



**opq32**

> **Team Impact Group Development Report**

Names:

**Mr Sample 1**  
**Mr Sample 2**  
**Ms Sample 3**  
**Ms Sample 4**  
**Ms Sample 5**  
**Mr Sample 6**

**Ms Sample 7**  
**Mr Sample 8**  
**Ms Sample 9**  
**Mr Sample 10**  
**Ms Sample 11**  
**Ms Sample 12**

**Date:** 06 September 2018

## INTRODUCTION

Each member of the team completed an occupational personality questionnaire called OPQ32™. The responses they provided were used to generate this report.

This Team Impact Group Development Report is intended for managers, project leaders and HR professionals who might want to understand this group's Team Impact.

Other OPQ32 reports on individual team members that may be helpful to you include:

- The **SHL Team Impact: Individual Development Report** identifies a team member's team strengths and weaknesses. It also provides development advice.
- 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 team members 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 identify your team's strengths and development needs so you can improve the team's overall impact.

## 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 Team Impact 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			

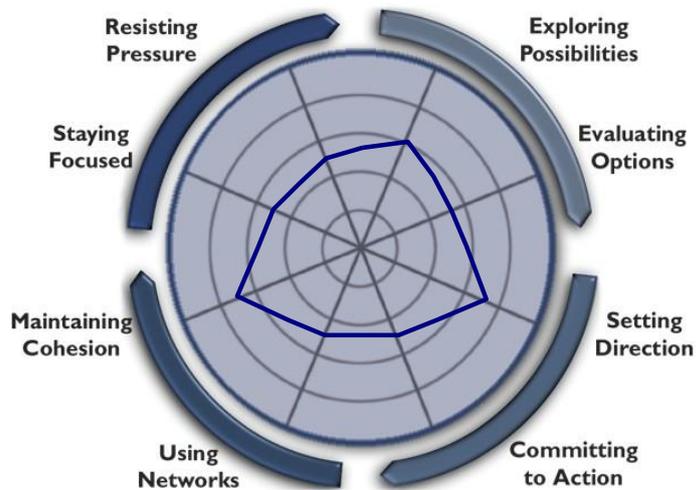
## TEAM IMPACT RESULTS

This group's Team Impact profile is shown below. The team scores are based on an average of the individual participants' scores. 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 the team's profile.
- This team's strengths are indicated when the profile approaches the circle's perimeter.
- This team's weaknesses are indicated when the profile approaches the circle's centre.

### Team Impact profile



Process stage	Team Impact	This team's rating
<b>Creating</b>	Exploring Possibilities	<b>Capable</b>
	Evaluating Options	<b>Capable</b>
<b>Managing</b>	Setting Direction	<b>Strong</b>
	Committing to Action	<b>Capable</b>
<b>Resourcing</b>	Using Networks	<b>Capable</b>
	Maintaining Cohesion	<b>Strong</b>
<b>Delivering</b>	Staying Focused	<b>Capable</b>
	Resisting Pressure	<b>Capable</b>



## **TEAM STRENGTHS**

This team can effectively contribute to all stages of a project.

### **Setting Direction**

This team shows a strong tendency towards coordinating its own activities. It demonstrates a clear understanding of how to move projects forward and is good at coordinating changes as needs arise.

### **Maintaining Cohesion**

This team demonstrates a strong sense of team spirit. Team members make sure that the contributions and interests of individuals are recognised. The group will make extra efforts to avoid confrontation and conflict. The team prefers, in most cases, to maintain a positive team climate rather than vigorously defend individual views. This may have negative consequences on the deadlines and quality of the team's work.

## **DEVELOPMENT NEEDS**

There were no apparent development needs identified for this team.



## **SUFFICIENT TEAM CAPABILITIES**

This team is capable in the following areas:

- Making creative contributions; understanding the bigger picture
- Monitoring team progress; evaluating ideas and concepts
- Showing enthusiasm and the determination to get things done
- Building relationships inside and outside the team
- Working systematically; planning the work and focusing on the details
- Dealing appropriately with work-related pressures as deadlines approach

## 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 this team processes information and available data. The diagram below displays Task Focus Impacts in the top hemisphere.
- **People Focus Impacts** describe how well this team approaches and handles relationships with people. The diagram below displays People Focus Impacts in the bottom hemisphere.

### Task versus People profile



Focus	Team Impact	This team's rating
<b>Task Focus</b>	Staying Focused	<b>Capable</b>
	Resisting Pressure	<b>Capable</b>
	Exploring Possibilities	<b>Capable</b>
	Evaluating Options	<b>Capable</b>
<b>People Focus</b>	Setting Direction	<b>Strong</b>
	Committing to Action	<b>Capable</b>
	Using Networks	<b>Capable</b>
	Maintaining Cohesion	<b>Strong</b>



## **TASK VERSUS PEOPLE SUMMARY**

**The team's profile is very balanced.** This team usually finds a good balance between dealing with tasks and dealing with people.



## DEVELOPMENT ACTIONS

The following list suggests Team Impacts that are adequately represented in this team but might still be considered for review as they are close to becoming development needs.

- Evaluating Options
- Committing to Action
- Using Networks
- Staying Focused
- Resisting Pressure

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

- A definition of desired behaviours.
- Techniques for improvement to use with this team. The suggestions in this section are designed to help the team learn about and practise the skills and behaviours that will build and strengthen its Team Impact.
- Advice for the team leader. The suggestions in this section will help team leaders guide team members towards stronger Team Impact or will help the team leader to strengthen his/her own skills and behaviours when working with this team.

## Process stage: Creating

The following exercises help the team to increase its creativity. Consider involving outside resources to help you with these group exercises.

### 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

It is often essential that the team carefully evaluates many possible courses of action before it embarks on developing solutions. 'Evaluating Options' is about weighing the viability of various options.

## Development techniques for the team

When the team needs to decide how to develop a certain solution, or choose which solution path to pursue, take the project team through the following steps:

- Define the problem in very abstract terms. For example, if you wanted to develop a package for a beverage, the definition might be: 'Develop beverage packaging that maximises the product's attractiveness for 5 to 10 year-old children.' The team could pursue packaging in glass bottles, plastic bottles, cans or vacuum packs, as well as distributing syrup containers for fizzy drink makers and more.
- Make a list of criteria that are relevant to the decision. Using the above example, you might list: production infrastructure, distribution infrastructure, packaging costs, shelf life of product in the package, attractiveness to target group, innovation, differentiation from competitor.
- Get the team to discuss and assess the strengths and weaknesses of each option.
- Avoid jumping into issues of practicality right away. Such analysis usually slows the careful discussion of each alternative.

## Advice for the team leader

Explore how you analyse problems and make decisions. Ask yourself:

- In what past situations have I been most effective in analysing problems? What did I do, specifically, that was effective? What supportive conditions were present? In which situations have I failed to clearly analyse or fully understand a problem?
- What could I do to become more effective in analysing and understanding problems in the broader context? What behaviours should I practise more? What behaviours should I demonstrate less?
- Determine which data are critical for finding a sound conclusion. Test your assumptions. Rank the data in terms of usefulness. Continue asking "why?" until the issue's root cause is exposed.
- Review a completed project in which you were involved. Do a strengths and weaknesses analysis.
- A thorough evaluation of alternative solutions is particularly valuable when dealing with situations that, upon first analysis, have 'obvious' solutions. After further evaluation, the obvious choices are sometimes not the best. Focus on one



or two project-related issues and demonstrate to your team how to get beyond the obvious and how to uncover the root of the issues. Try to do this when:

- Colleagues base their decisions on experience rather than analysis.
- Attention is being focused on tackling the immediate symptoms of issues.
- The questions being asked are insufficiently probing and challenging.

## Process stage: Managing

The following exercises help the team to manage its activities. These activities are intended for those who are responsible for coordinating and directing others; they are *not* recommended for all members of the team. If the team has a serious leadership issue, an outside resource should be sought to help the team and its leader.

### COMMITTING TO ACTION

Desired behaviours
Initiating and promoting activity • Making prompt decisions which may involve considered risks • Taking responsibility for actions and people • Acting independently

(Since this Team Impact revolves around leadership of the team, the focus of development techniques is on the team leader and less on the team as a group.)

### Development techniques for the team

- Ask your team for feedback about a time when they may have wanted more direction or management from you. Think about the extent to which you exerted your authority. Consider adopting a more authoritative approach, when required, to motivate or pressure the team to achieve milestones and deadlines.
- Commit team members to time lines and quality targets. Ask the team how they are going to deliver these under your direction.

### Advice for the team leader

- You will be seen as a natural leader if you are able to provide clear direction. You must understand that you are responsible for the team's meeting its deadlines. When time is at a premium, consider cutting through distractions and actively encourage people to be productive. Use this approach when:
  - There is too much analysis and not enough decision making.
  - There are short-term opportunities that can be exploited
  - A crisis needs to be dealt with immediately.
  - Others have unclear objectives or low levels of achievement.
  - There is underlying complacency and a disappointing level of performance in relation to the potential team performance.
- Identify all the obstacles to meeting milestones and bringing a project in on time. Assess the list and identify problem areas.
  - Get on top of all such issues. To effectively resolve serious obstacles, this may require the support of other team members and your supervisor.
  - Create realistic project plans that include all tasks and decisions. Talk to the stakeholders and correct their expectations. Remember that some items in the list may be beyond your control.
  - Expect that stakeholders and team members may object to or ignore your message. Practise repeating the principal message until team members and stakeholders listen and agree.
- Review a recent project for which you were responsible. Focus on your commitment to its implementation. How willing were you to make judgements related to the project's course? How rapidly did you generate action plans? How could you have been more effective?



- Identify someone you perceive to be extremely decisive and committed in the way he/she makes decisions and drives teams. Which behaviours would you like to take as a model for yourself?
- Focus on a decision you have been avoiding. Identify the advantages and benefits of making that decision, then review the consequences of not making the decision. What would it take to speed up the process of making such decisions? What would it take to do this and still feel reasonably comfortable?

## Process stage: Resourcing

The following exercises help the team to improve its ability to get things done.

### USING NETWORKS

Desired behaviours
Establishing strong relationships with staff at all levels • Building effective networks inside and outside the organisation • Tapping into resources outside the team

### Development techniques for the team

- Work with the team to encourage them to establish contacts both within and outside the organisation. Discuss the importance of networking and the benefits of tapping into resources outside the team.
- Encourage team members to join professional associations and to take advantage of the networking opportunities they offer.
- Ask team members to look in their networks for people with useful experience that may benefit this team.
- Identify ways in which your team can increase its profile within the organisation; try to generate some curiosity about your team. Support the team in exploiting this interest in building a network of useful contacts.
- As a group, consider approaching another team that is very well connected in the organisation to have a night out together. Before the event, encourage your team to use this opportunity to expand their network. Encourage your team's members to tap into that team's connection pool. (Make sure the other team know in advance that this is your intention.)

### Advice for the team leader

- Set an example for your team; join networking groups set up by professional associations of which you are a member. Demonstrate to your team the benefits you have personally experienced as a result. Give them specific examples that are applicable to the team and/or its project.
- Find an opportunity where you can present the success of your team to the management body of your organisation.

## Process stage: Delivering

The following exercises help the team to deliver solutions on time to meet goals and objectives.

### STAYING FOCUSED

Desired behaviours
Working systematically and methodically • Following procedures and policies • Keeping to schedules • Producing high-quality output in a timely manner

## Development techniques for the team

- At the next team meeting reiterate the importance of following procedures, keeping to schedules, being punctual and maintaining quality control. Encourage the team to come up with the reasons why a focus on procedure and quality is relevant.
- After obtaining the team's agreement to the above:
  - Comment when a team member arrives late for a meeting.
  - Do not tolerate deviation from agreed processes.
  - Enforce adherence to schedules.
  - Keep everyone up to date with requirements, rules and regulations. Probe whether each team member follows company standards. Do not allow any activities that vary from accepted standards.
- Schedule a special meeting with the team to address all quality issues. Ask all team members to provide you with a list of quality issues before the meeting.
  - Before the meeting, review these issues and integrate them into one list.
  - At the meeting, gain agreement from team members to discuss all critical quality issues for the project team.
- Work with the team to develop a list of all the existing rules and procedures that are not helpful in delivering quality projects on time. Decide how best to challenge these, making a logical and potent business case for the changes to be made. Together with the team, present these to the person or department most able to bring about the desired changes.

## Advice for the team leader

- If you do not currently adhere to rules and regulations, start now. Begin by setting an example. The team will eventually notice the change in your behaviour.
- Challenge your personal views regarding the relevance of your organisation's existing quality systems. Try to identify those with which you are comfortable. Discuss them with someone knowledgeable to clarify for yourself the importance of all other quality systems, even those you may feel inclined to disregard.
- Think of instances when you might not have given adequate attention to details in earlier project phases. Discuss these with the team, reiterating the importance of attention to detail in high-quality delivery. Demonstrate how your failures resulted in lower quality and encourage the team not to make the same mistakes. Insist that you will take responsibility for monitoring and checking this in the future.



- Examine quality assurance processes in teams with similar tasks within or outside of the organisation. Evaluate suggestions and support the implementation of process changes.

## RESISTING PRESSURE

Desired behaviours
Keeping emotions under control, even in difficult situations • Modifying the approach in face of new demands • Staying optimistic and resilient • Remaining productive

Changing your team's behaviour – or your own – can be difficult. The benefits, however, of being open to change and more able to deal with substantial pressures are obvious. The following exercises can help the team carry the load together. Use them to help the team identify and develop constructive reactions.

### Development techniques for the team

- Hold a team session where you focus on the team's ability to deal with pressure. In the course of two to three hours go through the following points:
  - Ask team members to describe stressful situations they have experienced.
  - Identify stressors that the team cannot alter, such as project timelines, budgetary constraints, behaviours of people outside the team, etc.
  - Discuss the stressors that the team cannot alter. Acknowledge that they are stressors and find ways the team can minimise their impact.
  - Discuss the stressors that can be altered by the team and identify how they can be eliminated in the future.

### Advice for the team leader

- Working with a coach, mentor or successful leader:
  - Identify perceived threats and put them into perspective.
  - Determine which non-critical issues you can ignore; focus exclusively on core issues.
  - Consider seeking help from others.
  - Take time out to reflect and re-examine what needs to be achieved.
  - Enact this role-play exercise: one of you creates a distraction away from the task that needs to be completed while the other explores ways to get back on track. Analyse how effectively you regained control of the situation.



## **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.

SHL Group plc and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

Comparison Group Used: OPQ32r UK English Managerial and Professional 2012 (INT)  
Team Impact Group Development Report Version Number: 3.3

© 2005, SHL Group plc  
www.shl.com  
info@shl.com

SHL and OPQ are trademarks of SHL Group plc.

All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means or stored in a database or retrieval system without the prior written permission of SHL Group plc.