



OPQ32
> **Manager's Plus Report**

Name: **Ms Sample Candidate**

Comparison Group: OPQ32i Managerial & Professional 1999

Date: 27/01/05

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 Ms Candidate prefers to work (for example whether she likes following rules or is prepared to break them).
- 2) Her likely performance against a range of competencies proven to be important at work (e.g. Leading & Supervising).
- 3) How Ms Candidate is likely to interact with her colleagues.

Using this Report

This report is based on Ms Candidate's responses to the **Occupational Personality Questionnaire (OPQ)**. Her responses have been compared against those of a large relevant comparison group to give a description of Ms Candidate's preferred approach to work. This report describes preferred ways of behaving, rather than ability.

The responses Ms Candidate gave show the way she sees her own behaviour, rather than how another person might describe her. The accuracy of this report depends on the frankness with which she answered the questions as well as her self-awareness. Nevertheless, this report provides important indicators of Ms Candidate's style at work.

This report has a shelf-life of 18-24 months and should be treated confidentially. If there are major changes in her life or work she 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 Ms Candidate has completed the questionnaire somewhat inconsistently. This suggests that she may have had some difficulty completing the questionnaire or may not have answered the questions openly. In these circumstances probing whether she did find the questionnaire hard to complete often provides interesting feedback.

Behaviour at Work

This section reviews Ms Candidates preferred style at work. It concludes with the likely implications, providing key areas to probe further.

How is Ms Sample likely to interact with people?

- Describes herself as definitely interested in selling and negotiating
- Is prepared to take charge when required
- Freely expresses own opinions and is prepared to criticise others
- Has a slight tendency to follow own approach regardless of group consensus
- Slightly reserved in group situations
- Comfortable spending time alone
- At ease in formal situations or when meeting new people
- Usually enjoys talking about own achievements
- Consults others when making decisions to a moderate degree
- Very sympathetic and supportive of colleagues

How is Ms Sample likely to approach tasks at work?

- Sees herself as having a definite liking for working with numerical data
- Reports a strong inclination to take information or plans proposed to her at face value
- Is slightly less interested than most in the motivations and behaviours of people.
- Sees herself as having a strong preference for sticking to tried and tested ways of working
- She is likely to be slightly more theoretical than most enjoying thinking around a problem.
- Has a preference for coming up with new ideas which is much stronger than most
- She describes herself as having a slight preference for routine and repetition variety and novelty over routine and repetition in her work
- Has a strong inclination to adapt her behaviour to meet the changing demands of the situations or people she is dealing with
- Likely to take an extremely short term view and to think less of the longer-term implications
- Shows a concern for order and detail which is very much stronger than most of her peers
- Her emphasis on seeing tasks through to completion is much lower than most people
- Has a strong desire to stick closely to rules and regulations

How are Ms Samples' feelings and emotions likely to impact her work?

- She sees herself as relatively free from anxiety or worry on a day to day basis
- Tends to be markedly worried and tense before big events
- Sees herself as resilient in the face of criticism and very unlikely to take offence
- Takes a highly pessimistic view of the future
- Is very strongly wary when it comes to assuming that others are reliable and honest
- She describes herself as someone who has a slight tendency to show her emotions openly
- She describes a strong preference for work which keeps her busy with plenty to do
- Competition is likely to be of very little importance to her
- Describes herself as very much more ambitious than most other people and places considerable emphasis on achieving career success
- When making decisions has a definite tendency to decide more swiftly than the majority of people

The likely implications are that she:

- Will adapt her style to the audience when trying to win people over
- Will be sympathetic to others whilst expressing her opinions and criticisms in a clear manner
- Feels comfortable in social situations without feeling a strong need to be part of a team
- Speaks about her achievements in situations and ways that she sees as advantageous to her
- Will not feel the need to out do others when speaking about her achievements
- Is considerate and sympathetic to others without being gullible
- Will use numerical data to support her in making quick decisions
- Prefers finding improvements to existing methods rather than thinking of something completely new
- Readily works according to customary methods, rules and procedures
- Will be highly focused on short term quality and precision and lose the overall picture
- Will focus on delivering quality using a methodical approach rather than deadlines

Competencies

This section highlights Ms Candidate'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 Ms Candidate has demonstrated effectiveness, you are more likely to recruit the best person.

More detailed information on the competencies and example behaviours can be obtained from the Universal Competency Report. Recommended interview questions can be found in the Universal Competency Interview Guide.

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 & Values*						
Interacting and Presenting						
3.1 Relating & Networking*						
3.2 Persuading & Influencing						
3.3 Presenting & Communicating Information						
Analysing and Interpreting						
4.1 Writing & Reporting*						
4.2 Applying Expertise & Technology*						
4.3 Analysing						
Creating and Conceptualising						
5.1 Learning & Researching*						
5.2 Creating & Innovating						
5.3 Formulating Strategies & Concepts						
Organising and Executing						
6.1 Planning & Organising						
6.2 Delivering Results & Meeting Customer Expectations						
6.3 Following Instructions & Procedures						
Adapting and Coping						
7.1 Adapting & Responding to change*						
7.2 Coping with Pressures & Setbacks						
Enterprising and Performing						
8.1 Achieving Personal Work Goals & Objectives						
8.2 Entrepreneurial & Commercial Thinking						

The overall likelihood of Ms Candidate displaying strength in each competency is shown in the bar graphs in the report.

				
1. Unlikely	2. Less Likely	3. Moderately likely	4. Quite likely	5. Very likely

*The numbers refer to the 20 dimensions described in the SHL Universal Competency Framework®

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.

Ms Candidate's likely impact within a team is summarised below. This focuses on her strengths and weaknesses across key team tasks.

Ms Candidate usually manages a good balance between task-related and people-related issues.

Her strengths are likely to lie in:

- ✱ Helping the team to evaluate ideas and concepts which contribute to team success
- ✱ Steering team activities
- ✱ Having an energizing impact on other team members

She is likely to be as capable as most in:

- Identifying possible solutions for team tasks
- Building relationships inside and outside the team
- Helping the team maintain their workload and reach their goals

Her weaker areas are likely to lie in:

- Working to maintain a positive team climate
- Planning team work and sustaining team productivity

About the Expert 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. This report has been generated electronically - the user of the software can make amendments and additions to the text of the report. SHL Group plc and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

® SHL and OPQ are trademarks of SHL Group plc which are registered in the United Kingdom and other countries.

SHL Group plc. 2005. All Rights Reserved
Telephone: 0870 070 8000
Internet> <http://www.shl.com>
Email> info@shl.com