

## Team Approach

### **Sample Candidate** **The Holst Group**

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**Synopsis:** Overall, he would be most effective in a strong commanding role in which he could assume responsibility for the group's direction and control and/or for difficult projects.

#### Attributes

- Naturally very assertive and forceful, he gravitates instinctively towards spearheading projects, helping his fellow team members set immediate and relevant objectives and directions.
- Self-assured and comfortable being in control, he expects to be seen, heard and listened to.
- His determined, sometimes unorthodox approach to problems and solutions should inspire his fellow team members to adopt a broader based thinking process.
- Able to see the pros and cons of a group's activities and ideas, his objectivity and ability to critique issues add to his team input.
- Granting that he enjoys the odd spur-of-the-moment team project, he also appreciates a core of regular activities.

#### Developmental Areas

- He will not be overly interested or active in a team that does not play to his own agenda, especially if he cannot re-orient its direction.
- His aggressive, sometimes confrontational style may hamper co-operation among his fellow team members.
- His strong willed, even dogmatic style can be counterproductive, causing resentment in the group because of his perceived obstinacy.
- While he may be able to empathise, he may be somewhat uncomfortable when faced with emotional displays from others.
- He likes group work to keep moving, but not at such a fast pace that he feels overly rushed.

#### Managing Guidelines

He has leadership potential, so give him as much responsibility as possible – if not for the whole project, at least for part of it. However, don't expect him to be contented with a simple support role and do be prepared for people problems. Capitalise on his production-orientated facilitating style.

**Note:** A study of this individual's behaviour style is not sufficient to ensure team fit. Other characteristics such as attitude, motivation, maturity, experience and past history need to be assessed in order to make an informed decision. To get the fullest understanding of this individual's behaviour in a team situation, review this report with a trained and experienced McQuaig Interpreter.