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# OPQ

## Team Types / Leadership Styles Report



**Name**

Mr. Sample Candidate

**Date**

September 18, 2018

# Team Types

## Introduction

This report summarizes Mr. Sample Candidate's preferred team types based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when working in a team or group situation. It then describes likely behaviors of people with a similar level of preference for that team type.

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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### Likely to Adopt

#### **Monitor Evaluator**

He is likely to spend a great deal of time analyzing problems and evaluating others' ideas and suggestions. In doing so, he may prevent the team from pursuing misguided objectives. There is a danger, however, that he could be perceived as overly critical by others.

#### **Completer**

He very much enjoys paying attention to detail and works hard to make sure that a task is completed to absolute perfection. He is extremely willing to make sure that projects are organized down to the finest points and to tie up any loose ends. This emphasis upon detailed completion may mean that he finds it difficult to compromise on standards in the interests of meeting deadlines.

#### **Implementer**

He proactively turns decisions, ideas and strategies into manageable practical tasks. He brings a logical, methodical and effective approach to pursuing agreed objectives to the team.

### May Adopt

#### **Shaper**

He helps provide some of the drive to reach team objectives and could, at times, bring energy to the team by emphasizing important priorities and shaping the direction of group activities.

#### **Team Worker**

He may be fairly supportive and encouraging of others, probably helping to promote harmony in the team. He is likely to facilitate communication between team members without taking on a very dominant role.

#### **Plant**

He may occasionally see himself as a potential source of original and creative ideas. It is possible that others in the team may be stronger in this role.

### Unlikely to Adopt

#### **Coordinator**

He is unlikely to be the member of the group who takes on the responsibility of managing or chairing the team process. He may, at times, feel uncomfortable in such a high profile, coordinating role.

#### **Resource Investigator**

He is extremely unlikely to invest time in developing and maintaining contacts and networks outside of the team. As a result, it is possible that he will have a limited view of issues.

## Team Type Descriptions

Extensive research by Meredith Belbin (1981)\* has highlighted eight particular roles, or team "types" which appear to have special relevance in most organizational structures. Each type contributes an important element towards good group performance, and teams incorporating each of these types, as opposed to a predominance of any one, tend to be more successful.

The attributes associated with each of the eight team types are summarized below:

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

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

# Leadership Styles

## Introduction

This report summarizes Mr. Sample Candidate's preferred styles of leadership based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when managing people. This report then describes likely behaviors of people with a similar level of preference for that leadership style. Finally, it identifies the type of reports he is likely to manage well.

Unlikely to adopt	May adopt	Likely to adopt	Leadership Styles
• • • • •	• • • • •	• • • • •	<b>Directive Leader</b>
• • • • •	• • • • •	• • • • •	<b>Delegative Leader</b>
• • • • •	• • • • •	• • • • •	<b>Participative Leader</b>
• • • • •	• • • • •	• • • • •	<b>Consultative Leader</b>
• • • • •	• • • • •	• • • • •	<b>Negotiative Leader</b>

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### Likely to Adopt

Mr. Sample Candidate does not indicate a strong preference for adopting a particular leadership style. Please look under the headings listed below to determine which leadership styles he may adopt or is least likely to adopt.

### May Adopt

#### **Directive Leader**

He provides reports with a degree of direction and may not always ask for their opinions when making decisions. He will probably try to balance his own perception of priorities with those of others.

#### **Participative Leader**

He likes to spend some time working as part of the team that he manages and is comfortable involving them in the decision making process when this is possible.

#### **Delegative Leader**

He is likely to give staff a certain amount of space to manage themselves. He is prepared to delegate at least some work to others and allow them to use their own initiative.

#### **Consultative Leader**

He makes some effort to consult others before making a decision and will probably take some account of these views when making decisions. He also accepts a certain amount of responsibility for the final decision.

### Unlikely to Adopt

#### **Negotiative Leader**

He is very unlikely to negotiate with staff when setting objectives and may have less insight into what motivates them. He may prefer a more formalized management-subordinate style.

## Leadership Styles Descriptions

An analysis of leadership by Bass (1981)\* has suggested five broad leadership styles. Four of these are based on the fundamental "task v people" interaction. For instance, someone who is more focused on the task at hand than the people in the team will tend to be a Directive Leader. A fifth reflects leadership "negotiated" on a "tit-for-tat – you do this for me/I do that for you" basis.

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

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

# Reporting Styles

## Introduction

This report summarizes Mr. Sample Candidate's preferred reporting styles based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when being managed. This report then describes likely behaviors of people with a similar level of preference for that reporting style. Finally, it identifies the type of leader he is likely to work well for.

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

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### Likely to Adopt

**Informative Report**

He feels strongly that he has a great deal of information to contribute and very much enjoys being asked his opinion on matters. He can, however, easily feel excluded when not consulted.

**Works well for**

Consultative Leaders who seek the views and expertise of their reports before making decisions.

**Self-Reliant Report**

He prefers to work autonomously without direct supervision. He expects to be allowed to use his initiative and make decisions rather than seek direction from others.

**Works well for**

Delegative Leaders who give responsibility to their staff and encourage them to be autonomous.

**Receptive Report**

He looks for some direction from his manager and is usually willing to implement instructions in an unquestioning way.

**Works well for**

Directive Leaders who provide their reports with clear direction

### May Adopt

**Collaborating Report**

He likes to have some opportunities to collaborate with his manager and to input his ideas and views within the decision making process.

### Unlikely to Adopt

**Reciprocating Report**

He is extremely unlikely to feel comfortable negotiating with his manager as part of the objective setting and reward identification process.

## Reporting Styles Descriptions

For each of the five leadership styles it is possible to define a complementary reporting role. For example, a receptive report is likely to suit a directive leader far more than one who is more self-reliant.

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

## 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_EN_GB_IS01_Gen Pop - 2012 (INT) theta

## 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 Types/Leadership Styles Report 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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