



Talent in Innovation.
Innovation in Talent.

OPQ Manager Report



Name

Sample Candidate

Date

17 September 2018

INTRODUCTION

This report is based upon Sample Candidate's responses to a self-report personality questionnaire, the Occupational Personality Questionnaire (OPQ32).

This questionnaire invited him to describe his behaviour, preferences and attitudes, in relation to different aspects of his working life, by identifying from blocks of statements, the one that was most, and the one that was least, like him. His responses have been compared against those of a large relevant comparison group to give a profile of Sample Candidate'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 Sample Candidate'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 Sample Candidate'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, on his self-awareness. The comments made here should therefore be seen as tentative rather than infallible. Nevertheless, this self-report can provide important indicators of Sample Candidate's style at work, and it is likely to enable us to predict a good deal about his behaviour in different situations. Note that the questionnaire describes Sample Candidate's preferred style of behaving rather than his competence or ability. The questionnaire gives a broad picture of his current style, and so the report is necessarily quite general. Greatest value can be gained by discussing the implications of this information against his current or future role. The shelf-life of the information contained in the report is considered to be 18-24 months, depending on Sample Candidate's work role and personal circumstances. If there have been major changes in his life or there is a significant change in role, he 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

Persuading people is not something which Sample Candidate is very inclined to do. As well as having hardly any 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.

When it comes to argument and lively debate, Sample Candidate is just a little bit more outspoken than most, but an independent approach means that he is likely to go his own way, regardless of what others decide.

Sociability

Although Sample Candidate thoroughly enjoys being in other people's company, far preferring this to being alone, he emerges as a quiet person, not inclined to a great deal of lively or animated conversation. This is likely to be the picture regardless of the company he is in, but he is only very slightly less comfortable with strangers than anyone else. Sample Candidate is likely to thrive as part of a team, but is so naturally quiet that his contribution may sometimes be overlooked.

His preference to maintain a low profile within a group is made more extreme by his extremely modest approach in relation to his own achievements. It is likely therefore that he will have relatively little impact within a social group, and may need some support if he is to have his successes duly recognised by others.

Although Sample Candidate has a very strong liking for working alongside others, he nonetheless retains quite strong views of his own. This will enable him to retain a degree of individuality within the group, but could lead to some conflict as he is unlikely to change his views to meet those of others, even though he enjoys their company so much.

Although he describes a very strong sense of enjoying working alongside others, he does not place value on spending time analysing their behaviour and likely reactions. This could mean that, while he spends considerable time with others, he does not achieve a particularly sophisticated understanding of their motives and behaviours.

It is likely that he will look to others to help him to achieve the very high level of variety and novelty that he seeks in his day to day life. He will therefore be particularly drawn to others who offer opportunities for new and varied experiences.

Not only does he look for a very large amount of social contact with others but he is also sensitive to any criticism or negative comments that he may receive from them. He is therefore likely to place a lot of value on what others think of him and he is likely to feel any criticism levelled at him quite keenly.

Although he has a very strong need to have others around him, this is not to say that he is likely to be at all gullible or easily fooled by them. He reports a strong level of distrust of others and he will generally suspect others of hidden motives when dealing with them. This could result in his relationships with others being quite guarded.

Empathy

While remarkably reluctant to talk about his achievements, preferring to keep these to himself, Sample Candidate could not be described as a particularly sympathetic person, much preferring to remain detached from others' problems. When it comes to consulting others, he is likely to ask around as much as most others before making a decision.

THINKING STYLE

Analysis

Sample Candidate indicates a clear preference for critically analysing information or plans proposed to him. He also reports a level of interest in working with numerical or statistical information which is typical of most of his peers. However, this is not coupled with an analytical interest in people. He reports a clear disinclination for analysing people, their motivations and behaviours. It would seem that critically evaluating information is his main analytical interest. This is likely to make him more effective in technical or specialist operational roles than in roles requiring a primary focus upon the management of people.

Not only does Sample Candidate 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

Sample Candidate reports a very strong preference for sticking to tried and tested work methods. Despite this he sees himself as being as intellectually curious as most of his peers in enjoying discussing hypothetical or theoretical issues. In addition he has a slight lack of interest in the production of inventive ideas. His combination of preferences suggest an inclination to stick with existing approaches to work but to be moderately inclined to produce incremental ideas for improving them which are likely to avoid the more complex aspects of the issue.

Sample Candidate reports a very strong preference for variety and novelty in his work. Despite this he has a clear tendency to behave in the same way across different situations and with different people. Thus, whilst enjoying variety, he may not necessarily adapt his behaviour sufficiently to suit every situation.

Somewhat in contrast to Sample Candidate's strong preference for the more established way of approaching things, he has a very strong dislike of a work environment that requires a high level of routine or repetitive work. This suggests quite a complex combination of someone who looks for opportunities for variety and change in his day to day work patterns, but very much within the comfort zone of applying well accepted and tested methods to the problems that he may encounter.

It is interesting that, although he enjoys a very wide circle of friends, and much prefers to have others around him, he nonetheless describes himself as behaving very similarly across different situations. He is likely therefore to be seen as having a predictable and unvarying style of behaviour regardless of who he is with.

It is possible that his constant desire for novelty as opposed to routine may impact the amount of structure that he brings to his work. However, he places a strong emphasis upon checking detail and working in a systematic way, and also respects deadlines and project timescales as much as most others. He is likely therefore to attempt to balance his quite strong need for structure with a desire to experience variety in his day to day work.

His high need for variety and change is likely to be linked to his need to feel fully occupied and to have a sense of having a lot to do. It is possible that if routine and repetitive work fails to provide this he will then actively seek additional or different work to sustain a sense of high activity.

Structure

When planning and setting goals, Sample Candidate is likely to take a more strategic view and to think of the longer-term implications. He couples this with a level of concern for order and detail which is a little greater than most of his peers. Thus, his forward thinking is likely to avoid over-attention to minute details, focusing more on a strategic overview with moderate, rather than close attention to the details of any plans or proposals.

Sample Candidate seems to have an extremely keen desire to stick closely to rules and regulations, although his emphasis on seeing tasks through to completion is more moderate, being typical of his peers. Together, these may indicate a slightly greater inclination to follow procedures than to ensure task completion. He may come across as overly concerned with rules and regulations, possibly being unwilling to compromise these to meet a deadline.

His focused view on longer term issues and goals is likely to have been developed with the benefit of a moderate amount of consultation with others and is likely to have taken this at least partly into account.

When he is setting long term goals, he is as likely to most to incorporate relevant factual information and data. In addition, he is likely to spend some time subjecting this information to critical analysis and overall the resultant plans are likely to be well thought through and fully evaluated.

The longer term plans that he develops are very likely to take as their core, the accepted practices and methods of the organisation. In this sense they have a higher chance of being accepted, but they may be seen as traditional and maintaining the status quo, rather than anticipating changing demands.

There would appear to be a strong relationship between his attitude towards the importance of adhering to rules and regulations and his strong preference for well established methods and values within the organisation. Together these present him as potentially quite traditional in his outlook.

FEELINGS AND EMOTIONS

Emotion

He sees himself as someone who is only slightly less relaxed than the next person. On the other hand, he does tend to get extremely nervous before important events and it is likely that certain very specific things will cause him particular anxiety.

Although Sample Candidate reports quite a high degree of sensitivity to criticism or personal comments targeted at him, this is likely to be offset to a limited extent by his balanced view, neither particularly optimistic nor pessimistic. He is unlikely to come across as gullible since he reports a very low degree of trust in others such that he is unlikely to take others at face value.

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.

Despite his considerable sensitivity to criticism and negative feedback, he is nonetheless quite likely to speak up when he disagrees. This appears to be caused by him having strong views of his own which he is unlikely to change, even in the face of direct criticism.

Dynamism

Sample Candidate has a strong preference for work which demands the expenditure of energy and likes to keep himself busy and have plenty to do. When describing his degree of competitiveness, Sample Candidate is a little more vigorous in his pursuit of winning than most people. Sample Candidate also describes himself as just as ambitious as the typical person in setting himself goals and pursuing career success. Regardless of whether there is the potential for success and promotion then, his drive and hard work are likely to be evident, as if he believes that hard work is its own reward.

When summing up a situation and making a decision, Sample Candidate 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.

Sample Candidate's strong motivation to have lots to do and to keep himself busy may well be linked to his extreme preference for variety and change rather than routine. Together, these suggest someone who likes to have a lot of activities on the go at any one time, and who will look for variation and new projects, even if this means multi-tasking and 'juggling' several things at once.

His strong tendency to like to take time over decision making may well be linked to his emphasis upon the need to evaluate and critically analyse the information that he works with. His profile suggests that he will perhaps delay making a decision until he is confident that this information is complete.

ASSESSMENT METHODOLOGY

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

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r_EN_GB_IS01_Gen Pop - 2012 (INT) theta

PERSON DETAIL SECTION

Name	Sample Candidate
Candidate Data	RP1=1, RP2=2, RP3=7, RP4=8, RP5=3, RP6=9, RP7=4, RP8=10, RP9=6, RP10=2, TS1=5, TS2=8, TS3=1, TS4=9, TS5=6, TS6=4, TS7=10, TS8=2, TS9=8, TS10=7, TS11=6, TS12=10, FE1=4, FE2=9, FE3=3, FE4=6, FE5=1, FE6=4, FE7=8, FE8=7, FE9=5, FE10=2, CNS=9.
Report	OPQ32 Manager Report v2.0 ^{RE}

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.

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