



Talent in Innovation.  
Innovation in Talent.

# OPQ

## Behavioral Styles Report



**Name**

Sample Candidate

**Date**

September 18, 2018

## **INTRODUCTION**

This report is designed for those who are qualified to interpret OPQ results. It is a powerful interpretation aid when preparing for a feedback interview, writing an assessment report, or interpreting OPQ32 information across a range of other contexts.

The report explores Sample Candidate's responses to the OPQ32 questionnaire. This gives a profile of his relative preferences for different ways of behaving at work.

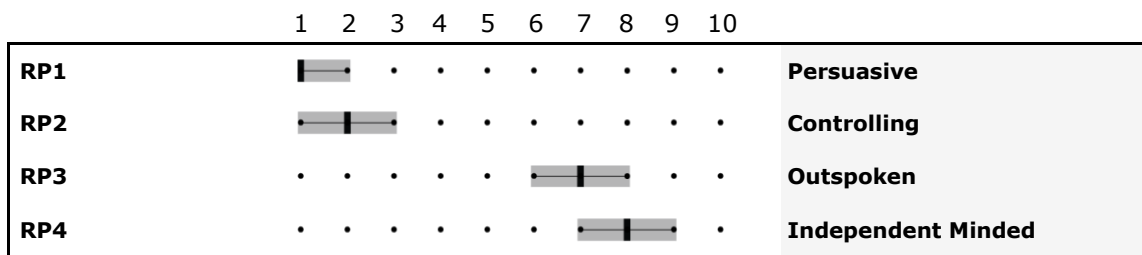
Each section presents an area of the OPQ32 profile together with a narrative interpretation of these scales and the links between them. Additional links with other sections of the profile (where these offer more in-depth understanding of the individual) are then presented. Remember, when considering the results of a work style questionnaire, it is important to recognize that the responses given were Sample Candidate's own view and represent the way he sees his own behavior rather than how his work behavior 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 his level of self-awareness.

It should be noted that he has tended to respond as consistently as most when completing the questionnaire.

This report should be treated confidentially. The shelf-life of the information contained in this report is considered to be 18-24 months, depending upon Sample Candidate's work role and personal circumstances. To guarantee relevance, the profile and its interpretation should always be directly related to the individual's current or future role.

## Relationships with People

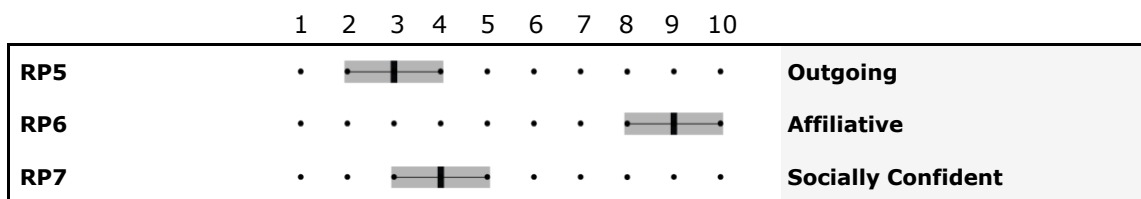
### Influence



Persuading people is not something that Sample Candidate is inclined to do. In addition to having hardly any interest in conducting negotiations with others or "selling" to them, he seems to prefer to stay away from the role of group leader, probably preferring that others take charge. Both sales and managerial roles are probably unattractive to him as he is uncomfortable in roles requiring a high degree of influence.

When it comes to argument and lively debate, Sample Candidate is just a little bit more outspoken than most. He does, however have an independent approach. This means that he is likely to go his own way regardless of what others decide.

## Sociability



Although Sample Candidate strongly prefers to be in other people's company rather than spend time alone, he emerges as a quiet person who is not inclined to contribute a great deal to lively or animated conversation. This is likely to be the case regardless of the company he is in, as he is only very slightly less comfortable with strangers than anyone else. Sample Candidate is likely to thrive as part of a team, but is so naturally quiet that his contribution may sometimes be overlooked.

His preference to maintain a low profile within a group is made more extreme by his extreme reluctance to talk about his own achievements. It is likely that he will have relatively little impact within a social group, and may need some support if he is to have his successes recognized by others.

Although Sample Candidate has a strong preference for working with others, he nonetheless retains rather strong views of his own. This will enable him to retain a degree of individuality within the group, but could lead to some conflict because he is unlikely to change his views to agree with others.

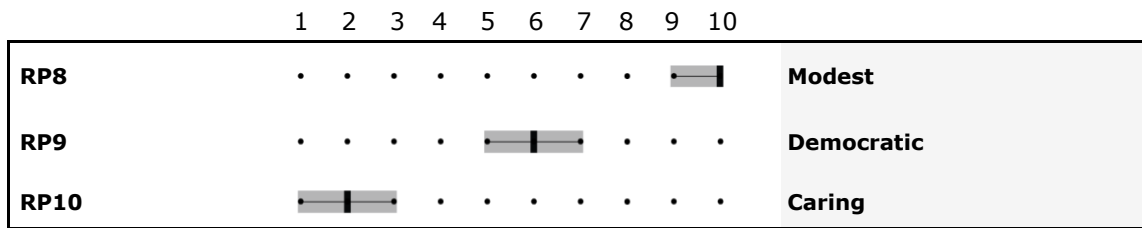
Although he describes a very strong preference for working with others, he does not place value on spending time analyzing their behavior and likely reactions. This could mean that while he spends considerable time with others, he does not strive to obtain a particularly sophisticated understanding of their motives and behaviors.

It is likely that he will look to others to help him achieve the very high level of variety and novelty that he seeks in his day to day life. It is clear that he will be particularly drawn to others who offer opportunities for new and varied experiences.

Not only does he seek out a very large amount of social contact with others, he is also sensitive to any criticism or negative comments that he may receive from people. He places a lot of importance on what others think of him and is therefore likely to take criticism directed at himself to heart.

He is not at all likely to be gullible or easily fooled by others. This stems from a strong level of distrust of others. Although he reports a very strong need to have others around him, he will generally suspect hidden motives when dealing with them. This could result in his relationships with others being quite guarded.

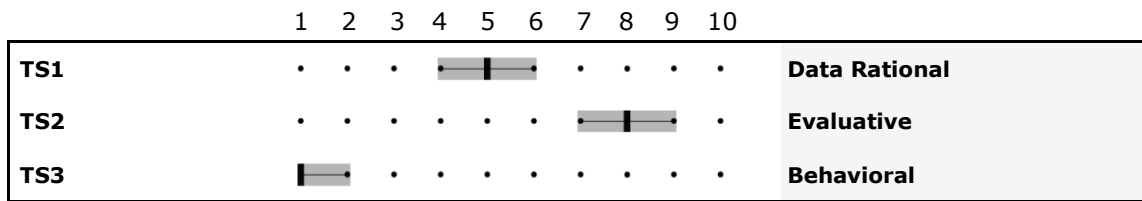
## Empathy



Sample Candidate is extremely reluctant to talk about himself and his achievements, as well as being very intolerant of others' problems. Irregardless of this disposition, he tends to get the input of others about as much as most people before making a decision.

## Thinking Style

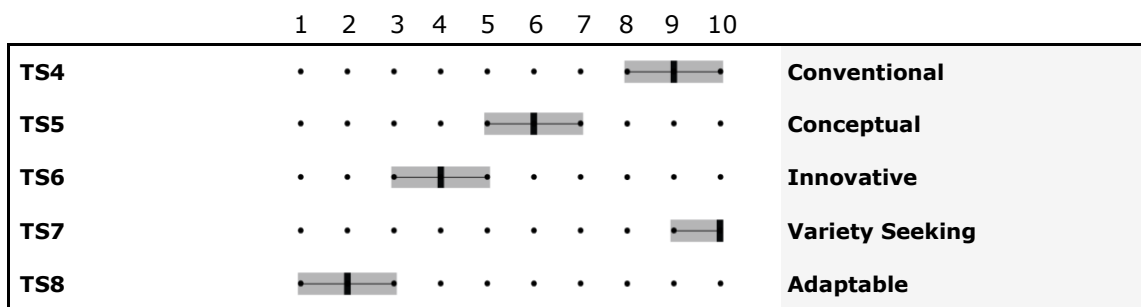
### Analysis



Sample Candidate indicates a clear preference for critically analyzing information or plans proposed to him. He also reports a level of interest in working with numerical or statistical information which is typical of most of his peers. However, this is not coupled with an analytical interest in people. He reports a clear disinterest in analyzing people, their motivations and behaviors. It would seem that critically evaluating information is his main analytical interest. This is likely to make him more effective in technical or specialist operational roles than in roles requiring a primary focus upon the management of people.

Not only does Sample Candidate express a strong dislike of undertaking analyses of others' behavior and motives, but he also describes himself as tending to behave in very similar ways across a wide variety of situations. This suggests a rather rigid behavioral style that does not vary according to the context, quite possibly due to a lack of interest in how this may affect or be perceived by others.

## Creativity and Change



Sample Candidate reports a very strong preference for sticking to tried and tested work methods. Despite this, he sees himself as being as intellectually curious as most of his peers and only moderately enjoys discussing hypothetical or theoretical issues. In addition, he has somewhat less interest in the production of inventive ideas. His combination of preferences suggests an inclination to stick with existing approaches to work but to be moderately inclined to produce incremental ideas for improving them. Because of this, he is likely to avoid the more complex aspects of an issue.

Sample Candidate reports a very strong preference for variety in his work. Despite this, he has a clear tendency to behave in the same way across different situations and with different people. Thus, while enjoying variety, he may not necessarily adapt his behavior sufficiently to suit every situation.

In contrast to Sample Candidate's strong preference for the more established way of approaching things, he has a very strong dislike of a work environment that requires a high level of routine or repetitive work. This suggests a complex profile of someone who looks for opportunities for variety and change in his day to day work patterns, but within the comfort zone of applying well established methods to the problems that he may encounter.

It is interesting that, although he enjoys a very wide circle of friends, and greatly prefers to have others around him, he nonetheless describes himself as behaving very similarly across different situations. He is likely, therefore, to be seen as having a predictable and unvarying style of behavior regardless of who he is with.

It is possible that his constant desire for variety as opposed to routine may impact the amount of structure that he brings to his work. However, he places a strong emphasis upon checking detail and working in a systematic way, and also respects deadlines and project timescales as much as most others. He is likely, therefore, to attempt to balance his strong need for structure with a desire to experience variety in his day to day work.

His high need for variety and change is likely to be linked to his need to feel fully occupied and to have a sense of having a lot to do. It is possible that if routine and repetitive work fails to provide this, he will actively seek additional or different work to sustain a sense of high activity.

## Structure

|             | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |                         |
|-------------|---|---|---|---|---|---|---|---|---|----|-------------------------|
| <b>TS9</b>  | • | • | • | • | • | • | █ |   |   | •  | <b>Forward Thinking</b> |
| <b>TS10</b> | • | • | • | • | • | █ |   |   | • | •  | <b>Detail Conscious</b> |
| <b>TS11</b> | • | • | • | • | █ |   |   | • | • | •  | <b>Conscientious</b>    |
| <b>TS12</b> | • | • | • | • | • | • | • | • | █ |    | <b>Rule Following</b>   |

When planning and setting goals, Sample Candidate is likely to take a more strategic view and to think of the longer term implications. He couples this with a level of concern for order and detail which is a little greater than most of his peers. Thus, his forward thinking is likely to avoid over-emphasis on minute details, focusing more on a strategic overview with moderate attention to the details of any plans or proposals.

Sample Candidate seems to have an extremely strong desire to stick closely to rules and regulations. His emphasis on seeing tasks through to completion is more moderate, however, and is typical of his peers. Together, these factors may contribute to Sample Candidate appearing overly concerned with rules and regulations, possibly being unwilling to compromise these to meet a deadline.

His focused view on longer term issues and goals is likely to have been developed with the benefit of a moderate amount of consultation with others and is likely to have taken this at least partly into account.

When he is setting long term goals, he is as likely to most to incorporate relevant factual information and data. In addition, he is likely to spend some time subjecting this information to critical analysis, therefore, his plans are likely to be well thought out and fully evaluated.

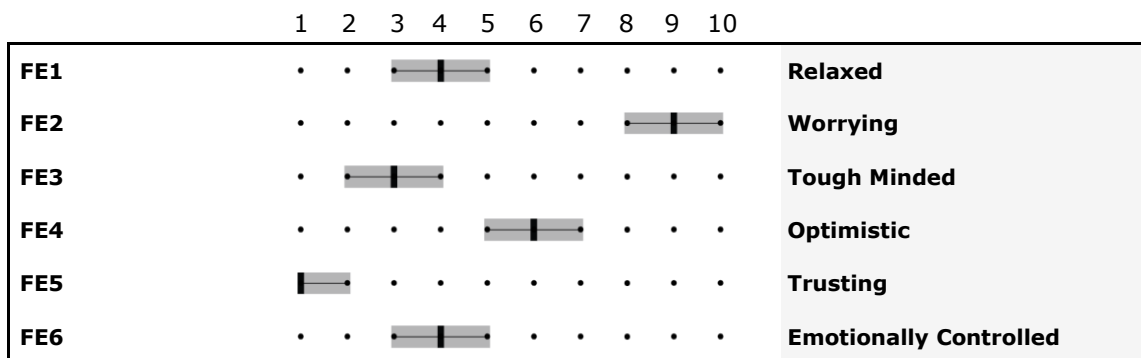
The longer term plans that he develops are very likely to be based upon the accepted practices and methods of the organization. In this sense they have a higher chance of being accepted, but may also be seen as traditional and maintaining the status quo rather than anticipating changing demands.

There would appear to be a strong relationship between his attitude towards the importance of adhering to rules and regulations and his strong preference for well established methods and values within the organization. Together, these present him as very traditional in his outlook.



## Feelings and Emotions

### Emotion



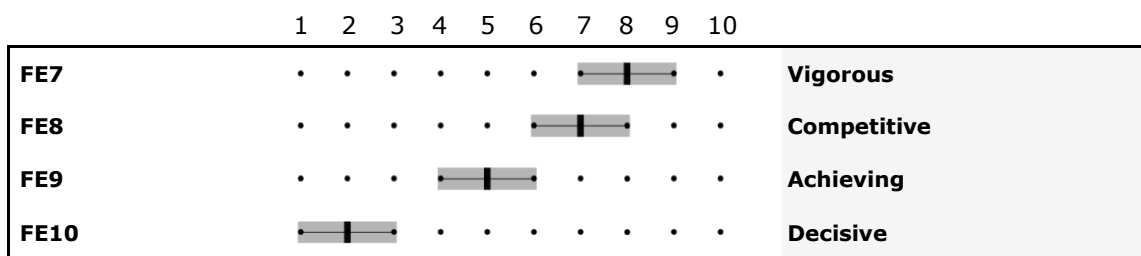
He sees himself as someone who is only slightly less relaxed than the next person. On the other hand, he does tend to get extremely nervous before important events, therefore, it is likely that some situations will cause him a lot of anxiety.

Although Sample Candidate reports quite a high degree of sensitivity to criticism or personal comments targeted at him, this is likely to be offset by his balanced outlook, which is neither particularly optimistic nor pessimistic. He is unlikely to come across as gullible since he reports a very low degree of trust in others and he is unlikely to take others at face value.

In terms of expressing feelings, he will be a little more open than most people. It may be that he finds some kinds of emotions easier to express than others.

Despite his considerable sensitivity to criticism and negative feedback, he is likely to speak up when he disagrees. This is linked to his own strong views, which he is unlikely to change, even in the face of direct criticism.

## Dynamism



Sample Candidate has a strong preference for work which demands the expenditure of energy and likes to keep himself busy and have plenty to do. When describing his degree of competitiveness, Sample Candidate is a little more vigorous in his pursuit of winning than most people. Sample Candidate also describes himself as just as ambitious as the typical person in setting himself goals and pursuing career success. Regardless of whether there is the potential for success and promotion, his drive and hard work are likely to be evident, as if he believes that hard work is its own reward.

When summing up a situation and making a decision, Sample Candidate 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, when human safety is crucial. However, it could be seen as a disadvantage if his role demands swift and decisive action.

Sample Candidate's strong motivation to have lots to do and to keep himself busy may be linked to his extreme preference for variety and change rather than routine. Together, these suggest someone who likes to have a lot of projects in progress at any one time, and who will look for variation and new activities even if this means juggling several things at once.

His strong tendency to take his time over decision making may be linked to his emphasis upon the need to evaluate and critically analyze information. His profile suggests that he will possibly delay making a decision until he is confident that this information is complete.

## 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_EN_GB_IS01_Gen Pop - 2012 (INT) theta |

## PERSON DETAIL SECTION

|                       |   |
|-----------------------|---|
| <b>Name</b>           | Sample Candidate  |
| <b>Candidate Data</b> | RP1=1, RP2=2, RP3=7, RP4=8, RP5=3, RP6=9, RP7=4, RP8=10, RP9=6, RP10=2, TS1=5, TS2=8, TS3=1, TS4=9, TS5=6, TS6=4, TS7=10, TS8=2, TS9=8, TS10=7, TS11=6, TS12=10, FE1=4, FE2=9, FE3=3, FE4=6, FE5=1, FE6=4, FE7=8, FE8=7, FE9=5, FE10=2, CNS=7 |
| <b>Report</b>         | OPQ32 Behavioral Styles Report v2.0 <sup>RE</sup>   |

## 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 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 Global Management Limited 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.

[www.shl.com](http://www.shl.com)

© 2018 SHL and/or its affiliates. All rights reserved. SHL and OPQ are trademarks registered in the United Kingdom and other countries.

This report has been produced by SHL for the benefit of its client and contains SHL intellectual property. As such, SHL permits its client to reproduce, distribute, amend and store this report for its internal and non-commercial use only. All other rights of SHL are reserved.