



opq32

> Manager Report

Name: **Miss Sam Sample**

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

INTRODUCTION

This report is based upon Miss Sample's responses to a self-report personality questionnaire, the Occupational Personality Questionnaire (OPQ32i). This questionnaire invited her to describe her behaviour, preferences and attitudes, in relation to different aspects of her working life, by identifying from blocks of four statements, the one that was most, and the one that was least, like her. Her responses have been compared against those of a large relevant comparison group to give a profile of Miss Sample's perceived preferences for different ways of behaving at work. These are grouped into three main areas; Relationships with People, Thinking Style and Feelings and Emotions.

This report should be treated confidentially. It describes Miss Sample's personality profile and makes links between the various aspects involved. When considering the results of the personality questionnaire, it is important to recognise the responses given were Miss Sample's own view, and represent the way she sees her own behaviour, rather than how her 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, on her self-awareness. The comments made here should therefore be seen as tentative rather than infallible. Nevertheless, this self-report can provide important indicators of Miss Sample's style at work, and it is likely to enable us to predict a good deal about her behaviour in different situations.

Note that the questionnaire describes Miss Sample's preferred style of behaving rather than her competence or ability. The questionnaire gives a broad picture of her current style, and so the report is necessarily quite general. Greatest value can be gained by discussing the implications of this information against her current or future role. The shelf-life of the information contained in the report is considered to be 18-24 months, depending on Miss Sample's work role and personal circumstances. If there have been major changes in her life or there is a significant change in role, she should complete the questionnaire again.

If you have any concerns regarding the content of this report, please raise these with someone who has received full training in the use of OPQ questionnaires.

RELATIONSHIPS WITH PEOPLE

Influence

Miss Sample is fairly moderate when it comes to her influencing style. If called upon to take charge, negotiate or 'sell' an idea, she emerges as similar to others. However, if anything she has slightly more preference to negotiate and sell than others. Others might find Miss Sample a challenge to manage for, as well as tending to be extremely prepared to debate and argue her point forcefully, she has a strong tendency to go her own way if others disagree with her point of view. This level of outspokenness and independence may be useful in challenging the prevailing views but could also act as a barrier to reaching consensus.

Her general feeling of confidence and ease with others is likely to strengthen the overall impact that she has when trying to influence.

Sociability

Miss Sample sees herself as comfortable and at ease in the company of strangers or when addressing a group. This does not mean that she necessarily wants to be with others all the time; in fact, she is slightly less interested than others in spending her time with other people. Nor does it mean that she is likely to come across as extremely

talkative, as she sees herself as no more and no less of a conversationalist than most. Miss Sample's confidence could be particularly useful in a role where she has to talk to new or prospective clients.

Empathy

Miss Sample doesn't like to devote a great deal of her energy to the welfare of others, with an extremely strong desire to avoid getting involved unless the issue is particularly serious. She is, however, no more nor less likely to consult others before making a decision than is typical. When it comes to talking openly about her achievements, she tends to do this slightly more than most. While colleagues will probably be aware that she consults them to some extent, they may sometimes feel that her first concern is not directly for their welfare but to get the facts or necessary information.

THINKING STYLE

Analysis

Miss Sample indicates a level of interest in working with numerical or statistical information which is typical of most of her peers. This is coupled with a similar level of interest to most in critically analysing information or plans proposed to her. She reports, however, that analysing people, their motivations and behaviours, holds little interest for her, perhaps suggesting that analysis of people does not play a large part in her analytical framework. Thus, while as comfortable as most in a specialist or technical role which involves the analysis of information, she is likely to be less attracted to a role which places a high degree of emphasis upon understanding the reactions and motives of people.

Creativity and Change

Miss Sample reports a preference for sticking to tried and tested work methods. Within this however, she sees herself as intellectually curious, enjoying discussing hypothetical or theoretical issues. She couples this interest in the theory and breadth of issues with slightly more interest than most of her peers in the production of inventive ideas. She is probably most comfortable going into great depth in quite a traditional discipline building upon others' ideas, rather than one requiring great personal creativity.

Miss Sample reports a level of interest in variety and novelty in her work which is as marked as most of her peers. When she is faced with change or novelty she recognises to a moderate degree the need to adapt her behaviour to meet the perceived changing demands of the situations or people. Overall therefore, her approach to changing situations may be described as fairly typical.

Miss Sample is very likely to communicate her belief in more traditional or established approaches and methods to others in a very forceful way. She will be prepared to argue the benefits of these to others in order to get her message across and this is likely to come across as reasonably persuasive. Although she reports herself as someone who generates a reasonable number of ideas, she is unlikely to subject these to a particularly detailed analysis in order to assess their feasibility. She may well therefore need someone else to take on this more detailed review of her ideas.

Structure

Miss Sample reports a very marked disinclination for thinking ahead and setting long-term goals as well as a clear lack of interest in detail and order. Thus, she seems more concerned with the present than the future and may tend to pay little attention to the more detailed aspects of her work.

Miss Sample's emphasis on seeing tasks through to completion is moderate, being only slightly lower than her peers. This is coupled with an only slightly higher willingness to stick to the rules and follow guidelines. It is likely then that she will approach task deadlines and rules and regulations with a degree of flexibility rather than with a highly rigid approach.

It is possible that her strong dislike of thinking and planning in the longer term is shaped in part by a preference for established methods and approaches. Perhaps she sees no need to think past the pragmatic issues of the short to medium term, viewing orthodox methods as sufficient to deal with any issues that arise. The relative dislike of detail that she describes is matched by a rather low emphasis upon meeting deadlines or completing work on time. It is likely that both of these are at least in part influenced by her moderate need for variety and change in her working day.

FEELINGS AND EMOTIONS

Emotion

Miss Sample's anxiety levels are not extreme; she considers herself slightly less anxious than most people. Similarly, when it comes to important events she is as likely as most to get nervous. Miss Sample considers herself extremely resilient in the face of criticism and very unlikely to take offence at insults directed towards her. This is accompanied by a relatively optimistic view of the future. Further, she is relatively balanced in terms of trusting others, tending to invest about as much faith in people as most.

In terms of expressing feelings, she will be rather typical. It may be that she finds some kinds of emotions easier to express than others. Her willingness to speak out and criticise others when they disagree with her own strong opinions is consistent with her insensitivity to criticism or negative comments. She will feel able to shrug off most comments that are passed regarding her perceived stubbornness or inflexibility towards meeting the group consensus.

Dynamism

Miss Sample presents quite a consistent and typical picture when it comes to her sources of energy and drive. Her level of career ambition is only a little higher than most. Her desire to win within competitive situations is a little lower. In addition, she expresses a slightly higher level of interest than most in keeping busy and occupied at work. Overall, although not especially low, her levels of drive and energy are likely to come across as moderate rather than highly dynamic. She reaches decisions very quickly. This is likely to be received well in an environment where risk-taking is acceptable, but less desired in a situation where mistakes can lead to very serious consequences, perhaps financial or where people's safety is at risk.

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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Comparison Group used: OPQ32i Managerial & Professional 1999

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info@shl.com

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