






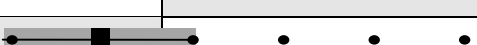


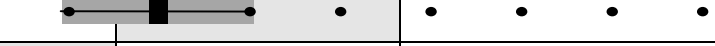

opq32

> Team Types and Leadership Styles Profile

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Comparison group: OPO32i Managerial & Professional 1999 | Date: 11-Sep-06

TEAM TYPES

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






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Team Type Descriptions

<p>Co-ordinator</p> <ul style="list-style-type: none"> • Sets the team goals and defines roles • Co-ordinates 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 slapdash. Sees project through
<p>Team Worker</p> <ul style="list-style-type: none"> • Promotes team harmony. Good listener who builds on 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	Team Type
• • •	• • •	 •	Delegative Leader
• • •	• • •	 • •	Directive Leader
• • •	• • •	 • • •	Consultative Leader
• • •	• • •	 • • •	Negotiative Leader
• • •	• • •	 • • • •	Participative 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"> • Favours 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	Team Type
• • •	• • •	• •	Reciprocating Report
• • •	• • •	•	Informative Report
• • •	• • •	• • •	Self-Reliant Report
• • •	•	• • • •	Collaborating Report
• •	• • •	• • • •	Receptive 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

ABOUT THIS REPORT

This report was generated using the SHL Expert 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. This report has been generated electronically – the user of the software can make amendments and additions to the text of this report.

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PC Expert OPQ32 Pack Release Version 2.0

Comparison Group used: OPQ32i Managerial & Professional 1999

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