OPQ Universal Competency Report

Contents

This report is intended for use by managers and HR professionals. It summarizes how Sample Candidate's preferred style or typical way of behaving is likely to influence their potential performance on twenty universal competencies. This potential is based on Sample's responses to the Occupational Personality Questionnaire (OPQ). Their responses have been compared against those of a large relevant comparison group to give a description of Sample's preferred approach to work.

The responses Sample Candidate gave show the way they see their own behavior, 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 Sample's style at work. This report links the information from the personality questionnaire to the twenty universal competencies.

This report has a shelf-life of 18-24 months and should be treated confidentially. If there are major changes in the candidate's life or work they should complete the OPQ again.

If you require support in interpreting this report, please contact a person in your organization who has received full training in the use of the OPQ.

Please note that the individual has completed the questionnaire very inconsistently. This suggests that they may have had some difficulty completing the questionnaire or may not have answered the questions openly. Their results should therefore be treated with some caution. You may wish to verify the individual's results through further sources of evidence (e.g. an interview or a work sample exercise) or seek guidance from someone who is professionally qualified in the use of the OPQ32.

When using this report it is important to consider which of the twenty universal competencies measured are most relevant to successful performance in the job that is being considered.

Key to the rating symbols

The checks, crosses and bullets indicate which aspects of the individual's style are likely to contribute positively or more negatively to each competency.

Definition	Short description	Symbol
Likely to have a positive impact	Likely strength	✔
Likely to have neither a positive nor a negative impact	Moderate	●
Likely to have a negative impact	Likely limitation	✖

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

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.
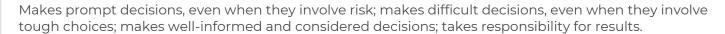
Competencies

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

Category	Competency	Rating (Low 1 – High 5)
Leading and Deciding	Decision Making (1.1)	2
	Leadership (1.2)	2
Supporting and Cooperating	Collaboration (2.1)	1
	Ethics and Values (2.2)	1
Interacting and Presenting	Building Relationships (3.1)	2
	Influence (3.2)	2
	Communication (3.3)^D	2
Analyzing and Interpreting	Writing (4.1)^D	1
	Applying Expertise and Technology (4.2)^{DIN}	1
	Critical Thinking (4.3)^{DIN}	1
Creating and Conceptualizing	Learning (5.1)^{DIN}	1
	Creativity and Innovation (5.2)	2
	Strategic Thinking (5.3)^{DI}	1
Organizing and Executing	Planning and Organizing (6.1)	1
	Delivering Results (6.2)	1
	Dependability (6.3)	2
Adapting and Coping	Adaptability (7.1)	2
	Resilience (7.2)	2
Enterprising and Performing	Initiative (8.1)	2
	Commercial Thinking (8.2)^{DI}	1

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

1. Leading and Deciding

1.1 Decision Making

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.

- ● Balances the need to make quick decisions with the need to make the right decisions.
- ● Moderately enjoys critically evaluating relevant information when making decisions.
- ✕ Is inclined to let others take control of the decision-making process.
- ✕ Tends to be easily upset by others' criticism, and is likely to be deterred by opposition to their decisions.
- ✕ Is comfortable leaving some tasks unfinished, so is not likely to follow all decisions through to the end.

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.

- ● Is somewhat at ease around others, so is likely to come across as a moderately confident leader.
- ✕ Dislikes being in charge and leading the work of others.
- ✕ Prefers to focus on the immediate situation rather than taking a strategic approach when giving direction.
- ✕ Prefers to hold back from expressing own views, so may be hesitant to address performance issues.
- ✕ Is not very inclined to show concern for colleagues, so may not often taken an active role in supporting others' development.
- ✕ Is not very inclined to try to understand what drives and motivates those they lead.

2. Supporting and Cooperating

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.

- Moderately inclined to focus on the good in people, so is likely to build some trusting relationships.
- Lacks a strong desire to be around others, which can limit opportunities to collaborate and to boost team morale.
- Would rather do things their own way than follow the group consensus, which may negatively impact team cohesion.
- Dislikes analyzing people's behavior and is likely to struggle to understand others' perspectives.
- Tends to be selective with sympathy, and reserve support for serious problems.
- Prefers to make decisions alone rather than seeking diverse input from others.

2.2 Ethics and Values

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

- Is prepared to bend or break rules when they think it is appropriate.
- Tends to remain detached from the people they work with and the wider community.
- Is inclined to leave some tasks unfinished, so may not always fulfill promises or commitments.

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.

- ● Is moderately outgoing, so is likely to enjoy interacting in some group settings.
- ● Sometimes adapts behavior when interacting with others in order to create a positive impression.
- ● Is somewhat comfortable around new people, so may find it fairly easy to build a network of relationships.
- ✕ Prefers spending time alone, which can limit opportunities to build rapport with others.
- ✕ Doesn't have a strong interest in others' motives, which can hinder developing and managing relationships.
- ✕ Tends to be selective with their support, so is not likely to proactively seek to help others succeed.
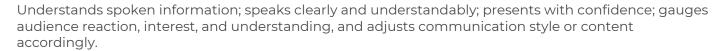
3.2 Influence

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.

- ● Sometimes favors creative and unconventional ways to influence others.
- ● Varies their approach to suit the situation to some extent when trying to build support across their network.
- ● Is moderately comfortable in social situations, so is likely to display some confidence and credibility.
- ✕ Does not enjoy using negotiation or persuasive strategies when trying to influence others.
- ✕ Is not very likely to take control of influencing others.
- ✕ Is not inclined to consider other people's needs and motives when attempting to win them over.

3. Interacting and Presenting

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.

- ● Enjoys changing their approach across people at times, so may tailor messages to suit their audience.
- ● May be moderately outgoing, and is somewhat likely to seem confident when speaking to others.
- ● Is moderately calm before important events, which may support effective communication.
- ● Sometimes enjoys critically analyzing information, which may support understanding of spoken information.
- ✕ Dislikes using persuasion techniques to help convince others to change their point of view.
- ✕ Tends not to analyze other people's motives, which may make it difficult to understand their audience.

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

4. Analyzing 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.

- ● Is moderately inclined to look for errors and mistakes in work, which may enhance the quality of written work.
- ✗ Is not very likely to take a methodical approach, so may not always produce well-organized written information.
- ✗ Tends to avoid thinking about high-level concepts, and may have little interest in communicating them clearly in writing.

4.2 Applying Expertise and Technology DIN

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.
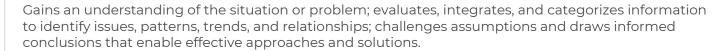
- ● Is moderately comfortable critically reviewing information, so is likely to be comfortable solving problems that arise.
- ● Is moderately comfortable working with data and numbers, and may choose to develop expertise in some job tasks that require working with numerical information.
- ✗ Tends to focus on immediate issues and may not consider longer-term trends in their field.
- ✗ Is not very inclined to be creative, so may not apply expertise to come up with new ideas and solutions.

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

4. Analyzing and Interpreting

4.3 Critical Thinking DIN

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

- ● Is somewhat prepared to work with facts and figures, and use them to make informed conclusions.
- ● Moderately enjoys evaluating information, so is likely to detect some potential issues and limitations.
- ✘ Is not very inclined to create innovative and workable solutions to problems.
- ✘ Tends to be unconcerned with checking detailed information, so may miss key factors of the situation.

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

5. Creating and Conceptualizing

5.1 Learning DIN

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.

- ● Is moderately inclined to evaluate new information, which may help identify potential limitations of new information while learning.
- ✗ Does not particularly value achievement, so may not strive to become an expert on new information and techniques.
- ✗ Is unlikely to be organized and systematic, which can hinder efforts to gather and process information.
- ✗ Prefers concrete tasks and is not likely to actively seek to learn about broader concepts at work.

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.
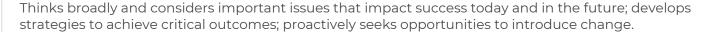
- ● Occasionally enjoys experimenting with novel and unconventional ideas.
- ● Enjoys some variety in work tasks and occasionally likes to seek out new, diverse approaches.
- ✗ Is not inclined to be creative, so may not generate innovative approaches and solutions.

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

5. Creating and Conceptualizing

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.

- ● Is sometimes open to trying new ways of working, and sometimes prefers to keep things as they are.
- ✕ Tends to focus on short-term plans rather than taking a long-term strategic perspective.
- ✕ Is likely to focus on achievable rather than stretch goals when developing strategies to achieve outcomes.
- ✕ Prefers to build on others' ideas rather than generate their own ideas for improving work processes and approaches.
- ✕ Prefers to focus on concrete ideas, rather than strategic ideas.

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. Organizing and Executing

6.1 Planning and Organizing

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

- ✗ Is inclined to deviate from established plans and objectives when completing work.
- ✗ Prefers focusing on immediate tasks and is not likely to plan ahead and set longer-term objectives.
- ✗ Is not very likely to be organized and systematic, which could hinder planning and monitoring work.
- ✗ Is not always concerned with delivering work on schedule, so may not meet deadlines.

6.2 Delivering Results

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 prioritizes work activities; shows commitment to the organization.

- ✗ Prefers to interpret rules and procedures as general guidelines, which could compromise quality standards.
- ✗ Enjoys a slower pace and is unlikely to enjoy demanding work.
- ✗ Tends not to focus on details or work systematically, which could negatively impact work quality.
- ✗ Is inclined to interpret deadlines as flexible and may not fully deliver important work tasks on time.

6. Organizing and Executing

6.3 Dependability

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.

- ● Sometimes prefers established approaches, so may generally uphold organizational policies and regulations.

- ✖ Often finds it difficult to take direction from other people.

- ✖ Tends not to be restricted by rules and regulations, and so may be perceived as less dependable than others.

- ✖ Tends to interpret commitments as flexible, so may not completely follow through on responsibilities.

7. Adapting and Coping

7.1 Adaptability

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

- Is inclined to vary their behavior at times, so may adjust their approach to accommodate different people and situations.
- Sometimes prefers new ways of working, so is likely to be moderately comfortable in some ambiguous situations.
- Enjoys some variety in their work, and can adapt to changes when necessary.
- ✗ Likes implementing others' ideas rather than generating their own during changing situations.
- ✗ Tends to focus on the negative aspects of a situation, so may not identify positive opportunities in ambiguity.

7.2 Resilience

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

- Sometimes avoids displaying emotions, so may seem calm in some challenging situations.
- ✗ Is inclined to expect things to go wrong, so may struggle to maintain a positive outlook.
- ✗ Tends to be sensitive to others' remarks, and is likely to struggle to accept and learn from criticism.
- ✗ Tends to get worried when things go wrong, so may struggle to work productively under pressure.

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.

✔ Is comfortable completing tasks their own way and working without guidance from others.

● Occasionally enjoys competitive situations, but may not be motivated to outperform others every time.

✘ Dislikes excessive work demands, and is unlikely to look for extra responsibilities or tasks.

✘ Is not driven by ambition, and is unlikely to proactively identify and tackle demanding goals.

8.2 Commercial Thinking DI

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

● Occasionally enjoys competition, fostering some drive to outperform competitors.

● Is comfortable working with numbers and facts at times, which supports an understanding of the market in which the business operates.

✘ Dislikes persuading others, so is unlikely to pursue and secure new business.

✘ Tends to focus on the present, so may not identify and mitigate risks.

✘ Prefers to set achievable rather than ambitious goals, which may limit their contribution to the organization's commercial success.

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

5. 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 organization 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)					●
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)DIN	●	✓	✓	✓	●
Critical Thinking (4.3)DIN	●	✓	✓	✓	●
Learning (5.1)DIN	●	✓	✓	✓	●
Creativity and Innovation (5.2)					
Strategic Thinking (5.3)DI		✓	✓		
Planning and Organizing (6.1)					
Delivering Results (6.2)	●				●
Dependability (6.3)	●				●
Adaptability (7.1)					
Resilience (7.2)					
Initiative (8.1)					
Commercial Thinking (8.2)DI		✓	✓		

Keys:
- ✓ 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

6. Assessment Methodology

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

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English General Population 2012 (INT)
Verify Interactive - G+ - UKE	Interactive G+ General Composite (INT) v1

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 are 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.

This report has been generated electronically; the user of the software can make amendments and additions to the text of the report.

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Person Detail Section

Name	Sample Candidate
Candidate Data	RP1=4, RP2=4, RP3=4, RP4=7, RP5=6, RP6=4, RP7=5, RP8=6, RP9=2, RP10=3, TS1=5, TS2=5, TS3=3, TS4=5, TS5=3, TS6=3, TS7=5, TS8=6, TS9=4, TS10=3, TS11=2, TS12=4, FE1=3, FE2=6, FE3=3, FE4=3, FE5=5, FE6=6, FE7=3, FE8=6, FE9=3, FE10=5, CNS=1.
Report	Universal Competency Report