



Talent in Innovation.
Innovation in Talent.

OPQ

Team Building & Leadership Styles Profile



Name

Mr. Sample Candidate

Date

September 18, 2018

Team Types

Unlikely to adopt	May adopt	Likely to adopt	Team Type
• • • • • • • • • •	• • • • • • • • • •	• • • • • • • • • •	Monitor Evaluator
• • • • • • • • • •	• • • • • • • • • •	• • • • • • • • • •	Completer
• • • • • • • • • •	• • • • • • • • • •	• • • • • • • • • •	Implementer
• • • • • • • • • •	• • • • • • • • • •	• • • • • • • • • •	Shaper
• • • • • • • • • •	• • • • • • • • • •	• • • • • • • • • •	Team Worker
• • • • • • • • • •	• • • • • • • • • •	• • • • • • • • • •	Plant
• • • • • • • • • •	• • • • • • • • • •	• • • • • • • • • •	Coordinator
• • • • • • • • • •	• • • • • • • • • •	• • • • • • • • • •	Resource Investigator

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Team Type Descriptions

<p>Coordinator</p> <ul style="list-style-type: none"> • Sets the team goals and defines roles. • Coordinates team efforts and leads by eliciting respect.
<p>Shaper</p> <ul style="list-style-type: none"> • The task leader who brings competitive drive to the team. • Makes things happen but may be thought abrasive.
<p>Plant</p> <ul style="list-style-type: none"> • Imaginative, intelligent and the team's source of original ideas. • Concerned with fundamentals.
<p>Monitor Evaluator</p> <ul style="list-style-type: none"> • Offers measured, dispassionate critical analysis. • Keeps team from pursuing misguided objectives.
<p>Resource Investigator</p> <ul style="list-style-type: none"> • Sales person, diplomat, resource seeker. • Good improviser with many external contacts. • May be easily diverted from task at hand.
<p>Completer</p> <ul style="list-style-type: none"> • Worries about problems. Personally checks details. • Intolerant of the casual and sloppy. Sees project through.
<p>Team Worker</p> <ul style="list-style-type: none"> • Promotes team harmony. Good listener who builds upon the ideas of others. • Likeable and unassertive.
<p>Implementer</p> <ul style="list-style-type: none"> • Turns decisions and strategies into manageable tasks. • Brings logical, methodical pursuit of objectives to the team.

*Belbin, RM (1981); Management Teams, Heinemann

Leadership Styles

Unlikely to adopt	May adopt	Likely to adopt	Leadership Styles
.	Directive Leader
.	Delegative Leader
.	Participative Leader
.	Consultative Leader
.	Negotiative Leader

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Leadership Styles Descriptions

<p>Directive Leader</p> <ul style="list-style-type: none"> • Maintains responsibility for planning and control • Issues instructions in line with own perception of priorities.
<p>Delegative Leader</p> <ul style="list-style-type: none"> • Minimal personal involvement. • Believes in delegation of task and responsibility.
<p>Participative Leader</p> <ul style="list-style-type: none"> • Prefers consensus decision making. • Prepared to take time over decisions. • Ensures involvement of all relevant individuals.
<p>Consultative Leader</p> <ul style="list-style-type: none"> • Pays genuine attention to opinions and feelings of subordinates, but maintains a clear sense of task objectives and makes the final decisions.
<p>Negotiative Leader</p> <ul style="list-style-type: none"> • Makes deals with subordinates. • Influences others by identifying their needs and using these as a basis for negotiation.

*Bass, B M (1981) Stodgill's Handbook of Leadership: A survey of theory and research. Free Press.

Reporting Styles

Unlikely to adopt	May adopt	Likely to adopt	Reporting Styles
• • • • •		• • • • •	Informative Report
• • • • •		• • • • •	Self-Reliant Report
• • • • •		• • • • •	Receptive Report
• • • • •		• • • • •	Collaborating Report
• • • • •		• • • • •	Reciprocating Report

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Reporting Styles Descriptions

<p>Receptive Report</p> <ul style="list-style-type: none"> • Adheres to instructions and deadlines. • Prefers to work with clear direction from above.
<p>Self-Reliant Report</p> <ul style="list-style-type: none"> • Prefers to work without restraints. • Has own ideas and enjoys the opportunity to develop them with minimal intervention.
<p>Collaborating Report</p> <ul style="list-style-type: none"> • Many ideas to contribute. • Enjoys the collaborative decision making process and prefers radical methods to conventional.
<p>Informative Report</p> <ul style="list-style-type: none"> • Likes to be involved in decision making, but accepts final decision even if contrary to personally held views.
<p>Reciprocating Report</p> <ul style="list-style-type: none"> • Not afraid to speak up and undeterred by status. • Responds less well to direction than persuasion. • May be stubborn, but task orientated.

ASSESSMENT METHODOLOGY

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

Questionnaire / Ability Test	Comparison Group
OPQ32r US English v1 (Std Inst)	OPQ32r_EN_US_IS01_ General Population - 2007

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 Building & Leadership Styles Profile v2.0 ^{RE}

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