriptions of typical profiles.

Who is it appropriate for?

Leaders, managers, team-captains - anyone who is in charge of others and therefore concerned with their motivation and morale.

What Group size?

One to eight people. A sufficiently small group for the facilitator to guide participants through the scoring process and counsel them on the results and possible future development. For larger groups use an additional facilitator.

How long will a training session take?

Step 1 Completing the questionnaire will take around 40 minutes - ideally done as prework.

Step 2 Presenting the models will take 20-30 minutes with discussion to ensure understanding.

Step 3 Scoring and producing profiles will take around 30 minutes for a small group. If Work Motivation Inventories (see next page) have been completed by Direct Reports, these scores should be entered in the MMI and the profiles compared to the participant's profile.

Step 4 Discussing profiles in plenary session will take a minimum of 30 minutes, but the length of time allowed for subsequent discussion and counselling is at the discretion of the facilitator.

Has the MMI been validated?

Yes, full information is contained within the instrument

What will I need to run a session?

Complete the instrument yourself to get a feel of it. Read the explanations of the Maslow and Herzberg's models contained in the sealed section, and prepare your own presentation. Read the descriptions of the various profiles so that you can help people understand their scores and counsel them on self-development plans.

The MMI uses **Maslow's Theory of Motivation** to analyse the scores and produce profiles.



Norms have been produced using the Work Motivation Inventory (see next page) against which a participant's profile is compared.

The **Work Motivation Inventory (WMI)** designed to be used in two different ways:

1. As a feedback instrument for managers who are completing the Management of Motives Index. The questions mirror those in the MMI, so direct comparisons can be made between the way in which managers are motivating their staff and the actual feelings and motivational needs of their people. Ideally three WMIs are completed by Direct Reports and the findings summarised in the MMI.



2. As a stand-alone document enabling people to clarify what motivates them, what is important to them in their work and to what degree they feel their motivational needs are being met in their current job.

What does the WMI comprise?

60 forced-choice questions. A sealed section contains instructions for producing a personal profile, an explanation of Maslow and Herzberg's models and a Need Analysis and Planning chart.

Who is it appropriate for?

For application 1 above, it should be completed by three Direct Reports of the manager who is completing the MMI. For application 2, it is appropriate for anybody, because it is a personal analysis of one's motivational factors and needs.

What Group size?

For application 1, three people should be selected by the manager and asked to complete the WMI then return them to him/her. For application 2, a sufficiently small group for the facilitator to guide participants through the scoring process and counsel them on the results and possible future action. A group of around eight is ideal, for larger groups use an additional facilitator.

How long will a training session take?

For application 1 the questionnaire will take around 40 minutes to complete. For application 2, in addition to completing the questionnaire:

Step 2 Presenting the models will take 20-30 minutes with discussion to ensure understanding.

Step 3 Scoring and producing the profiles will take around 30 minutes.

Step 4 Discussing the profiles in plenary session will take around 30 minutes.

Completing the Need Analysis and Planning Charts with discussion and counseling will take a minimum of 30 minutes and is at the discretion of the facilitator.

Has the WMI been validated?

Yes, full information is contained within the instrument.

What will I need to run a session?

Complete the instrument yourself to get a feel of it. Read the explanation of the Maslow and Herzberg's models and prepare your own presentation. Prepare to guide and counsel people as they complete the Needs Analysis and Planning Chart.

The objective of the **Styles of Management Inventory (SMI)** is to help leaders and managers understand their management style, in terms of the Blake-Mouton Management Grid, and how it could be more effective. The Grid visualises style as the balance between concerns for getting the job done and working relationships: People vs Task. As the strength of each of five behavioural styles is calculated, a preferred style emerges. The commitment to that style is revealed, along with the amount of pressure that would lead to a change of behaviour to a back-up style.

What does the SMI comprise?

12 questions about different aspects of management, each with a choice of five behaviours. The participant is asked to allocate points to each behaviour showing how characteristic or uncharacteristic that would be of them. When the sealed section is opened, T-Score conversion charts enable the five styles to be ranked in order of preference and strength.

Optional sub-sections break down the results into: Philosophy; Planning & Goal Setting; Implementation; and Evaluation. A full description of The Blake-Mouton Grid is contained within the booklet.

Who is it appropriate for?

Leaders, managers, team-captains - anyone who is in charge of others either with line authority or job/project responsibility.

What Group size?

One to eight people. A sufficiently small group for the facilitator to guide participants through the scoring process and counsel them on the results and possible future development. For larger groups use an additional facilitator.

How long will a training session take?

Step 1 Completing the questionnaire will take around 50 minutes - ideally done as prework.

Step 2 Presenting the models will take 20-30 minutes with discussion to ensure understanding.

Step 3 Scoring and producing profiles will take around 40 minutes for a small group.

Step 4 Discussing profiles in plenary session will take a minimum of 40 minutes, but the length of time allowed for subsequent discussion and counselling is at the discretion of the facilitator.

Has the SMI been validated?

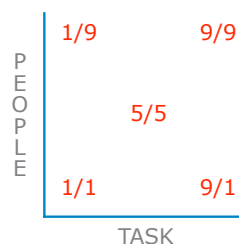
Yes, full information is contained within the instrument.

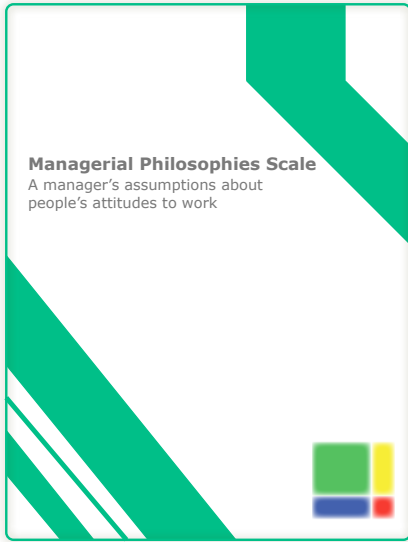
What will I need to run a session?

Complete the instrument yourself to get a feel of it. Read the explanation of the Blake-Mouton Grid model contained in the sealed section, and prepare your own presentation. Read the descriptions of the various styles so that you can help people understand their scores and counsel them on self-development plans.



The SMI uses the **Blake-Mouton Management Grid** to analyse management style.





The objective of the **Managerial Philosophies Scale (MPS)** is to help leaders and managers understand how their theories, beliefs and prejudices about people can condition their attitude towards them. Using Douglas McGregor's Theory X - Theory Y, it shows how the manager's expectations of the motives and abilities of their staff effect the way they manage.

What does the MPS comprise?

36 statements about peoples' attitudes towards: work, pay, responsibility, aspirations, security, motivation and job satisfaction, are rated by the participant depending upon the extent to which they agree or disagree. When the sealed section is opened and the instrument scored, it reveals to what extent the manager subscribes to Theory X philosophy or Theory Y philosophy. A full description of McGregor's Theory is contained within the booklet.

Who is it appropriate for?

Leaders, managers, team-captains - anyone who is in charge of others either with line authority or job/project responsibility. Potential managers, graduates and key staff that would benefit from an understanding of this fundamental concept of management.

What Group size?

One to eight people. A sufficiently small group for the facilitator to guide participants through the scoring process and counsel them on the results and possible future development. For larger groups use an additional facilitator.

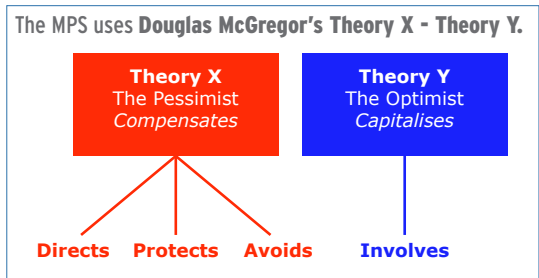
How long will a training session take?

Step 1 Completing the questionnaire will take around 20 minutes - ideally done as prework.

Step 2 Presenting the model will take 20-30 minutes with discussion to ensure understanding.

Step 3 Scoring and producing profiles will take around 20 minutes for a small group.

Step 4 Discussing profiles in plenary session will take a minimum of 30 minutes, but the length of time allowed for subsequent discussion and counselling is at the discretion of the facilitator.



Has the MPS been validated?

Yes, full information is contained within the instrument.

What will I need to run a session?

Complete the instrument yourself to get a feel of it. Read the explanation of McGregor's Theory X - Theory Y contained in the sealed section, and prepare your own presentation. Prepare examples of X and Y philosophies that participants can identify with.



Teleo Questionnaires, Surveys and Team Exercises

Prices & Discounts

All instruments are £7.80 each + postage and packing.

Quantity discounts are:

| | |
|------|-------|
| 50+ | 2.5% |
| 100+ | 5% |
| 250+ | 7.5% |
| 400+ | 12.5% |
| 500+ | 15% |

Please contact us for availability and pricing of non-English language instruments.

Payment

Payment can be made by credit or debit card or by invoice with settlement due within 30 days.

Shipping

Instruments are usually in stock and are despatched on day of order. Worldwide shipping is available. Please let us know if you require urgent delivery and we will do our best to accommodate.

How to order

You can place your order:

| | |
|--------------|----------------------------|
| By Telephone | +44 (0)1273 770764 |
| By Fax | +44 (0)1273 819258 |
| By email | info@chartwell-learn.co.uk |
| Online | www.chartwell-learn.co.uk |

Help and Advice

If you would like any advice on the use of the questionnaires, or guidance on which ones would be suitable for your training event, please feel free to call or email.



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