opq32

> Premium Plus Report

Name: Mr Peter Sample

Date: **15 April 2009**

Stens

RELATIONSHIPS WITH PEOPLE

Sten	Low description	Scale	High description	Category
3	rarely pressures others to change their views, dislikes selling, less comfortable using negotiation	Persuasive	enjoys selling, comfortable using negotiation, likes to change other people's view	INFLUENCE
2	happy to let others take charge, dislikes telling people what to do, unlikely to take the lead	Controlling	likes to be in charge, takes the lead, tells others what to do, takes control	INFLUENCE
2	holds back from criticising others, may not express own views, unprepared to put forward own opinions	Outspoken	freely expresses opinions, makes disagreement clear, prepared to criticise others	INFLUENCE
2	accepts majority decisions, prepared to follow the consensus	Independent Minded	prefers to follow own approach, prepared to disregard majority decisions	INFLUENCE
4	quiet and reserved in groups, dislikes being centre of attention	Outgoing	lively and animated in groups, talkative, enjoys attention	SOCIABILITY
2	comfortable spending time away from people, values time spent alone, seldom misses the company of others	Affiliative	enjoys others' company, likes to be around people, can miss the company of others	SOCIABILITY
2	feels more comfortable in less formal situations, can feel awkward when first meeting people	Socially Confident	feels comfortable when first meeting people, at ease in formal situations	SOCIABILITY
1	makes strengths and achievements known, talks about personal success	Modest	dislikes discussing achievements, keeps quiet about personal success	EMPATHY
1	prepared to make decisions without consultation, prefers to make decisions alone	Democratic	consults widely, involves others in decision making, less likely to make decisions alone	EMPATHY
1	selective with sympathy and support, remains detached from others' personal problems	Caring	sympathetic and considerate towards others, helpful and supportive, gets involved in others' problems	EMPATHY

THINKING STYLE

Sten	Low description	Scale	High description	Category
3	prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics	Data Rational	likes working with numbers, enjoys analysing statistical information, bases decisions on facts and figures	ANALYSIS
1	does not focus on potential limitations, dislikes critically analysing information, rarely looks for errors or mistakes	Evaluative	critically evaluates information, looks for potential limitations, focuses upon errors	ANALYSIS
2	does not question the reasons for people's behaviour, tends not to analyse people	Behavioural	tries to understand motives and behaviours, enjoys analysing people	ANALYSIS
2	favours changes to work methods, prefers new approaches, less conventional	Conventional	prefers well established methods, favours a more conventional approach	CREATIVITY & CHANGE
3	prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts	Conceptual	interested in theories, enjoys discussing abstract concepts	CREATIVITY & CHANGE
3	more likely to build on than generate ideas, less inclined to be creative and inventive	Innovative	generates new ideas, enjoys being creative, thinks of original solutions	CREATIVITY & CHANGE
2	prefers routine, is prepared to do repetitive work, does not seek variety	Variety Seeking	prefers variety, tries out new things, likes changes to regular routine, can become bored by repetitive work	CREATIVITY & CHANGE
2	behaves consistently across situations, unlikely to behave differently with different people	Adaptable	changes behaviour to suit the situation, adapts approach to different people	CREATIVITY & CHANGE
3	more likely to focus upon immediate than long-term issues, less likely to take a strategic perspective	Forward Thinking	takes a long-term view, sets goals for the future, more likely to take a strategic perspective	STRUCTURE
2	unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail	Detail Conscious	focuses on detail, likes to be methodical, organised and systematic, may become preoccupied with detail	STRUCTURE
1	sees deadlines as flexible, prepared to leave some tasks unfinished	Conscientious	focuses on getting things finished, persists until the job is done	STRUCTURE
4	not restricted by rules and procedures, prepared to break rules, tends to dislike bureaucracy	Rule Following	follows rules and regulations, prefers clear guidelines, finds it difficult to break rules	STRUCTURE

FEELINGS AND EMOTIONS

Sten	Low description	Scale	High description	Category
2	tends to feel tense, finds it difficult to relax, can find it hard to unwind after work	Relaxed	finds it easy to relax, rarely feels tense, generally calm and untroubled	EMOTION
4	feels calm before important occasions, less affected by key events, free from worry	Worrying	feels nervous before important occasions, worries about things going wrong	EMOTION
2	sensitive, easily hurt by criticism, upset by unfair comments or insults	Tough Minded	not easily offended, can ignore insults, may be insensitive to personal criticism	EMOTION
2	concerned about the future, expects things to go wrong, focuses on negative aspects of a situation	Optimistic	expects things will turn out well, looks to the positive aspects of a situation, has optimistic view of the future	EMOTION
2	wary of others' intentions, finds it difficult to trust others, unlikely to be fooled by people	Trusting	trusts people, sees others as reliable and honest, believes what others say	EMOTION
4	openly expresses feelings, finds it difficult to conceal feelings, displays emotion clearly	Emotionally Controlled	can conceal feelings from others, rarely displays emotion	EMOTION
1	likes to take things at a steady pace, dislikes excessive work demands	Vigorous	thrives on activity, likes to keep busy, enjoys having a lot to do	DYNAMISM
5	dislikes competing with others, feels that taking part is more important than winning	Competitive	has a need to win, enjoys competitive activities, dislikes losing	DYNAMISM
2	sees career progression as less important, looks for achievable rather than highly ambitious targets	Achieving	ambitious and career-centred, likes to work to demanding goals and targets	DYNAMISM
2	tends to be cautious when making decisions, likes to take time to reach conclusions	Decisive	makes fast decisions, reaches conclusions quickly, less cautious	DYNAMISM
1	has responded less consistently across the questionnaire	Consistency	has responded more consistently across the questionnaire	

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Mr Peter Sample: 15 April 2009

USER REPORT

INTRODUCTION

This report is designed for those who have completed OPQ training. It represents a powerful interpretation aid when preparing for a feedback interview, writing an assessment report, or interpreting OPQ32 information across a range of other contexts.

The report explores Mr Sample's responses to the OPQ32i questionnaire. This therefore provides a profile of his relative preferences and behaviours when at work.

Each section presents an area of the OPQ32 profile, together with a narrative interpretation of these scales and the links between them. Further links with other sections of the profile (where these offer more in-depth understanding of the individual) are then presented. Remember, when considering the results of the personality questionnaire, it is important to recognise that the responses given were Mr Sample's own view, and represent the way he sees his own behaviour, rather than how his personality might be described by another person. The accuracy of this report depends on the frankness and honesty with which the questionnaire was completed, as well as, in part, his level of self-awareness.

It should be noted that he has tended to respond less consistently than most when completing the questionnaire, and that this may have affected his profile as described below.

This report should be treated confidentially. The shelf-life of the information contained in this report is considered to be 18-24 months, depending upon Mr Sample's work role and personal circumstances. To ensure relevance, the profile and its interpretation should always be directly related to the individual's current or future role.

RELATIONSHIPS WITH PEOPLE

Influence

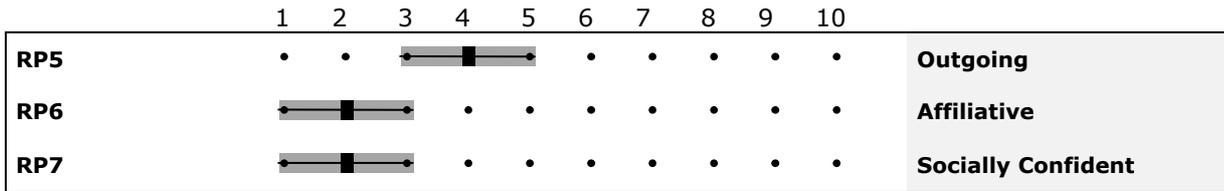|	1 2 3 4 5 6 7 8 9 10	
RP1		Persuasive
RP2		Controlling
RP3		Outspoken
RP4		Independent Minded
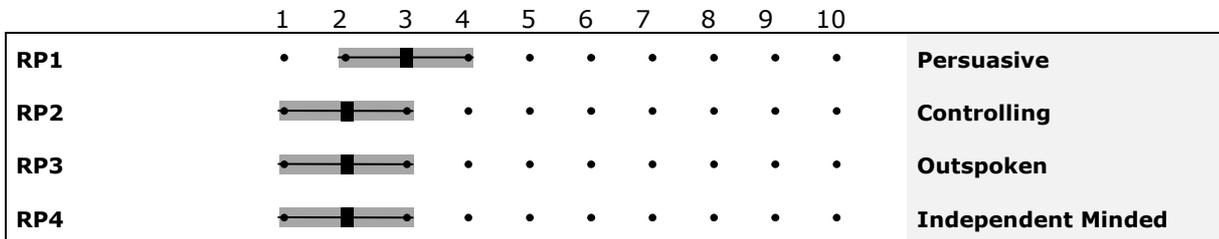
Persuading people is not something which Mr Sample is very inclined to do. As well as having little interest in conducting negotiations with others or 'selling' them an idea, he seems to prefer to stay well away from the role of group leader, probably preferring others to take charge. Both sales and managerial roles are therefore likely to be unattractive to him as he is uncomfortable in roles requiring a high degree of influence.

Mr Sample is unlikely to challenge the majority view, for, as well as an extreme tendency to follow the ideas of the majority rather than go his own way, he seems to thoroughly dislike getting involved in heated argument, generally preferring to keep quiet rather than speak out. This should make for relatively little conflict and as a result he is probably relatively easy to manage without confrontation.

His overall impact when trying to influence others may be diminished to some extent by his very low level of confidence and ease with others.

Sociability

	1	2	3	4	5	6	7	8	9	10	
RP5	•	•				•	•	•	•	•	**Outgoing**
RP6			•	•	•	•	•	•	•	•	**Affiliative**
RP7			•	•	•	•	•	•	•	•	**Socially Confident**

Mr Sample does not appear to enjoy the company of others to any great extent, far preferring to spend longer periods of time alone, perhaps because he sees himself as extremely shy or nervous when meeting strangers or having to address a group. When he does find himself in company, however, he is only a little less lively and talkative than most. Contrasted with the lack of confidence and negligible need for company, when Mr Sample is being talkative, he may sometimes come across as slightly awkward or under-confident.

There may be a link between his liking to remain very private and separate from others and his reported feeling that people are generally untrustworthy. On the whole he has a strong level of distrust of others and he will generally suspect others of hidden motives when dealing with them.
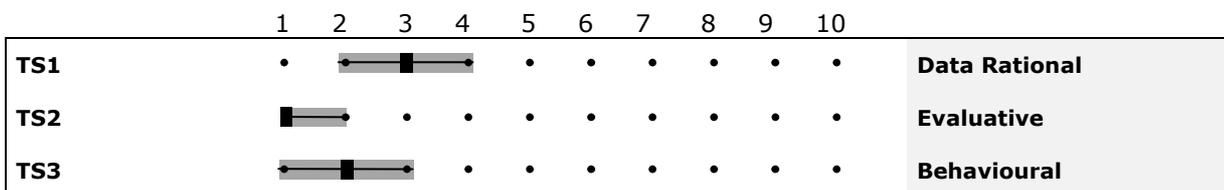
Empathy

	1	2	3	4	5	6	7	8	9	10	
RP8			•	•	•	•	•	•	•	•	**Modest**
RP9			•	•	•	•	•	•	•	•	**Democratic**
RP10			•	•	•	•	•	•	•	•	**Caring**
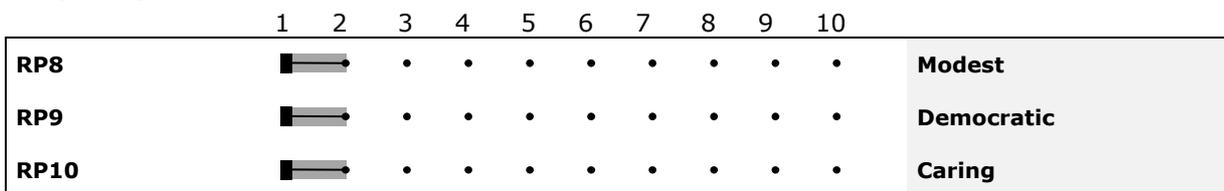
Mr Sample is very unlikely to provide sympathy and support to colleagues, unless he feels their issues are particularly serious. Further he tends almost always to make decisions alone without consulting other people. In addition to this, he is likely to be very vocal about his triumphs and achievements. He may often run the risk of being considered absorbed with himself rather than interested in other people's needs.

THINKING STYLE

Analysis

	1	2	3	4	5	6	7	8	9	10	
TS1	•				•	•	•	•	•	•	**Data Rational**
TS2		•	•	•	•	•	•	•	•	•	**Evaluative**
TS3			•	•	•	•	•	•	•	•	**Behavioural**

Overall, Mr Sample does not seem to consider analytical thinking as an area of much interest or preference. He reports a disinclination towards working with numerical or statistical information. Further, his interest in critically analysing information or plans proposed to him is extremely low. He also reports that analysing people, their motivations and behaviours, holds extremely little interest for him. He is therefore more than likely to avoid any kind of analytical role, whether it concerns people or numbers.

His reluctance to work with data is linked to a similar reluctance to make quick decisions. This suggests that he is cautious in data interpretation and that he may dislike making decisions

especially when this is dependent upon him working through information presented as numbers or statistics.

The diffidence mentioned earlier that he feels when presenting his views and ideas to others and his reluctance to criticise their views may relate to his own very limited confidence in his ability to take a critical and analytical approach to information. In other words, he is neither critical in weighing up information nor critical in the sense of being highly outspoken.

As well as his very limited interest in critical analysis and evaluation, he also dislikes exploring and discussing ideas and theories. Together these suggest a reluctance to engage in intellectual analysis, with a likely stronger interest in more practical implementation.

Not only does Mr Sample express a strong dislike of undertaking analyses of others' behaviour and motives, but he also describes himself as tending to behave in very similar ways across a wide variety of situations. This suggests a rather rigid behavioural style that does not vary according to the context, quite possibly due to a lack of interest in how this may affect or be perceived by others.

Creativity and Change

	1	2	3	4	5	6	7	8	9	10	
TS4		■		·	·	·	·	·	·	·	**Conventional**
TS5	·		■		·	·	·	·	·	·	**Conceptual**
TS6	·		■		·	·	·	·	·	·	**Innovative**
TS7		■		·	·	·	·	·	·	·	**Variety Seeking**
TS8		■		·	·	·	·	·	·	·	**Adaptable**

Mr Sample reports an extremely strong preference for new ways of working. However, these new approaches are likely to be generated by others rather than himself since his profile suggests a marked disinclination towards producing inventive ideas in any number. Equally he seems to have little interest in hypothetical or theoretical issues and so will be more interested in the practical than the more abstract implications of the new methods. Overall then, Mr Sample may be seen as someone who favours a really radical or unorthodox approach, but who is unlikely to come up with radical ideas or theories himself.
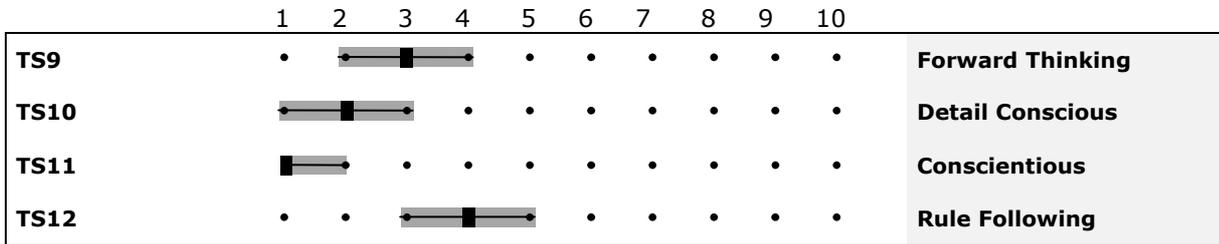
Mr Sample reports an extremely strong preference for routine over variety and novelty in his work. In addition, he is much less likely than most to adapt his behaviour to meet the changing demands of the situations or people he is dealing with. Thus, his approach to changing situations may be described as somewhat conservative, both in terms of the perceived negative impact on his routines and in his unwillingness to adapt his behaviour to deal with them. He would probably be most comfortable in a consistent, predictable environment.

Somewhat in contrast to Mr Sample's strong preference for new and more radical ways of approaching things, he does not welcome however change or variety within his day to day work patterns. This suggests quite a complex combination of someone who looks for opportunities to try new methods and approaches to the problems or issues that he encounters, while still seeking a high level of predictability and routine in his daily activities.

It would appear that his interest in new methods and approaches may cause him to give less importance to deadlines and the completion of ongoing work. Not only is Mr Sample rather more down-to-earth than abstract in his thinking style, but also he has expressed a dislike of working with numerical and statistical information. Together, these may indicate a greater reliance upon his view of what is the common sense interpretation or understanding of an issue than on a more theoretical collection of factual data and information.

His strong tendency to adopt the same behaviour across the vast majority of different situations may shed some light onto his low preference in terms of having other people around him. It may well be that he chooses a smaller, select group of friends that he feels at ease with, and where he feels comfortable being himself without the need to change his behaviour in order to fit in.

Structure

	1	2	3	4	5	6	7	8	9	10	
TS9			■								Forward Thinking
TS10		■									Detail Conscious
TS11	■										Conscientious
TS12				■							Rule Following

Mr Sample reports a disinclination for thinking ahead and setting long-term goals as well as a very clear lack of interest in detail and order. Thus, he seems more concerned with the present than the future and may tend to pay little attention to the more detailed aspects of his work.
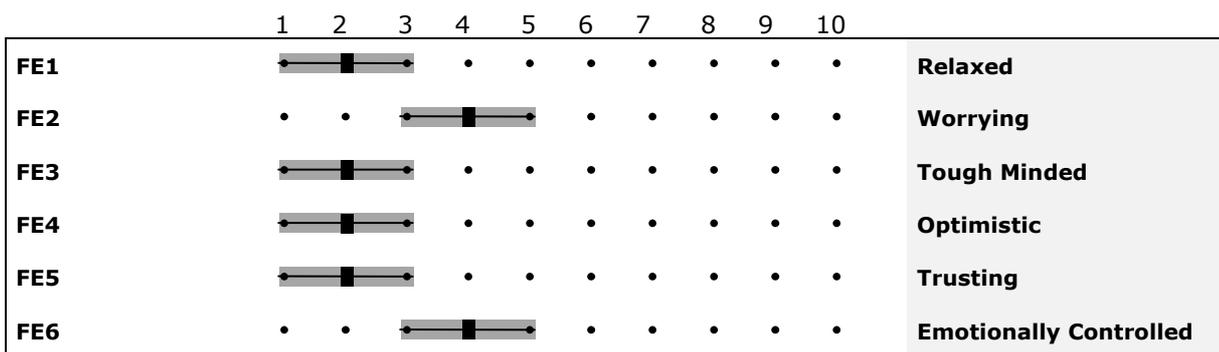
Mr Sample reports only a little less inclination to stick closely to rules and regulations than his peers. On the other hand, he seems to place a much lower emphasis upon the importance of meeting deadlines and seeing tasks through to their conclusion.

His very low attention to detail, and tendency to dislike working in an orderly and meticulous fashion appears to be linked to a very uncritical approach when reviewing or checking work. Indeed, he is very unlikely to be comfortable in a role which demands highly detailed or in-depth analysis or checking of information and his work may be prone to a number of errors or mistakes.

The strong dislike of detail that he describes is matched by a similarly low emphasis upon meeting deadlines or completing work on time. These more day-to-day elements of structure in his work are therefore not a priority for him and the delivery of accurate and fully checked work from him may well suffer as a result.

FEELINGS AND EMOTIONS

Emotion

	1	2	3	4	5	6	7	8	9	10	
FE1		■									Relaxed
FE2				■							Worrying
FE3		■									Tough Minded
FE4		■									Optimistic
FE5		■									Trusting
FE6				■							Emotionally Controlled

Mr Sample often finds it difficult to relax and very often feels under pressure. He does, however, feel slightly less nervous than most people before important occasions. His anxiety is therefore rather more generalised than specifically focused on particular events.

Mr Sample considers himself to be far more sensitive to criticism and insults than most people. In addition to this, he generally adopts a very suspicious attitude towards others, doubting that they can be relied upon. Perhaps not surprisingly, he describes himself as something of a pessimist and

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invariably expects the worst outcome to events. He is therefore likely to be more than a little cynical about outcomes and proposals.
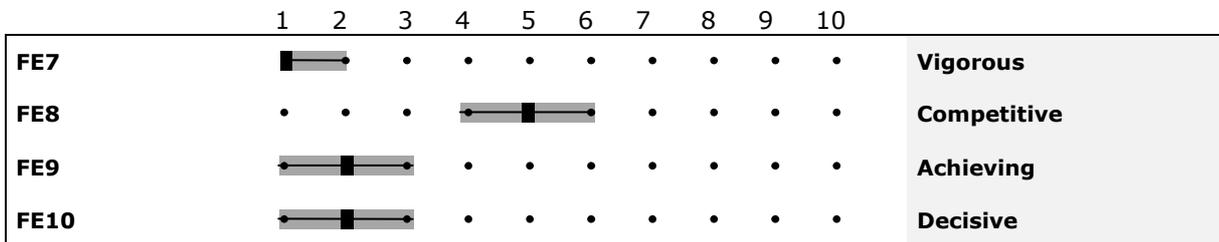
In terms of expressing feelings, he will be a little more open than most people. It may be that he finds some kinds of emotions easier to express than others.

His reluctance to speak out or to disagree with the group consensus is consistent with his sensitivity to any negative feedback or criticism that they may direct at him. It would appear that he strongly dislikes criticism, and is as uncomfortable directing this at others as he is at receiving it himself.

His very negative view appears to impact his general sense of anxiety, such that he experiences a high level of anxiety across a range of situations.

Although he feels that others should be viewed with a strong degree of suspicion, he is unlikely to express this directly to them since he tends to keep his views to himself. It is more likely to impact his behaviour towards them in more subtle ways than in open challenge or confrontation.

Dynamism

	1	2	3	4	5	6	7	8	9	10	
FE7	■	━	·	·	·	·	·	·	·	·	**Vigorous**
FE8	·	·	·	━	■	━	·	·	·	·	**Competitive**
FE9	·━	■	━·	·	·	·	·	·	·	·	**Achieving**
FE10	·━	■	━·	·	·	·	·	·	·	·	**Decisive**

Mr Sample's profile suggests a strong dislike for having too much to do and a preference for not being kept very busy. Together with this relatively low level of energy, he does not appear to consider that career progression is of very much importance to him and he describes himself as having little ambition in career terms. Somewhat in contrast, he is as stimulated by competitive activities as most others, and an opportunity to compare his performance against others may provide him with a stronger source of drive than the promise of career progression.

When summing up a situation and making a decision, Mr Sample is considerably more cautious than the majority of people. This could be highly important in a job where one cannot afford to be rash - for example, one where human safety risks being compromised - but could be seen as a disadvantage if his role demands swift and decisive action.

Mr Sample's very strong preference to work at a steady pace, perhaps with just one main focus at a time, may well be linked to his liking for more routine activities, rather than those that offer more novelty or change. Together, these suggest someone who is willing to work steadily even at repetitive tasks, but who may feel overwhelmed if required to 'juggle' several projects or less familiar activities at once.

When thinking about his career progression and the targets that he sets himself, he is unlikely to take a particularly forward thinking, or long-term perspective. This could mean a more reactive, or generalised sense of where he wishes to get to, or perhaps a greater focus on the short-term in terms of setting himself goals and targets.

It is possible that one reason for his strong dislike of making fast decisions is his very negative view of likely outcomes.

MANAGER PLUS REPORT
INTRODUCTION

This report is intended for use by line managers and HR professionals. It contains a range of information which is useful to support selection decisions.

It shows:
1. How Mr Sample prefers to work (for example whether he likes following rules or is prepared to break them).
2. How Mr Sample is likely to interact with his colleagues in a team.
3. His likely performance against a range of competencies proven to be important at work (e.g. Leading & Supervising).

USING THIS REPORT

This report is based on Mr Peter Sample's responses to the **Occupational Personality Questionnaire (OPQ)**. His responses have been compared against those of a large relevant comparison group to give a description of Mr Sample's preferred approach to work.

The responses Mr Sample gave show the way he sees his own behaviour, rather than how another person might describe him. This report describes preferred ways of behaving, rather than actual skills levels. The accuracy of this report depends on the frankness with which he answered the questions as well as his self-awareness. Nevertheless, this report provides important indicators of Mr Sample's style at work. This report links the information from the personality questionnaire to the twenty universal competencies.

This report has a shelf-life of 18-24 months and should be treated confidentially. If there are major changes in his life or work he should complete the OPQ again.

If you require support in interpreting this report, please contact a person in your organisation who has received full training in the use of the OPQ.

Please note that Mr Sample has completed the questionnaire very inconsistently. This suggests that he may have had some difficulty completing the questionnaire or may not have answered the questions openly. His results should therefore be treated with some caution. You may wish to verify his results through further sources of evidence (e.g. an interview or a work sample exercise) or seek guidance from someone who is professionally qualified in the use of the OPQ32.

BEHAVIOUR AT WORK

This section is based on Mr Sample's responses to the Occupational Personality Questionnaire (OPQ) and describes his preferred style at work in three key areas: interacting with people, approaching tasks, and managing feelings and emotions.
 It concludes with additional comments regarding particularly notable elements of his style.

How is Mr Peter Sample likely to interact with people?

- He describes himself as disliking selling and negotiating
- Has an extreme dislike of taking charge
- Very unlikely to put forward his own opinions or criticise others
- Is strongly inclined to agree with the group consensus
- Slightly reserved in group situations
- Very comfortable spending time alone
- Feels very uncomfortable in formal situations or when meeting new people
- Very much enjoys talking about his own achievements

- Very much prefers to make decisions alone without consultation
- Very selective with support and sympathy for colleagues

How is Mr Peter Sample likely to approach tasks at work?

- Sees himself as having a definite dislike for working with numerical data
- Reports a very strong inclination to take information or plans proposed to him at face value
- Reports a very strong tendency to not be interested in the motivations and behaviours of people
- Sees himself as having a very strong preference for new ways of working
- He is likely to be predominantly practical and definitely less interested in theories
- Has a definite preference for building on the ideas of others rather than coming up with new ideas
- He describes himself as having a much stronger preference for routine and persisting with repetitive work than most of his peers
- Has a very strong tendency to behave in the same way across different situations and with different people
- Likely to take a short term view and to think less of the longer-term implications
- Shows very much less concern for order and detail than most of his peers
- His emphasis on seeing tasks through to completion is considerably lower than most people
- Has a slight tendency to see rules as flexible and feel frustrated by bureaucracy

How are Mr Peter Sample's feelings and emotions likely to impact pronoun work?

- He sees himself as a highly tense, worried individual most of the time
- Tends to experience a little less tension than most before important events
- He sees himself as highly sensitive to criticism
- Takes a highly pessimistic view of the future
- Is highly unlikely to assume that others are reliable and honest
- He describes himself as someone who has a slight tendency to show his emotions openly
- He describes a very strong preference for approaching work at a steady pace
- Competition is likely to be of some importance to him
- Describes himself as very much less ambitious than most other people and places considerably less emphasis on achieving career success
- When making decisions he has a very strong tendency to be more cautious than the majority of people

Additional comments about Mr Peter Sample's likely behaviour at work:

- Does not wish to lead others or to win them round to his point of view
- Will not set out to convince others instead preferring compromise, or may be readily won over by another point of view
- Avoids sales situations and is not persuasive, particularly in unfamiliar situations or with unfamiliar people
- Has a flexible view about the goals of a group and may prefer clear guidance in working towards these
- Is less keen to voice his opinions preferring to follow the group
- Takes little account of people's opinions, interests and feelings
- Does not focus on discovering what others think about something and makes little effort to imagine himself in others' situations
- Likes to take time over decisions, but does not seek to consult others in the process
- Pays little heed to the people aspects of a situation
- Takes an intuitive rather than analytical approach to work
- Maintains a consistent approach to the way he works with others and gives little consideration to the impact he has on them
- Is comfortable changing his ways of working but likes to keep to a stable and familiar

environment
- Is comfortable with new ways of working but will look to others to provide the ideas
- Is likely to be most comfortable in a practical role where it is the responsibility of others to produce the vast majority of ideas
- Will think in the shorter term and see deadlines as flexible
- Will take an unstructured and fluid approach to work
- Is very unlikely to be comfortable in a role which demands highly detailed or in-depth analysis or checking of information
- Is likely to be very task focused and reluctant to delegate tasks to others

WORKING IN A TEAM

Successful teams share common tasks or projects and work collectively towards the same goals. Within the team each individual makes a specific contribution to the process and thereby affects the success of the team. To achieve their goals the members of a team need to complete a number of key tasks.

Mr Sample's likely impact within a team is summarised below. This focuses on his strengths and weaknesses across team tasks.

Overall, Mr Sample usually copes better with the tasks related to a project than he does with the people associated with a project.

His weaker areas are likely to lie in:

- Identifying possible solutions for team tasks

- Helping the team to evaluate ideas and concepts which contribute to team success

- Steering team activities

- Having an energising impact on other team members

- Building a large number of relationships inside and outside the team

- Maintaining a positive team climate

- Planning team work and sustaining team productivity

- Helping the team to maintain their workload and reach their goals

COMPETENCIES

This section highlights Mr Sample's likely performance on key competencies important in the workplace. By selecting those competencies that are most important, and probing those areas for evidence of how he has demonstrated effectiveness, you are more likely to recruit the best person. The competency scores for Mr Sample below are based on his responses to the OPQ. Recommended interview questions for each of the competencies are provided in the Universal Competency Framework™ Interview Guide. Competency profiling cards are also available to help in identifying essential or desirable competencies. For more information contact your SHL representative.

Competency	1	2	3	4	5	Important for Success?
Leading and Deciding						
1.1 Deciding & Initiating Action	▓					
1.2 Leading & Supervising	▓					
Supporting and Co-operating						
2.1 Working with People	▓					
2.2 Adhering to Principles and Values [1]	▓					
Interacting and Presenting						
3.1 Relating and Networking	▓					
3.2 Persuading & Influencing	▓					
3.3 Presenting and Communicating Information [2]	▓					
Analysing and Interpreting						
4.1 Writing & Reporting [2]	▓					
4.2 Applying Expertise & Technology [2]	▓					
4.3 Analysing [2]	▓					
Creating and Conceptualising						
5.1 Learning & Researching [2]	▓					
5.2 Creating and Innovating [2]	▓	▓				
5.3 Formulating Strategies and Concepts [2]	▓	▓				
Organising and Executing						
6.1 Planning & Organising	▓					
6.2 Delivering Results & Meeting Customer Expectations [2]	▓					
6.3 Following Instructions & Procedures [2]	▓	▓				
Adapting and Coping						
7.1 Adapting and Responding to change	▓					
7.2 Coping with Pressures & Setbacks	▓					
Enterprising and Performing						
8.1 Achieving Personal Work Goals & Objectives	▓					
8.2 Entrepreneurial & Commercial Thinking [2]	▓					

The index numbers refer to the 20 competency dimensions from the SHL Universal Competency Framework™.

The overall likelihood of Mr Peter Sample displaying strength in each competency is shown in the bar graphs in the report.

1	2	3	4	5
Unlikely to be a strength	**Less likely** to be a strength	**Moderately likely** to be a strength	**Quite likely** to be a strength	**Very likely** to be a strength

[1] OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.
[2] Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

CANDIDATE PLUS REPORT

INTRODUCTION

This report is confidential and is intended for the sole use of the person who completed the questionnaire.

It has been given to you to provide some feedback about the analysis of your responses to the questionnaire which you recently completed.

The self-report personality questionnaire invited you to describe your behaviour, preferences and attitudes in relation to different aspects of your working life. It was chosen to give a broad picture of your current style. Your responses have been compared with a large group of people who have filled in the same questionnaire.

When considering this report's description of your personality, it is important to recognise that it is based on the answers you gave and is your own view, representing the way you see your behaviour, rather than how your personality might be described by another person. This self-report can nevertheless give important clues to understanding the way you see your style at work and it is likely to enable us to predict a good deal about your behaviour in different situations. This report links the information under three broad headings and summarises all of your responses to the questionnaire.

The specific application of the information will influence which sections of the report are most relevant. You may have already received personal feedback of these results, or had this offered to you. Whoever gave you feedback and/or this report should be qualified to answer your queries about any aspect of the report and provide a more detailed analysis of what the results mean for you.

The contents of this report are likely to be a good description of your behaviour at work for about 18-24 months, depending upon your work role and personal circumstances. If it is to be used in the future, consideration should be given to its continued relevance.

RELATIONSHIPS WITH PEOPLE

Influence
You see yourself as someone who dislikes getting involved in persuading or negotiating and would prefer to avoid having to sell to others. You also strongly prefer other people to take the leading role and probably do not enjoy telling others what to do. This suggests that you do not feel the need to set the direction, nor to impose your views on others. When it comes to expressing your views, you are much less likely to express strong views than others and you much prefer to avoid criticising other people directly. When it comes to decision making, you have a very strong tendency to accept the democratic decision of the group rather than maintaining your own view.

Sociability
You are generally someone who is likely to be slightly more quiet and reserved than others. While you are only a little less talkative than other people, you have much less need to spend time in the company of others and you generally feel very uncomfortable meeting people for the first time or in relatively formal situations.

Empathy
You are likely to be extremely willing to discuss your successes and openly proud of your achievements. You express an extreme preference for taking individual responsibility for decision making without consulting others and see yourself as someone who is much more selective with

your sympathy than others and is very unlikely to become involved in other people's personal issues.

THINKING STYLE

Analysis

You dislike working with numerical information relying more on opinions and feelings. Similarly, you are very unlikely to enjoy evaluating information and arguments critically. You also have very little interest in people's behaviour and understanding what drives them. This suggests that you prefer an intuitive rather than an analytical approach.

Creativity and Change

You have a very strong desire to take a radical approach to your work while also maintaining a preference for adopting a common sense rather than a theoretical approach. This may be reflected in your strong perception of yourself as less creative and innovative than others. You are likely to support the radical ideas of others if you feel that these form a pragmatic solution. You see yourself as much more comfortable with a set routine rather than having lots of variety and novelty in your work and you try to behave in the same manner with everyone rather than adopting a different style for each situation.

Structure

You have a strong preference for dealing with situations spontaneously as they arise rather than considering in advance how you might deal with them. You are much more comfortable if other people pay more attention to the detailed aspects of a job. Generally you prefer to leave the planning and checking of work to others. You prefer to remain extremely flexible about deadlines and very strongly believe that time scales will sometimes slip unavoidably. You are also slightly more willing than other people to ignore rules and regulations at work, particularly when you feel this will get things done more effectively.

FEELINGS AND EMOTIONS

Emotion

You may find it very difficult to relax after the day-to-day pressures of work and may often feel anxious. However, you come across as someone who tends to remain relatively calm in the run up to important events. You may be very easily hurt or offended by insults and criticism and are someone with a very strong belief that it is better to anticipate the worst to avoid disappointment. You also tend to question the intentions of others and may view their motives with a lot of suspicion. You are likely to be a little bit more open with your feelings and emotions at work than others.

Energy and Drive

You appear to have a very strong preference to avoid being too busy and are probably very keen to avoid taking on more than you know you can complete. You like to balance winning with taking part in activities for their own sake. You are much less likely than other people to be ambitious, preferring to set targets which are realistic and achievable. You also have a very strong inclination to be cautious in your decision making, much preferring to understand things fully before reaching conclusions.

WORKING WITH OTHERS

Successful teams share common tasks or projects and work collectively towards the same goals. Within the team each individual makes a specific contribution to the process and thereby affects the success of the team. To achieve their goals the members of a team need to complete a number of key tasks.

Your likely impact within a team is summarised below. This focuses on your likely strengths and weaknesses across key team tasks.

Overall, you typically focus more on tasks rather than individuals, when working with others. Overall, you have a strong preference for focusing on tasks rather than on relationships, when working with others.

Your weaker areas are likely to lie in:

- Identifying possible solutions for team tasks

- Helping the team to evaluate ideas and concepts which contribute to team success

- Steering team activities

- Having an energising impact on other team members

- Building a large number of relationships inside and outside the team

- Maintaining a positive team climate

- Planning team work and sustaining team productivity

- Helping the team to maintain their workload and reach their goals

UNIVERSAL COMPETENCY REPORT

INTRODUCTION

This report is intended for use by managers and HR professionals. It summarises how Mr Sample's preferred style or typical way of behaving is likely to influence his potential performance on twenty universal competencies. This potential is based on Mr Sample's responses to the Occupational Personality Questionnaire (OPQ). His responses have been compared against those of a large relevant comparison group to give a description of Mr Sample's preferred approach to work.

The responses Mr Sample gave show the way he sees his own behaviour, rather than how another person might describe him. This report describes preferred ways of behaving, rather than actual skills levels. The accuracy of this report depends on the frankness with which he answered the questions as well as his self-awareness. Nevertheless, this report provides important indicators of Mr Sample's style at work. This report links the information from the personality questionnaire to the twenty universal competencies.

This report has a shelf-life of 18-24 months and should be treated confidentially. If there are major changes in his life or work he should complete the OPQ again.

If you require support in interpreting this report, please contact a person in your organisation who has received full training in the use of the OPQ.

Please note that Mr Sample has completed the questionnaire very inconsistently. This suggests that he may have had some difficulty completing the questionnaire or may not have answered the questions openly. His results should therefore be treated with some caution. You may wish to verify his results through further sources of evidence (e.g. an interview or a work sample exercise) or seek guidance from someone who is professionally qualified in the use of the OPQ32.

When using this report it is important to consider which of the twenty universal competencies measured are most relevant to successful performance in the job that is being considered.

For a range of interview questions associated with each of the twenty competencies in this report and definitions of these competencies, please refer to the SHL Universal Competency Framework™ Interview Guide.

REPORT KEY

The ticks, crosses and discs indicate which aspects of Mr Sample's style are likely to contribute positively or more negatively to each competency.

Symbol	Short Description	Definition
✓✓	Key Strength	Strongly likely to have a positive impact
✓	Likely Strength	Likely to have a positive impact
●	Moderate	Likely to have neither a positive nor a negative impact
✗	Likely Limitation	Likely to have a negative impact
✗✗	Key Limitation	Strongly likely to have a negative impact

The overall likelihood of Mr Sample displaying strength in each competency is shown in the bar graphs on the right hand side of the report.

1	2	3	4	5
Unlikely to be a strength	**Less likely** to be a strength	**Moderately likely** to be a strength	**Quite likely** to be a strength	**Very likely** to be a strength

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SUMMARY OF COMPETENCY POTENTIAL

The table below provides a summary of Mr Sample's potential performance on the twenty competencies. By selecting those competencies that are most important for the role, and probing those areas for evidence of how Mr Sample has demonstrated effectiveness, you are more likely to recruit the best person for the job.

Definitions of the twenty competencies can be found on page 22 and 23 of this report. Recommended interview questions for each of the competencies are provided in the Universal Competency Framework™ Interview Guide. Competency profiling cards are also available to help in identifying essential or desirable competencies. For more information contact your SHL representative.

Competency	1	2	3	4	5	Important for Success? (tick)
Leading and Deciding						
1.1 Deciding & Initiating Action	■					
1.2 Leading & Supervising	■					
Supporting and Co-operating						
2.1 Working with People	■					
2.2 Adhering to Principles and Values [1]	■					
Interacting and Presenting						
3.1 Relating and Networking	■					
3.2 Persuading & Influencing	■					
3.3 Presenting and Communicating Information [2]	■					
Analysing and Interpreting						
4.1 Writing & Reporting [2]	■					
4.2 Applying Expertise & Technology [2]	■					
4.3 Analysing [2]	■					
Creating and Conceptualising						
5.1 Learning & Researching [2]	■					
5.2 Creating and Innovating [2]	■■					
5.3 Formulating Strategies and Concepts [2]	■■					
Organising and Executing						
6.1 Planning & Organising	■					
6.2 Delivering Results & Meeting Customer Expectations [2]	■					
6.3 Following Instructions & Procedures [2]	■■					
Adapting and Coping						
7.1 Adapting and Responding to change	■					
7.2 Coping with Pressures & Setbacks	■					
Enterprising and Performing						
8.1 Achieving Personal Work Goals & Objectives	■					
8.2 Entrepreneurial & Commercial Thinking [2]	■					

The index numbers refer to the 20 competency dimensions from the SHL Universal Competency Framework™.

[1] OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.
[2] Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

COMPETENCY POTENTIAL PROFILE

1. Leading and Deciding	1	2	3	4	5
1.1 Deciding and Initiating Action	■				
✗✗ Is likely to be cautious and very slow when making decisions.					
✗✗ Has an extreme dislike of taking charge of situations.					
✗✗ Is strongly inclined to agree with the group consensus.					
✗✗ Is much less likely than most to strive to achieve difficult targets.					
1.2 Leading and Supervising	■				
✗ Is unlikely to use persuasion when motivating others.					
✗✗ Is extremely likely to feel uncomfortable leading a group.					
✗✗ Very rarely seeks to understand what motivates others.					
✗✗ Is very unlikely to trust, and thus empower, others.					

2. Supporting and Co-operating	1	2	3	4	5
2.1 Working with People	■				
● Chooses between co-operation and competition depending on the situation.					
✗✗ Very rarely seeks contributions from others in order to make a decision.					
✗✗ Is likely to be very selective with support and sympathy.					
✗✗ Very rarely seeks to understand the reasons for others' behaviour.					
✗✗ Readiness to spend time alone may affect team working.					
2.2 Adhering to Principles and Values [1]	■				
✗ Is fairly likely to be prepared to break rules and regulations.					
✗✗ May very rarely seek a diverse range of views.					

3. Interacting and Presenting	1	2	3	4	5
3.1 Relating and Networking	■				
✗ May be a little bit reserved in group situations.					
✗✗ Is very unlikely to feel confident in formal business situations.					
✗✗ Is very unlikely to adapt personal style to fit in with others.					
✗✗ May very rarely seek to understand what motivates others.					
3.2 Persuading and Influencing	■				
✓✓ Is extremely likely to be comfortable with promoting own credentials.					
✗ Dislikes selling and negotiating.					
✗ Tends to be somewhat reserved in group situations.					
✗✗ Is extremely unlikely to feel confident when influencing others, especially strangers.					
✗✗ May very rarely seek to understand other peoples' needs and motives.					
3.3 Presenting and Communicating Information [2]	■				
✓ May usually feel calm before important occasions.					
✗ Dislikes using persuasion when putting forward an argument.					
✗✗ Is very unlikely to feel confident when formally presenting.					
✗✗ Is very unlikely to adapt his own style and approach to the audience.					

[1] OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.
[2] Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

Mr Peter Sample: 15 April 2009

4. Analysing and Interpreting	1	2	3	4	5
4.1 Writing and Reporting [2]	■				
✗ May dislike dealing with abstract concepts in written work.					
✗✗ Is very unlikely to critically evaluate the content of written information.					
✗✗ Is likely to produce written documents that are very unstructured.					
✗✗ May very rarely seek to understand the needs of an audience.					
4.2 Applying Expertise and Technology [2]	■				
✗ May not consistently enjoy engaging in theoretical and abstract thinking.					
✗ Dislikes working with numerical data.					
✗✗ Is highly unlikely to critically evaluate technical information.					
4.3 Analysing [2]	■				
✗ May dislike dealing with abstract concepts.					
✗ May dislike analysing numerical information.					
✗✗ Is very unlikely to probe information for potential errors in analysis.					

5. Creating and Conceptualising	1	2	3	4	5
5.1 Learning and Researching [2]	■				
✓✓ Is very likely to question conventional approaches when learning new tasks or when new information is presented.					
✗ May not enjoy learning about abstract concepts.					
✗ Dislikes gathering facts and figures.					
✗✗ Is highly unlikely to look for potential limitations when reviewing new information.					
5.2 Creating and Innovating [2]	■■				
✓✓ Very likely to question conventional methods.					
✗ Does not see himself as a creative individual.					
✗ Prefers not to adopt a conceptual approach.					
✗✗ Is extremely comfortable when working with a routine.					
5.3 Formulating Strategies and Concepts [2]	■■				
✓✓ Is very likely to focus on the broader picture rather than the detail.					
✓✓ Is very likely to question conventional approaches when establishing a vision.					
✗ May take a short term view when developing strategy.					
✗ May not enjoy thinking conceptually when developing strategy.					

[2] Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

6. Organising and Executing

		1	2	3	4	5

6.1 Planning and Organising

		1	2	3	4	5
		■				
✗	May have a tendency towards adopting a more reactive than strategic approach.					
✗✗	Has an extreme dislike of managing others.					
✗✗	May be much less focused on details when planning than his peers.					
✗✗	Places a very low priority on monitoring plans against deadlines.					

6.2 Delivering Results and Meeting Customer Expectations [2]

		1	2	3	4	5
		■				
✗	Is not likely to adhere to rules, regulations and set procedures.					
✗✗	Places a very low priority on completing tasks in line with expectations.					
✗✗	Not very likely to adopt a methodical and organized approach.					
✗✗	Is very unlikely to set stretching goals for himself or others.					

6.3 Following Instructions and Procedures [2]

		1	2	3	4	5
		■■				
✓✓	Is strongly inclined to follow instructions from others.					
✗	Is likely not to be restricted by rules and procedures.					
✗✗	Tends to place a very low priority on keeping to agreed schedules.					

7. Adapting and Coping

		1	2	3	4	5

7.1 Adapting and Responding to Change

		1	2	3	4	5
		■				
✓✓	Is likely to be very comfortable with new approaches and work methods.					
✗✗	Is unlikely to adapt an interpersonal style across situations.					
✗✗	Is much less likely to show interest in new experiences.					
✗✗	Very rarely seeks to understand differences in motives and behaviours of others.					

7.2 Coping with Pressure and Setbacks

		1	2	3	4	5
		■				
✗	Tends to be fairly open in expressing emotions.					
✗✗	May be highly sensitive to criticism or negative feedback.					
✗✗	May experience extreme difficulty in switching off from work pressures.					
✗✗	May find it very difficult to maintain a positive outlook.					

8. Enterprising and Performing

		1	2	3	4	5

8.1 Achieving Personal Work Goals and Objectives

		1	2	3	4	5
		■				
●	Is likely to be as comfortable as most in competitive situations.					
✗	May take only a short term approach to his own development.					
✗✗	Is very unlikely to be motivated to progress his career.					
✗✗	May not at all enjoy a busy schedule.					

8.2 Entrepreneurial and Commercial Thinking [2]

		1	2	3	4	5
		■				
●	Is as comfortable as most with the competitive element in commercial situations.					
✗	Dislikes working with financial information.					
✗✗	Is very unlikely to be motivated by stretching financial targets.					

[2] Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

COMPETENCY DEFINITIONS

1. Leading and Deciding

1.1 Deciding and Initiating Action	Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.
1.2 Leading and Supervising	Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

2. Supporting and Co-operating

2.1 Working with People	Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.
2.2 Adhering to Principles and Values	Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organisational and individual responsibility towards the community and the environment.

3. Interacting and Presenting

3.1 Relating and Networking	Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others.
3.2 Persuading and Influencing	Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.
3.3 Presenting and Communicating Information	Speaks fluently; expresses opinions, information and key points of an argument clearly; makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility.

4. Analysing and Interpreting

4.1 Writing and Reporting	Writes convincingly; writes clearly, succinctly and correctly; avoids the unnecessary use of jargon or complicated language; writes in a well-structured and logical way; structures information to meet the needs and understanding of the intended audience.
4.2 Applying Expertise and Technology	Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organisational departments and functions.
4.3 Analysing	Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.

Mr Peter Sample: 15 April 2009

5. Creating and Conceptualising

5.1 Learning and Researching	Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making; encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback).
5.2 Creating and Innovating	Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.
5.3 Formulating Strategies and Concepts	Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.

6. Organising and Executing

6.1 Planning and Organising	Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.
6.2 Delivering Results and Meeting Customer Expectations	Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals.
6.3 Following Instructions and Procedures	Not challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organisation; complies with legal obligations and safety requirements of the role.

7. Adapting and Coping

7.1 Adapting and Responding to change	Adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.
7.2 Coping with Pressures and Setbacks	Maintains a positive outlook at work; works productively in a pressurised environment; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.

8. Enterprising and Performing

8.1 Achieving Personal Work Goals and Objectives	Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities.
8.2 Entrepreneurial and Commercial Thinking	Keeps up to date with competitor information and market trends; identifies business opportunities for the organisation; maintains awareness of developments in the organisational structure and politics; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.

TEAM IMPACT SELECTION REPORT

INTRODUCTION

Mr Peter Sample has recently completed the Occupational Personality Questionnaire (OPQ32). The responses he provided were used to generate this report.

This Team Impact Individual Selection Report will help determine Mr Peter Sample's strengths and weaknesses as a team member. Additionally, it provides the team leader and/or interviewer with a guide for conducting a structured, competency-based interview that will further explore Mr Peter Sample's contribution to the team process.

The model for most teams is to be well balanced across all eight Team Impacts. If you are planning to bring a new member into an existing team, it should be someone whose profile indicates he/she would balance the team's strengths. (To identify weaknesses of the existing team, review the Team Impact Group Development Report).

Other OPQ32™ reports that might be helpful in the assessment of this individual include:

- The **Management Competency Profile** presents a candidate's strengths and weaknesses in 16 competencies relevant to managerial and professional jobs.

- The **Manager's Report** adds detailed commentary to the candidate's complete personality profile.

About Team Impact

PROCESS STAGES

Teams share common tasks or projects and need to work collectively towards the same goals. To achieve their goals, teams can be described as working 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 behaviours that are typical for each Team Impact are also listed.

Process stage	Team Impact	Critical behaviours
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 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 organisation • 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

Team Impact 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	wanting			

TEAM IMPACT RESULTS

The Team Impact profile for Mr Peter Sample is shown below. The profile is followed by detailed commentary.

How to Read the Profile

- Team Impacts appear along the circle's perimeter.

- The dark line inside the circle represents Mr Peter Sample's profile.

- Mr Peter Sample's strengths are indicated when the profile approaches the circle's perimeter.

- Mr Peter Sample's weaknesses are indicated when the profile approaches the circle's centre.

Team Impact profile
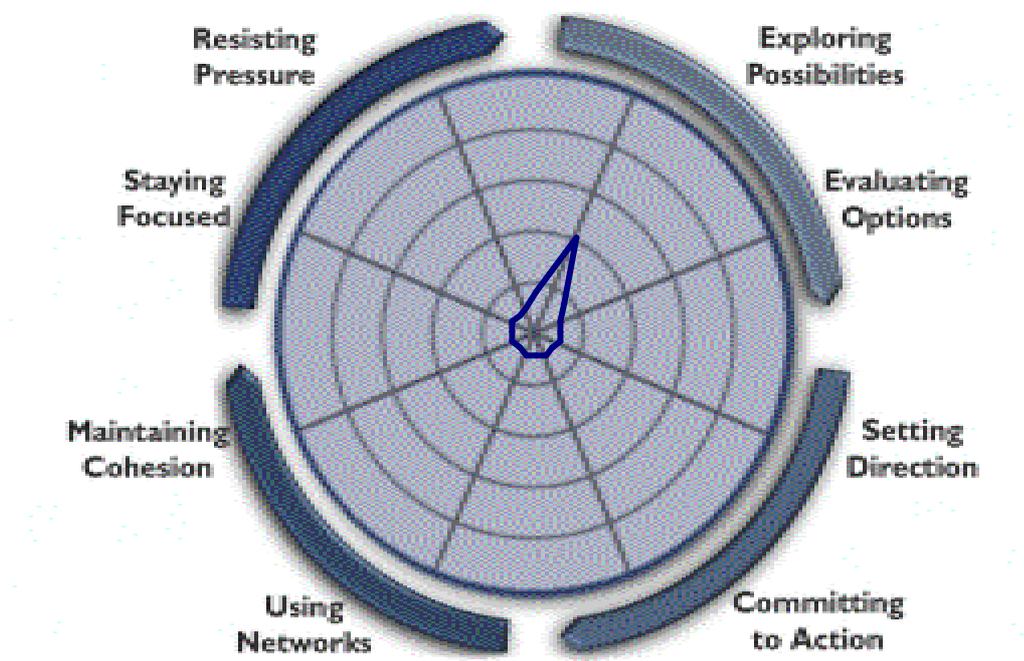
Process stage	Team Impact	Mr Peter Sample's rating
Creating	Exploring Possibilities	**Weak***
	Evaluating Options	**Weak***
Managing	Setting Direction	**Weak***
	Committing to Action	**Weak***
Resourcing	Using Networks	**Weak***
	Maintaining Cohesion	**Weak***
Delivering	Staying Focused	**Weak***
	Resisting Pressure	**Weak***

You need development in this area.

SUMMARY

Mr Peter Sample usually copes better with the tasks related to a project than he does with the people associated with a project.

His weaker areas are likely to lie in:

- Identifying possible solutions for team tasks

- Helping the team to evaluate ideas and concepts which contribute to team success

- Steering team activities

- Having an energizing impact on other team members

- Building relationships inside and outside the team

- Working to maintain a positive team climate

- Planning team work and sustaining team productivity

- Helping the team maintain their workload and reach their goals

INTERVIEW GUIDE

Use this form to record this candidate's answers to the interview questions. Follow your company's selection process to rate and compare individuals.

Exploring Possibilities

Desired behaviours
Producing new ideas, approaches and insights, taking account of a wide range of issues across, and related to, the task or project

Evidence of strength	Evidence of weakness
• Has a large number of creative contributions • Demonstrates an understanding of how one issue is related to the larger picture • Is very curious and solutions-oriented	• Produces few alternatives • Shows relatively little interest in understanding complex background information • Accepts the status quo

Interview questions
• In a recent team project, tell me about a problem that you had to solve. • What suggestions did you contribute to the team? • Can you give me another example of when you had to solve a difficult problem facing a team?   Rating

Evaluating Options

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

Evidence of strength	Evidence of weakness
• Expresses specific opinions • Evaluates feasibility of ideas • Strives to minimise risk	• Does not analyse options • Has little understanding of details • Misinterprets information, draws inappropriate conclusions

Interview questions
• Tell me about a situation where you had to do research for a team project. • How did you make sure you gathered all the relevant information? • When the team had a choice about how to pursue a goal, how did you come to a conclusion about which option to take? Rating

Setting Direction

Desired behaviours
Providing others with a clear direction • Motivating and empowering others • Tasking team members according to their performance level • Managing team activities

Evidence of strength	Evidence of weakness
• Has a clear opinion on how best to move forward • Relates to others and knows how to motivate them • Understands differences between team members • Demonstrates a good understanding of team dynamics	• Is unsure about how to move forward • Is not concerned with the feelings of others • Does not relate to the needs of team

Interview questions
• In a recent project, tell me how the team decided how to structure the work. • How did you contribute to leading the team? Rating

Committing to Action

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

Evidence of strength	Evidence of weakness
• Is prepared to make decisions with limited information • Drives the team to deliver • Deals with pressure calmly • Can make decisions without referring to others	• Does not take responsibility for own actions and decisions • Is not decisive • Is passive

Interview questions
• Please give me an example of a team situation when it was up to you to take the lead. • How did you initiate action? • How did it feel to make quick decisions? Rating

Using Networks

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

Evidence of strength	Evidence of weakness
• Establishes rapport quickly • Talks in an engaging fashion • Has a large network of contacts • Knows about projects and initiatives inside own organisation	• Avoids contacting others where possible • Lacks confidence when speaking • Has a small set of contacts

Interview questions
• Can you give some examples of how you keep yourself informed about the activities of other people or groups? • How do you find out what is going on in groups or departments other than those you belong to? Rating

Mr Peter Sample: 15 April 2009

Maintaining Cohesion

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

Evidence of strength	Evidence of weakness
• Is tolerant of others; checks for understanding among the team • Contributes to team harmony • Shows respect for other team members • Is open about his/her own shortcomings	• Allows others to resolve their differences themselves • Is not concerned about team harmony • Emphasises achieving personal goals

Interview questions
• Tell me about a time when you were working in a team that experienced tension and conflict. • How did you contribute to a resolution? Rating

Staying Focused

Desired behaviours
Working systematically and methodically • Following procedures and policies • Keeping to schedules • Producing high-quality output in a timely manner

Evidence of strength	Evidence of weakness
• Structures his/her work extremely well • Is punctual • Produces high-quality work • Follows a systematic approach • Strictly follows procedures and guidelines	• Not particularly conscientious • Not detail-oriented • Does not always follow rules

Interview questions
• In a recent team project, tell me (more about) how you structured your work. • What kind of detail was essential for success? • When you worked with other people, how considerate did you find them in terms of keeping to schedule? • How do you feel about that?

Rating

Mr Peter Sample: 15 April 2009

Resisting Pressure

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

Evidence of strength	Evidence of weakness
• Unaffected by pressure	• Allows pressure to get to him/her
• Able to relax	• Finds it hard to relax
• Adapts his/her views when presented with new information	• Does not alter his/her views when presented with new information
• Optimistic and resilient	• Pessimistic
• Works comfortably with little direction or guidance	• Is stressed in the absence of clear direction

Interview questions
• Tell me about the single most stressful team project in which you have been involved.
• What sources of stress can you identify?
• How did you cope?

Rating

ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Mr Peter Sample:

Questionnaire / Ability Test	Comparison Group	Used
OPQ32i UK English v1 (Std Inst)	OPQ32i UKE UK Managerial & Professional 2005	Yes

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.

This report has been generated electronically – the user of the software can make amendments and additions to the text of the report.

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Person Detail Section

Name	Mr Peter Sample
Date	15 April 2009
Candidate Data	RP1=3, RP2=2, RP3=2, RP4=2, RP5=4, RP6=2, RP7=2, RP8=1, RP9=1, RP10=1, TS1=3, TS2=1, TS3=2, TS4=2, TS5=3, TS6=3, TS7=2, TS8=2, TS9=3, TS10=2, TS11=1, TS12=4, FE1=2, FE2=4, FE3=2, FE4=2, FE5=2, FE6=4, FE7=1, FE8=5, FE9=2, FE10=2, CNS=1

Comparison Group used: OPQ32i UKE UK Managerial & Professional 2005
The Premium Plus Report Version Number: 1.0^{SC}

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