



Expert Report

Miss Sample Respondent

7 September, 2004



Internet: <http://www.shlgroup.com>
Email: info@shlgroup.com

Managers' Report

Introduction

This report is based upon Miss Respondent'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 Respondent'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 Respondent'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 Respondent'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 Respondent'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 Respondent'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 Respondent'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 Respondent very much 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 as much of an inclination to do this as most. Thus, while having an interest in sales and persuasion, she has a stronger interest in managing others. Miss Respondent is very likely to speak up when she feels that something needs saying. While she is prepared to put forward her own views, she is only slightly more likely than others to follow a consensus opinion rather than go her own way. She is likely to put her point across passionately, but under most circumstances is still willing to accept a group decision she disagrees with.

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

Sociability

She is likely to be very sociable in a number of ways: she tends to be confident when meeting strangers for the first time or addressing a group; and when part of a group she tends to be a lively talker. Her preference for spending time in the company of people is very similar to that of most others. In practice, she is likely to feel at ease with people, but also enjoys periods of time alone and will probably seek out work which offers this balance.

Empathy

This is an area where Miss Respondent does not stand out as particularly different. She is very slightly less likely than most to advertise her achievements and successes, preferring perhaps, on other occasions to keep these to herself. Her concern for others is also broadly typical, emerging as balanced between being more supportive in some situations and less so in others. In decision making there is also a sense of balance when it comes to consulting others, the degree of consultation perhaps depending on the situation.

Thinking Style

Analysis

Miss Respondent is comfortable working with numerical or statistical information. This preference for numbers is coupled with a more moderate interest, typical of the majority of people, in critically analysing information or plans proposed to her. She also reports a slightly less than usual level of interest in analysing people, their motivations and behaviours. She may be seen as highly numerate, given that her interest in data is strong and she may often focus on the numerical side of any problem.

Miss Respondent's strong interest in using data and facts and analysing statistical trends could affect the speed at which she draws her conclusions. Her extreme reluctance to make quick decisions could reduce the impact of her analytical contribution. She is more than likely to be comfortable working with figures, but may not be as comfortable drawing quick conclusions from trends in data. Although she has a strong orientation towards using data and statistics this is very unlikely to be within the context of an abstract or more theoretical analysis. She will therefore be considerably more concerned with the direct implications of the data, than in undertaking a more sophisticated or in-depth analysis within the broader context. When analysing data and statistics, she is likely to be detailed and methodical. This indicates a potential strength when working with information that demands a systematic and detailed analytical approach.

Creativity and Change

Miss Respondent's profile suggests a disinclination towards producing inventive ideas to any great degree. She couples this with extremely low interest in hypothetical or theoretical issues. However, she reports a moderate preference for new ways of working. Clearly, she does not see herself as an ideas person nor someone who wants to explore the theory or complexity of issues. Nonetheless, she seems moderately open to new work methods, perhaps those suggested by others. Miss Respondent is likely to be most comfortable in a pragmatic role where it is the responsibility of others to produce the vast majority of ideas.

Miss Respondent reports a strong preference for routine over variety and novelty in her work. Her behaviour is a little more 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.

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. Miss Respondent's strong interest in managing others is likely to be supported to some extent by her willingness to adapt her behaviour to suit the situation. Her clear preference for routine over novelty may well be linked to her focus upon meeting deadlines and completing work on time. This is further supported by her quite detailed approach.

Structure

Miss Respondent reports a preference for thinking ahead and setting long-term goals which is slightly less pronounced than most of her peers. She seems to have a strong focus on being orderly and methodical; thus it may be that she is more concerned about the accuracy and detail of her current work than looking to the future. This attention to detail may then get in the way of planning broad, long-term goals.

It is especially important to Miss Respondent 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.

Miss Respondent's approach when managing others and taking control of situations is likely to be slightly more focused on the immediate than longer term. She may therefore be somewhat more suited to a role where her reports look for instructions on a short term basis, rather than one requiring a more strategic management style. Her strong emphasis upon detail and taking an organised approach is compatible with her preference for undertaking routine work over that which offers more variety. This emphasis upon a very structured approach is further supported by her focus upon meeting deadlines and completing work within timescales. Miss Respondent's 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

Miss Respondent considers herself only slightly more anxious than 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. Miss Respondent presents herself as fairly typical in terms of her outlook to life and her view of others' trustworthiness. If anything, she has a tendency to be slightly more suspicious of others than most. In terms of her own sensitivity

to criticism, she is likely to feel this as keenly as most but this is unlikely to have a major effect upon her overall mood in the longer term.

She is someone who is prepared to show her emotions openly and people are likely to be able to tell how she is feeling. When these emotions are positive or expressed as enthusiasm, others may well find this endearing or motivating. However, if the emotions are negative or hostile this expression of emotion has the potential to be rather destructive.

Dynamism

Miss Respondent's career ambition is very apparent in the way that she has described herself. This does not appear to be particularly rooted in a competitive drive since, if anything, she sees herself as slightly less competitive than most. Her level of drive in terms of keeping busy and working hard is moderate and could further help her to achieve the progression that she so keenly seeks. When summing up a situation and making a decision, Miss Respondent 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 high level of career ambition appears to include a strong interest in managing and leading others. She may well therefore be motivated by opportunities to progress her career in this direction. In addition, she is likely to set others quite stretching goals and targets as part of her management role.

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. 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 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 (UK)
The Pavilion
1 Atwell Place
Thames Ditton
Surrey
KT7 0NE
Phone: 0870 070 8000
Fax: 0870 070 7000

<http://www.shlgroup.com/uk>
<mailto:uk@shlgroup.com>

Also: [Australia](#) | [Belgium](#) | [Canada](#) | [China](#) | [Denmark](#) | [Finland](#) | [France](#) | [Germany](#) | [Greece](#) | [Hong Kong](#) | [Hungary](#) | [India](#) | [Indonesia](#) | [Ireland](#) | [Italy](#) | [Japan](#) | [Korea](#) | [Mexico](#) | [Netherlands](#) | [New Zealand](#) | [Norway](#) | [Poland](#) | [Portugal](#) | [Singapore](#) | [South Africa](#) | [Spain](#) | [Sweden](#) | [Switzerland](#) | [Turkey](#) | [United Kingdom](#) | [United States of America](#)