	
opq32	
> Team Impact Individual Development Report	
Name: Mr Sample Report	
Date: 27 August 2008	

INTRODUCTION

Mr Sample Report, 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
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			

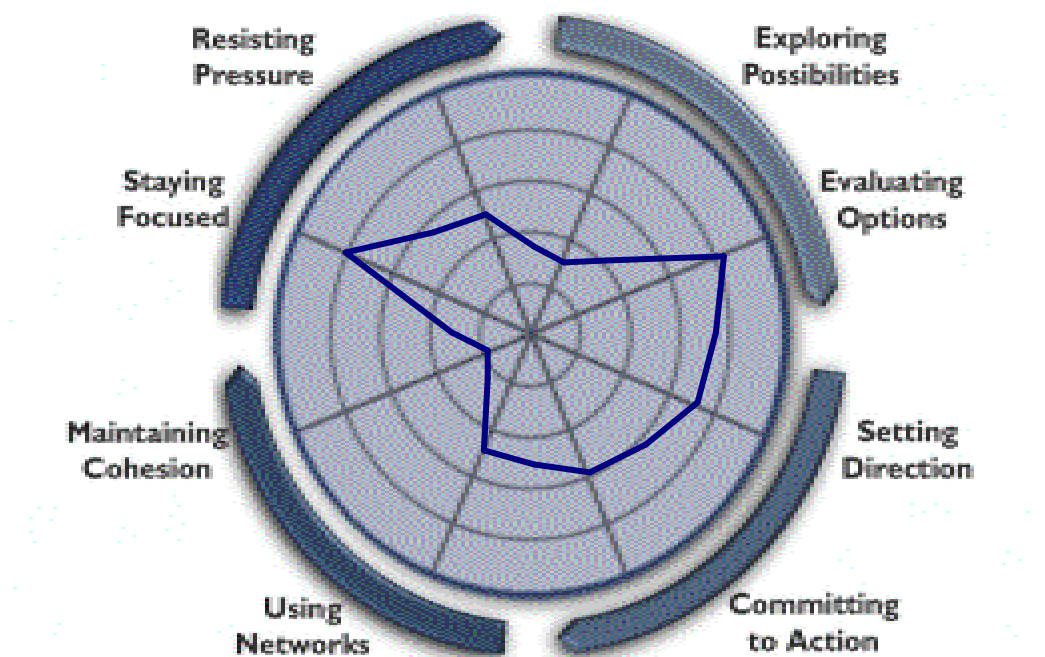
TEAM IMPACT RESULTS

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

**You need development in this area.*

SUMMARY

Your strengths are likely to lie in:

- Monitoring and evaluating ideas and concepts
- Co-ordinating and directing the team
- Planning your work and focusing on the detail

Your weaker areas are likely to lie in:

- Makes creative contributions
- 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 Sample Report's rating
Task Focus	Staying Focused	Strong
	Resisting Pressure	Capable
	Exploring Possibilities	Weak*
	Evaluating Options	Strong
People Focus	Setting Direction	Strong
	Committing to Action	Capable
	Using Networks	Capable
	Maintaining Cohesion	Weak*

**You need development in this area.*

TASK VERSUS PEOPLE SUMMARY

Your profile is out of balance. You have a strong preference for focussing on tasks rather than on personal relationships in the team. This may have negative consequences in the way you contribute to the team process.

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 these areas 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 behaviours:

- Exploring Possibilities
- Maintaining Cohesion

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.

EXPLORING POSSIBILITIES

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.

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 the SHL Expert 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 Managerial and Professional 2005
Team Impact Individual Development Report Version Number: 3.3

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