

	
<b>opq32</b>	
> Team Impact Individual Development Report	
Name: <b>Mr Peter Sample</b>	
Date: 29 April 2009	

## INTRODUCTION

Mr Peter Sample, 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 a set of 16 essential management 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
<b>Creating</b>	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
<b>Managing</b>	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
<b>Resourcing</b>	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
<b>Delivering</b>	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				
<b>Strong</b>	outstanding	exceptional	distinctive	exemplary	notable
<b>Capable</b>	adequate	okay	able	competent	suitable
<b>Weak</b>	lacking	wanting			

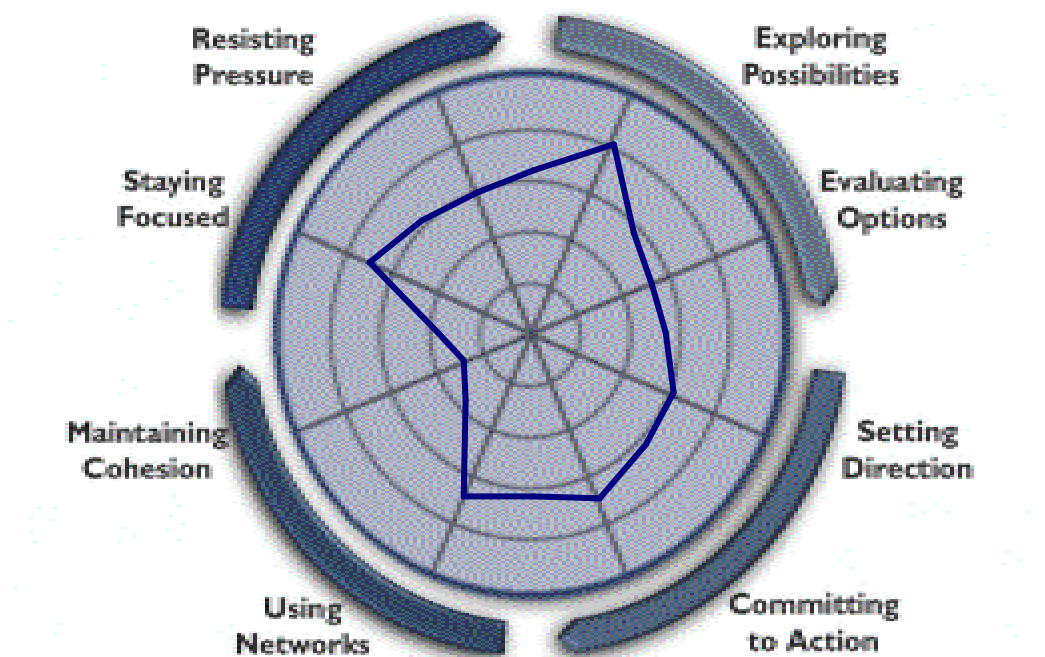
## TEAM IMPACT RESULTS

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	Mr Peter Sample's rating
<b>Creating</b>	Exploring Possibilities	<b>Strong</b>
	Evaluating Options	<b>Capable</b>
<b>Managing</b>	Setting Direction	<b>Capable</b>
	Committing to Action	<b>Strong</b>
<b>Resourcing</b>	Using Networks	<b>Strong</b>
	Maintaining Cohesion	<b>Weak*</b>
<b>Delivering</b>	Staying Focused	<b>Strong</b>
	Resisting Pressure	<b>Capable</b>

*\*You need development in this area.*

## **SUMMARY**

### **Your strengths are likely to lie in:**

- Making creative contributions
- Energetically encouraging team members to commit to action
- Building relationships inside and outside the team
- Planning your work and focusing on the detail

### **Your weaker areas are likely to lie in:**

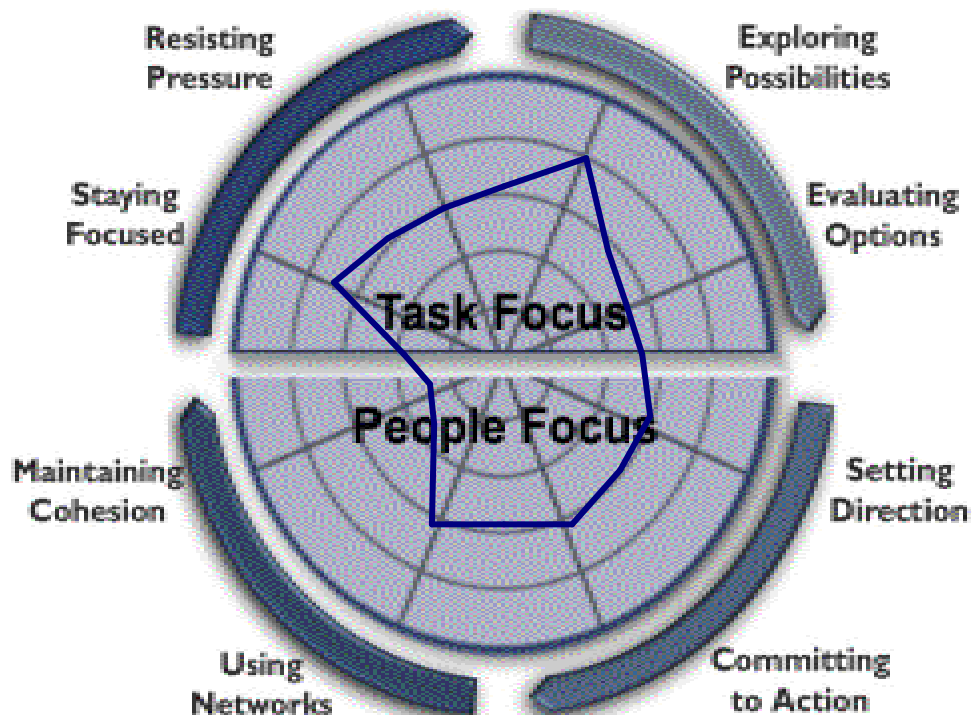
- Invests extra energy to maintain a harmonious team climate

## 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	Mr Peter Sample's rating
<b>Task Focus</b>	Staying Focused	<b>Strong</b>
	Resisting Pressure	<b>Capable</b>
	Exploring Possibilities	<b>Strong</b>
	Evaluating Options	<b>Capable</b>
<b>People Focus</b>	Setting Direction	<b>Capable</b>
	Committing to Action	<b>Strong</b>
	Using Networks	<b>Strong</b>
	Maintaining Cohesion	<b>Weak*</b>

*\*You need development in this area.*

## **TASK VERSUS PEOPLE SUMMARY**

Your profile is almost balanced. However, you are typically better at dealing with tasks than with people.

## DEVELOPMENT ACTIONS

This section of the report focuses on helping you improve and develop those Team Impacts in which you are currently less effective. By enhancing your behaviour in this area you can better contribute to your team's overall performance. You will achieve the greatest effect on your Team Impact by focusing on the following behaviour:

- Maintaining Cohesion

Your Team Impact results suggest only one apparent development need. For your personal growth, however, you might want to review the development suggestions in the areas listed below as they are close to becoming development needs.

- Evaluating Options

The suggestions in this section are designed to help you learn about and practice the skills and behaviours that will build and strengthen your personal Team Impact.

For each Team Impact listed above, the following pages provide:

- A definition of desired behaviours
- A number of self-learning techniques for improvement in these areas



## Process stage: Creating

The following exercises help you increase your creativity.

There are many different approaches that can help you discover and enhance your creativity. Most 'experts' find it hard to 'let go' of their familiar knowledge and explore completely new and creative options. However, letting go and considering innovative options is exactly what creativity and exploring possibilities are all about.

While performing the following exercises and activities, try to refrain from making value judgements. Judging tends to stifle creativity.

### EVALUATING OPTIONS

Desired behaviours
Probing for further information and greater understanding of a problem • Making rational judgements based on the available information • Evaluating ideas quickly to determine feasibility

### Techniques for improvement

- Think of someone who is particularly effective in analysing and understanding problems. What are the behaviours that most distinguish this person from other, less effective people? What does this person do when dealing with a problem?
- Find a complex document that is relevant to your work-place (this can be an internal paper or an article about your industry from a newspaper or a specialist publication):
  - Highlight the major points. Stick to single words or short 'one-liners.'
  - Identify the critical detail required to make decisions.
  - Look for relationships in the data (such as X always goes up when Y goes down).
  - Seek trends in the data (such as Z is decreasing over time).
  - Investigate conflicting data and determine its relevance. Examine information that is not critical.
- Consider the critical information or tasks before making a decision. Avoid decisions that are based solely on instinct or emotions. Use the following techniques for probing deeper into issues and identifying the 'root cause.'
  - Identify a problem and list all the visible signs of the problem; these are the symptoms.
  - For each symptom ask these questions: "What is causing this to be a problem?" "Why is this occurring?"
  - Explore your answers to look for a common theme. This theme is likely to be the cause of the issue. Now you have more information, tasks or proof on which to base your decisions.
- Think back to a problem or issue you dealt with in the past where you later discovered that you should have challenged or probed the available information in more depth. Review the consequences. You can apply your learning to current and future projects. Create a simple checklist to use in future.
- Enhance your questioning skills. When beginning discussions with people who are sources of information for you: Use open-ended questions. Example: "Tell me something about the demographics of your customers."
  - Use focused questions to clarify information. Example: "What customer segments have been identified?"
  - Use probing questions that get beneath the root of the issue. Example: "What segments are most profitable?"
  - Use provocative questions to challenge views. Example: "What would happen if we increased administration charges?"

- Avoid using manipulative and leading questions that lead to a 'correct' or 'expected' answer.

## Process stage: Resourcing

The following exercises help you to improve your ability to get things done.

### MAINTAINING COHESION

Desired behaviours
Adapting personal approaches to the team's needs and contributing positively to team spirit • Listening and communicating actively • Supporting and caring for others

### Techniques for improvement

- Invest time in listening to others to hear their concerns, both business and personal. (Emotional issues within the team can hamper team performance and have the potential to impact you personally.)
- Find ways to demonstrate that you care about your relationships with team members and other colleagues.
- Allow yourself time to discuss issues that are important to others, even when you are pressed for time.
- Make a greater effort to get to know other team members better.
- If a conflict arises, try to put yourself in the other person's shoes before defending your position. Strive first to understand and then to be understood.
- Analyse past situations in which you were effective in building and maintaining relationships with others. What did you do that was effective?
- Analyse past situations in which you were not very effective in building and maintaining relationships with others. What did you do that detracted from being effective? What could you have done differently?
- Identify a colleague or a friend who appears to be effective in maintaining good relationships with all members of the team. Watch and discuss with this person how he/she works with others. How can you enhance your own team behaviours based on what you have learned?
- When you have made a mistake, admit and accept responsibility for it without hesitation. Make a virtue of being honest. Accept responsibility only for what you can deliver.
- Speak positively on issues even where you personally disagree with the consensus. Convey a sense of unity and common purpose when disagreeing.
- To avoid confusing your message, ensure that your unspoken or nonverbal signals (body language, tone of voice) correspond with your words.
- Make an effort to better understand the positions with which you disagree. Investigate these views in detail by asking open-ended and provocative questions.
- Take responsibility on behalf of the team for accepting team decisions, even when you personally disagree with them.
- Avoid working too independently. Encourage others to participate in your tasks, and make it known that you are available to participate in the tasks of others.

## **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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Comparison Group Used: OPQ32i UKE UK Managerial & Professional 2005  
The Team Impact Individual Development Report Version Number: 1.1<sup>SC</sup>

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