OPQ Manager Plus Report

Name	**Sample Candidate**	Date	**01.04.2024**

Contents

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:

- How the respondent prefers to work (for example whether they like following rules or are prepared to break them).

- How the respondent is likely to interact with their colleagues in a team.

- Their likely performance against a range of competencies is proven to be important at work (e.g., Leading and Supervising).

Using this Report

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

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

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.

Report Key:

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

| 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 |

This section is based on the respondent's responses to the Occupational Personality Questionnaire (OPQ) and describes their preferred style at work in three key areas: interacting with people, approaching tasks, and managing feelings and emotions.

How is the respondent likely to interact with people?

- Describes themselves as interested in selling and negotiating
- Is eager to take charge
- Generally unprepared to put forward their own opinions or criticize others
- Has a slight tendency to go along with the group consensus
- Generally quiet and reserved in groups
- Comfortable spending some time alone
- Feels as confident as most in formal situations or when meeting new people
- Usually enjoys talking about their own achievements
- Prefers to make decisions alone without consultation
- Generally selective with support and sympathy for colleagues

How is the respondent likely to approach tasks at work?

- Has a slight dislike for working with numerical data
- Reports a strong inclination to take information or plans that are proposed to them at face value
- Is substantially less interested than most in the motivations and behaviours of people
- Considers themselves as having a slight preference for new ways of working
- The individual 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
- Describes themselves as having a slight preference for a routine and repetition over variety and novelty in their work
- Has a strong tendency to behave the same way in different situations and with different people
- Likely to take a fairly short-term perspective and think less of the longer-term implications
- Shows much less concern for order and detail than most of their peers
- Their emphasis on completing tasks is slightly lower than most people
- Feels as comfortable as most when it comes to following rules and regulations

How are the respondent's feelings and emotions likely to impact their work?

- Considers themselves to be a slightly tense and worried person in their general work life

- Tends to be as worried and tense as most people before important events

- Considers themselves to be slightly sensitive to criticism

- Is as optimistic about the future as most of their peers

- Is slightly cautious when judging the reliability and honesty of others

- Describes themselves as someone who has a strong tendency to show their emotions openly

- Describes a strong preference for approaching work at a steady pace

- Competition is not likely to be of significant importance to them

- Describes themselves as generally less ambitious than most

- When making decisions, they have a definite tendency to be more cautious than the majority of people

Additional comments about the respondent's likely behaviour at work:

- Will take a strong lead while trying to win over others

- Does not try to understand the motives and perspective of the audience when trying to sell or negotiate

- Will try to use existing arguments to persuade others

- Does not try other opinions and input as a leader, preferring to make decisions alone

- Is not inclined to consider people's motives and interests and may display leadership behaviour that is less appropriate as a result

- Will have a consistent leadership approach rather than a range of styles

- Shows little consideration for people's opinions, interests and feelings

- Does not focus on discovering what others think about something and makes little effort to imagine themselves in others' situations

- Likes to take time to decide, but does not try to consult others in the process

- Pays little attention to the people aspects of a situation

- Maintains a consistent approach to the way they work with others, and gives little consideration to the impact they have on them

- Is likely to be the most comfortable in a practical role where it is the responsibility of others to produce the vast majority of ideas

- Will use a similar approach across all sales or negotiation situations

- Is very unlikely to be comfortable in a role which demands highly detailed or in-depth analysis or checking of information

3. 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.

The respondent's likely impact within a team is summarised below. This focuses on their strengths and weaknesses across team tasks.

Overall, the respondent has a strong preference for relating to others on the team and may focus less on task-related aspects.

The respondent is likely to be as capable as most in:

- Identifying possible solutions for team tasks

Their weaker areas are likely to lie in:

- 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

4. Summary of Competency Potential

The table below provides a summary of the individual'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 the individual has demonstrated effectiveness, you are more likely to recruit the best person for the job.

Competencies

Low | 1 | 2 | 3 | 4 | 5 | High

Category	Competency	Rating
Leading and Deciding	Decision Making (1.1)^{TC}	2
	Leadership (1.2)	2
Supporting and Co-operating	Collaboration (2.1)	2
	Ethics and Values (2.2)	2
Interacting and Presenting	Building Relationships (3.1)	2
	Influence (3.2)	2
	Communication (3.3)^{D}	2
Analysing and Interpreting	Writing (4.1)^{D}	2
	Applying Expertise and Technology (4.2)^{CDINTC}	2
	Critical Thinking (4.3)^{CDINTC}	2
Creating and Conceptualising	Learning (5.1)^{CDINTC}	2
	Creativity and Innovation (5.2)	2
	Strategic Thinking (5.3)^{DI}	3
Organising and Executing	Planning and Organising (6.1)	2
	Delivering Results (6.2)^{CTC}	2
	Dependability (6.3)^{CTC}	2
Adapting and Coping	Adaptability (7.1)	2
	Resilience (7.2)	2
Enterprising and Performing	Initiative (8.1)	2
	Commercial Thinking (8.2)^{DI}	2

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^{C} Checking. ^{D} Deductive. ^{I} Inductive. ^{N} Numerical. ^{TC} Technical Checking. For further information, please refer to the "Ability Tests and Competencies" section at the end of this report.

5. Competency Definitions

1. Leading and Deciding

1.1 Decision Making TC

Makes prompt decisions, even when they involve risk; makes difficult decisions, even when they involve tough choices; makes well-informed and considered decisions; takes responsibility for results.

1.2 Leadership

Leads groups and delegates work based on skills and potential; empowers others and motivates high performance; sets clear expectations and standards for performance; monitors work and coaches others to develop their full potential.

2. Supporting and Co-operating

2.1 Collaboration

Accepts and appreciates other people; demonstrates courtesy and compassion; supports, encourages, and thanks others; consults, listens, and understands others; promotes diversity and builds morale, team cohesion, and collaboration.

2.2 Ethics and Values

Upholds ethical standards and values; maintains confidentiality; follows through on commitments; encourages responsibility towards the community and the environment.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: TC Technical Checking.

3. Interacting and Presenting

3.1 Building Relationships

Develops relationships and builds networks; creates a positive impression and builds rapport; adapts approach to interact effectively with others; effectively manages conflict; helps others succeed.

3.2 Influence

Establishes credibility and uses compelling insights to appeal to others' needs and persuade them to a different point of view; navigates political situations and negotiates to gain agreement from others and achieve desired outcomes.

3.3 Communication D

Understands spoken information; speaks clearly and understandably; presents with confidence; gauges audience reaction, interest, and understanding, and adjusts communication style or content accordingly.

4. Analysing and Interpreting

4.1 Writing D

Understands written information; writes clearly, succinctly, and correctly, avoiding jargon and complexity; structures written information to meet the audience's needs and stimulate interest.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: D Deductive.

5. Competency Definitions

4.2 Applying Expertise and Technology CDINTC

Applies functional and technical expertise to accomplish work; uses technology systems to communicate information; adopts, operates, and repairs job-related technology effectively; generates new functionality within technology systems.

4.3 Critical Thinking CDINTC

Gains an understanding of the situation or problem; evaluates, integrates, and categorises information to identify issues, patterns, trends, and relationships; challenges assumptions and draws informed conclusions that enable effective approaches and solutions.

5. Creating and Conceptualising

5.1 Learning CDINTC

Identifies the information needed to address an issue; gathers information from routine and non-routine sources to support decision-making; assimilates new information quickly; masters new techniques easily.

5.2 Creativity and Innovation

Embraces new ideas; seeks out diverse perspectives; reassesses, experiments, and brainstorms to generate ideas and insights; thinks in new and different ways to create innovative approaches and solutions.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: [C] Checking. [D] Deductive. [I] Inductive. [N] Numerical. [TC] Technical Checking.

5. Competency Definitions

5.3 Strategic Thinking DI

Thinks broadly and considers important issues that impact success today and in the future; develops strategies to achieve critical outcomes; proactively seeks opportunities to introduce change.

6. Organising and Executing

6.1 Planning and Organising

Sets objectives that align with team and organisational goals; develops plans, commits to timelines, and uses time effectively; anticipates, allocates, and monitors resources to deliver work requirements; documents job information.

6.2 Delivering Results CTC

Focuses on understanding and addressing customer needs; sets high standards for work quality and quantity; delivers high productivity in a focused and timely manner; structures and prioritises work activities; shows commitment to the organisation.

6.3 Dependability CTC

Takes direction from others; adheres to regulations, policies, procedures, and legal obligations; is punctual and reliable; performs work in a safe and secure manner, prioritising the safety and security of individuals, materials, and information.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^C Checking. ^D Deductive. ^I Inductive. ^{TC} Technical Checking.

5. Competency Definitions

7. Adapting and Coping

7.1 Adaptability

Adapts well to ambiguity, change, and different cultures; finds positive opportunities in these circumstances.

7.2 Resilience

Works productively under pressure; maintains a positive outlook; controls emotions; handles failure or criticism well and learns from it.

8. Enterprising and Performing

8.1 Initiative

Tackles demanding goals enthusiastically; seeks out progressively more difficult assignments and roles; proactively identifies and acts on opportunities and improvement areas; accomplishes work autonomously; strives to outperform others.

8.2 Commercial Thinking DI

Considers revenue, cost, and risk factors that drive organisational performance; identifies and secures new business; optimises resources to deliver more with less; manages and mitigates risks; maintains awareness of external factors impacting the business.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: D Deductive. I Inductive.

6. Ability Tests and Competencies

The relationship between UCF competencies and ability tests is shown in the table below.

For some competencies, a number of ability tests may be relevant. However, this does not mean that all of these ability tests need to be completed. The choice of ability tests should be driven by an understanding of the job requirements (please consult with a qualified person within your organisation for further guidance if needed). Competency predictions are still robust if OPQ has been used by itself, or along with one or two ability tests.

Competency	Checking	Deductive	Inductive	Numerical	Technical Checking
Decision Making (1.1)[TC]					✓
Leadership (1.2)					
Collaboration (2.1)					
Ethics and Values (2.2)					
Building Relationships (3.1)					
Influence (3.2)					
Communication (3.3)[D]		✓			
Writing (4.1)[D]		✓			
Applying Expertise and Technology (4.2)[CDINTC]	✓	✓	✓	✓	✓
Critical Thinking (4.3)[CDINTC]	✓	✓	✓	✓	✓
Learning (5.1)[CDINTC]	✓	✓	✓	✓	✓
Creativity and Innovation (5.2)					
Strategic Thinking (5.3)[DI]		✓	✓		
Planning and Organising (6.1)					
Delivering Results (6.2)[CTC]	✓				✓
Dependability (6.3)[CTC]	✓				✓
Adaptability (7.1)					
Resilience (7.2)					
Initiative (8.1)					
Commercial Thinking (8.2)[DI]		✓	✓		

Key:
✓ The ability test is relevant to the competency, has been completed and is included in the assessment
● The ability test is relevant to the competency but has not been completed and is not included in the assessment
▢ There are no ability tests relevant to this competency

7. Assessment Methodology

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

Questionnaire / Ability Test	Comparison Group
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999

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 these questionnaires and tests is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of these questionnaires and tests answered by the respondent(s) and substantially reflect 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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Person Detail Section

Name	Sample Candidate
Participant Data	RP1=8, RP2=8, RP3=3, RP4=4, RP5=3, RP6=4, RP7=5, RP8=4, RP9=3, RP10=3, TS1=4, TS2=3, TS3=3, TS4=4, TS5=3, TS6=3, TS7=4, TS8=3, TS9=4, TS10=3, TS11=4, TS12=5, FE1=4, FE2=5, FE3=4, FE4=5, FE5=4, FE6=3, FE7=3, FE8=3, FE9=3, FE10=3, CNS=8.
Report	OPQ Manager Plus Report