



opq32

> Team Impact Individual Selection Report

Name: **Sam Sample**

Date: 12 September 2006

INTRODUCTION

Sam Sample has recently completed the Occupational Personality Questionnaire (OPQ32). The responses she provided were used to generate this report.

This Team Impact Individual Selection Report will help determine Sam Sample's strengths and weaknesses as a team member. Additionally, it provides the team leader and/or interviewer with a guide for conducting a structured, competency-based interview that will further explore Sam Sample's contribution to the team process.

The model for most teams is to be well balanced across all eight Team Impacts. If you are planning to bring a new member into an existing team, it should be someone whose profile indicates he/she would balance the team's strengths. (To identify weaknesses of the existing team, review the Team Impact Group Development Report).

Other OPQ32™ reports that might be helpful in the assessment of this individual include:

- The **Management Competency Profile** presents a candidate's strengths and weaknesses in 16 competencies relevant to managerial and professional jobs.
- The **Manager's Report** adds detailed commentary to the candidate's complete personality profile.

About Team Impact

PROCESS STAGES

Teams share common tasks or projects and need to work collectively towards the same goals. To achieve their goals, teams can be described as working 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			

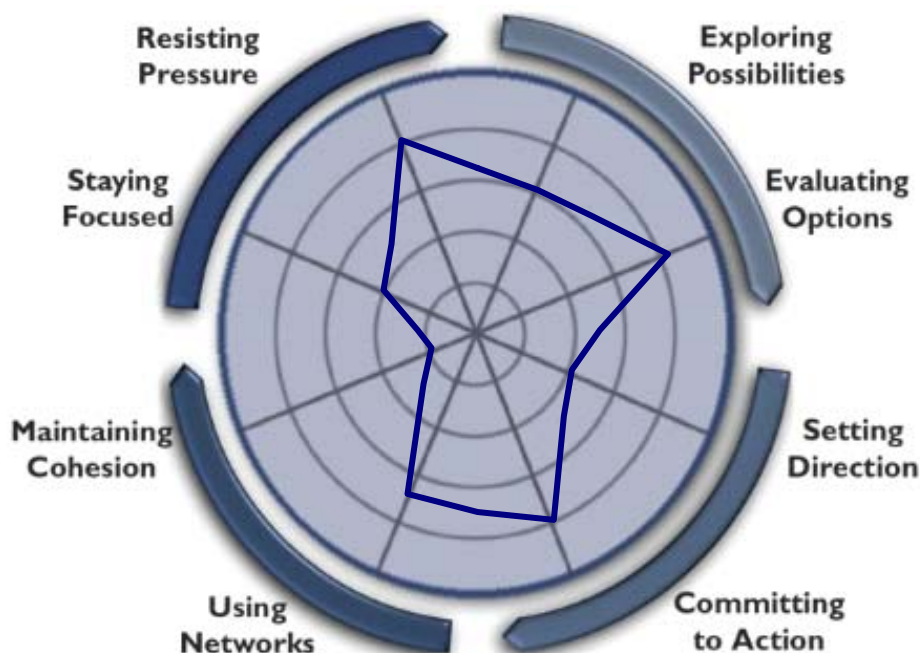
TEAM IMPACT RESULTS

The Team Impact profile for Sam Sample 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 Sam Sample's profile.
- Sam Sample's strengths are indicated when the profile approaches the circle's perimeter.
- Sam Sample's weaknesses are indicated when the profile approaches the circle's centre.

Team Impact profile



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

**You need development in this area.*

SUMMARY

Sam Sample usually copes better with the tasks related to a project than she does with the people associated with a project.

Her strengths are likely to lie in:

- Helping the team to evaluate ideas and concepts which contribute to team success
- Having an energizing impact on other team members
- Building relationships inside and outside the team
- Helping the team maintain their workload and reach their goals

Her weaker areas are likely to lie in:

- Steering team activities
- Working to maintain a positive team climate
- Planning team work and sustaining team productivity

INTERVIEW GUIDE

Use this form to record this candidate's answers to the interview questions. Follow your company's selection process to rate and compare individuals.

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

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none">• Has a large number of creative contributions• Demonstrates an understanding of how one issue is related to the larger picture• Is very curious and solutions-oriented	<ul style="list-style-type: none">• Produces few alternatives• Shows relatively little interest in understanding complex background information• Accepts the status quo

Interview questions
<ul style="list-style-type: none">• 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? <div data-bbox="1209 1375 1326 1480" style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto; margin-right: auto;">Rating</div>

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

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none">• Expresses specific opinions• Evaluates feasibility of ideas• Strives to minimise risk	<ul style="list-style-type: none">• Does not analyse options• Has little understanding of details• Misinterprets information, draws inappropriate conclusions

Interview questions
<ul style="list-style-type: none">• Tell me about a situation where you had to do research for a team project.• How did you make sure you gathered all the relevant 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? <div data-bbox="1211 1279 1326 1384" style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto; margin-right: auto;">Rating</div>

Setting Direction

Desired behaviours
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
<ul style="list-style-type: none">• Has a clear opinion on how best to move forward• Relates to others and knows how to motivate them• Understands differences between team members• Demonstrates a good understanding of team dynamics	<ul style="list-style-type: none">• Is unsure about how to move forward• Is not concerned with the feelings of others• Does not relate to the needs of team

Interview questions
<ul style="list-style-type: none">• In a recent project, tell me how the team decided how to structure the work.• How did you contribute to leading the team? <div data-bbox="1209 1265 1326 1370" style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto; margin-right: auto;">Rating</div>

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

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none">• Is prepared to make decisions with limited information• Drives the team to deliver• Deals with pressure calmly• Can make decisions without referring to others	<ul style="list-style-type: none">• Does not take responsibility for own actions and decisions• Is not decisive• Is passive

Interview questions
<ul style="list-style-type: none">• 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? <div data-bbox="1209 1272 1326 1379" style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto; margin-right: auto;">Rating</div>

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

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none">• Establishes rapport quickly• Talks in an engaging fashion• Has a large network of contacts• Knows about projects and initiatives inside own organisation	<ul style="list-style-type: none">• Avoids contacting others where possible• Lacks confidence when speaking• Has a small set of contacts

Interview questions
<ul style="list-style-type: none">• Can you give some examples of how you keep yourself informed about the activities of other people or groups?• How do you find out what is going on in groups or departments other than those you belong to?

Rating

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

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none">• Is tolerant of others; checks for understanding among the team• Contributes to team harmony• Shows respect for other team members• Is open about his/her own shortcomings	<ul style="list-style-type: none">• Allows others to resolve their differences themselves• Is not concerned about team harmony• Emphasises achieving personal goals

Interview questions
<ul style="list-style-type: none">• Tell me about a time when you were working in a team that experienced tension and conflict.• How did you contribute to a resolution? <div data-bbox="1214 1274 1326 1379" style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto; margin-right: auto;">Rating</div>

Staying Focused

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

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none">• Structures his/her work extremely well• Is punctual• Produces high-quality work• Follows a systematic approach• Strictly follows procedures and guidelines	<ul style="list-style-type: none">• Not particularly conscientious• Not detail-oriented• Does not always follow rules

Interview questions		
<ul style="list-style-type: none">• In a recent team project, tell me (more about) how you structured your work.• What kind of detail was essential for success?• When you worked with other people, how considerate did you find them in terms of keeping to schedule?• How do you feel about that?	<table border="1"><tr><td>Rating</td></tr></table>	Rating
Rating		

Resisting Pressure

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

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none">• Unaffected by pressure• Able to relax• Adapts his/her views when presented with new information• Optimistic and resilient• Works comfortably with little direction or guidance	<ul style="list-style-type: none">• Allows pressure to get to him/her• Finds it hard to relax• Does not alter his/her views when presented with new information• Pessimistic• Is stressed in the absence of clear direction

Interview questions
<ul style="list-style-type: none">• 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? <div data-bbox="1209 1294 1326 1402" style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: auto; margin-right: auto;">Rating</div>

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 & Professional 1999
The Team Impact Individual Selection Report Version Number: 2.0

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