# OPQ
## Team Impact Report - Selection

**Name**
Mr. Sample Candidate

**Date**
September 24, 2018

## Introduction

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

This Team Member Selection Report will help determine Mr. Sample Candidate'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 Mr. Sample Candidate's contribution to the team process.

The model for most teams is to be well balanced across all eight Team Impacts (see page 3). 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 **SHL Team Impact: Group Development Report.**)

## 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:

- **Creating** a vision for potential solutions
- **Managing** the activities of the team
- **Resourcing** tasks to get work done
- **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 behaviors that are typical for each Team Impact are also listed.

| Process Stage | Team Impact | Critical Behaviors |
|---|---|---|
| **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 organization • 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 |

**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 | fair | wanting | | |

## Team Impact Results

The Team Impact profile for Mr. Sample Candidate is shown below. The profile is followed by detailed commentary.

## Team Impact Profile

**How to read the profile**

- ◦ Team Impacts appear along the circle's perimeter.
- ◦ The dark line inside the circle represents Mr. Sample Candidate's profile.
- ◦ Mr. Sample Candidate's strengths are indicated when the profile approaches the circle's perimeter.
- ◦ Mr. Sample Candidate's weaknesses are indicated when the profile approaches the circle's center.
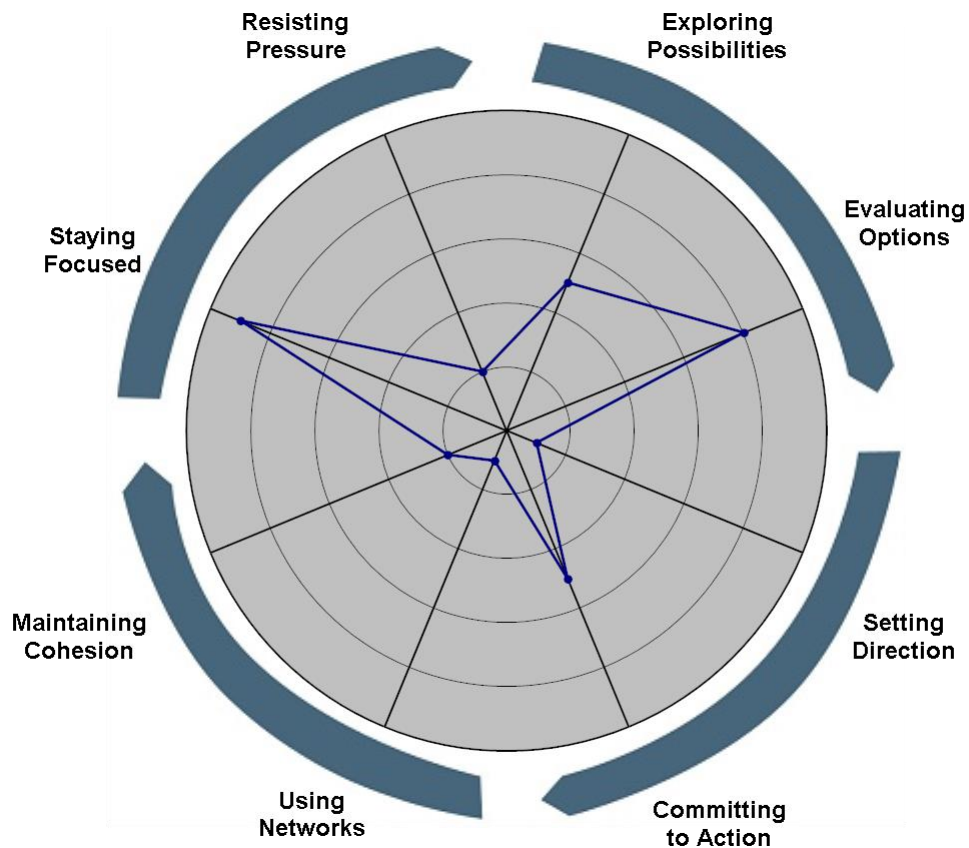


| Process Stage | Team Impact | Mr. Sample Candidate's Rating |
|---|---|---|
| **Creating** | Exploring Possibilities | **Capable** |
| | Evaluating Options | **Strong** |
| **Managing** | Setting Direction | **Weak*** |
| | Committing to Action | **Capable** |
| **Resourcing** | Using Networks | **Weak*** |
| | Maintaining Cohesion | **Weak*** |

| Delivering | Staying Focused | Strong |
|---|---|---|
| | Resisting Pressure | Weak* |

*Development needed in this area.*

# Summary

Mr. Sample Candidate has a strong preference for focusing on tasks and might focus less on building interpersonal relationships with team members.

## His strengths lie in:

- Monitoring and evaluating ideas and concepts
- Planning the work and focusing on the details

## He is usually not a person who:

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

# Detailed Results

### Exploring Possibilities

Mr. Sample Candidate shows about the same level of imagination and interest in understanding the concepts behind issues as any typical team member.

### Evaluating Options

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

### Setting Direction

Mr. Sample Candidate is unlikely to help coordinate activities or set the direction for the team. He is not likely to be someone who creates coordinated time plans for the team.

### Committing to Action

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

### Using Networks

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

### Maintaining Cohesion

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

**Staying Focused**

Mr. Sample Candidate tends to focus on the team's key 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 misses or disregards an important detail that should not be overlooked. He is likely to help ensure high-quality deliverables.

**Resisting Pressure**

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.

## 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 |
|---|
| 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 |
|---|---|
| • Has a large number of creative contributions <br><br> • Demonstrates an understanding of how one issue is related to the larger picture <br><br> • Is very curious and solutions oriented | • Promotes ideas of others <br><br> • Shows relatively little interest in understanding complex background information <br><br> • Shows little curiosity |

|  |
|---|
| • In a recent team project, tell me about a problem that you had to solve. <br><br> • What suggestions did you contribute to the team? <br><br> • Can you give me another example of when you had to solve a difficult problem facing a team? <br><br> Rating |

## 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

| Evidence of Strength | Evidence of Weakness |
|---|---|
| • Expresses specific opinions | • Does not have explicit opinions |
| • Evaluates feasibility of ideas | • Has little understanding of details |
| • Strives to minimize risk | • 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 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?

Rating

## Setting Direction

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 |
|---|---|
| • Has a clear opinion on how best to move forward<br><br>• Relates to others and knows how to motivate them<br><br>• Understands differences between team members<br><br>• Demonstrates a good understanding of team dynamics | • Is unsure about how to move forward<br><br>• Is not concerned with the feelings of others<br><br>• 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

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 |
|---|---|
| • Is prepared to make decisions with limited information | • Not particularly energetic |
| • Drives the team to deliver | • Not decisive |
| • Is energetic, has high energy | • Is passive |
| • Reacts strongly to external pressures | |

• 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 organization • Tapping into resources outside the team

| Evidence of Strength | Evidence of Weakness |
|---|---|
| • Establishes rapport quickly | • Does not create a strong rapport with the interviewer |
| • Talks in an engaging fashion | • Comes across as boring |
| • Has a large network of contacts | • Has a small set of contacts |
| • Knows about most projects and initiatives inside own organization | |

• 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 outside those you belong to?

Rating

## 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

| Evidence of Strength | Evidence of Weakness |
|---|---|
| • Is not very particular about his/her own role in team | • Is quite particular about his/her own role in team |
| • Contributes to team harmony | • Is not concerned about team harmony |
| • Shows respect for other team members | |
| • Is open about his/her own shortcomings | |

|  |
|---|

- Tell me about a time when you were working in a team that experienced tension and conflict.

- How did you contribute to a resolution?

Rating

## Staying Focused

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 |
|---|---|
| • Structures his/her work extremely well | • Not particularly conscientious |
| • Is punctual | • Not detail oriented |
| • Produces high-quality work | • Does not always follow rules |
| • Follows a systematic approach | |
| • Strictly follows procedures and guidelines | |

- 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?

Rating

## Resisting Pressure

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 |
|---|---|
| • Unaffected by pressure | • Allows pressure to get to him/her |
| • Able to relax | • Finds it hard to relax |
| • Adapts his/her views when presented with new information | • Does not alter his/her views when presented with new information |
| • Optimistic and resilient | • Pessimistic |
| • Works comfortably with little direction or guidance | • Is stressed in the absence of clear direction |

• 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

| Name | Mr. Sample Candidate |
|---|---|
| Candidate Data | 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 |
| Report | OPQ32 Team Impact Report - Selection v2.0$^{RE}$ |

## ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire$^{TM}$ (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 Global Management Limited 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.

www.shl.com