OPQ

Team Types / Leadership Styles Profile

Name
Mr Sample Candidate

Date
18 September 2018

TEAM TYPES

Unlikely to adopt	May adopt	Likely to adopt	Team Type
		▪	Monitor Evaluator
		▪	Completer
	▪		Implementer
	▪		Shaper
▪			Team Worker
▪			Plant
▪			Co-ordinator
▪			Resource Investigator

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Team Type Descriptions

Co-ordinator
- Sets the team goals and defines roles.
- Co-ordinates team efforts and leads by eliciting respect.

Shaper
- The task leader who brings competitive drive to the team.
- Makes things happen but may be thought abrasive.

Plant
- Imaginative, intelligent and the team's source of original ideas.
- Concerned with fundamentals.

Monitor Evaluator
- Offers measured, dispassionate critical analysis.
- Keeps team from pursuing misguided objectives.

Resource Investigator
- Sales person, diplomat, resource seeker.
- Good improviser with many external contacts.
- May be easily diverted from task at hand.

Completer
- Worries about problems. Personally checks details.
- Intolerant of the casual and slapdash. Sees project through.

Team Worker
- Promotes team harmony. Good listener who builds on the ideas of others.
- Likeable and unassertive.

Implementer
- 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

Directive Leader
- Maintains responsibility for planning and control.
- Issues instructions in line with own perception of priorities.

Delegative Leader
- Minimal personal involvement.
- Believes in delegation of task and responsibility.

Participative Leader
- Favours consensus decision making.
- Prepared to take time over decisions.
- Ensures involvement of all relevant individuals.

Consultative Leader
- Pays genuine attention to opinions and feelings of subordinates, but maintains a clear sense of task objectives and makes the final decisions.

Negotiative Leader
- 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

Receptive Report
- Adheres to instructions and deadlines.
- Prefers to work with clear direction from above.

Self-Reliant Report
- Prefers to work without restraints.
- Has own ideas and enjoys the opportunity to develop them with minimal intervention.

Collaborating Report
- Many ideas to contribute.
- Enjoys the collaborative decision making process and prefers radical methods too conventional.

Informative Report
- Likes to be involved in decision making, but accepts final decision even if contrary to personally held views.

Reciprocating Report
- 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 Types/Leadership Styles Profile v2.0^{RE}

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