



SHL Team Impact Report: Group Development

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using



Introduction

Each member of the team completed an occupational personality questionnaire called OPQ32. The responses they provided were used to generate this report.

This Group Development Report is intended for managers, project leaders and HR professionals who might want to understand this group's Team Impact.

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

- The **SHL Team Impact: Individual Development report** identifies a team member's team strengths and weaknesses. It also provides development advice.
- The **Maximizing 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 for understanding emotions and managing relationships.

About Team Impact

This report is all about the impact that team members can have on a team. Among a group of people who work together (a team), each individual makes specific contributions to the process. This report will help you identify your team's strengths and development needs so you can improve the team's overall impact.

Process Stages

Teams share common tasks or projects and need to work collectively towards the same goals. To achieve their goals, teams work through four critical stages:

1. **Creating** a vision for potential solutions
2. **Managing** the activities of the team
3. **Resourcing** tasks to get work done
4. **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 judgments 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		

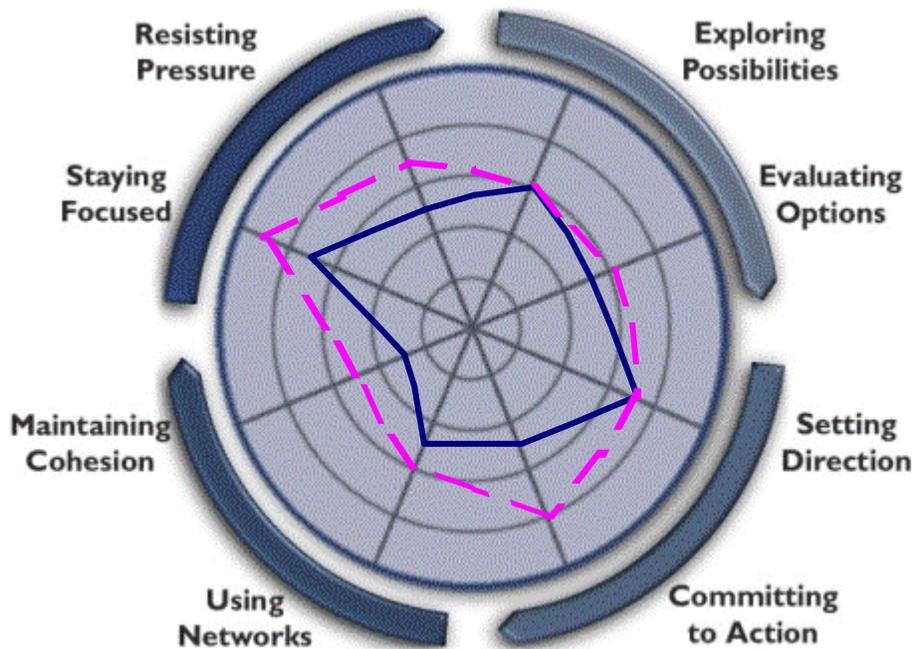
Team Impact Results

This group's Team Impact profile is shown below. The team scores are based on an average of the individual participants' scores. The profile is followed by detailed commentary. The lighter outside line reflects the maximum scores obtained by one or more individuals for each Team Impact area.

Team Impact Profile

How to read the profile

- Team Impacts appear along the circle's perimeter.
- The dark line inside the circle represents your team's overall profile.
- This team's strengths are indicated when profile approaches the circle's perimeter.
- This team's overall weaknesses are indicated when profile approaches the circle's center.



Process Stage	Team Impact	This Team's Rating
Creating	Exploring Possibilities	Capable
	Evaluating Options	Capable
Managing	Setting Direction	Strong
	Committing to Action	Capable
Resourcing	Using Networks	Capable
	Maintaining Cohesion	Weak*
Delivering	Staying Focused	Strong
	Resisting Pressure	Capable

**The team needs development in this area.*



Team Strengths

Setting Direction

This team shows a strong tendency towards coordinating its own activities. It demonstrates a clear understanding of how to move projects forward and is good at coordinating changes as needs arise.

Staying Focused

Based on its high standards for quality this team is very focused on delivering flawless outputs. The group's systematic and methodical approach makes it very likely that no essential aspect of the project is neglected. The team's highly structured approach allows it to efficiently process information.

Development Needs

Maintaining Cohesion

This team appears to have difficulty resolving internal conflict. In most situations, individuals in this team stick to their own agendas rather than attempt to develop a solution with other team members.

Sufficient Team Capabilities

This team is capable in the following areas:

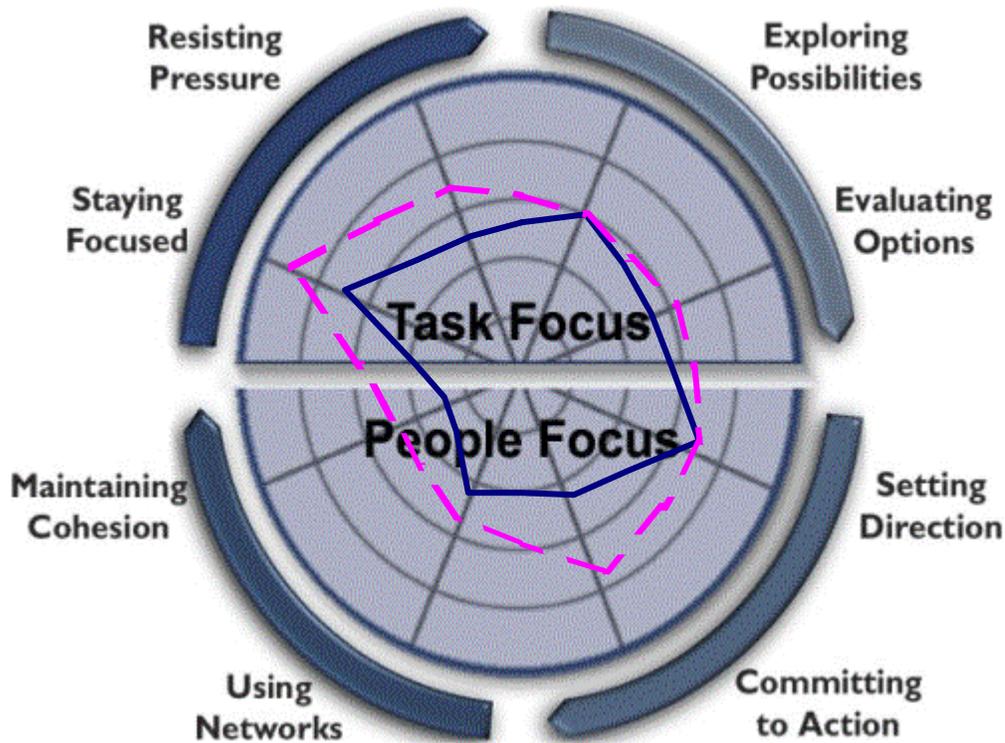
- Making creative contributions, understanding the bigger picture
- Monitoring team progress, evaluating ideas and concepts
- Showing enthusiasm and the determination to get things done
- Building relationships inside and outside the team
- Dealing appropriately with work-related pressures as deadlines approach

Task Versus People Focus

A crucial aspect of teamwork is the task-versus-people focus. As illustrated in the diagram below, the eight Team Impacts are separated into two groups:

- **Task Focus Impacts** describe how well this team processes the information and available data. The diagram below displays Task Focus Impacts in the top hemisphere.
- **People Focus Impacts** describe how well this team approaches and handles relationships with people. The diagram below displays People Focus Impacts in the bottom hemisphere.

Task-vs-People Profile



Focus	Team Impact	This Team's Rating
Task Focus	Staying Focused	Strong
	Resisting Pressure	Capable
	Exploring Possibilities	Capable
	Evaluating Options	Capable
People Focus	Setting Direction	Strong
	Committing to Action	Capable
	Using Networks	Capable
	Maintaining Cohesion	Weak*

**The team needs development in this area.*



Task-vs-People Summary

This team demonstrates a stronger orientation towards tasks than people. The team can take on many tasks, but communication problems mean some of the team's activities might not be aligned. It is quite likely that relationships in this team do not receive the attention they should. Strengthening the Team Impacts related to People Focus will help to better balance this team and its performance.

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 are close to becoming development needs.

- Evaluating Options
- Committing to Action
- Using Networks
- Resisting Pressure

For each Team Impact listed above, the following pages provide:

- A definition of desired behaviors.
- Techniques for improvement to use with this team. The suggestions in this section are designed to help the team learn about and practice the skills and behaviors that will build and strengthen its Team Impact.
- Advice for the team leader. The suggestions in this section will help team leaders guide team members towards stronger Team Impact or will help the team leader to strengthen his/her own skills and behaviors when working with this team.

Process Stage: Creating

The following exercises help the team increase its creativity. Consider involving outside resources to help you with these Group Exercises.

Evaluating Options

Desired Behaviors
Probing for further information and greater understanding of a problem • Making rational judgments based on the available information • Evaluating ideas quickly to determine feasibility

It is often essential that the team carefully evaluate many possible courses of action before it embarks on developing solutions. *Evaluating Options* is about weighing the viability of various options.

Development Techniques for the Team

When the team needs to decide how to develop a certain solution, or choose which solution path to pursue, take the project team through the following steps.

1. Define the problem in very abstract terms. For example, if you wanted to develop a package for a beverage, the definition might be: *Develop beverage packaging that maximizes the attractiveness of the product for 5- to 10-year-old children.* The team could pursue packaging in glass bottles, plastic bottles, cans or vacuum packs; as well as distributing syrup containers for soda streams and more.
2. Make a list of criteria that are relevant to the decision. Using the above example, you might list: *production infrastructure, distribution infrastructure, packaging costs, shelf life of product in the package, attractiveness to target group, innovation, differentiation from competitor.*
3. Have the team discuss and assess the strengths and weaknesses of each option.
4. Avoid jumping into issues of practicality right away. Such analysis usually slows the careful discussion of each alternative.

Advice for the Team Leader

- Explore how you analyze problems and make decisions. Ask yourself:
 - In what past situations have I been most effective in analyzing problems? What did I do, specifically, that was effective? What supportive conditions were present? In which situations have I failed to clearly analyze or fully understand a problem?
 - What could I do to become more effective in analyzing and understanding problems in the broader context? What behaviors should I practice more? What behaviors should I demonstrate less?
 - Determine which data are critical for finding a sound conclusion. Test your assumptions. Rank the data in terms of usefulness. Continue asking “why” until the issue’s root cause is exposed.
 - Review a completed project you were involved in. Do a strengths and weaknesses analysis.
- A thorough evaluation of alternative solutions is particularly valuable when dealing with



situations that, upon first analysis, have “obvious” solutions. After further evaluation, the obvious choices are sometimes not the best. Focus on one or two project-related issues and demonstrate to your team how to get beyond the obvious and how to uncover the root of the issues. Try to do this when:

- Colleagues base their decisions on experience rather than analysis.
- Attention is being focused on tackling the immediate symptoms of issues.
- The questions being asked are insufficiently probing and challenging.

Process Stage: Managing

The following exercises help the team manage its activities. These activities are intended for those who have responsibilities coordinating and directing others; they are *not* recommended for all members of the team. If the team has a serious leadership issue, an outside resource should be sought to help the team and its leader.

Committing to Action

Desired Behaviors
Initiating and promoting activity • Making prompt decisions, which may involve considered risks • Taking responsibility for actions and people • Acting independently

(Since this Team Impact revolves around leadership of the team, the focus of development techniques is on the team leader and less on the team as a group.)

Development Techniques for the Team

- Ask your team for feedback about a time when they may have wanted more direction or management from you. Think about the extent to which you exerted your authority. Consider adopting a more authoritative approach, when required, to motivate or pressure the team to achieve milestones and deadlines
- Commit team members to time lines and quality targets. Ask the team how they are going to deliver these under your direction.

Advice for the Team Leader

- You will be seen as a natural leader if you are able to provide clear direction. You must understand that you are responsible for the team's meeting its deadlines. When time is at a premium, consider cutting through distractions and actively encourage people to be productive. Use this approach when:
 - There is too much analysis and not enough decision making
 - There are short-term opportunities that can be exploited
 - A crisis needs to be dealt with immediately
 - Others have unclear objectives or low levels of achievement
 - There is underlying complacency and a disappointing level of performance in relation to the potential team performance
- Identify all the obstacles to meeting milestones and bringing a project in on time. Assess the list and identify problem areas.
 - Get on top of all such issues. To effectively resolve serious obstacles, this might require the support of other team members and your supervisor.
 - Create realistic project plans that include all tasks and decisions. Talk to the stakeholders and correct their expectations. Remember that some items in the list may be beyond your control.
 - You can expect that stakeholders and team members might object to or ignore your message. Practice repeating the principal message until team members and stakeholders listen and agree.
- Review a recent project for which you were responsible. Focus on your commitment to

implementation. How willing were you to make judgments related to the project's course? How rapidly did you generate action plans? How could you have been more effective?

- Identify someone you perceive to be extremely decisive and committed in the way he/she makes decisions and drives teams. Which behaviors would you like to take as a model for yourself?
- Focus on a decision you have been avoiding. Identify the advantages and benefits of making that decision, then review the consequences of not making the decision. What would it take to speed up the process of making such decisions? What would it take to do this and still feel reasonably comfortable?

Process Stage: Resourcing

The following exercises help the team improve its ability to get things done.

Using Networks

Desired Behaviors
Establishing strong relationships with staff at all levels • Building effective networks inside and outside the organization • Tapping into resources outside the team

Development Techniques for the Team

- Work with the team to encourage them to establish contacts both in and outside of the organization. Discuss the importance of networking and the benefits of tapping into resources outside the team.
- Encourage team members to join professional associations and to take advantage of the networking opportunities they offer.
- Ask team members to look in their networks for people with useful experience that may benefit this team.
- Identify ways in which your team can increase its profile within the organization; try to generate some curiosity about your team. Support the team in exploiting this interest in building a network of useful contacts.
- As a group, consider approaching another team that is very well connected in the organization to have a "night out" together. Before the event, encourage your team to use this opportunity to expand their network. Encourage your team's members to tap into that team's connection pool. (Make sure to let the other team know in advance that this is your intention.)

Advice for the Team Leader

- Set an example for your team: join networking groups that are set up by professional associations of which you are a member. Demonstrate to your team the benefits you have personally experienced as a result. Give them specific examples that are applicable to the team and/or its project.
- Find an opportunity where you can present the success of your team to the management body of your organization.

Maintaining Cohesion

Desired Behaviors
Adapting personal approaches to the team's needs and contributing positively to team spirit • Listening and communicating actively • Supporting and caring for others

Development Techniques for the Team

This exercise is a detailed intervention into personal and group behavior. If you feel uncomfortable with this exercise, do not engage in it by yourself. Get an independent expert to help you, such as an internal trainer (not your supervisor) 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 to the exercises; don't blame; accept responsibility for your own behavior; report only your own observations and feelings, do not discuss second-hand information.
- On a flip chart list recent situations where the team's 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 the scale: 1 = MINOR DISCOMFORT to 5 = MAJOR DISCOMFORT.
- To enable team members to better understand one another, discuss previous situations that created discomfort. Ask the team to rate the level of discomfort for each situation.
- Reiterate 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 each situation explore the following:
 - Who was feeling uncomfortable in the situation?
 - What behavior in others caused the discomfort? Be specific.
 - What alternative behaviors would have been acceptable?
 - For each situation, decide which individuals should commit to "trying out" new behaviors. Get their commitment to make an effort to act differently in the future.
 - Remind team members to be sensitive to the impact of their own behavior on others when discussing issues.
 - Engage the whole team in helping to support individual team members and to monitor compliance with agreed commitments.
- Have team members ask their colleagues, "In what past situations have I been most effective as a team worker." Then have the team members ask themselves:
 - What did I do specifically that was effective?
 - What supportive conditions were present?
 - In which situations have I been least effective as a team member? What did I do that detracted from effectiveness? What could I have done differently?
 - What can I do to become more effective as a team worker?
 - Which behaviors should I practice more? Which should I exhibit less?

- Think of someone who is a particularly effective team player. How are they effective? What do they do exactly?
- Agree to a process for recognizing and celebrating success – then follow through. 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.
- *For this activity, employ an external trainer who is experienced in managing group dynamics.* Hold a “hot seat” session with the team. Allow all team members to express their feelings and the thoughts they have about each other. This session is hard on the individuals involved but promises to help them to become less sensitive and work together better. The success of this type of session is invariably connected with the ability of the trainer to solicit positive feedback and to reach a positive resolution for each team member.

Advice for the Team Leader

- Think about one or more people you know who are effective at diffusing tense atmospheres and resolving conflicts. Try to identify what it is that makes these people effective at this. Consider how you can use this information to help manage your team’s behavior in such situations.
- Explore ways of providing and gathering information in a balanced way. How can you take advantage of more opportunities to enhance good relationships within the team?
- Discuss with a coach, mentor or successful leader the dynamics of this team. Together, you might find that just one or two team members are at the root of the team’s troubles. Although this is a very typical group phenomenon, it is your responsibility *not* to overly focus on just a few individuals.
- Consider practicing the principle of “management by walking about” (MBWA). Do not give in to “shutting yourself away” in your office.
- Think carefully about the individuals in your team. Learn about their professional ambitions and what motivates them. Look at the team from the perspective of its individual members. Imagine how they see themselves and how they see the project.
- Exploit each team member’s strengths 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.
- Do the following more often:
 - Communicate a strong belief in the team’s abilities.
 - Publicize to others the team’s successes and improvements.
 - Make decisions based on the benefits to the team.
 - Support team members across the whole team.
- Determine what each team member contributes to the team. Praise the team – and its individual members – enthusiastically whenever possible. Show support for the team as a whole, focusing on overall progress as well as individual contributions. Praise should be more frequent than criticism.

Process Stage: Delivering

The following exercises help the teams deliver solutions on time to meet goals and objectives.

Resisting Pressure

Desired Behaviors
Keeping emotions under control, even in difficult situations • Modifying approach in face of new demands • Staying optimistic and resilient • Remaining productive

Changing your team's behavior – or your own – can be difficult. The benefits, however, of being open to change and more able to deal with substantial pressures are obvious. The following exercises can help the team carry the load together. Use them to help the team identify and develop constructive reactions.

Development Techniques for the Team

- Hold a team session where you focus on the team's ability to deal with pressure. In the course of 2 to 3 hours, go through the following points:
 - Ask team members to describe stressful situations they've experienced.
 - Identify stressors the team cannot alter, such as project timelines, budgetary constraints, behaviors of people outside the team, etc.
 - Discuss the stressors that the team cannot alter. Acknowledge that they are stressors and find ways the team can minimize their impact.
 - Discuss the stressors that can be altered by the team and identify how they can be eliminated in the future.

Advice for the Team Leader

- Working with a coach, mentor or successful leader:
 - Identify perceived threats and put them into perspective.
 - Determine which non-critical issues you can ignore; focus exclusively on core issues.
 - Consider seeking help from others.
 - Take time out to reflect and re-examine what needs to be achieved.
 - Enact this role-play exercise: one of you creates a distraction away from the task that needs to be completed while the other explores ways to get back on track. Analyze how effectively you regained control of the situation.



About This Report

This report is automatically generated based on a respondent's answers to the OPO32 Occupational Personality Questionnaire. While the information herein presents a credibly accurate characterization of the respondent, the subjective nature of questionnaire-based ratings must be kept in mind. The essential aspects should be confirmed in direct contact with the respondent.

Comparison Group Used: Canadian Managerial & Professional 2000
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