

*OPQ32*  
Report Selector





# People aren't your greatest asset – the right people are

## Personality at work

People who are well matched to their jobs use their talent more effectively. In turn, this makes organisations more effective, either through profit or value provided.

However, over-reliance on subjective techniques, such as only using the interview, when making hiring decisions, means many organisations fail to fully understand an individual's fit to the job requirements. This leads to costly hiring mistakes and subsequent under-performance.

The challenge is to measure those aspects of behaviour that cannot be measured by other techniques yet are crucial to strong performance. You need to understand what someone can do today but also what they are capable of tomorrow – their potential.

## Personality assessment can help you:

- Save time and money by assessing best fit candidates against competencies early in the hiring process
- Uncover hidden performance potential
- Understand how a new recruit will fit into a team
- Increase the power of your interviews by uncovering hidden areas to explore
- Re-deploy talent across the business
- Provide managers with an insight into the likely strengths and development needs of their staff.

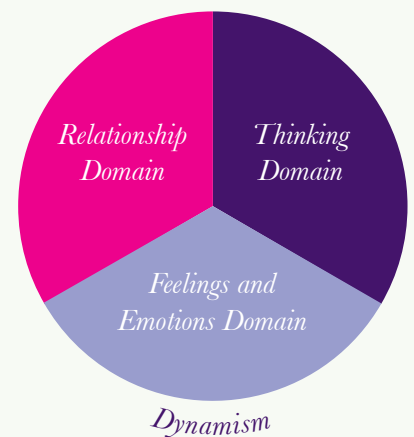
## Introducing OPQ32 (Occupational Personality Questionnaire)

OPQ32 is one of the most widely used measures of behavioural style in the world. It provides detailed information on 32 specific personality characteristics which underpin an individual's behaviour at work and their performance against key competencies.

Unlike other personality questionnaires, the OPQ is an occupational model of personality designed solely for use in a business environment.

## *The OPQ model of personality*

The OPQ model provides a clear, simple framework for understanding the role of personality in the workplace and the impact it has on job performance.



## Psychometrically sound

OPQ32 is backed by comprehensive international research proving its reliability, relevance and validity. Detailed statistical information is available to all OPQ users. The OPQ has been in continuous use for over 25 years.

## Assessment anytime, anywhere

Delivered online, the OPQ32 can be easily deployed in a fast and cost-effective way.

# About the OPQ32 Report Selector

The OPQ32 Report Selector is a quick and easy-to-use guide for selecting reports, that can be obtained from the Occupational Personality Questionnaire (OPQ32). The reports can then be generated online, using SHL On Demand or via our Bureau Online.

The **'Selecting an OPQ32 report'** section helps you narrow down your choice of reports based on your needs.

## Key questions to answer are:

- Will the report be required for selection or for development?
- Who will be reading the report?
- What information is needed?

Once you have identified one or more reports that you are interested in, you can find out more about these by using the **'OPQ32 reports index and description'** section, which provides a brief description of each report.

If you require any further information about the OPQ32 reports, please contact SHL on **0870 070 8000**.

SHL's best practice recommendation is that feedback should be given to people who take the OPQ32. This means that there should be at least one OPQ trained person in the organisation who can provide support to line managers and feedback to people completing the OPQ.

If you require any further information about the OPQ32 reports, please contact SHL on 0870 070 8000.

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# Selecting an OPQ32 report

## OPQ32 report for selection

<b>Audience</b> Who is the key recipient?	<b>Need</b> What information do they need? What are they trying to achieve?	<b>Report name</b> Which report is suitable?
Candidate	– I want some information that I can take away about how I did on the questionnaire I completed	Candidate Report Candidate Plus Report
	– I want to know more about my style when operating in a team environment	Team Impact Report
Line manager	– I want a summary of how the candidate prefers to work, is likely to perform against key competencies and interacts in a team	Manager Plus Report
	– I want to know what a candidate’s strengths and weaknesses are likely to be when operating in a team environment	Team Impact Selection Report
	– I want to know how the candidate is likely to perform in key skills/competencies and what the potential weaknesses are that I need to explore further	Universal Competency Report
	– I want to identify top sales performers – I want to recruit sales people with the potential to sell more – I want to reduce the costs of turnover in sales teams	Sales Report
OPQ trained person	– I am an experienced OPQ user. I need a summary of the candidate’s scores so that I can prepare for feedback or write a report	OPQ Profile
	– I want more detailed information to help me interpret the candidate’s results	User Report
	– I want to know what role the candidate is likely to take in a team, and how they are likely to behave as a leader or a direct report	Team Types and Leadership Styles Profile or Report
	– I need to provide the candidate and the line manager with some written feedback from the OPQ	Premium Plus Report
	– I want to identify candidates who are likely to make good leaders	Leadership Report

## OPQ32 report for development


<b>Audience</b> Who is the key recipient?	<b>Need</b> What information do they need? What are they trying to achieve?	<b>Report name</b> Which report is suitable?
Person completing OPQ and / or line manager	<ul style="list-style-type: none"> <li>– I want to understand which areas are my strengths and which areas I may need to develop</li> <li>– I want to work with my direct report to design a development plan</li> </ul>	UCF Development Action Planner Report
	<ul style="list-style-type: none"> <li>– I want to understand how I could learn more effectively</li> </ul>	Maximising Your Learning Report
	<ul style="list-style-type: none"> <li>– I want to understand how I work as part of a team and how I can improve my performance</li> <li>– I want to know how I can help improve the performance of an individual within my team</li> </ul>	Team Impact Development - Individual Report
	<ul style="list-style-type: none"> <li>– I want to improve my team's performance</li> <li>– I want to understand the issues within my team</li> <li>– I want to create a new team that will work well together</li> </ul>	Team Impact Development - Group Report
OPQ trained person	<ul style="list-style-type: none"> <li>– I want to help line managers understand how to get the best from the individuals they manage</li> </ul>	Team Types and Leadership Styles Report
	<ul style="list-style-type: none"> <li>– I want to help the organisation identify and develop future leaders</li> </ul>	Leadership Report
	<ul style="list-style-type: none"> <li>– I want to help develop leadership skills within my organisation</li> <li>– I need information to help facilitate development, focusing on interpersonal skills</li> </ul>	Emotional Intelligence Report Emotional and Social Competency Report

## OPQ32 report for career guidance

<b>Audience</b> Who is the key recipient?	<b>Need</b> What information do they need? What are they trying to achieve?	<b>Report name</b> Which report is suitable?
Career guidance coach or person completing OPQ	<ul style="list-style-type: none"> <li>– I want to understand which areas are my strengths and which areas I may need to develop</li> <li>– I want to advise an individual on their strengths and link these to potential job roles they are likely to be successful in</li> <li>– I need help to structure the process of exploring my (or someone else's) career options further</li> <li>– I want to be able to identify which aspects of my (or someone else's) behavioural style are likely to be a strength or a challenge in a job search context</li> <li>– I need help on how best to position key competency strengths throughout the process of applying for jobs</li> </ul>	Careers Guidance Report

# OPQ32 reports index and description

Report title	Units <sup>1</sup>	Audience	Summary description
Candidate Plus Report	60	Candidate	<ul style="list-style-type: none"> <li>– This is a brief narrative report</li> <li>– It can be given to candidates to keep after a feedback session</li> <li>– It is structured around three key OPQ profile sections (Relationships with People, Thinking Styles, Feelings and Emotions), and the SHL Team Impact Model</li> <li>– Includes information on likely interactions within teams</li> <li>– Approx. 4 pages</li> </ul>
Candidate Report	50	Candidate	<ul style="list-style-type: none"> <li>– This is a brief narrative report</li> <li>– It is structured around three OPQ profile sections (Relationships with People, Thinking Styles, Feelings and Emotions)</li> <li>– It can be given to candidates to keep after a feedback session</li> <li>– Approx. 3 pages</li> </ul>
Careers Guidance Report	80	Person completing OPQ, career guidance coach	<ul style="list-style-type: none"> <li>– This report provides valuable information to support careers counselling activities, including career change or outplacement</li> <li>– It helps to establish key behavioural competency strengths and link these to potential job roles</li> <li>– It can identify which aspects of behavioural style are likely to be a strength or a challenge in a job search context</li> <li>– It is designed to help an individual structure the process of exploring career options further and to provide ideas about how best to position key competency strengths throughout the selection process</li> <li>– Approx. 10 pages</li> </ul>
Emotional and Social Competency Report	100	OPQ trained person	<ul style="list-style-type: none"> <li>– This report is based on Daniel Goleman’s theory of Emotional Intelligence</li> <li>– It provides valuable information for coaching purposes and can be used in conjunction with other tools, such as 360° feedback, to make links between individual preference and style and the perceptions of others</li> <li>– It indicates strengths and development needs for an individual reported on the SHL Universal Competency Framework 20 dimension level</li> <li>– It consists of a competency profile chart for the 20 competencies assessed, a rating summary; and positive, moderate and negative indicators for each competency</li> <li>– Approx. 13 pages</li> </ul>

Report title	Units <sup>1</sup>	Audience	Summary description
Emotional Intelligence Report	40	OPQ trained person	<ul style="list-style-type: none"> <li>– This report explores how a person manages feelings and relationships with other people. It is intended for use in a developmental setting</li> <li>– It focuses on strengths and weakness in four key areas: <ul style="list-style-type: none"> <li>• Managing Feelings: Feelings and Emotions; Personal Insight</li> <li>• Managing Relationships: Empathy; Social Ease</li> </ul> </li> <li>– The Emotional Intelligence Report was not designed to be given directly to the person completing the OPQ, without feedback being provided first. Although it does not contain technical OPQ data, it deals with complex concepts and should always be fed back by an OPQ trained user</li> <li>– Approx. 6 pages</li> </ul>
Leadership Report 	300	OPQ trained person	<ul style="list-style-type: none"> <li>– This report provides a detailed analysis of an individual’s leadership potential</li> <li>– It is based on SHL’s leading edge Leadership Model, providing a competency based approach to leadership</li> <li>– The wealth of information provided should be interpreted and fed back by an experienced OPQ user</li> <li>– Includes a feedback section which can be given directly to the person who completed the OPQ</li> <li>– Approx. 24 pages</li> </ul>
Manager Plus Report	80	Line manager	<ul style="list-style-type: none"> <li>– This concise report is designed for use with and by managers. It uses clear succinct bullets and tables for ease of interpretation</li> <li>– It provides simple comments on each of the personality traits</li> <li>– It incorporates part of the Universal Competency Report to provide information on likely performance against key competencies</li> <li>– It includes key elements of the Team Impact Selection Report to provide likely interactions within teams</li> <li>– Combined with one or more of the SHL Verify Ability Tests the UCF Competency score can be further improved</li> <li>– Approx. 6 pages</li> </ul>
Maximising Your Learning Report	40	Person completing OPQ	<ul style="list-style-type: none"> <li>– This report is designed to help people get the most from their development</li> <li>– It summarises the preferred approach to learning across four dimensions (Analytical / Intuitive, Hands On / Observation)</li> <li>– It describes the practical implications of these approaches and summarises strengths / development areas in relation to key work and learning activities</li> <li>– It suggests activities to maximise learning</li> <li>– Approx. 7 pages</li> </ul>



Report title	Units <sup>1</sup>	Audience	Summary description
OPQ Profile	10	OPQ trained person	<ul style="list-style-type: none"> <li>– This is a graphical profile chart presenting results across the 32 OPQ scales</li> <li>– 1 page</li> </ul>
Premium Plus Report	215	OPQ trained person (may distribute sections to others)	<ul style="list-style-type: none"> <li>– This contains a selection of reports including: <ul style="list-style-type: none"> <li>• OPQ Profile</li> <li>• User Report</li> <li>• Manager Plus Report</li> <li>• Candidate Plus Report</li> <li>• Universal Competency Report</li> <li>• Team Impact Selection Report</li> </ul> </li> </ul>
Sales Report	100	Line manager	<ul style="list-style-type: none"> <li>– This report provides a graphical and narrative summary of an individual's natural styles that are critical to sales success</li> <li>– It enables a hiring manager to identify potential strengths, weaknesses and areas to investigate further</li> <li>– It is structured into three sections: sales foundations, sales cycle and optionally, motivation</li> <li>– Approx. 6 pages</li> </ul>
Team Impact Report	40	Line manager, person completing OPQ	<ul style="list-style-type: none"> <li>– These reports are based on the SHL Team Impact Model, which is focused on actual team processes. They are supported by clear and easy to understand graphics which do not require OPQ training</li> <li>– Three different versions of the report can be used to select, manage and develop teams (Selection, Individual Development, Group Development Reports) <ul style="list-style-type: none"> <li>• Selection (40 units): individual's strengths and weaknesses in a team setting plus a Competency Based Interview Guide focused around eight key team behaviours</li> <li>• Development (Individual) (40 units): individual's strengths and weaknesses in a team setting</li> <li>• Development (Group) (10 units): combines profiles of all team members to provide an overall picture of the team's strengths and weaknesses. This is currently not available on SHL On Demand</li> </ul> </li> </ul>
Team Types and Leadership Styles Profile	50	OPQ trained person	<ul style="list-style-type: none"> <li>– This report is based on Belbin's team types and Bass's leadership and reporting styles</li> <li>– Belbin's Team Types: individual's preferred role when working in a team</li> <li>– Bass's Leadership and Reporting Styles: individual's preferred leadership styles and likely style of behaviour as a direct report</li> <li>– It provides graphical charts of types and type definitions. It does not include candidate specific narrative or interpretation</li> <li>– Approx. 5 pages</li> </ul>

Report title	Units <sup>1</sup>	Audience	Summary description
Team Types and Leadership Styles Report	65	OPQ trained person	<ul style="list-style-type: none"> <li>– This is a graphical and narrative report. It is similar to Team Types Profile, but includes additional narrative and interpretation</li> <li>– For Team, Leadership and Reporting Types it provides an introduction, a graphical representation of results and a narrative summary of Likely to Adopt, May Adopt, Unlikely to Adopt types/styles</li> <li>– Approx. 9 pages</li> </ul>
UCF Development Action Planner Report	80	Person completing OPQ	<ul style="list-style-type: none"> <li>– This report provides clear and relevant information about an individual's strengths and areas for development, for use in staff development and on-boarding situations</li> <li>– It is based on the SHL Universal Competency Framework (UCF) competency model</li> <li>– It consists of a competency profile overview, a clear summary of a persons strengths and development areas for each of the 20 competencies and competency-based development actions to address specific areas of limitations</li> <li>– Combined with one or more of the SHL Verify Ability Tests the UCF Competency score can be further improved</li> <li>– Approx. 24 pages</li> </ul>
Universal Competency Report	65	Line manager	<ul style="list-style-type: none"> <li>– This report is based on the Universal Competency Framework (UCF)</li> <li>– It graphically outlines how an individual's typical way of behaving is likely to impact on competencies</li> <li>– It provides a graphical scale for each competency and summarises aspects of personality which contribute (positively or negatively) to each competency</li> <li>– Combined with one or more of the SHL Verify Ability Tests the UCF Competency score can be further improved</li> <li>– Approx. 6 pages</li> </ul>
User Report	65	OPQ trained person	<ul style="list-style-type: none"> <li>– This includes a Profile Chart and narrative text, focusing on an individual's likely way of behaving at work</li> <li>– It can be used as an interpretation aid when giving feedback, writing reports, or interpreting OPQ information</li> <li>– It is structured by profile sections and includes graphical scales</li> <li>– Approx. 7 pages</li> </ul>

1. Note: The units listed in this table are correct at the time of going to print and apply to the SHL On Demand system. For Bureau please refer to the current SHL Price List.



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