



opq32

> **Team Types and Leadership Styles Report**









Name: **Mr Peter Sample**

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TEAM TYPES

Introduction

This report summarises Mr Sample's preferred team types based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when working in a team or group situation. It then describes likely behaviours of people with a similar level of preference for that team type.

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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Likely to Adopt
<p>Co-ordinator</p> <p>He is keen to manage or chair the team in a consultative, empowering way. He is very likely to provide direction to discussions and actively invite contributions from other team members. However, his emphasis on the involvement of others may sometimes reduce the speed of progress towards objectives.</p> <p>Shaper</p> <p>He adds to the competitive drive of the team and pushes to reach targets and achieve set goals within the available time frames.</p> <p>Plant</p> <p>He is fairly likely to be seen as the generator of original and creative ideas which the team can use or build upon. As such he may sometimes produce inspired solutions to problems not generated by other team members.</p> <p>Completer</p> <p>He quite enjoys paying attention to detail and works hard to ensure that a task is completed to near perfection. He is fairly willing to ensure that projects are organised down to the finest points and to tie up any loose ends.</p> <p>Implementer</p> <p>He fairly proactively turns decisions, ideas and strategies into manageable practical tasks. He adds a logical, methodical and effective approach to pursuing agreed objectives to the team.</p>

May Adopt

Monitor Evaluator

He is prepared to spend some time analysing problems and evaluating ideas and suggestions. In this way he may help to prevent the team from pursuing misguided objectives.

Resource Investigator

He spends some time maintaining useful contacts and networks outside of the team and has a degree of knowledge as to how to obtain relevant information and support.

Unlikely to Adopt

Team Worker

He is unlikely to place emphasis upon taking a particularly supportive role in the team. He is rather uninterested in spending time encouraging others and maintaining harmony in the team, perhaps focusing more on the achievement of the objectives than the processes used to achieve them.

Team Type Descriptions

Extensive research by Meredith Belbin (1981)* has highlighted eight particular roles, or team 'types' which appear to have special relevance in most organisational structures. Each type contributes an important element towards good group performance, and teams incorporating each of these types, as opposed to a predominance of any one, tend to be more successful.

The attributes associated with each of the eight team types are summarised below:






Co-ordinator <ul style="list-style-type: none">• Sets the team goals and defines roles.• Co-ordinates team efforts and leads by eliciting respect.
Shaper <ul style="list-style-type: none">• The task leader who brings competitive drive to the team.• Makes things happen but may be thought abrasive.
Plant <ul style="list-style-type: none">• Imaginative, intelligent and the team's source of original ideas.• Concerned with fundamentals.
Monitor Evaluator <ul style="list-style-type: none">• Offers measured, dispassionate critical analysis.• Keeps team from pursuing misguided objectives.
Resource Investigator <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.
Completer <ul style="list-style-type: none">• Worries about problems. Personally checks details.• Intolerant of the casual and slapdash. Sees project through.
Team Worker <ul style="list-style-type: none">• Promotes team harmony. Good listener who builds on the ideas of others.• Likeable and unassertive.
Implementer <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

Introduction

This report summarises Mr Sample's preferred styles of leadership based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when managing people. This report then describes likely behaviours of people with a similar level of preference for that leadership style. Finally, it identifies the type of reports he is likely to manage well.

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

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Likely to Adopt
<p>Directive Leader</p> <p>He is reasonably prepared to provide others with clear direction. He tends to expect staff to do as they are told in an unquestioning way and will manage others in line with his own sense of priorities.</p> <p>Manages Well</p> <p>Receptive Reports who look for explicit and frequent direction.</p>
<p>Consultative Leader</p> <p>He prefers to consult before making a decision. Nonetheless, he is still likely to maintain a clear sense of overall objectives and to take responsibility for the final decision.</p> <p>Manages Well</p> <p>Informative Reports who provide information and enjoy being consulted</p>

May Adopt
<p>Negotiative Leader</p> <p>He may negotiate with staff to gain their agreement with team objectives. He probably shows some insight into the best way to reward staff in order to increase their commitment.</p>
<p>Delegative Leader</p> <p>He is likely to give staff a certain amount of space to manage themselves. He is prepared to delegate at least some work to others and allow them to use their own initiative.</p>

May Adopt
Participative Leader He likes to spend some time working as part of the team that he manages and is comfortable involving them in the decision-making process when this is possible.
Unlikely to Adopt There are no styles which Mr Sample is unlikely to adopt. As such he is likely to be quite flexible in his manner of leadership.

Leadership Styles Descriptions

An analysis of leadership by Bass(1981)* has suggested five broad leadership styles. Four of these are based on the fundamental 'task v people' interaction. For instance someone who is more focused on the task in hand than the people in the team will tend to be a Directive Leader. A fifth reflects leadership 'negotiated' on a 'tit-for-tat – you do this for me/I do that for you' basis.

Directive Leader

- Maintains responsibility for planning and control
- Issues instructions in line with own perception of priorities.

Delegative Leader

- Minimal personal involvement.
- Believes in delegation of task and responsibility.

Participative Leader

- Favours consensus decision making.
- Prepared to take time over decisions.
- Ensures involvement of all relevant individuals.

Consultative Leader

- Pays genuine attention to opinions and feelings of subordinates, but maintains a clear sense of task objectives and makes the final decisions.

Negotiative Leader






- 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

Introduction

This report summarises Mr Sample's preferred reporting styles based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when being managed. This report then describes likely behaviours of people with a similar level of preference for that reporting style. Finally, it identifies the type of leader he is likely to work well for.

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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Likely to Adopt
<p>Collaborating Report</p> <p>He wants to work collaboratively with his manager and to be actively involved in the decision-making process. He likes to be able to input his own ideas and views.</p> <p>Works well for</p> <p>Participative Leaders who themselves work as part of the team and involve others in the decision- making process.</p>
<p>Reciprocating Report</p> <p>He likes to negotiate with his manager to help achieve mutually beneficial outcomes.</p> <p>Works well for</p> <p>Negotiative Leaders who adopt a process of negotiating rewards for staff in return for hard work.</p>
<p>Informative Report</p> <p>He feels that he has some information to contribute and enjoys being asked his opinion on matters.</p> <p>Works well for</p> <p>Consultative Leaders who seek the views and expertise of their reports before making decisions.</p>

May Adopt

Self-Reliant Report

He is reasonably comfortable working autonomously without a great deal of direct supervision. He likes to be given the opportunity to take some responsibility and use his own initiative.

Unlikely to Adopt

Receptive Report

He dislikes working for a manager who gives him lots of instructions and is unlikely to simply implement these without question. He is likely to prefer being more involved in any decision-making process.

Reporting Styles Descriptions

For each of the five leadership styles it is possible to define a complementary reporting role. For example, a receptive report is likely to suit a directive leader far more than one who is more self-reliant.

Receptive Report
<ul style="list-style-type: none">• Adheres to instructions and deadlines.• Prefers to work with clear direction from above.
Self-Reliant Report
<ul style="list-style-type: none">• Prefers to work without restraints.• Has own ideas and enjoys the opportunity to develop them with minimal intervention.
Collaborating Report
<ul style="list-style-type: none">• Many ideas to contribute.• Enjoys the collaborative decision making process and prefers radical methods too conventional.
Informative Report
<ul style="list-style-type: none">• Likes to be involved in decision making, but accepts final decision even if contrary to personally held views.
Reciprocating Report
<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.

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Comparison Group used: OPQ32i UKE UK Managerial & Professional 2005
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