OPQ

Team Impact Report - Selection

Name
Mr. Sample Candidate

Date
31 December 2013

Introduction

Mr. Sample Candidate has recently completed an occupational personality questionnaire called OPQ32. This report is based on the responses he provided to this questionnaire.

This Selection Report will help determine Mr. Sample Candidate's strengths and weaknesses in a team context and provide a structured competency-based interview guide which will help to further explore the candidate's contribution to a team process.

For most teams the ideal is to be well balanced across all eight Team Impacts. If you are planning to bring a candidate into an existing team, ideally it would be someone whose skills complement the weaknesses of the current team. To identify the weaknesses of the existing team, review the team's "Team Development Report."

About Team Impact

Teams share common tasks or projects and need to work collectively towards the same goals. To achieve these goals, teams can be described as working through four critical stages:

- **Creating** a vision for the path to a solution
- **Managing** the activities of the team
- **Resourcing** the tasks and getting the work done
- **Delivering** on time against goals and objectives

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

Figure 1: Cyclical pattern of Process Stages

The following table shows the four project stages (column 1) and the Team Impacts that a person can have on each stage (column 2). A description of the critical behaviours needed to achieve each Team Impact is also shown (column 3).

Table 1: Project Stages, Associated Team Impacts and Critical Behaviours

Project Stage	Team Impact	Critical Behaviours for this Team Impact
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 from the available information. Evaluating ideas quickly to determine feasibility.
Managing	Setting Directions	Providing others with a clear direction. Motivating and empowering others. Tasking team members according to their performance level. Managing team activities.
	Committing to Action	Making prompt decisions, which may involve considered risks. Taking responsibility for actions and people. Acting under own direction. Initiating and promoting activity.
Resourcing	Using Networks	Establishing strong relationships with staff at all levels. Building effective networks inside and outside the organisation. Knowing how to tap into resources outside of own team.
	Maintaining Cohesion	Adapting personal approach to the team's needs and contributing positively to team spirit. Listening and communicating actively. Supporting and caring for others.
Delivering	Staying Focused	Working in a systematic, methodical and orderly way. 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. Being unaffected by pressure.

This report consists of two parts.

◦ Part 1: Team Impact Results – describes Mr. Sample Candidate's behaviour in a team setting.
◦ Part 2: Interview Guide - lists competency based interview questions and provides a form for taking notes during an interview.

Part 1: Team Impact Results

The Team Impact profile for Mr. Sample Candidate is shown below. A narrative description of the results follows.

Mr. Sample Candidate's Team Impact strengths are shown where the profile is located towards the outer circle; his weaknesses in Team Impact are shown where the profile is closer to the centre.

Team Impact Profile

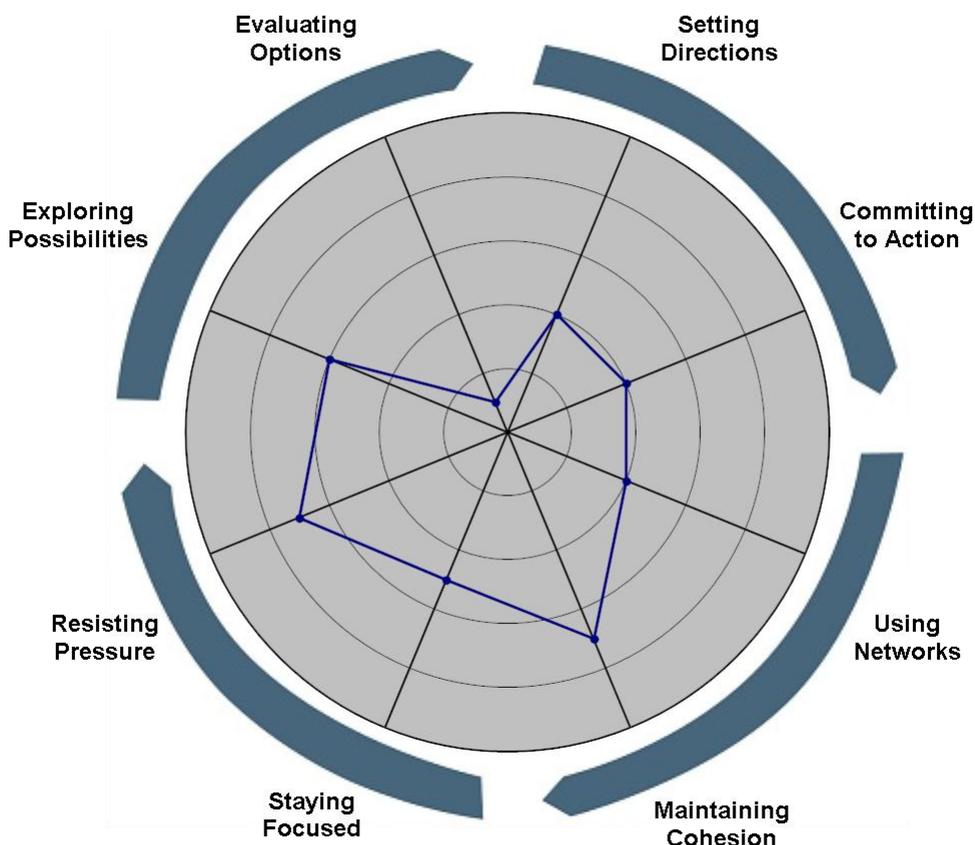*Figure 2: Team Impact Profile for Mr. Sample Candidate*

Table 2: Team Impact Strengths Table for Mr. Sample Candidate

Associated Project Stage	Team Impact	Mr. Sample Candidate's Strength Rating
Creating	Exploring Possibilities	**Adequate Behaviour**
	Evaluating Options	**Development Need**
Managing	Setting Directions	**Development Need**
	Committing to Action	**Development Need**
Resourcing	Using Networks	**Development Need**
	Maintaining Cohesion	**Strength**
Delivering	Staying Focused	**Adequate Behaviour**
	Resisting Pressure	**Strength**

Team Impact Summary

Mr. Sample Candidate typically finds a good balance between dealing with task related aspects and dealing with people issues.

His strengths lie in:

- Maintaining a positive team climate
- Dealing with pressure as deadlines approach

He is typically not a person who:

- Evaluates ideas and concepts
- Co-ordinates and directs the team
- Energetically drives team members to achieve progress
- Builds a large number of relationships inside and outside the team

Detailed Results

Mr. Sample Candidate shows about the same level of imagination and interest in understanding the concepts behind issues as most other individuals in teams.

Mr. Sample Candidate is unlikely to contribute in situations where the critical evaluation of information and the assessment of options are essential.

Mr. Sample Candidate is unlikely to help coordinate others or set the direction of the team. He is not likely to be someone who creates co-ordinated time plans for the team.

Mr. Sample Candidate tends not to use authority, persuasiveness or power to push a team project forward. Leading others is not something that he strives for.

An area where Mr. Sample Candidate is unlikely to have a strong impact on the team is in building, developing and using networks and contacts outside the team. Mr. Sample Candidate is also rarely best suited to researching and identifying external resources for the team.

Mr. Sample Candidate often works towards building and maintaining a sense of team spirit by recognising the contribution of fellow members, and by showing support and interest in the ideas and proposals others put forward. Mr. Sample Candidate will often avoid confrontation and conflict, and work towards a positive atmosphere within the team. He is likely to focus more on creating and maintaining harmony within the group than asserting and pushing his own ideas and viewpoints. If a number of team members are equally strong or stronger in this Team Impact process, there is a danger that the team will avoid discussing differing individual views while maintaining harmony. This may have negative consequences on timelines and the quality of the team's work.

Mr. Sample Candidate tends to structure his work effectively and makes an effort to ensure the quality of his output. Mr. Sample Candidate is usually aware of procedural guidelines and rules and follows them most of the time.

Mr. Sample Candidate is comfortable working in a high-pressure environment. He is likely to have developed a number of techniques, which help him to cope with stress. Mr. Sample Candidate's productivity is unlikely to be affected by the stresses in getting to a deadline.

Part 2: Interview Guide

Use this form to write down this candidate's answers to the interview questions. Please follow your company's selection process to rate and compare individuals.

Exploring Possibilities

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

Evidence of strength	Evidence of weakness
• Has a large number of creative contributions. • Shows detailed understanding of the greater problem context. • Is very curious and solution-oriented.	• Promotes ideas of others. • Shows little understanding of the greater problem context. • Shows little curiosity.

• In a recent team project, tell me about a problem that you had to solve.

• What suggestions did you contribute to the team?

• Can you give me another example of when you had to solve a difficult problem facing a team?

Rating

Evaluating Options

Probing for further information and greater understanding of a problem. Making rational judgements from the available information. Evaluating ideas quickly to determine feasibility.

Evidence of strength	Evidence of weakness
• Makes clear judgements about the quality of ideas and solutions. • Evaluates feasibility of new ideas. • Strives to minimise risk.	• Does not have clear opinions. • Has little understanding of problem details. • Does not develop a critical view.

- Tell me about a situation where you had to do research for a team project.

- How did you make sure you gathered all the appropriate information?

- When the team had a choice about how to pursue a goal, how did you come to a conclusion about which option to take?

Rating

Setting Directions

Providing others with a clear direction. Motivating and empowering others. Tasking team members according to their performance level. Managing team activities.

Evidence of strength	Evidence of weakness
• Has a clear picture on how to move forward. • Relates to others and knows how to motivate them. • Understands differences in team members. • Has a good understanding of team dynamics.	• Is unsure about how to move forward. • Is not concerned with the feelings of others. • Does not relate to the needs of team.

• In a recent project, tell me how the team decided how to structure the work.

• How did you contribute to leading the team?

Rating

Committing to Action

Making prompt decisions, which may involve considered risks. Taking responsibility for actions and people. Acting under own direction. Initiating and promoting activity.

Evidence of strength	Evidence of weakness
• Prepared to make decisions with limited information.	• Not particularly energetic.
• Drives the team to deliver.	• Not decisive.
• High energy.	• Is passive.
• Reacts strongly to external pressures.	

- Please give me an example of a team situation, when it was up to you to take the lead.

- How did you initiate action?

- How did it feel to make quick decisions?

Rating

Using Networks

Establishing strong relationships with staff at all levels. Building effective networks inside and outside the organisation. Knowing how to tap into resources outside of own team.

Evidence of strength	Evidence of weakness
• Establishes rapport quickly.	• Does not create a strong rapport with the interviewer.
• Talks in an engaging fashion.	• Comes across as boring.
• Has a large network of contacts.	• Has a small set of contacts.
• Knows about most projects and initiatives inside own organisation.	

- Can you give some examples of how you keep yourself informed about the activities of other people or groups?

- How do you find out about what is going on in groups or departments outside those that you belong to?

Rating

Maintaining Cohesion

Adapting personal approach to the team's needs and contributing positively to team spirit. Listening and communicating actively. Supporting and caring for others.

Evidence of strength	Evidence of weakness
• Is not very particular about own role in team. • Contributes to team harmony. • Shows a lot of respect for other team members. • Is open about own shortcomings.	• Is quite particular about own role in team. • Is not concerned about team harmony.

• Tell me about a situation where you were working in a team that experienced tension and conflict.

• How did you contribute to a resolution?

Rating

Staying Focused

Working in a systematic, methodical and orderly way. Following procedures and policies. Keeping to schedules. Producing high quality output in a timely manner.

Evidence of strength	Evidence of weakness
• Structures own work extremely well, is punctual. • Produces high quality work. • Follows a systematic approach. • Strictly follows procedures and guidelines.	• Not very conscientious. • Not very detail conscious. • Does not always follow rules.

- In a recent team project, tell me more about how you structured your work.

- What kind of detail was essential for success?

- Where you have worked with other people how considerate did you find them in terms of time keeping and keeping to schedule?

- How do you feel about that?

Rating

Resisting Pressure

Keeping emotions under control even in difficult situations. Modifying approach in face of new demands. Staying optimistic and resilient. Being unaffected by pressure.

Evidence of strength	Evidence of weakness
• Unaffected by pressure.	• Allows pressure to get to them.
• Able to relax.	• Finds it hard to relax.
• Adapts own views when presented with new information.	• Does not alter own views when presented with new information.
• Optimistic and resilient.	• Pessimistic.
• Works comfortably with little direction or guidance.	• Suffers stress in the absence of clear direction.

- Tell me about the single most stressful team project in which you have been involved.

- What sources of stress can you identify?

- How did you cope?

Rating

ASSESSMENT METHODOLOGY

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

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English General Population 2011 (GBR)

PERSON DETAIL SECTION

Name	Mr. Sample Candidate
Candidate Data	RP1=1, RP2=2, RP3=3, RP4=4, RP5=5, RP6=6, RP7=7, RP8=8, RP9=9, RP10=10, TS1=1, TS2=2, TS3=3, TS4=4, TS5=5, TS6=6, TS7=7, TS8=8, TS9=9, TS10=10, TS11=1, TS12=2, FE1=3, FE2=4, FE3=5, FE4=6, FE5=7, FE6=8, FE7=9, FE8=10, FE9=1, FE10=2, CNS=3
Report	OPQ32 Team Impact Report - Selection v2.0^{RE}

ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire ^{TM} (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.

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