



The Team Impact Report (Group Development) from SHL

SAMPLE REPORT

Mr Sample Respondent, Ms Sample Respondent

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Introduction

This report is intended for managers, project leaders and HR professionals who may want to understand and strengthen this team's 'Team Impact'. The report is generated from the OPQ32, an occupational personality questionnaire that each member of this team has completed within the past two years.

Other OPQ32 reports on individual team members that may be helpful are:

- The **Management Competencies Profile** - identifies strong and weak competencies.
- The **Maximising Your Learning** report - identifies individual learning styles 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 an individual's strengths and development needs in controlling and applying emotional control.
- The **Team Types and Leadership Styles Report** – Concise report on Belbin's team types and Bass' leadership and reporting styles.

You will find a comprehensive list of available OPQ32 reports on the following website:

www.shl.com

About Team Impact

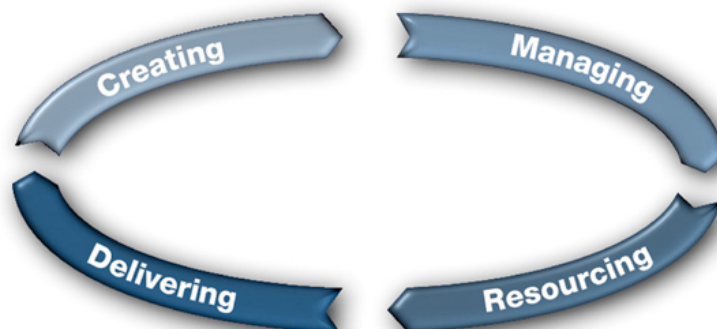
This report relates to the impact that team members can have on a team. It has become common knowledge, that in a group of people who work together – a team – each individual makes a specific contribution to the process and thereby affects the outcome of the work. Being effective in a team context is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

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

Table 1: 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.

This team's results are presented on the following pages in two parts:

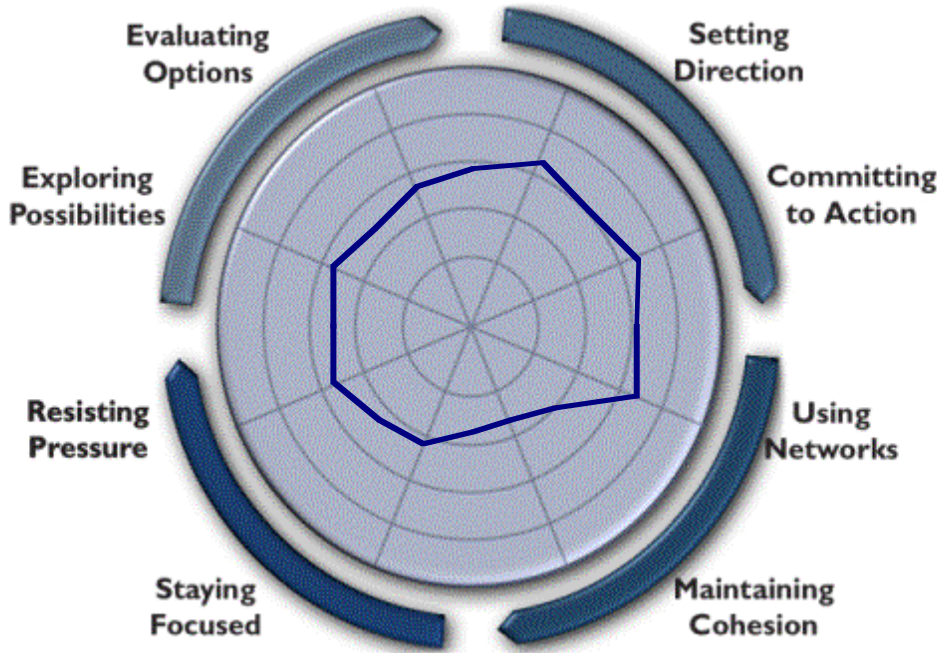
- Part 1: Team Impact Results - describes this team's typical team behaviour.
- Part 2: Development Actions - lists possible development actions that you can use to enhance this team's effectiveness.

Part 1: Team Impact Results

This team's Team Impact profile is shown below. A narrative description of the results follows. Team Impact strengths are shown where the profile is located towards the outer circle; weaknesses in Team Impact are shown where the profile is closer to the centre.

Team Impact Profile

Figure 2: Team Impact Profile for this team.



The team scores represent the average of the individuals' scores.

Table 2: Team Impact Strengths Table

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

Team Strengths

Setting Direction

This team shows a strong tendency towards co-ordinating its own activities. It demonstrates a clear understanding of how to move projects forward and is good at co-ordinating changes as the need arises.

Committing to Action

This team energetically pursues defined project goals and keeps its focus on productivity. The group is determined to succeed regardless of workload. The team leader will need to possess outstanding leadership qualities in order to stay on top of this energetic group.

Using Networks

This team is strong at building relationships. In general terms, it knows how to engage others through verbal and non-verbal skills and will show an interest in what people say. Based on these strong interpersonal skills this team has a large number of contacts inside and outside the organisation. This means that the project can be enriched with insights and resources from the many contacts that the various team members have.

Development Needs of this Team

Maintaining Cohesion

This team does not demonstrate much success at resolving internal conflict. In most situations individuals in this team stick to their own agendas rather than attempting to develop a solution together.

Adequate Team Capabilities

Exploring Possibilities

Evaluating Options

Staying Focused

Resisting Pressure

This means that this team has an adequate level of ability when it comes to the following:

- Creativity, imagination and interest in conceptual contexts. The members seek to understand the bigger picture.
- Critical analysis of team opinions and monitoring of team progress. The team tends to make sound decisions based on available information.
- Working systematically and taking care of all the detail required for success. The team tends to produce good quality outputs.
- Dealing appropriately with work related pressures as deadlines approach. Members successfully use coping strategies.

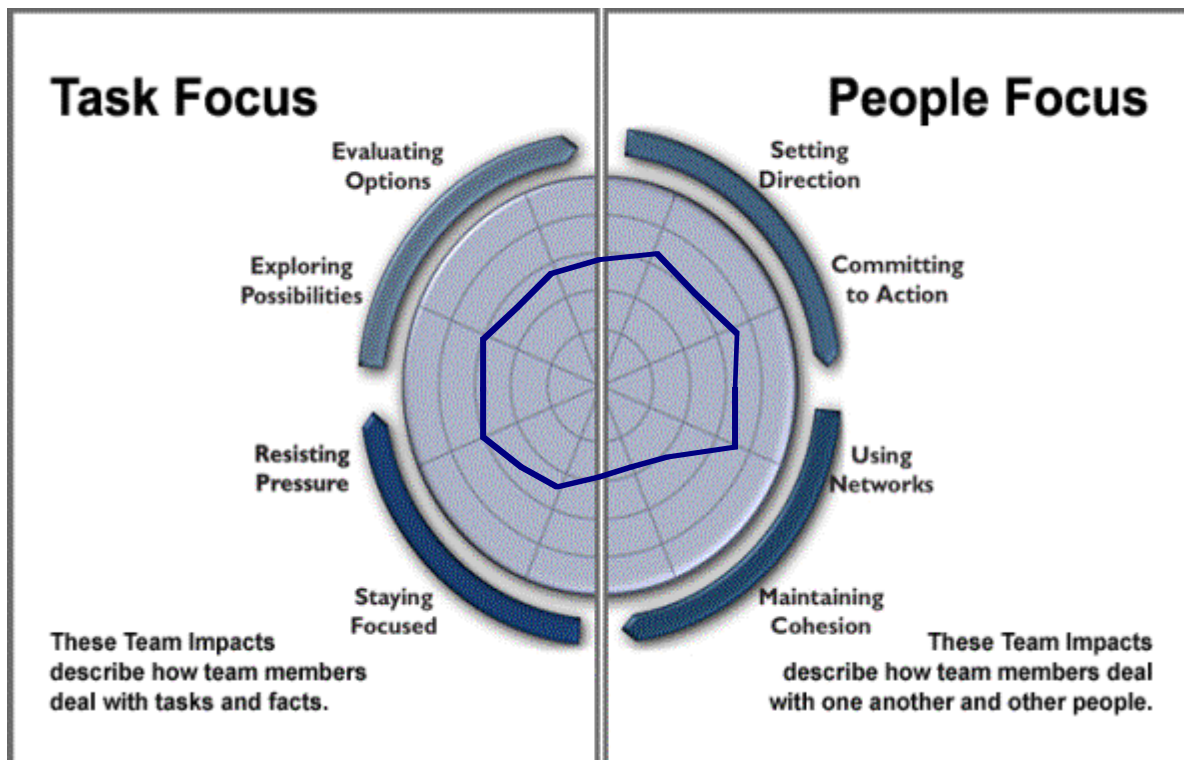
Task vs. People Focus

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 this team processes available information and data are key aspects affecting the 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 this team approaches and handles relationships with people - other team members and colleagues - determines the Team Impact in this area.

Figure 3: Team Impact Profile for Mr Sample Respondent, Ms Sample Respondent showing Task Focus and People Focus



This team deals better with the individuals than with the tasks related to a project. It is quite likely that the facts do not always receive the attention they should. A result of this might be that even when a project appears to run smoothly there could be substantial problems.

Table 3: Strengths Table split into Task Focus and People Focus.

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

Part 2: Development Actions

This section of the report focuses on suggestions for improving and developing those Team Impacts that are less effectively represented in this team. The greatest effect on team performance can be realised by focusing on the following area:

- Maintaining Cohesion

The following list suggests Team Impacts that are adequately represented in this team but might still be considered for review as they were close to becoming development needs.

- Staying Focused

For each Team Impact listed above, you will find:

- A description of desired behaviours.
- Suggested techniques and activities for team leaders to use with their teams.
- Suggested activities for the team leaders' coaches to do with team leaders.

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

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 the team leader to use with the team

This exercise is a detailed intervention into personal and group behaviour. If you feel uncomfortable with this exercise, do not engage in it by yourself; but get an independent expert (not your supervisor) to help you (e.g. internal trainer with group training expertise).

- Call a team meeting that exclusively focuses on the person-to-person interaction within the team.
If necessary establish the following ground rules for the group dialogue:
 - Stick with the tasks, don't blame, accept responsibility for your own behaviour, report your own feelings and observations, do not discuss second hand information.
 - List situations on a flip chart, where the interaction was less than acceptable. Ask each individual to list one or two uncomfortable situations from the recent past. Ask each individual to rate the severity of their feelings in that situation on a scale from "1 = minor discomfort" to "5 = major discomfort".
 - Next, ask the team to rate each situation as a group. (Alternatively you may choose to average the individual ratings, however discussing the level of discomfort of certain situations might be helpful to better understand other team members' points of view).
 - Re-iterate that you, together with the team, will address all such situations. Start with the situations that are rated with a low level of discomfort for individuals and the team.

- For each situation explore the following:
 - Who was feeling uncomfortable in the situation?
 - What behaviour in others caused the discomfort? Be specific!
 - What alternative behaviours would have been acceptable?
 - For each identified situation, establish which individuals should commit to "trying out" new behaviours. Obtain commitment from the parties involved to make an effort to act differently in future.
 - Remind the individual team members to be sensitive to the impact of their own personal behaviour when discussing issues.
 - Engage the whole team in helping to support other team members and to monitor compliance with agreed commitments.

- Agree to a process for recognising and celebrating success. Celebrating success should become an important event and a natural part of the project life cycle. This will bring substantial benefits to the team culture. Regular reviews on the ways to celebrate are essential.

Coaching activities for the team leader:

- Explore ways of giving and gathering information in a balanced way. Discuss how the individual can take every opportunity to enhance good relationships within the team.
- Emphasise to the team leader how important it is to contact all team members on a regular basis and to understand how comfortable each is on the team. Follow up with the team leader to check how this is progressing.
- Help the team leader examine the dynamics of the team. It is quite likely that the team leader and the team will identify 1 or 2 team members who are seen as "the problem". This is a very typical group phenomenon and it is the team leader's responsibility not to fall into this trap. He/she needs to make sure that the team does not overly focus on just a few individuals. In extreme cases one-to-one sessions with each team member should be considered. These sessions should only be held with a third party counsellor or trainer present.
- Be upfront with the team leader about what information is to be disclosed and challenge any reluctance to reveal sensitive or contentious information to his/her team. Discuss appropriate methods of communication. Encourage the individual to ask for help in dealing with a problem, explaining that this is a strength. Suggest some people who may be able to help. Ask the team leader to analyse and share his/her strengths and weaknesses. Talk through the possibility of sharing personal goals and objectives with the team.
- Encourage the individual to practise the principle of 'management by walking about' (MBWA). Discourage his/her tendency to shut himself/herself away in his/her office.
- Ask the team leader to think carefully about the individuals in his/her team. The team leader should learn about his/her team members' professional ambitions and what motivates each of them. Ask the team leader to look at the team from the perspective of the team members, to imagine how the team members see themselves and how they see the project.
- Encourage the team leader to utilise the strengths of all team members by involving them and listening to their suggestions for resolving problems. Ask for the views of other people and teams who have been affected by this team's work.
- Help the team leader to:
 - Communicate a strong belief in the ability of the team.
 - Publicise successes and improvements made by the team to others.
 - Make decisions based on the benefits to the team.
 - Support team members across the whole team.
- Help the team leader determine what each team member contributes to the team. Suggest that the team leader praise the team and its members enthusiastically. Point out how important it is to show support for the team as a whole, focusing on overall progress as well as individual contributions. Emphasize that praise should be more common than criticism. Give examples of how the team leader can make better use of the team's good points.

Staying Focused

Desired behaviours:

Working in a systematic, methodical and orderly way. Following procedures and policies. Keeping to schedules. Producing high quality output in a timely manner

Techniques for the team leader to use with the team

- At one of the next team meetings take 10 minutes to reiterate the importance of following procedures, keeping to schedules, being punctual and being legally compliant.
- If you currently do not adhere to these rules yourself, start now. Begin by setting an example. Continue until the team notices the change in your behaviour.
- After the team is briefed to follow the rules and norms:
 - Comment when team members arrive late for a meeting.
 - Do not tolerate deviance from agreed processes.
 - Enforce adherence to schedules.
 - Keep everyone up-to-date with legal requirements, probe whether each team member follows the legal framework, and do not allow any activities outside the boundaries of legality.
- Schedule a special meeting with the project team to address all quality issues.
 - Ask everyone to develop a list of quality issues before the meeting to give to you in advance.
 - Review these issues and integrate them into one list before the meeting.
 - At the meeting gain agreement that the team members discuss all critical quality issues for the project team.
- Think of how you personally may have given lower priority to attention to detail in earlier project phases and reiterate how important attention to detail is when it comes to a high quality delivery. Insist that you will take responsibility for monitoring and checking this in the future.

Coaching activities for the team leader

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- Review the individual's personal views regarding the relevance of the quality systems that exist in your organisation. Try to identify those with which he/she is comfortable, and then clarify the need to include all other quality systems, even those the team leader may feel inclined to disregard.
- Suggest that the individual work with his/her team to draw up a list of all the existing rules and procedures that are in place but unhelpful for delivering quality projects on time. Decide how best to challenge these, making a logical business case for the changes to be made. You and/or the team leader should then present these to the person or department who is most likely to be able to bring about the desired changes.
- Have the team leader check out quality assurance processes in teams with similar tasks within or outside of the organisation. Evaluate subsequent suggestions and support the implementation of process change.

About the EXPERT Report

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