



opq32

> Manager Report

Name: **Ms Sample Report**

Date: 27 August 2008

INTRODUCTION

This report is based upon Ms Report'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 Ms Report'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 Ms Report'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 Ms Report'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 Ms Report'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 Ms Report'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 Ms Report'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

Ms Report sees herself as acting as the leader of the group and taking charge of situations, but when it comes to negotiation or the 'selling' of an idea or product, she seems to have only very slightly more of an inclination to do this than most. Thus, while having an interest in sales and persuasion, she has a stronger interest in managing others.

Despite her tendency to put her opinions across to others, once Ms Report has had her say, she is likely to fall in line with group consensus, rather than making an attempt to go her own way. This suggests that she enjoys passionately arguing her case, but she still sees the importance of being prepared to compromise.

Her strong inclination to manage and control the work of others is likely to be driven to a considerable extent by the agreed or company agenda since she does not have particularly strong views of her own about the ways that things should be done. This will be further supported by her preference to consult others before deciding a course of action.

Although Ms Report enjoys managing and controlling the work of others, her management style may nonetheless be described as consultative since she is equally keen to consult and discuss issues with her staff before making decisions or deciding a course of action.

Her clear desire to take charge of others should be seen in conjunction with her essentially traditional approach to work methods. She is therefore likely to adopt a very conventional approach to leadership, rather than to be open to more radical or contemporary styles.

Sociability

Ms Report is likely to be a quiet person, tending not to contribute much to lively conversations. This doesn't mean that she is particularly uncomfortable: when it comes to meeting strangers for the first time or when addressing a group, she tends to be as confident as most other people. She does not always require the company of others, and, if anything, tends to have a very slight preference towards spending time alone.

Empathy

While Ms Report tends to make a point of consulting others widely whenever a decision has to be made, this appears to stem from an information gathering perspective than from a personal need to help others, since she reports having a high degree of detachment from other people's personal issues. When it comes to successes, she is a little less likely to talk about these than others might.

The democratic style that she describes is further supported by her interest in achieving consensus and agreement of opinion, rather than having a clear need to hold on to her own views. This combination is likely to result in a truly consultative manager who genuinely takes account of others' views. However, it is possible that as a result she could overdo the consultation process, or fail to give sufficient direction to an inexperienced group. Further, her low level of decisiveness suggests that her need to consult could result in delays.

THINKING STYLE

Analysis

Ms Report indicates a strong inclination towards critically analysing information or plans proposed to her. She also reports a level of interest in working with numerical or statistical information which is typical of most of her peers. However, this is not coupled with an analytical interest in people. She reports a noticeable lack of interest in analysing people, their motivations and behaviours. It would seem that critically evaluating information is her main analytical interest. This is likely to make her more effective in technical or specialist operational roles than in roles requiring a primary focus upon the management of people.

A strong belief in putting forward her own opinion together with a powerful critical faculty indicates that she could be a formidable debater with little inclination to moderate her views when expressing them to others. Sensitive people might be upset by her critical and forthright approach.

Creativity and Change

Ms Report reports a marked preference for sticking to tried and tested work methods. In addition, she sees herself as a little less intellectually curious than most of her peers in enjoying discussing hypothetical or theoretical issues. However, she couples this level of interest in the theory and breadth of issues with a marked disinclination towards producing inventive ideas in any number. This combination of characteristics may point to a tendency to stick with the status quo, making some attempt to understand its complexity but without coming up with many ways of changing or modifying it.

Ms Report reports an extremely strong preference for routine over variety and novelty in her work. Her behaviour is only a little less adaptable than most. Thus, her approach to changing situations may be described as somewhat resistant to the upset it represents to her routine, but she is still moderately inclined to adapt her behaviour to

accommodate it. In a situation where there is any choice, however, she has a tendency to go for predictable routine rather than the uncertainty of novel activities.

Ms Report is likely to communicate her belief in more traditional or established approaches and methods to others in quite a 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.

There appears to be a clear link between Ms Report's preference for the more established way of approaching things, and her definite dislike of almost any variety or change in her day to day work patterns. Together these point to someone who is more comfortable in a work environment that offers a high degree of predictability and perhaps more traditional methods and values.

It would appear that her willingness to work with established methods and a reasonable tolerance of routine and repetitive work supports her view that it is important to meet deadlines and complete work on time.

Her very strong preference for routine over novelty may well be linked to her determination to meet deadlines and complete work on time. This is further supported by her quite detailed approach.

Structure

Ms Report reports a fairly typical perspective in terms of shorter versus longer-term thinking. She combines this with a degree of comfort with working in a methodical and organised way. Thus, her desire to take a strategic view, while not pronounced, is likely to take account of detail to a certain extent.

It is extremely important to Ms Report to see tasks through to completion. Her desire to stick closely to rules and regulations seems as strong as in most others. It may be that, in keenly working towards task completion, she will consider modifying the rules to assist in achieving this. She may realise that, if deadlines are to be met, then rules may sometimes need to be compromised; for her it would appear that meeting the deadline is the greater priority.

Ms Report's approach when managing others and taking control of situations is likely to be moderately strategic and give some consideration to longer term as well as more immediate issues.

Ms Report's strong focus upon meeting deadlines and seeing jobs through to the end is likely to be apparent when she is managing and controlling the work of others. She will emphasise the importance of this to others when issuing work instructions or providing others with priorities.

FEELINGS AND EMOTIONS

Emotion

Ms Report considers herself as anxious as most people. In addition, she feels that when facing more stressful situations, she usually remains relatively calm. Indeed, her calmness in important situations could help others stay relaxed but carries the risk that she may appear less motivated at times.

Ms Report sees herself as an optimist, having a generally positive outlook on life. She is unlikely to be particularly easily offended by criticism, and indeed may be slightly less likely to get upset than most. When it comes to trusting people, she is no more cautious than others. Overall, then, while she will be seen as positive and cheerful about the future, she will balance this with a more typical perspective regarding others' trustworthiness and her own reactions to criticism.

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 positive view is consistent with her reported confidence before important events. This optimism would seem to help her to avoid surges of anxiety at such times.

Dynamism

In considering what motivates Ms Report, competition is likely to be of significant importance as well as a certain degree of career ambition. She describes herself as slightly more ambitious than most people in setting her goals. Most noticeably, she will emphasise that success is achieved by being better than others at whatever she is aiming for. She is likely to find losing difficult, has a little more energy than others and will enjoy roles where there is plenty to do.

When summing up a situation and making a decision, Ms Report 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 her role demands swift and decisive action.

Her highly competitive nature is perhaps consistent with her desire to remain very detached from others' personal problems. Together these suggest someone who is predominantly concerned with her own performance in comparison to that of others' and she could come across as more focused on herself than others.

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

ABOUT THIS REPORT

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Comparison Group used: OPQ32i Managerial and Professional 2005

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