





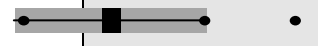
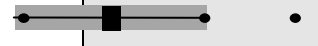

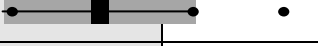
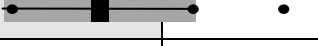

opq32

> Team Types and Leadership Styles Profile

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Date: 13 April 2009

TEAM TYPES

Unlikely to adopt	May adopt	Likely to adopt	Team Type
• • •	• • •	• 	Co-ordinator
• • •	• • 	• • •	Shaper
• • •	• • 	• • •	Plant
• • •	• • 	• • •	Completer
• • •	• • 	• • •	Implementer
• • •	• 	• • •	Monitor Evaluator
• • •	• 	• • •	Resource Investigator
• 	• •	• • • •	Team Worker






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Team Type Descriptions

<p>Co-ordinator</p> <ul style="list-style-type: none"> • Sets the team goals and defines roles • Co-ordinates team efforts and leads by eliciting respect
<p>Shaper</p> <ul style="list-style-type: none"> • The task leader who brings competitive drive to the team • Makes things happen but may be thought abrasive
<p>Plant</p> <ul style="list-style-type: none"> • Imaginative, intelligent and the team's source of original ideas • Concerned with fundamentals
<p>Monitor Evaluator</p> <ul style="list-style-type: none"> • Offers measured, dispassionate critical analysis • Keeps team from pursuing misguided objectives
<p>Resource Investigator</p> <ul style="list-style-type: none"> • Sales person, diplomat, resource seeker • Good improviser with many external contacts • May be easily diverted from task at hand
<p>Completer</p> <ul style="list-style-type: none"> • Worries about problems. Personally checks details • Intolerant of the casual and slapdash. Sees project through
<p>Team Worker</p> <ul style="list-style-type: none"> • Promotes team harmony. Good listener who builds on the ideas of others • Likeable and unassertive
<p>Implementer</p> <ul style="list-style-type: none"> • Turns decisions and strategies into manageable tasks • Brings logical, methodical pursuit of objectives to the team

Belbin, RM (1981); Management Teams, Heinemann

LEADERSHIP STYLES

Unlikely to adopt	May adopt	Likely to adopt	Team Type
• • •	• • 	• •	Directive Leader
• • •	• • 	• •	Consultative Leader
• • •	• 	• • •	Negotiative Leader
• • 	•	• • • •	Delegative Leader
• • 	•	• • • •	Participative Leader







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Leadership Styles Descriptions

<p>Directive Leader</p> <ul style="list-style-type: none"> • Maintains responsibility for planning and control • Issues instructions in line with own perception of priorities
<p>Delegative Leader</p> <ul style="list-style-type: none"> • Minimal personal involvement • Believes in delegation of task and responsibility
<p>Participative Leader</p> <ul style="list-style-type: none"> • Favours consensus decision making • Prepared to take time over decisions • Ensures involvement of all relevant individuals
<p>Consultative Leader</p> <ul style="list-style-type: none"> • Pays genuine attention to opinions and feelings of subordinates, but maintains a clear sense of task objectives and makes the final decisions
<p>Negotiative Leader</p> <ul style="list-style-type: none"> • Makes deals with subordinates • Influences others by identifying their needs and using these as a basis for negotiation

Bass, B M (1981) Stodgill's Handbook of Leadership: A survey of theory and research. Free Press.

REPORTING STYLES

Unlikely to adopt	May adopt	Likely to adopt	Team Type
• • •	• • •	 •	Collaborating Report
• • •	• • •	 •	Reciprocating Report
• • •	• • 	 • •	Informative Report
• • •	• 	• • •	Self-Reliant Report
 • • •	• •	• • • •	Receptive Report

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Reporting Styles Descriptions

<p>Receptive Report</p> <ul style="list-style-type: none"> • Adheres to instructions and deadlines • Prefers to work with clear direction from above
<p>Self-Reliant Report</p> <ul style="list-style-type: none"> • Prefers to work without restraints • Has own ideas and enjoys the opportunity to develop them with minimal intervention
<p>Collaborating Report</p> <ul style="list-style-type: none"> • Many ideas to contribute. • Enjoys the collaborative decision making process and prefers radical methods to conventional
<p>Informative Report</p> <ul style="list-style-type: none"> • Likes to be involved in decision making, but accepts final decision even if contrary to personally held views
<p>Reciprocating Report</p> <ul style="list-style-type: none"> • Not afraid to speak up and undeterred by status • Responds less well to direction than persuasion • May be stubborn, but task orientated

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.

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Comparison Group used: OPQ32i UKE UK Managerial & Professional 2005
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