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# OPQ

## Team Impact Report - Selection



**Name**

Mr Sample Candidate

**Date**

24 September 2018

## Introduction

Mr. Sample Candidate has recently completed an occupational personality questionnaire called OPQ32. This report is based on the responses he provided to this questionnaire.

This Selection Report will help determine Mr. Sample Candidate's strengths and weaknesses in a team context and provide a structured competency-based interview guide which will help to further explore the candidate's contribution to a team process.

For most teams the ideal is to be well balanced across all eight Team Impacts. If you are planning to bring a candidate into an existing team, ideally it would be someone whose skills complement the weaknesses of the current team. To identify the weaknesses of the existing team, review the team's "Team Development Report."

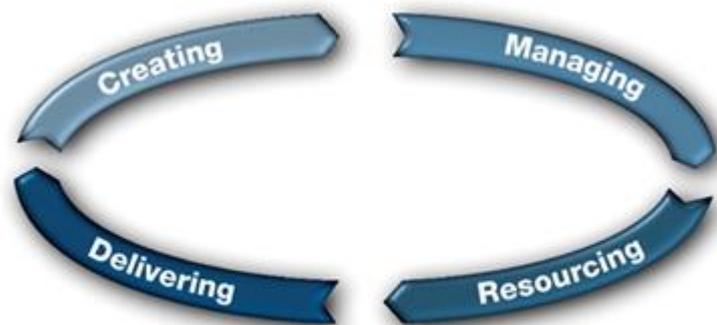
## About Team Impact

Teams share common tasks or projects and need to work collectively towards the same goals. To achieve these goals, teams can be described as working through four critical stages:

- **Creating** a vision for the path to a solution
- **Managing** the activities of the team
- **Resourcing** the tasks and getting the work done
- **Delivering** on time against goals and objectives

These stages interact with one another in a cyclical pattern as shown in the diagram below. Of course, the work of a team may go through several cycles to achieve a particular goal or task or to deliver a project.

Figure 1: Cyclical pattern of Process Stages



The following table shows the four project stages (column 1) and the Team Impacts that a person can have on each stage (column 2). A description of the critical behaviours needed to achieve each Team Impact is also shown (column 3).

*Table 1: Project Stages, Associated Team Impacts and Critical Behaviours*

<b>Project Stage</b>	<b>Team Impact</b>	<b>Critical Behaviours for this Team Impact</b>
<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 from the available information. Evaluating ideas quickly to determine feasibility.
<b>Managing</b>	Setting Directions	Providing others with a clear direction. Motivating and empowering others. Tasking team members according to their performance level. Managing team activities.
	Committing to Action	Making prompt decisions, which may involve considered risks. Taking responsibility for actions and people. Acting under own direction. Initiating and promoting activity.
<b>Resourcing</b>	Using Networks	Establishing strong relationships with staff at all levels. Building effective networks inside and outside the organisation. Knowing how to tap into resources outside of own team.
	Maintaining Cohesion	Adapting personal approach 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 in a systematic, methodical and orderly way. 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. Being unaffected by pressure.

This report consists of two parts.

- Part 1: Team Impact Results – describes Mr. Sample Candidate's behaviour in a team setting.
- Part 2: Interview Guide - lists competency based interview questions and provides a form for taking notes during an interview.

## Part 1: Team Impact Results

The Team Impact profile for Mr. Sample Candidate is shown below. A narrative description of the results follows.

Mr. Sample Candidate's Team Impact strengths are shown where the profile is located towards the outer circle; his weaknesses in Team Impact are shown where the profile is closer to the centre.

### Team Impact Profile

Figure 2: Team Impact Profile for Mr. Sample Candidate

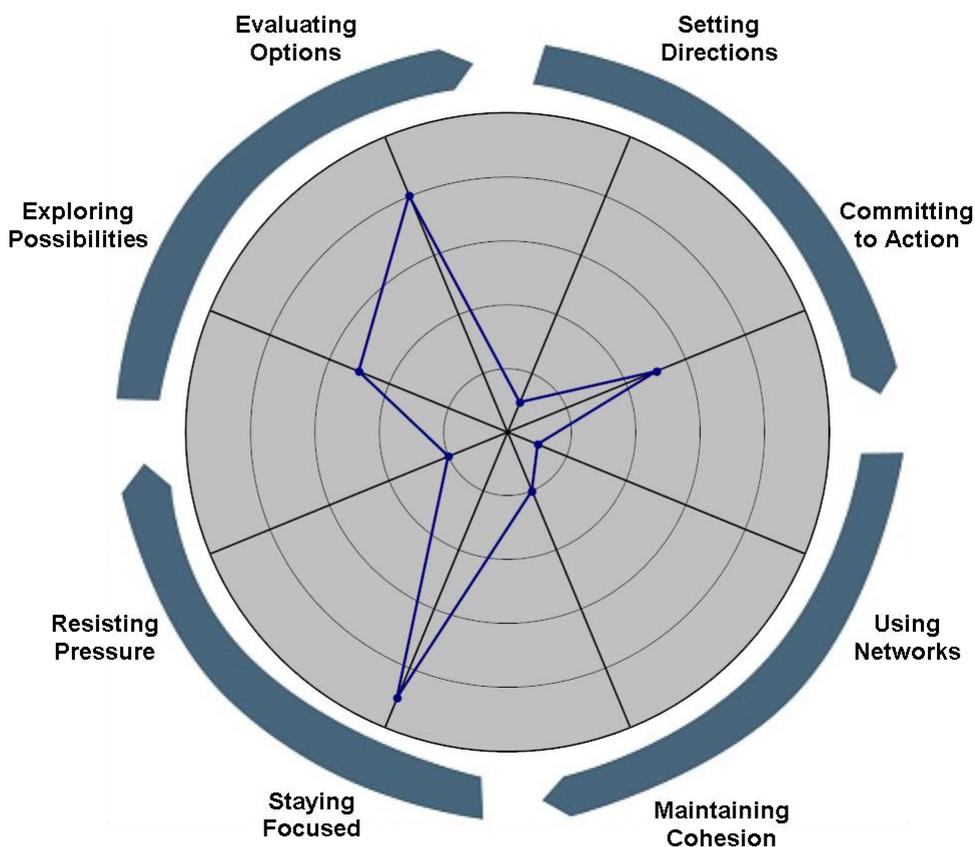


Table 2: Team Impact Strengths Table for Mr. Sample Candidate

Associated Project Stage	Team Impact	Mr. Sample Candidate's Strength Rating
<b>Creating</b>	Exploring Possibilities	<b>Adequate Behaviour</b>
	Evaluating Options	<b>Strength</b>
<b>Managing</b>	Setting Directions	<b>Development Need</b>
	Committing to Action	<b>Adequate Behaviour</b>
<b>Resourcing</b>	Using Networks	<b>Development Need</b>
	Maintaining Cohesion	<b>Development Need</b>
<b>Delivering</b>	Staying Focused	<b>Strength</b>
	Resisting Pressure	<b>Development Need</b>

## Team Impact Summary

Mr. Sample Candidate has a strong preference for focusing on the tasks rather than on personal relationships in the team.

### His strengths lie in:

- Monitoring and evaluating ideas and concepts
- Planning your work and focusing on the detail

### He is typically not a person who:

- Co-ordinates and directs the team
- Builds a large number of relationships inside and outside the team
- Invests extra energy to maintain a harmonious team climate
- Is comfortable with pressure and sudden changes

## Detailed Results

Mr. Sample Candidate shows about the same level of imagination and interest in understanding the concepts behind issues as most other individuals in teams.

When researching and probing into new ideas and background information Mr. Sample Candidate approaches the task critically. He probes for further detail and a greater understanding of a problem and evaluates the information that is presented. Mr. Sample Candidate makes rational judgements from the available information and analysis.

Mr. Sample Candidate is unlikely to help coordinate others or set the direction of the team. He is not likely to be someone who creates co-ordinated time plans for the team.

Mr. Sample Candidate is a rather active team member, but typically does not go out of his way to push the team to meet its objectives.

An area where Mr. Sample Candidate is very unlikely to have a strong impact on the team is in building, developing and using networks and contacts outside the team. Mr. Sample Candidate is also not best suited to researching and identifying external resources for the team.

Mr. Sample Candidate almost never goes out of his way to resolve internal conflict. In most situations he prefers to pursue tasks rather than discuss how team members work with one another. Mr. Sample Candidate typically has an opinion about which tasks he would like to work on. If at all possible Mr. Sample Candidate avoids less preferred tasks.

Mr. Sample Candidate tends to focus on the key team objectives with great accuracy. Based on his own extremely high standards for quality and timeliness Mr. Sample Candidate expects similar productivity from others. His systematic and methodical approach makes it almost certain that Mr. Sample Candidate will notice when the team glosses over important detail that should not be overlooked. He is likely to help ensure high quality deliverables.

Mr. Sample Candidate tends to be very uncomfortable working in a high-pressure environment. When external stressors are building up he may feel the effects in his work and-or in his private life. In situations where the course of action changes abruptly Mr. Sample Candidate usually feels frustrated.

## Part 2: Interview Guide

Use this form to write down this candidate’s answers to the interview questions. Please follow your company’s selection process to rate and compare individuals.

<b>Exploring Possibilities</b>
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"> <li>• Has a large number of creative contributions.</li> <li>• Shows detailed understanding of the greater problem context.</li> <li>• Is very curious and solution-oriented.</li> </ul>	<ul style="list-style-type: none"> <li>• Promotes ideas of others.</li> <li>• Shows little understanding of the greater problem context.</li> <li>• Shows little curiosity.</li> </ul>

<ul style="list-style-type: none"> <li>• In a recent team project, tell me about a problem that you had to solve.</li> <li>• What suggestions did you contribute to the team?</li> <li>• Can you give me another example of when you had to solve a difficult problem facing a team?</li> </ul> <div style="text-align: right; margin-top: 20px;"> <table border="1"> <tr> <td style="padding: 5px;">Rating</td> </tr> </table> </div>	Rating
Rating	

## Evaluating Options

Probing for further information and greater understanding of a problem. Making rational judgements from the available information. Evaluating ideas quickly to determine feasibility.

### Evidence of strength

- Makes clear judgements about the quality of ideas and solutions.
- Evaluates feasibility of new ideas.
- Strives to minimise risk.

### Evidence of weakness

- Does not have clear opinions.
- Has little understanding of problem details.
- Does not develop a critical view.

- Tell me about a situation where you had to do research for a team project.
- How did you make sure you gathered all the appropriate 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?

Rating

## Setting Directions

Providing others with a clear direction. Motivating and empowering others. Tasking team members according to their performance level. Managing team activities.

### Evidence of strength

- Has a clear picture on how to move forward.
- Relates to others and knows how to motivate them.
- Understands differences in team members.
- Has a good understanding of team dynamics.

### Evidence of weakness

- Is unsure about how to move forward.
- Is not concerned with the feelings of others.
- Does not relate to the needs of team.

- In a recent project, tell me how the team decided how to structure the work.
- How did you contribute to leading the team?

Rating

## Committing to Action

Making prompt decisions, which may involve considered risks. Taking responsibility for actions and people. Acting under own direction. Initiating and promoting activity.

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none"><li>• Prepared to make decisions with limited information.</li><li>• Drives the team to deliver.</li><li>• High energy.</li><li>• Reacts strongly to external pressures.</li></ul>	<ul style="list-style-type: none"><li>• Not particularly energetic.</li><li>• Not decisive.</li><li>• Is passive.</li></ul>

- 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?

Rating

## Using Networks

Establishing strong relationships with staff at all levels. Building effective networks inside and outside the organisation. Knowing how to tap into resources outside of own team.

Evidence of strength	Evidence of weakness
<ul style="list-style-type: none"><li>• Establishes rapport quickly.</li><li>• Talks in an engaging fashion.</li><li>• Has a large network of contacts.</li><li>• Knows about most projects and initiatives inside own organisation.</li></ul>	<ul style="list-style-type: none"><li>• Does not create a strong rapport with the interviewer.</li><li>• Comes across as boring.</li><li>• Has a small set of contacts.</li></ul>

- Can you give some examples of how you keep yourself informed about the activities of other people or groups?
- How do you find out about what is going on in groups or departments outside those that you belong to?

Rating

## Maintaining Cohesion

Adapting personal approach 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"><li>• Is not very particular about own role in team.</li><li>• Contributes to team harmony.</li><li>• Shows a lot of respect for other team members.</li><li>• Is open about own shortcomings.</li></ul>	<ul style="list-style-type: none"><li>• Is quite particular about own role in team.</li><li>• Is not concerned about team harmony.</li></ul>

- Tell me about a situation where you were working in a team that experienced tension and conflict.
- How did you contribute to a resolution?

Rating

## Staying Focused

Working in a systematic, methodical and orderly way. 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"><li>• Structures own work extremely well, is punctual.</li><li>• Produces high quality work.</li><li>• Follows a systematic approach.</li><li>• Strictly follows procedures and guidelines.</li></ul>	<ul style="list-style-type: none"><li>• Not very conscientious.</li><li>• Not very detail conscious.</li><li>• Does not always follow rules.</li></ul>

- In a recent team project, tell me more about how you structured your work.
- What kind of detail was essential for success?
- Where you have worked with other people how considerate did you find them in terms of time keeping and keeping to schedule?
- How do you feel about that?

Rating

## Resisting Pressure

Keeping emotions under control even in difficult situations. Modifying approach in face of new demands. Staying optimistic and resilient. Being unaffected by pressure.

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

- 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?

Rating

## ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Mr Sample Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English General Population 2011 (GBR)

## PERSON DETAIL SECTION

<b>Name</b>	Mr Sample Candidate
<b>Candidate Data</b>	RP1=1, RP2=2, RP3=7, RP4=8, RP5=3, RP6=9, RP7=4, RP8=10, RP9=6, RP10=2, TS1=5, TS2=8, TS3=1, TS4=9, TS5=6, TS6=4, TS7=10, TS8=2, TS9=8, TS10=7, TS11=6, TS12=10, FE1=4, FE2=9, FE3=3, FE4=6, FE5=1, FE6=4, FE7=8, FE8=7, FE9=5, FE10=2, CNS=7.
<b>Report</b>	OPQ32 Team Impact Report - Selection v2.0 <sup>RE</sup>

## 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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