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OPQ

Team Impact Individual Development Report



Name

Sample Candidate

Date

12 June 2019

INTRODUCTION

Sample Candidate, you recently completed an occupational personality questionnaire called OPQ32™. The responses you provided were used to generate this Team Impact Individual Development Report.

We recommend that you share this report with those managers, project leaders and HR professionals who might want to understand your Team Impact. Doing so can help you strengthen your effectiveness as a team member. Other OPQ32 reports that may be helpful to you include:

- The **Maximising Your Learning Report** identifies individual learning styles and suggests how to design a highly effective development plan.
- The **Development Action Planner Report** offers tailored development advice for 20 universal competencies.
- The **Emotional Intelligence (EI) Report** provides a comprehensive description of an individual's strengths and development needs for understanding emotions and managing relationships.

About Team Impact

This report is all about the impact that you can have on a team. Among a group of people who work together (a team), each individual makes specific contributions to the process. This report will help you to determine the strengths you already bring to a team and areas to target for development so you can improve your impact on teams.

PROCESS STAGES

Teams share common tasks or projects and need to work collectively towards the same goals. To achieve their goals, teams work through four critical stages:

1. **Creating** a vision for potential solutions
2. **Managing** the activities of the team
3. **Resourcing** tasks to get work done
4. **Delivering** solutions on time to meet goals and objectives

These stages interact with one another in a cyclical pattern as illustrated below. Of course, a team may work through several cycles to achieve a particular goal or task or deliver a project.

Cyclical pattern of process stages



TEAM IMPACTS

The following table lists the four process stages and their associated Team Impacts. The critical behaviours that are typical for each Team Impact are also listed.

Process stage	Team Impact	Critical behaviours
Creating	Exploring Possibilities	Producing new ideas, approaches and insights, taking account of a wide range of issues across, and related to, the task or project
	Evaluating Options	Probing for further information and greater understanding of a problem • Making rational judgements based on the available information • Evaluating ideas quickly to determine feasibility
Managing	Setting Direction	Providing others with a clear direction • Motivating and empowering others • Tasking team members according to their performance level • Managing team activities
	Committing to Action	Initiating and promoting activity • Making prompt decisions, which may involve considered risks • Taking responsibility for actions and people • Acting independently
Resourcing	Using Networks	Establishing strong relationships with staff at all levels • Building effective networks inside and outside the organisation • Tapping into resources outside the team
	Maintaining Cohesion	Adapting personal approaches to the team's needs and contributing positively to team spirit • Listening and communicating actively • Supporting and caring for others
Delivering	Staying Focused	Working systematically and methodically • Following procedures and policies • Keeping to schedules • Producing high-quality output in a timely manner
	Resisting Pressure	Keeping emotions under control, even in difficult situations • Modifying approach in face of new demands • Staying optimistic and resilient • Remaining productive

Team Impact profile ratings

The following table lists terms that should help you understand the profile ratings.

Rating	Defining terms				
Strong	outstanding	exceptional	distinctive	exemplary	notable
Capable	adequate	okay	able	competent	suitable
Weak	lacking	wanting			

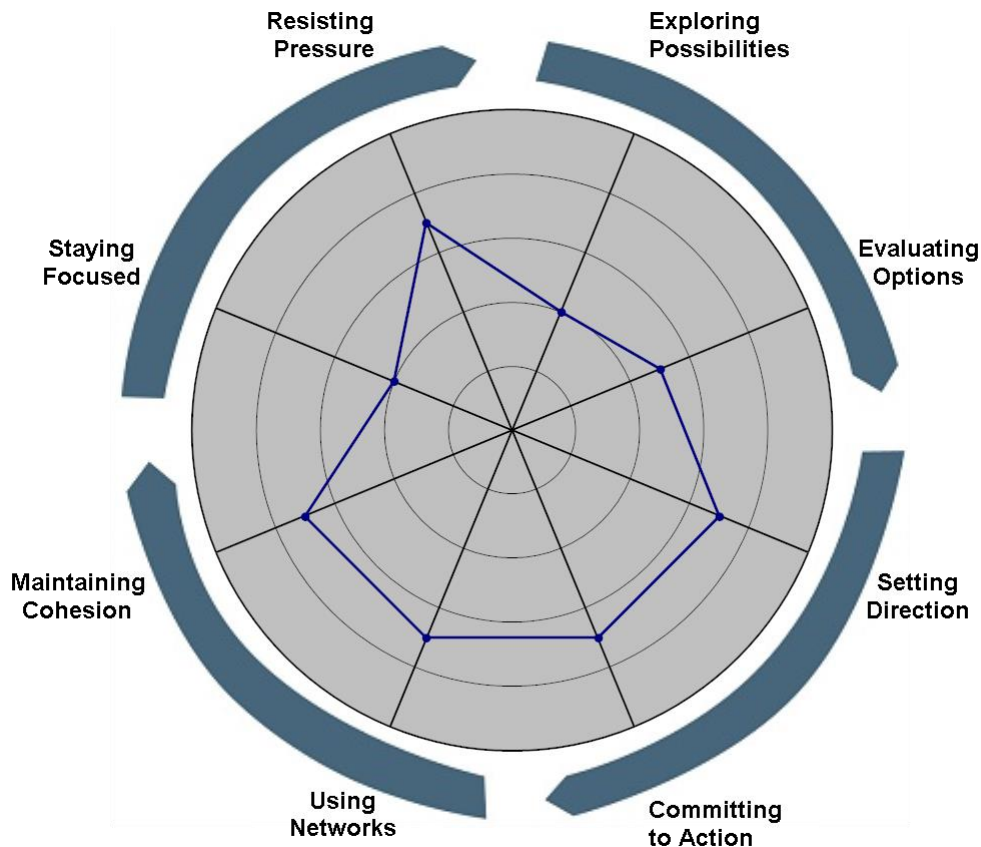
TEAM IMPACT RESULTS

Your Team Impact profile is shown below. The profile is followed by detailed commentary.

How to read the profile

- Team Impacts appear along the circle's perimeter.
- The dark line inside the circle represents your profile.
- Your strengths are indicated when the profile approaches the circle's perimeter.
- Your weaknesses are indicated when the profile approaches the circle's centre.

Team Impact profile



Process stage	Team Impact	Sample Candidate's rating
Creating	Exploring Possibilities	Weak*
	Evaluating Options	Capable
Managing	Setting Direction	Strong
	Committing to Action	Strong
Resourcing	Using Networks	Strong
	Maintaining Cohesion	Strong
Delivering	Staying Focused	Weak*
	Resisting Pressure	Strong

**You need development in this area.*

SUMMARY

Your strengths are likely to lie in:

- Co-ordinating and directing the team
- Energetically encouraging team members to commit to action
- Building relationships inside and outside the team
- Maintaining a positive team climate
- Dealing with pressure as deadlines approach

Your weaker areas are likely to lie in:

- Makes creative contributions
- Puts a huge effort into planning his work and focusing on the detail

Detailed Results

Exploring Possibilities

When it comes to researching the context of an issue, you may have relatively little interest in understanding complex background information and may rarely contribute creative inputs.

Evaluating Options

You usually help with the critical analysis of team results and monitor team progress. You focus on the available data to form a qualified opinion.

Setting Direction

You are a strong coordinator of team activities. Even when you are not given that role officially, you support the team leader in critical issues. You usually have a clear understanding of how to help the team to meet its goals. You know how to relate well to individual team members and usually employ effective methods to motivate them.

Committing to Action

You are an active and dynamic team member who flourishes in a team environment. You take advantage of the resources that others provide and usually attempt to push the team's efforts in what you believe is the right direction. In teams with more than one member as strong as you are in this Team Impact competency, there is a strong likelihood that you will engage in conflicts. There is also a potential for tension between you and the team leader if together you do not succeed in effectively integrating your energetic approach.

Using Networks

You are a skilled relationship builder. You know how to engage others using both verbal and non-verbal skills, and show an interest in what people say. Based on these strong interpersonal skills, you have the potential to develop a large number of contacts both in and outside the organization. You are likely to enrich team projects with insights and resources from your many contacts.

Maintaining Cohesion

You are someone who often works towards building and maintaining a sense of team spirit by recognizing the contribution of fellow members, and by showing support and interest in the ideas and proposals they put forward. You often avoid confrontation and conflict, and work towards a positive atmosphere within the team. You are likely to focus more on creating and maintaining harmony within the group than asserting and pushing your own ideas and viewpoints. If a number of team members are equally strong or stronger in this Team Impact competency, you and these other team members prefer, in most cases, to maintain team harmony rather than defend your individual views vigorously. This may have negative consequences on deadlines and quality of the team's work.

Staying Focused

You may, at times, need encouragement and additional motivation to stick with the details that are essential for the project's success. You are less likely to plan your work effectively and do not always follow defined processes.

Resisting Pressure

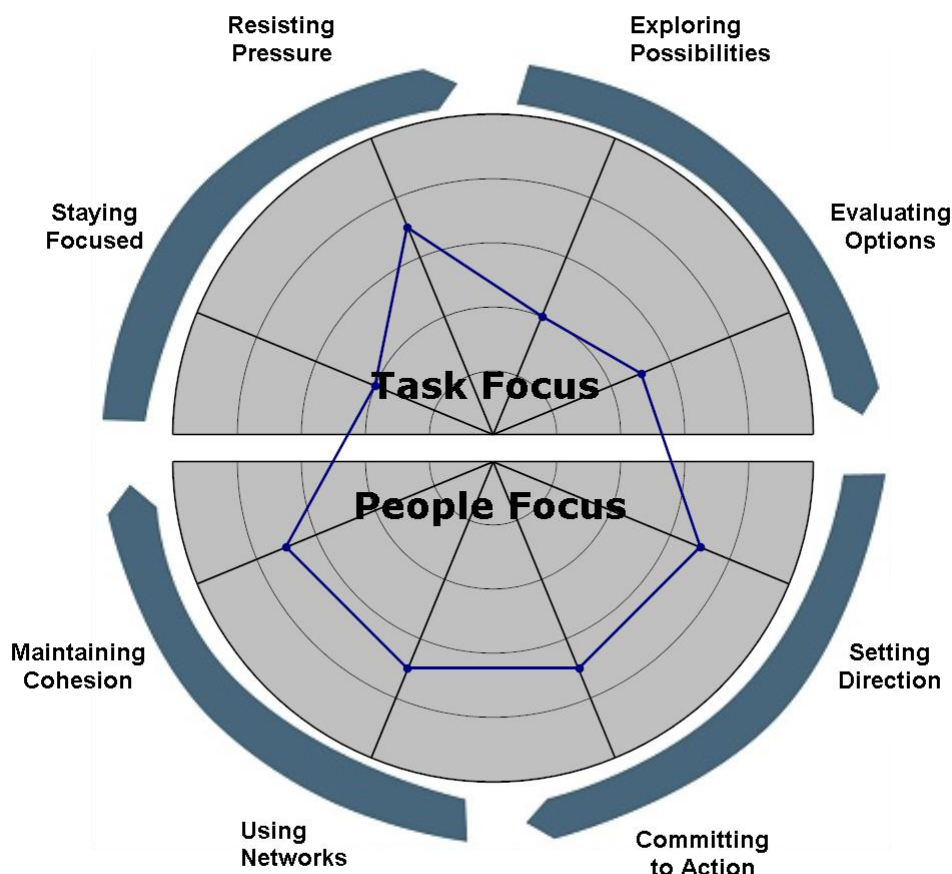
You are comfortable working in a high-pressured environment. You are likely to have developed a number of techniques that help you cope with stress. Your productivity is usually not affected by the stresses in meeting a deadline.

TASK VERSUS PEOPLE FOCUS

A crucial aspect of teamwork is the task versus people focus. As illustrated in the diagram below, the eight Team Impacts are separated into two groups:

- **Task Focus Impacts** describe how well you process the information and data available to you. The diagram below displays Task Focus Impacts in the top hemisphere.
- **People Focus Impacts** describe how well you approach and handle relationships with people. The diagram below displays People Focus Impacts in the bottom hemisphere.

Task Versus People profile



Focus	Team Impact	Sample Candidate's rating
Task Focus	Staying Focused	Weak*
	Resisting Pressure	Strong
	Exploring Possibilities	Weak*
	Evaluating Options	Capable
People Focus	Setting Direction	Strong
	Committing to Action	Strong
	Using Networks	Strong
	Maintaining Cohesion	Strong

**You need development in this area.*

TASK VERSUS PEOPLE SUMMARY

Your profile is out of balance. You have a strong preference for relating to others in the team and focus less on the task related aspects. This may have negative consequences in the way you contribute to meeting team objectives.

DEVELOPMENT ACTIONS

- Exploring Possibilities
- Staying Focused

Desired behaviours

Producing new ideas, approaches and insights, taking account of a wide range of issues across, and related to, the task or project

Techniques for improvement

- In what past situations have you been most creative?
 - What, specifically, did you do that was effective?
 - What supportive conditions were present?
- In which situations have you been least creative?
 - What did you do that detracted from effectiveness?
 - What could you have done differently?
- What can you do to become more innovative?
 - What behaviours should you practice more?
 - What behaviours should you engage in less?
- Think of someone you know who is extremely creative and innovative. What do they do?
- Ask other people what kind of solutions they can or could see for a particular issue or problem.
- Review the results of a brainstorming session and force yourself to add 10 'crazy' suggestions.
- Simulate a brainstorming session by yourself using an issue in your own life, for example, how to celebrate a birthday, what to do on a fun day with the family, choosing a style to redecorate your kitchen.
- Ask people you trust to challenge your assumptions and preconceived ideas of what is possible.
- Use books, magazines, and the Internet to learn more about using creative thinking techniques to stimulate different ideas.

Desired behaviours
Working systematically and methodically • Following procedures and policies • Keeping to schedules • Producing high-quality output in a timely manner

Techniques for improvement

- With your manager's help, review a project in which there were quality issues. Identify what caused these issues. Consider what you learned.
- Be attentive to quality issues in the team and in the project. Monitor or check the quality of the team's work. Project delivery quality is the result of team effort; make useful, practical suggestions to resolve problems and enhance quality.
- Think of past situations in which you have shown drive and commitment to achieving quality? What did you do that was effective? Be specific. What conditions were present that supported your behaviour?
- List actions you could take to become more achievement and results oriented. List ideas that your team leader can use to help you become more committed to achieving and quality. Share your ideas with your team leader and have a discussion.
- Recall some situations in which your team failed to deliver a high-quality output. Identify how these mistakes could have been avoided. Practise taking threats to quality seriously and bringing them to the team's attention.
- Identify past occasions when your personal dislike of a highly rule-bound environment may have caused you to resist a sufficiently organised approach. Honestly analyse your attitude towards current projects and look for possible reoccurrences of these previous behaviours. Outline steps you could take to reduce the possibility of negative outcomes.
- Make an effort to change the way you feel about your organisation's quality systems. With a mentor or trusted colleague, examine your personal views on the relevance of your organisation's quality systems. Identify the approaches you wholeheartedly embrace, then work on the processes you dislike or disagree with. Decide on ways you can enhance them despite the established rules.
- Identify a situation in which quality suffered because you went along with the majority view too easily. Think about ways to avoid similar behaviour in the future. Seek the input of a trusted colleague to help consider your ideas for taking a more committed stance to quality and putting them into action.
- Always arrive on time to scheduled appointments.
- Understand the team's and the company's processes and procedures – and follow them to the letter. If you must deviate, get your supervisor's approval first.
- Always follow processes the team agreed to. If you are not in agreement, address this with the team leader.
- Make it a priority to meet deadlines. Take personal ownership for ensuring your contribution is always delivered on time. If a deadline appears to be slipping, consider how to modify your priorities and add time for the project. Be clear with others that you will not tolerate any slippage unless there are serious extenuating circumstances. Focus on time-critical issues and achieving deadlines.

ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Sample Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English General Population 2012 (INT)

PERSON DETAIL SECTION

Name	Sample Candidate
Candidate Data	RP1=7, RP2=8, RP3=8, RP4=9, RP5=9, RP6=9, RP7=9, RP8=9, RP9=9, RP10=9, TS1=9, TS2=9, TS3=7, TS4=7, TS5=7, TS6=7, TS7=7, TS8=7, TS9=4, TS10=8, TS11=8, TS12=8, FE1=8, FE2=8, FE3=4, FE4=4, FE5=4, FE6=8, FE7=8, FE8=8, FE9=8, FE10=8, SDE=4
Report	OPQ32 Team Impact Individual Development Report: 1.0 ^{RE}

ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire™ (OPQ32). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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