The Team Impact Report
(Individual Development)
from SHL

Mr. Sam Sampler

This report was generated on 13 November 2013

This report is derived from
opq32

Internet: http://www.shl.com

Introduction

We recommend that you share this report with those managers, project leaders and HR professionals who may want to understand your Team Impact. This may further help you strengthen your effectiveness in a team context.

This report is generated from the OPQ32, an occupational personality questionnaire you recently completed. We would like to bring other OPQ32 reports to your attention that may be helpful as well:

- ○ The **Maximising Your Learning** report - identifies your learning style 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 your strengths and development needs in controlling and applying emotional control.

You will find a comprehensive list of available OPQ32 reports on the following website: **www.shl.com**

About Team Impact

This report is all about the impact that you can have on a team. It has become common knowledge, that in a group of people who work together – a team – each individual makes a specific contribution to the process and thereby affects the outcome of the work. Being effective in a team context is dependent on certain critical behaviours. This report will help you determine strengths you already bring to a team and areas to target for development so you can improve your impact on teams.

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: 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 make each Team Impact is also shown (column 3).

Table: Project Stages, associated Team Impacts and Critical Behaviours

Project Stage	Team Impact	Critical Behaviours for this Team Impact
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 from 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	Making prompt decisions, which may involve considered risks. Taking responsibility for actions and people. Acting under own direction. Initiating and promoting activity.
Resourcing	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.
Delivering	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.

Being effective in a team is dependent on certain critical behaviours. This report describes which critical behaviours you engage in and which behaviours you show less. Your individual results are presented on the following pages in two parts:

○ Part 1: Team Impact Results - describes your Team Impact in a profile and as a narrative description.
○ Part 2: Development Actions - lists possible development actions you may take to enhance your Team Impact.

Part 1: Team Impact Results

Your Team Impact profile is shown below. A narrative description of the results follows.
Your particular Team Impact strengths are shown where the profile is located towards the outer circle,
and your weaknesses are shown where the profile is closer to the centre.

Team Impact Profile
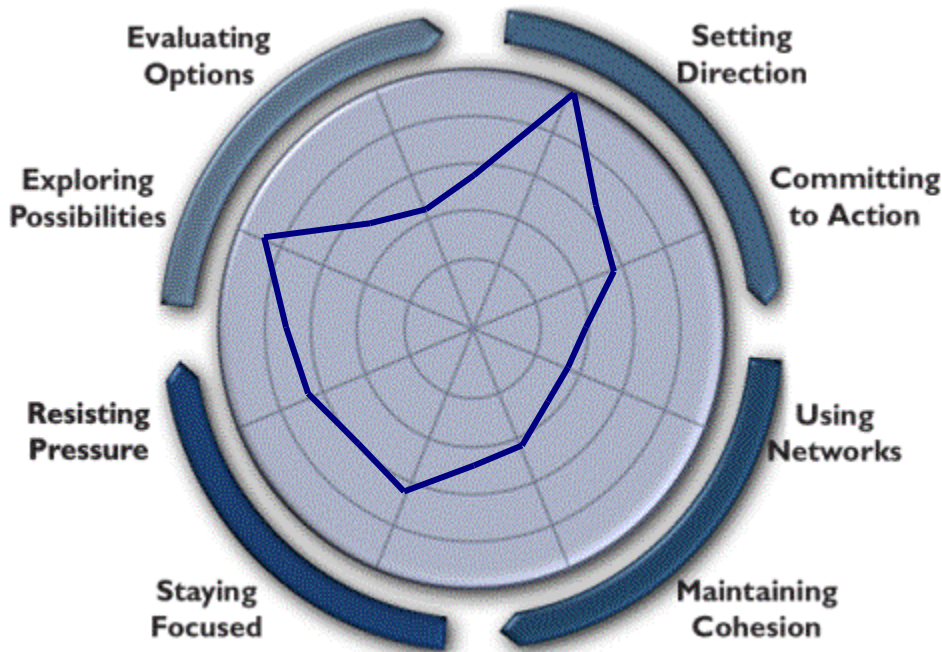
Figure: Team Impact Profile for Mr. Sam Sampler

Table: Team Impact strengths table for Mr. Sam Sampler

Team Impact	Mr. Sam Sampler's Strength Rating	Associated Project Stage
Exploring Possibilities	Strength	Creating
Evaluating Options	Adequate Behaviour	
Setting Direction	Strength	Managing
Committing to Action	Adequate Behaviour	
Using Networks	Development Need	Resourcing
Maintaining Cohesion	Adequate Behaviour	
Staying Focused	Strength	Delivering
Resisting Pressure	Strength	

Team Impact Summary

Your strengths lie in:

- Making creative contributions

- Co-ordinating and directing the team

- Planning your work and focusing on the detail

- Dealing with pressure as deadlines approach

You are typically not a person who:

- Builds a large number of relationships inside and outside the team

Exploring Possibilities

You are an extremely creative thinker. Based on your very broad understanding of the issues you are dealing with, you produce workable solutions to a large range of problems. You typically demonstrate a strong understanding of how one issue is related to the larger picture. However, your general curiosity about complex issues may sometimes cause you to be distracted from focusing on specific tasks, investing personal resources into activities that are less fruitful for the goal at hand.

Evaluating Options

You typically help with the critical analysis of team results and monitor team progress. You focus on the available data to make up your mind.

Setting Direction

You are a very strong co-ordinator of team activities. Even when you are not given that role officially you support the team leader in critical issues. You typically have a very clear understanding of how to help the team to meet its goals. You know how to relate well to individual team members and typically employ very effective methods to motivate individual team members.

Committing to Action

You are a rather active team member, but typically do not go out of your way to push the team to meet its objectives.

Using Networks

An area where you are unlikely to have a strong impact on the team is in building, developing and using networks and contacts outside the team to achieve your goals. You are also rarely suited to researching and identifying external resources for the team.

Maintaining Cohesion

You tend not to have any problems integrating yourself into most teams. You are able to develop effective relationships with most other team members. You typically have an opinion about which tasks you would like to work on. However, you make an effort to perform well on the tasks that you do not prefer.

Staying Focused

You tend to focus on the key team objectives with great accuracy. Based on your own high standards for quality and timeliness you expect similar productivity from others. Your systematic and methodical approach makes it likely that you will notice when the team glosses over important detail that should not be overlooked. You are likely to invest effort to ensure quality deliverables.

Resisting Pressure

You are comfortable working in a high-pressured environment. You are likely to have developed a number of techniques, which help you to cope with stress. Your productivity is usually not affected by the stresses in getting to a deadline.
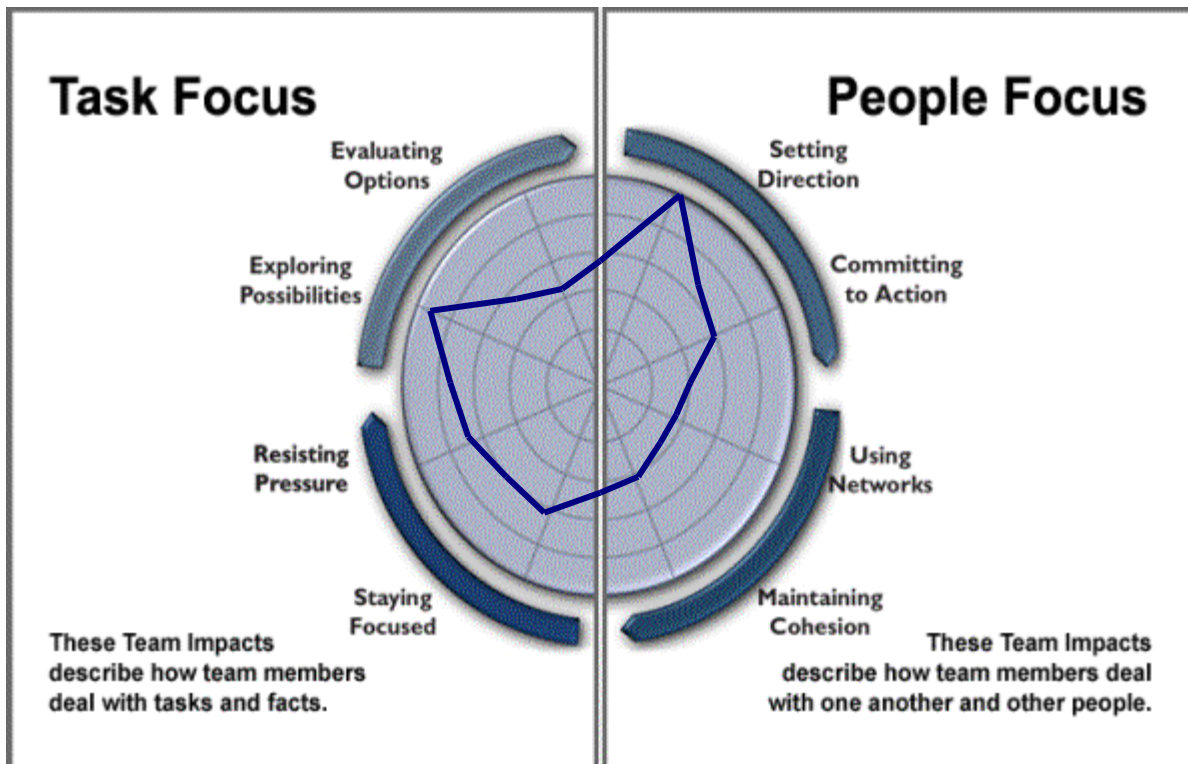
Task vs. People Focus

A crucial aspect of teamwork is the way someone works with tasks and the way someone works with people. The Team Impact diagram is divided into two areas separating 'Task Focus' from 'People Focus' as shown below.

The Impacts on the left 'Evaluating Options', 'Exploring Possibilities', 'Resisting Pressure' and 'Staying Focused' represent your '**Task Focus'**. The way you process information and the data available to you are key aspects affecting your Team Impact in this area.

The Impacts on the right 'Setting Direction', 'Committing to Action', 'Using Networks' and 'Maintaining Cohesion' represent your '**People Focus'**. The way you approach and handle relationships with people - other team members and colleagues - determines your Team Impact in this area.

Figure: Team Impact Profile for Mr. Sam Sampler showing Task Focus and People Focus

Your profile is almost balanced. However, you are typically better at dealing with tasks than with people.

Table: Strengths Table split into Task Focus and People Focus.

Task Focus Impact			People Focus Impact
Exploring Possibilities	Strength	Strength	Setting Direction
Evaluating Options	Adequate Behaviour	Adequate Behaviour	Committing to Action
Staying Focused	Strength	Development Need	Using Networks
Resisting Pressure	Strength	Adequate Behaviour	Maintaining Cohesion

Part 2: Development Actions

This section of the report focuses on helping you improve and develop the Team Impact behaviours where you are currently less effective. By enhancing these areas of team behaviour you can better contribute to the overall performance of your team. You will achieve the greatest effect on your Team Impact by focusing on the following behaviours.

- Using Networks

Your Team Impact results do not suggest apparent development needs in the following areas. However you might want to review the development suggestions in the areas listed below for personal growth. (Not all Team Impacts that are labelled "adequate behaviour" are necessarily listed here.)

- Evaluating Options
- Maintaining Cohesion

For each Team Impact process listed above, you will find:

- A definition of desired behaviours
- A number of self-learning tools and activities

These suggestions are designed to help you learn about and practice the skills and behaviours that will build and strengthen your personal Team Impact.

Evaluating Options

Desired behaviours:

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

Techniques for you to improve this Team Impact:

- Think of someone who is particularly effective in analysing and understanding problems. What are the behaviours that most distinguish them from others? What do they do exactly when dealing with a problem?

- Find a complex document that is relevant to your work place. This can be an internal paper or an article about your industry from the newspaper or a specialty publication.

    - Highlight major points in the data - keep to single words or one-liners.

    - Identify the critical detail required to make decisions.

    - Look for relationships in the data, e.g. X always goes up when Y goes down.

    - Seek trends in the data, e.g. Z is decreasing over time.

    - Investigate conflicting data and determine its relevance. Scan information that is not critical.

- Consider the critical information or tasks before making a decision. AVOID decisions based solely on instinct or emotions. Use the following techniques for probing deeper into issues and identifying the "root cause":

    - Identify a problem and list all the visible signs of the problem. These are the symptoms.

    - For each symptom ask the questions: 'What is causing this to be a problem?' 'Why is this occurring?'

    - Explore your answers to look for a common theme. This is likely to be the cause of the issue. Now you have more information, tasks or proof on which to base decisions.

- Think back to a problem or issue that you have dealt with in the past where you later discovered that you should have challenged or probed available information in more depth. Review the consequences of this and then apply your learning to current and future projects. Create a simple checklist to use in future.

- Enhance your questioning skills. Use open-ended questions when beginning discussions with people who are sources of information for you (e.g., tell me something about the demographics of your customers.). Use focused questions to clarify information (e.g. what customer segments have been identified?). Use probing questions that get beneath the root of the issue (e.g. what segments are most profitable?). Use provocative questions to challenge views (e.g. what would happen if we increased administration charges?). AVOID using manipulative and leading questions that lead to a 'correct' or 'expected' answer.

Using Networks

Desired behaviours:

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.

Techniques for you to improve this Team Impact:

- Consider all contacts, even casual contacts, as relevant resources to your team's success.

- Maintain friendly relationships with individuals whose work is somewhat related to yours.

- Have lunch with colleagues outside your team.

- Establish contacts with colleagues at conferences and external training programmes and maintain these.

- When a difficult problem arises in your project work, try to leverage the knowledge in your network. Call or meet with individuals who you think could offer advice. Do you or someone you can talk to know someone who successfully handled a similar issue in the past? The view of an outsider who has worked through a similar issue might be helpful. Ask your contacts how they would address your team's issues and what solutions they have pursued in the past.

Maintaining Cohesion

Desired behaviours:

Adapting personal approach to the team's needs and contributing positively to team spirit. Listening and communicating actively. Supporting and caring for others.

Techniques for you to improve this Team Impact:

- Invest time listening to others to find out their concerns, both business and personal. Emotional issues within the team can hamper team performance and have the potential to impact on you personally.

- Find ways to show that you care about your relationships with team members and other colleagues.

- Allow yourself time to discuss issues of importance to others even if 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 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 from what you learned from them?

- Own up quickly when you've made a mistake. Make a virtue of being honest. Admit when you are at fault. 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.

- Ensure that your unspoken or nonverbal signals (e.g. body language, tone of voice) are congruent with your words to avoid confusing the message.

- Make an effort to better understand the positions with which you disagree. Check out these views in detail by asking more 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.

About the EXPERT Report

This report was generated using the SHL Expert Assessment System. It includes information from the Occupational Personality Questionnaire (OPQ32). 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.

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SHL
The Pavilion
1 Atwell Place
Thames Ditton
Surrey
KT7 0NE

http://www.shl.com