OPQ
The Leadership Report

Name
Mr. Sample Candidate

Date
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INTRODUCTION

The framework used in this report differentiates management and leadership in terms of the widely recognized distinction between transactional and transformational styles.

This report estimates the individual's potential using research-derived predictions from the responses they gave to the Occupational Personality Questionnaire (OPQ32).

During feedback explore with the individual how they may have utilized strengths or overcome challenges in the pursuit of success. A deeper understanding of their personal attributes will help to identify their fit to different leadership roles and appropriate approaches to further build their leadership skills.

The SHL Leadership Model

The SHL Leadership Model covers four leadership functions critical to leadership effectiveness in any organization. Each of these four leadership functions can be considered in terms of a management focus and a leadership focus.

- **Management (transactional focus)** is focused on keeping the system running effectively and delivering dependable performance of specified objectives.
- **Leadership (transformational focus)** is focused on creating, developing or changing the system's direction and inspiring both people and the organization to achieve beyond expectations

Each leadership function is associated with two competencies, based on the SHL Great Eight Competency Factors. One competency is more relevant to a management focus and one to a leadership focus.

Leadership Function	Definition	Competencies	
		Management Focus (Transactional)	Leadership Focus (Transformational)
Developing the Vision	This involves the critical analysis of the current situation, and the generation of ideas to move forward (Strategy).	**Analyzing & Interpreting** *Analyzing complex information and applying expertise.*	**Creating & Conceptualizing** *Producing innovative ideas and thinking strategically.*
Sharing the Goals	This involves persuasively communicating the vision to others, as well as personally adapting to the changes that the new strategy brings (Communication).	**Adapting & Coping** *Responding and adapting well to change and pressure.*	**Interacting & Presenting** *Communicating with, persuading and influencing others.*
Gaining Support	This involves gaining other people's support by motivating and empowering them to implement the actions needed to deliver the strategy (People).	**Supporting & Co-operating** *Supporting others and working effectively with people.*	**Leading & Deciding** *Initiating action, giving direction and taking responsibility.*
Delivering Success	This involves using operational efficiency and commercial acumen to effectively implement the strategy (Operations).	**Organizing & Executing** *Planning, working in an organized manner and focusing on delivery.*	**Enterprising & Performing** *Focusing on results and on achieving goals.*

EXECUTIVE SUMMARY

This report is made up of three key sections.

The **Executive Summary** provides an at-a-glance top level view of the individual's style overall and on each of the four leadership functions. This is summarized in the table below.

The **Leadership Potential Detail** section is designed for use by OPQ trained users and provides more detailed information about the individual's preferred leadership style overall and against each of the four leadership functions.

The **Leadership Potential Summary** at the back of this report is designed to be given directly to the individual who completed the OPQ, ideally as part of a feedback session.

Leadership Function	Transactional	Less	More	Transformational	Less	More	Preferred Leadership Style
OVERALL	**MANAGEMENT** *Delivering dependable performance and reaching operative objectives.*	▢		**LEADERSHIP** *Inspiring both people and the organization to become proactive and to achieve beyond expectations.*	▢		**Contributor/Manager**
Developing the Vision	**Analyzing & Interpreting** *Analyzing complex information and applying expertise.*	▢		**Creating & Conceptualizing** *Producing innovative ideas and thinking strategically.*	▢		**Balanced Mix of Creating and Analyzing**
Sharing the Goals	**Adapting & Coping** *Responding and adapting well to change and pressure.*	▢		**Interacting & Presenting** *Communicating with, persuading and influencing others.*	▢		**Stability Seeker**
Gaining Support	**Supporting & Co-operating** *Supporting others and working effectively with people.*	▢		**Leading & Deciding** *Initiating action, giving direction and taking responsibility.*	▢		**Individualist**
Delivering Success	**Organizing & Executing** *Planning, working in an organized manner and focusing on delivery.*	▢▢		**Enterprising & Performing** *Focusing on results and on achieving goals.*	▢▢		**Business Driver/Implementer**

Key to competency symbols

This is a more preferred style, competency more likely to be a strength.

This is a moderately preferred style, competency may be a moderate strength.

This is a less preferred style, competency less likely to be a strength.
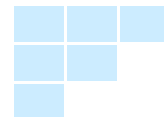
LEADERSHIP POTENTIAL DETAIL

Overall: Management Focus vs. Leadership Focus

The details of the individual's overall leadership style are presented below.

The text: describes behaviors typical of the individual's preferred leadership style. *The graphic:* shows the transactional (management) focus on the horizontal axis and transformational (leadership) focus on the vertical axis. The individual's preferred style is plotted and indicated by a **colored square** in the grid. *The OPQ dimensions:* are shown on the following page, and give a more in-depth understanding of the individual's behavioral preferences. The same format is followed for each of the four leadership styles.

> **Important Note**: the text is based on the individual's preferred leadership style for a given leadership function. It reflects typical behaviours/situations for that style. Use the information on the individual's specific behavioural preferences from the OPQ dimensions to drive further interpretation and understanding of how this applies to the individual.

### Preferred Style: Contributor/Manager

Individuals who combine technical expertise with a more transactional management style are likely to be effective in driving task force initiatives aligned to their area of technical competence. The transformational competencies of innovation and drive are likely to come less naturally to them.

Contributor/Managers are at their best:	Contributor/Managers may find challenging:
• Where responsible for ensuring effective delivery. • In environments that are relatively stable. • Where a technical approach is required. • Where they can support others through change.	• Dynamic, innovative environments. • Roles that require a strategic focus. • Having to achieve challenging targets. • Situations where they have to take a directive leadership role.
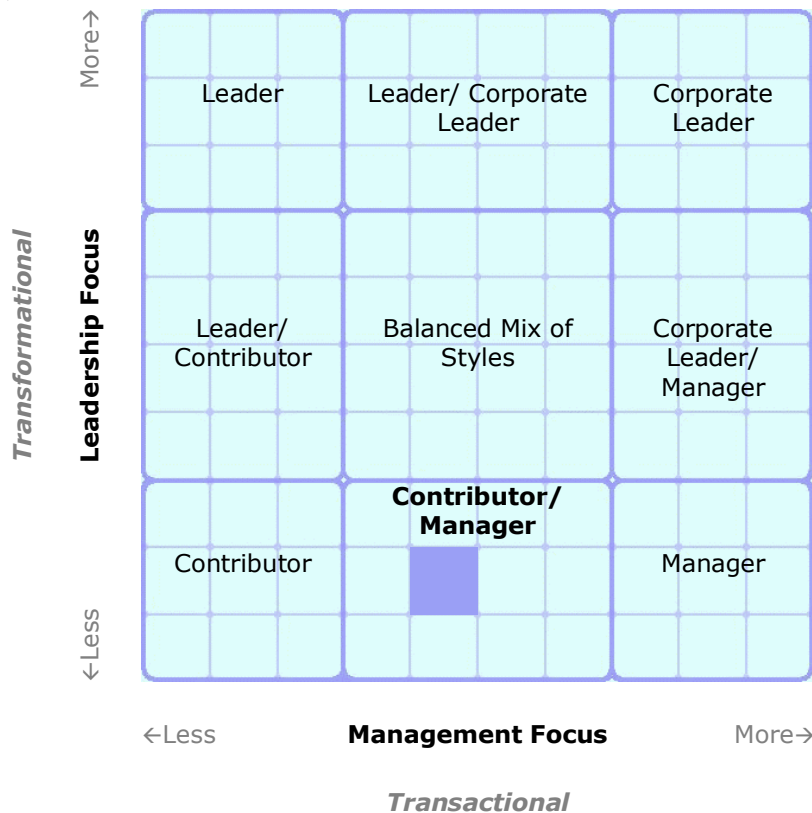
Overall: Management Focus vs. Leadership Focus

Management Focus (Transactional)

Delivers dependable performance and reaches operative objectives.

	1 2 3 4 5 6 7 8 9 10	
5	· · · · —┼— · · · ·	

Related competencies are:	1 2 3 4 5 6 7 8 9 10	
6	Applies practical thinking to the resolution of problems. Less inclined towards quantitative analysis, more likely to follow intuition.	**Analyzing & Interpreting** · · · · —┼— · · ·	Gets to the heart of complex problems and issues. Applies own expertise effectively and quickly takes on new technology.
3	Finds it harder to adapt to change and respond effectively to it. May find it difficult to cope effectively with the pressures associated with change.	**Adapting & Coping** · —┼— · · · · · ·	Adapts and responds well to change. Flourishes on pressure and copes well with setbacks. Projects calm and optimistic outlook.
2	Focuses more on tasks than people, may feel uncomfortable dealing with others' personal issues.	**Supporting & Co-operating** ┼ · · · · · · ·	Puts people issues first, supports colleagues, shows respect and positive regard towards others.
8	Prefers to work flexibly, exploring and addressing issues as they emerge. May find it uncomfortable and constraining to adopt a procedural or process orientation.	**Organizing & Executing** · · · · · · —┼— ·	Follows directions, plans ahead, works in a systematic and organized manner. Focuses on delivering to high quality standards.

Leadership Focus (Transformational)

Inspires both people and the organization to become proactive and to achieve beyond expectations.

	1 2 3 4 5 6 7 8 9 10	
2	—┼— · · · · · ·	

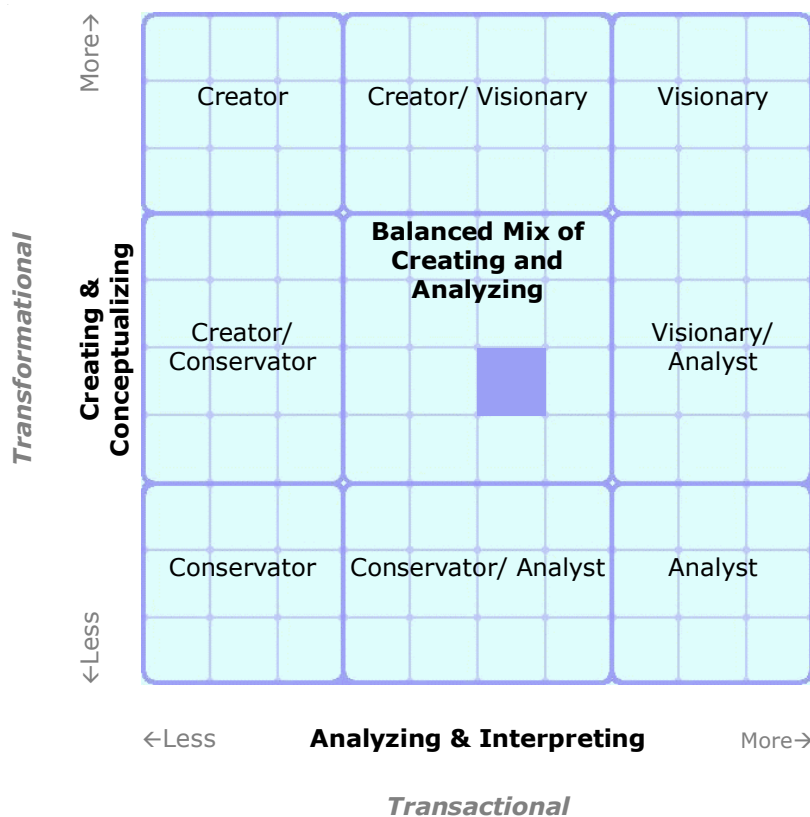| Related competencies are:	1 2 3 4 5 6 7 8 9 10	
5	Tends to apply tried and tested approaches to the resolution of problems. Upholds the status quo.	**Creating & Conceptualizing** · · · —┼— · · · ·	Is open to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems creatively.
1	Values time for personal thought and reflection. Tends to be socially reserved and may dislike public speaking.	**Interacting & Presenting** ┠ · · · · · · · ·	Communicates and networks effectively, persuades and influences others. Relates to others confidently.
1	Generally comfortable taking direction from others. Inclined to avoid situations requiring active personal leadership.	**Leading & Deciding** ┠ · · · · · · · ·	Naturally prefers to take control and exercise leadership. Initiates action and takes responsibility.
6	Derives satisfaction from taking part in activities, is less driven by competition and the need for personal recognition or achievement.	**Enterprising & Performing** · · · · —┼— · · ·	Focuses on results and the achievement of work objectives. Competitive drive may support an active interest in business and finance.

Developing the Vision

The critical analysis of the current situation and the generation of ideas to move forward are the first stages in organizational change. Leaders need to analyze the facts and identify areas with the greatest need for change. They also need to establish a mission, develop an appealing and convincing vision of the future, and outline the strategy by which it can be achieved.

Preferred Style: Balanced Mix of Creating and Analyzing

Individuals who demonstrate a balanced mix of styles will typically adopt a flexible approach to problem solving and the generation of new possibilities. They will balance analytical approaches with the lessons of practical experience and are comfortable alternating between new and more tried and tested approaches.

Individuals with a balanced mix of Creating and Analyzing are at their best:	Individuals with a balanced mix of Creating and Analyzing may find challenging:
• When having some opportunity to undertake critical analysis. • In roles where incremental changes to the strategic direction can be made. • When able to use others' ideas as the basis for further innovation.	• Roles which require frequent in-depth critical analysis of information. • Organizations where the strategy needs to undergo a radical change. • Situations which require highly creative thinking.

More→

	Creator	Creator/ Visionary	Visionary
Creating & Conceptualizing (Transformational)	Creator/ Conservator	**Balanced Mix of Creating and Analyzing**	Visionary/ Analyst
	Conservator	Conservator/ Analyst	Analyst

←Less

←Less **Analyzing & Interpreting** More→

Transactional

Developing the Vision

Transactional Focus

Analyzing & Interpreting	1 2 3 4 5 6 7 8 9 10	

6	Applies practical thinking to the resolution of problems. Less inclined towards quantitative analysis, more likely to follow intuition.	• • • • ┼ • • •	Shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively and quickly takes on new technology. May be inclined to over analyze a situation.

Related OPQ scales are:	1 2 3 4 5 6 7 8 9 10	
5	prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics	**Data Rational** • • • ┼ • • • •	likes working with numbers, enjoys analyzing statistical information, bases decisions on facts and figures
8	does not focus on potential limitations, dislikes critically analyzing information, rarely looks for errors or mistakes	**Evaluative** • • • • • • ┼ •	critically evaluates information, looks for potential limitations, focuses upon errors
6	prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts	**Conceptual**[1] • • • • ┼ • • •	interested in theories, enjoys discussing abstract concepts

Transformational Focus

Creating & Conceptualizing	1 2 3 4 5 6 7 8 9 10	

5	Works most effectively in situations requiring the application of established methods and ways of working. Tends to apply tried and tested approaches to the resolution of problems. Upholds the status quo.	• • • ┼ • • • •	Works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Supports and drives organizational change. May overlook positive aspects of the status quo.

Related OPQ scales are:	1 2 3 4 5 6 7 8 9 10	
4	more likely to build on than generate ideas, less inclined to be creative and inventive	**Innovative** • • ┼ • • • • •	generates new ideas, enjoys being creative, thinks of original solutions
6	prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts	**Conceptual**[1] • • • • ┼ • • •	interested in theories, enjoys discussing abstract concepts
8	more likely to focus upon immediate than long-term issues, less likely to take a strategic perspective	**Forward Thinking** • • • • • • ┼ •	takes a long-term view, sets goals for the future, more likely to take a strategic perspective
9	prefers changes to work methods, prefers new approaches, less conventional	**Conventional** * • • • • • • • ┼	prefers well established methods, prefers a more conventional approach

[1]The Conceptual dimension is relevant to both "Analyzing and Interpreting" (e.g. applying theories to solve complex issues or develop expertise) and "Creating and Conceptualizing" (e.g. using theories to develop new ideas/innovation).

Dimensions marked with an asterisk are treated differently to the other dimensions. For these dimensions only, a left hand side preference (lower sten) is preferable for this competency and contributes more to the overall competency potential sten. A right hand side preference (higher score) is less preferable and contributes less to the overall competency potential sten.

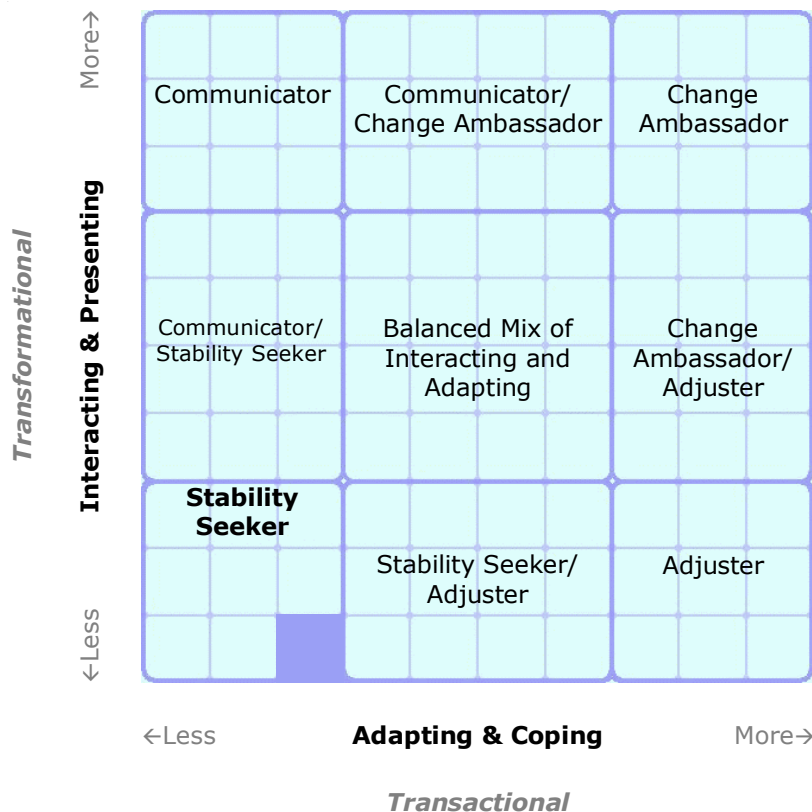Leaders need to communicate the vision, strategy and goals, demonstrating the benefits of these to others. They adapt their interpersonal style to persuade and influence others and successfully get them to accept and internalize the goals. They respond positively to the challenges associated with the new vision and goals and cope effectively with the increased pressure resulting from change.

Preferred Style: Stability Seeker

Stability Seekers thrive in stable environments and those where networking is less important. They are likely to be socially reserved and dislike public speaking, choosing other ways of communicating. They may find the personal pressures associated with organizational change challenging, but their focus on more negative aspects of a situation could help highlight potential issues. They tend to behave consistently and not to pressure others, which can provide a counter balance to more forceful approaches.

Stability Seekers are at their best:	Stability Seekers may find challenging:
• In roles where there are limited challenges and setbacks. • Where networking is not integral to success. • Where less direct channels of communication are appropriate.	• In situations where they have to influence key stakeholders. • Highly pressurized environments. • Roles which require a high degree of socialising and networking.

Sharing the Goals

Transactional Focus		
Adapting & Coping	1 2 3 4 5 6 7 8 9 10	
3 · Finds it harder to adapt to change and respond effectively to it. May find it difficult to cope effectively with the personal pressures often associated with organizational change.	· —+— · · · · · · ·	Adapts and responds well to change. Flourishes on pressure and copes well with setbacks. Projects calm and optimistic outlook, provides stability and security to others in times of uncertainty and change. May underestimate the personal challenges experienced by others in adapting to change.

Related OPQ scales are:	1 2 3 4 5 6 7 8 9 10	
6 · concerned about the future, expects things to go wrong, focuses on negative aspects of a situation	**Optimistic** · · · · —+— · · ·	expects things will turn out well, looks to the positive aspects of a situation, has an optimistic view of the future
3 · sensitive, easily hurt by criticism, upset by unfair comments or insults	**Tough Minded** · —+— · · · · · ·	not easily offended, can ignore insults, may be insensitive to personal criticism
8 · accepts majority decision, prepared to follow the consensus	**Independent Minded*** · · · · · · · —+— ·	prefers to follow own approach, prepared to disregard majority decisions
4 · tends to feel tense, finds it difficult to relax, can find it hard to unwind after work	**Relaxed** · · —+— · · · · ·	finds it easy to relax, rarely feels tense, generally calm and untroubled

Transformational Focus		
Interacting & Presenting	1 2 3 4 5 6 7 8 9 10	
1 · Values time for personal thought and reflection. Tends to be somewhat private and socially reserved. May dislike public speaking and may miss opportunities to network and build personal contacts.	+— · · · · · · · ·	Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident and relaxed manner. May need to consider when it is more appropriate to step back and take time out for reflection.

Related OPQ scales are:	1 2 3 4 5 6 7 8 9 10	
4 · feels more comfortable in less formal situations, can feel awkward when first meeting people	**Socially Confident** · · —+— · · · · ·	feels comfortable when first meeting people, at ease in formal situations
1 · rarely pressures others to change their views, dislikes selling, less comfortable using negotiation	**Persuasive** +— · · · · · · · ·	enjoys selling, comfortable using negotiation, likes to change other people's view
2 · behaves consistently across situations, unlikely to behave differently with different people	**Adaptable** —+— · · · · · · ·	changes behavior to suit the situation, adapts approach to different people
3 · quiet and reserved in groups, dislikes being center of attention	**Outgoing** · —+— · · · · · ·	lively and animated in groups, talkative, enjoys attention

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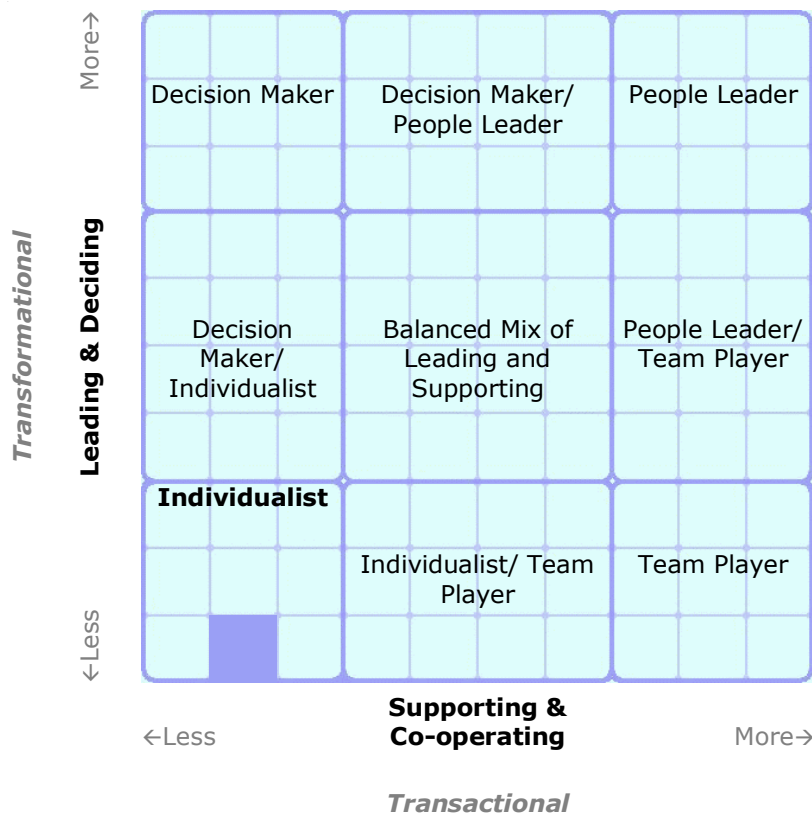
Gaining Support

Leaders need to decide how to deliver the organization's goals and gain other people's support in implementing these. This requires recognizing the concerns of people and gaining their trust in order to remove barriers to implementing change. Gaining support also involves motivating others and empowering them to take ownership of the actions needed to achieve the required objectives.

Preferred Style: Individualist

Individualists are more strongly focused on task-related than on people-related aspects of the job. They prefer not to engage with the personal concerns of others and tend not to act in a directive manner. They are open in expressing their own opinions and may seek to take an independent advisory role within the group.

Individualists are at their best:	Individualists may find challenging:
• Cultures which encourage open debate and the expression of personal views. • Where they have limited responsibility for managing others. • In roles where there is less need to make decisions quickly.	• Situations where they have to engage fully with the concerns of others. • Roles where they are required to mobilize and lead others. • Highly consultative environments.

Transactional Focus

Supporting & Co-operating

1 2 3 4 5 6 7 8 9 10

2	More strongly focused on task related rather than people related aspects of the job. Feels uncomfortable engaging with the personal issues and concerns of others. May finds it easier to make hard choices that impact other people.	(scale marker at 2)	Puts people issues first, supporting colleagues and showing respect and positive regard towards others. May find it more difficult to make hard choices that impact others.

Related OPQ scales are: 1 2 3 4 5 6 7 8 9 10

2	selective with sympathy and support, remains detached from others' personal problems	**Caring** (marker at 2)	sympathetic and considerate towards others, helpful and supportive, gets involved in others' problems
6	prepared to make decisions without consultation, prefers to make decisions alone	**Democratic** (marker at 6)	consults widely, involves others in decision making, less likely to make decisions alone
7	holds back from criticizing others, may not express own views, unprepared to put forward own opinions	**Outspoken*** (marker at 7)	freely expresses opinions, makes disagreement clear, prepared to criticize others
1	does not question the reasons for people's behavior, tends not to analyze people	**Behavioral** (marker at 1)	tries to understand motives and behaviors, enjoys analyzing people

Transformational Focus

Leading & Deciding

1 2 3 4 5 6 7 8 9 10

1	Generally comfortable taking direction from others. Prefers not to operate in a directive manner towards others. Inclined to avoid situations requiring active personal leadership and control.	(scale marker at 1)	Naturally prefers to take control and exercise personal leadership. Initiates action, gives direction and takes responsibility. May need to consider when it is more appropriate to step back and to let others take the lead.

Related OPQ scales are: 1 2 3 4 5 6 7 8 9 10

2	happy to let others take charge, dislikes telling people what to do, unlikely to take the lead	**Controlling** (marker at 2)	likes to be in charge, takes the lead, tells others what to do, takes control
2	tends to be cautious when making decisions, likes to take time to reach conclusions	**Decisive** (marker at 2)	makes fast decisions, reaches conclusions quickly, less cautious
9	feels calm before important occasions, less affected by key events, free from worry	**Worrying*** (marker at 9)	feels nervous before important occasions, worries about things going wrong

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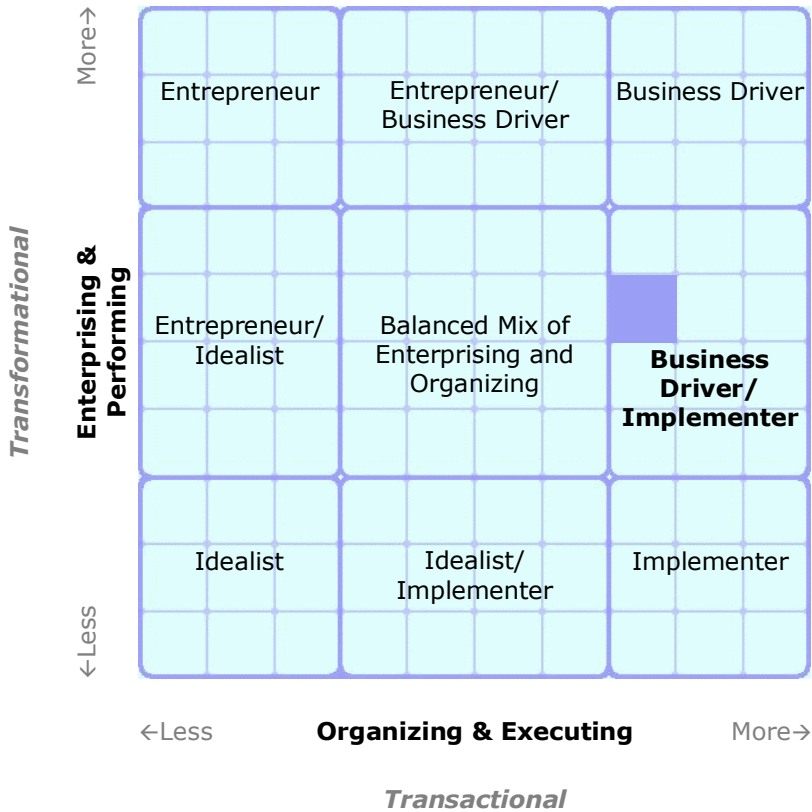
Delivering Success

The effective implementation of strategy requires operational efficiency and commercial acumen. The economic viability of the vision needs to be ensured through the achievement of operational efficiencies and by winning business in order to grow the organization.

Preferred Style: Business Driver/Implementer

Individuals who combine the Implementer and Business Driver styles follow directions and procedures, work in a systematic and organized manner, and enjoy having many tasks to do. They tend to be concerned with the achievement of personal and business targets and focus on the delivery of a defined product or service to predetermined standards. Their moderate competitive drive may support an interest in business and commerce. They may find it challenging or unsettling to accommodate deviations from the plan.

Business Driver/Implementers are at their best:	Business Driver/Implementers may find challenging:
• Roles requiring strong project management skills. • Highly structured or process driven environments. • In situations where they can see the results of their own efforts and performance.	• Working in less structured environments. • Situations where priorities are constantly shifting. • Strongly competitive or target driven environments where results are directly compared against others.

Delivering Success

Transactional Focus

Organizing & Executing   1 2 3 4 5 6 7 8 9 10

		1 2 3 4 5 6 7 8 9 10	
8	Prefers to work flexibly, exploring and addressing issues as they emerge. May find it uncomfortable and constraining to adopt a procedural or process orientation.	· · · · · · —┼— ·	Follows directions and procedures and plans ahead, working in an energetic, systematic and organized manner. Focuses on the delivery of a defined product or service to predetermined standards. May find it challenging or unsettling to accommodate deviations from the plan.

Related OPQ scales are:		1 2 3 4 5 6 7 8 9 10	
6	sees deadlines as flexible, prepared to leave some tasks unfinished	**Conscientious** · · · · —┼— · · ·	focuses on getting things finished, persists until the job is done
7	unlikely to become preoccupied with detail, less organized and systematic, dislikes tasks involving detail	**Detail Conscious** · · · · · —┼— · ·	focuses on detail, likes to be methodical, organized and systematic, may become preoccupied with detail
10	not restricted by rules and procedures, prepared to break rules, tends to dislike bureaucracy	**Rule Following** · · · · · · · · —┤	follows rules and regulations, prefers clear guidelines, finds it difficult to break rules
8	likes to take things at a steady pace, dislikes excessive work demands	**Vigorous** · · · · · —┼— ·	thrives on activity, likes to keep busy, enjoys having a lot to do

Transformational Focus

Enterprising & Performing   1 2 3 4 5 6 7 8 9 10

		1 2 3 4 5 6 7 8 9 10	
6	Derives satisfaction from taking part and is less driven by competition or by the need for personal recognition or achievement. This may make it more likely that commercial opportunities are not recognized or not acted upon.	· · · · —┼— · · ·	Focuses on results and the achievement of personal work goals and objectives. Competitive drive may support an active interest in business, commerce and finance. Seeks opportunities for self-development and career advancement. May overlook opportunities to step back in order to appreciate and celebrate past achievements.

Related OPQ scales are:		1 2 3 4 5 6 7 8 9 10	
5	sees career progression as less important, looks for achievable rather than highly ambitious targets	**Achieving** · · · —┼— · · · ·	ambitious and career-centered, likes to work to demanding goals and targets
7	dislikes competing with others, feels that taking part is more important than winning	**Competitive** · · · · · —┼— · ·	has a need to win, enjoys competitive activities, dislikes losing

DEFINITIONS

Definitions for overall leadership style (leadership versus management) and the four leadership functions are presented here. For each function, the definitions of the **four core styles** related to that function are given.

Overall: Management Focus vs. Leadership Focus

Leader Leaders transform organizations through innovation, drive, persuasive communication and entrepreneurial flair. However, their efforts may be less effective if they overlook transactional aspects associated with effective management.	**Corporate Leader** Corporate Leaders transform organizations by combining innovation, drive, persuasive communication and entrepreneurial flair with the effective execution of analysis, personal resilience, interpersonal sensitivity and structured implementation.
Contributor Contributors take pride in focusing on tasks within a defined area and using tried and tested approaches to resolve problems. They are likely to feel comfortable taking direction from others and may feel uneasy at the prospect of managing other people, preferring to focus on their own specific area of responsibility.	**Manager** Individuals who combine technical expertise with a clear transactional management style are likely to be effective in coping with pressure and driving operational success in the here-and-now. However, future success also depends on a steady flow of innovation that leads to new business propositions in response to evolving markets.

Developing the Vision

Creator Creators work well in situations requiring openness to new ideas and experiences. They typically handle situations and challenges with innovation and creativity and will often support or drive organizational change. However, their enthusiasm for change may overlook positive aspects of the status quo. Given that their style is also less focused on quantitative analysis they may also overlook the need to check the feasibility of their ideas.	**Visionary** Visionaries excel in developing a vision for the organization while critically evaluating the facts, and creating the ideas and concepts that move the organization forward. However, in certain contexts they may be inclined to over analyze a situation and to overlook positive aspects of the status quo.
Conservator Conservators thrive in environments where they can continue to use well-proven methods and discourage incompatible ideas. They are less inclined towards quantitative analysis, and typically apply established methods and ways of working to resolve practical problems and maintain the status quo.	**Analyst** Analysts are naturally suited to critical thinking and quickly get to the heart of complex problems and issues. They work most effectively in situations requiring the application of established methods and may struggle to create new ideas. Analysts will strive to apply tried and tested approaches to the resolution of problems and if left unguided may be inclined to over analyze a situation.

Sharing the Goals

Communicator

Communicators relate to others in a confident manner, presenting a convincing case for the new vision and strategy. They enjoy public speaking, network effectively and are generally successful in persuading and influencing others. However, they can find it difficult to cope effectively with the personal pressures often associated with organizational change.

Change Ambassador

Change Ambassadors inspire others to share the organization's new vision and goals. They relate to others in a confident and relaxed manner, enjoy public speaking and network effectively. Change Ambassadors flourish on pressure and change, projecting confidence and providing re-assurance to others. However, they may underestimate the personal challenges experienced by others in adapting to change.

Stability Seeker

Stability Seekers thrive in stable environments and those where networking is less important. They are likely to be socially reserved and dislike public speaking, choosing other ways of communicating. They may find the personal pressures associated with organizational change challenging, but their focus on more negative aspects of a situation could help highlight potential issues. They tend to behave consistently and not to pressure others, which can provide a counter balance to more forceful approaches.

Adjuster

Adjusters focus on the positive aspects of the new vision and strategy, and respond well to the challenges it brings. However, being private and socially reserved, they may not effectively share their positive outlook, and miss opportunities to persuade and influence others. They prefer not to be in the center of attention and may dislike public speaking.

Gaining Support

Decision Maker

Decision Makers naturally seek to take control, initiate action and exercise leadership. They prefer not to engage with the personal concerns of others, which may make it easier for them to make hard choices impacting other people. As they are more strongly focused on task-related than people-related aspects of the job, they may underestimate others' concerns about new goals. This may limit the extent to which they gain other people's support.

People Leader

People leaders listen to other people's views, and are astute at judging how best to motivate and empower others. They naturally prefer to take control, initiate action and exercise leadership. Their people-focused approach, combined with their natural tendency to take responsibility, helps them to gain other people's trust. However, they may find it difficult to make tough decisions which may have a negative impact on others.

Individualist

Individualists are more strongly focused on task-related than on people-related aspects of the job. They prefer not to engage with the personal concerns of others and tend not to act in a directive manner. They are open in expressing their own opinions and may seek to take an independent advisory role within the group.

Team Player

Team Players naturally put people issues first, supporting colleagues and showing respect towards others. They understand how to motivate other people and gain their support. However, they are happy for others to take the lead and this may limit the extent to which they actively direct the efforts of others.

Delivering Success

Entrepreneur

Entrepreneurs are most effective in bringing a competitive edge to their work. They prefer to address issues flexibly and may find it uncomfortable and constraining to adopt a procedural or process orientation. Their competitive drive may support a strong interest in business, commerce and finance. They are inclined to focus on the pursuit of personal work goals and objectives, but may not always plan in detail how they will achieve these.

Business Driver

Business Drivers focus on results, achievement of personal work goals and objectives and career advancement. This may also mean that they show a strong interest in business, commerce and finance. They identify and act upon new opportunities by working energetically in a systematic and organized manner. While they may sometimes become preoccupied with detail, they are generally respected for running the organization smoothly and efficiently.

Idealist

Idealists prefer to address issues flexibly. They derive satisfaction by applying steady effort to the task at hand and may find it uncomfortable and constraining to adopt a more structured approach. They are less driven by competition, or by the need for personal recognition. This means that they may fail to recognize or capitalize on potential commercial opportunities. However, their steady pace and flexible style provides a counter balance to more intense approaches.

Implementer

Implementers specialize in getting things done and derive satisfaction from having many tasks to do. They like to follow processes and procedures, working in a systematic and organized manner. Implementers focus on the delivery of a defined product or service to predetermined standards and can find it challenging to accommodate deviations from the plan. Given that they are less driven by competition and the need for personal achievement, they can fail to recognise or capitalise on potential commercial opportunities.

ASSESSMENT METHODOLOGY

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

Questionnaire / Ability Test	Comparison Group
OPQ32r US English v1 (Std Inst)	OPQ32r_EN_US_IS01_ General Population - 2007

Name	Mr. Sample Candidate
Candidate Data	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 LPO1=1, LPO2=2, LPO3=1, LPO4=6, LPO5=5, LPO6=8, LPO7=3, LPO8=6, LPOMO=5, LPOLO=2
Report	The Leadership Report v2.0^{SC}

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OPQ

The Leadership Report:
Leadership Potential Summary

Name
Mr. Sample Candidate

Date
September 19, 2018

LEADERSHIP POTENTIAL SUMMARY

Your preferred style for each leadership function has been determined based on the responses you gave to the Occupational Personality Questionnaire (OPQ).

The information presented here summarizes your preferred leadership style. It also gives examples of situations that people who display this style *typically* find themselves at their best in and areas that they may find more challenging and where they could benefit from further growth.

A space for notes is provided on each page. If you receive the report prior to a feedback session, you can use this to note down your reflections. If you receive the report during or after a feedback session, you can use this to note down key points discussed or actions identified.
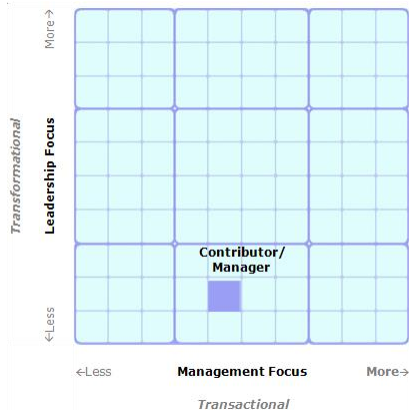
Leadership Potential Summary

Leadership Function	Your Preferred Style:
Overall: Management vs. Leadership Focus	Contributor/Manager

Developing the Vision	Balanced Mix of Creating and Analyzing
Sharing the Goals	Stability Seeker
Gaining Support	Individualist
Delivering Success	Business Driver/Implementer

OVERALL: MANAGEMENT VERSUS LEADERSHIP FOCUS

Management is focused on keeping the system running effectively (transactional focus) and delivering dependable performance of specified objectives. *Leadership* is focused on creating, developing or changing the system's direction (transformational focus) and inspiring both people and the organization to achieve beyond expectations.

Preferred Style: Contributor/Manager

Individuals who combine technical expertise with a more transactional management style are likely to be effective in driving task force initiatives aligned to their area of technical competence. The transformational competencies of innovation and drive are likely to come less naturally to them.

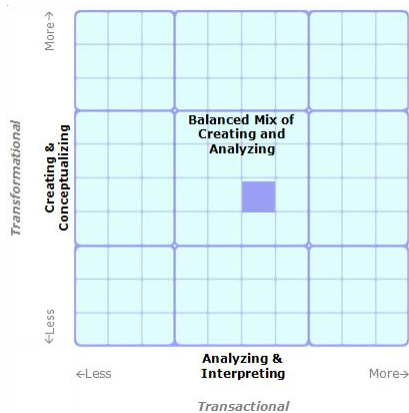| Contributor/Managers are at their best:	Contributor/Managers may find challenging:
• Where responsible for ensuring effective delivery.	• Dynamic, innovative environments.
• In environments that are relatively stable.	• Roles that require a strategic focus.
• Where a technical approach is required.	• Having to achieve challenging targets.
• Where they can support others through change.	• Situations where they have to take a directive leadership role.

Your Notes

DEVELOPING THE VISION

The critical analysis of the current situation and the generation of ideas to move forward are the first stages in organizational change. Leaders need to analyze the facts and identify areas with the greatest need for change. They also need to establish a mission, develop an appealing and convincing vision of the future, and outline the strategy by which it can be achieved.

Preferred Style: Balanced Mix of Creating and Analyzing

Individuals who demonstrate a balanced mix of styles will typically adopt a flexible approach to problem solving and the generation of new possibilities. They will balance analytical approaches with the lessons of practical experience and are comfortable alternating between new and more tried and tested approaches.

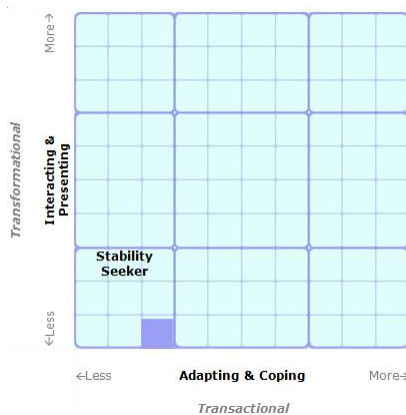| Individuals with a balanced mix of Creating and Analyzing are at their best:	Individuals with a balanced mix of Creating and Analyzing may find challenging:
• When having some opportunity to undertake critical analysis. • In roles where incremental changes to the strategic direction can be made. • When able to use others' ideas as the basis for further innovation.	• Roles which require frequent in-depth critical analysis of information. • Organizations where the strategy needs to undergo a radical change. • Situations which require highly creative thinking.

Your Notes

SHARING THE GOALS

Leaders need to communicate the vision, strategy and goals, demonstrating the benefits of these to others. They adapt their interpersonal style to persuade and influence others and successfully get them to accept and internalize the goals. They respond positively to the challenges associated with the new vision and goals and cope effectively with the increased pressure resulting from change.

Preferred Style: Stability Seeker

Stability Seekers thrive in stable environments and those where networking is less important. They are likely to be socially reserved and dislike public speaking, choosing other ways of communicating. They may find the personal pressures associated with organizational change challenging, but their focus on more negative aspects of a situation could help highlight potential issues. They tend to behave consistently and not to pressure others, which can provide a counter balance to more forceful approaches.

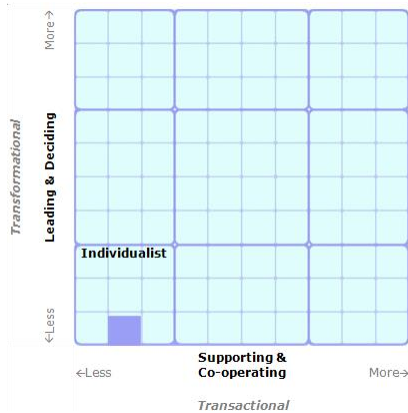| Stability Seekers are at their best:	Stability Seekers may find challenging:
• In roles where there are limited challenges and setbacks. • Where networking is not integral to success. • Where less direct channels of communication are appropriate.	• In situations where they have to influence key stakeholders. • Highly pressurized environments. • Roles which require a high degree of socialising and networking.

Your Notes

GAINING SUPPORT

Leaders need to decide how to deliver the organization's goals and gain other people's support in implementing these. This requires recognizing the concerns of people and gaining their trust in order to remove barriers to implementing change. Gaining support also involves motivating others and empowering them to take ownership of the actions needed to achieve the required objectives.

Preferred Style: Individualist

Individualists are more strongly focused on task-related than on people-related aspects of the job. They prefer not to engage with the personal concerns of others and tend not to act in a directive manner. They are open in expressing their own opinions and may seek to take an independent advisory role within the group.

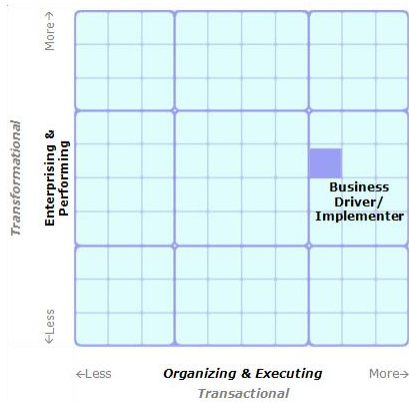| **Individualists are at their best:**	**Individualists may find challenging:**
- Cultures which encourage open debate and the expression of personal views. - Where they have limited responsibility for managing others. - In roles where there is less need to make decisions quickly.	- Situations where they have to engage fully with the concerns of others. - Roles where they are required to mobilize and lead others. - Highly consultative environments.

Your Notes

DELIVERING SUCCESS

The effective implementation of strategy requires operational efficiency and commercial acumen. The economic viability of the vision needs to be ensured through the achievement of operational efficiencies and by winning business in order to grow the organization.

Preferred Style: Business Driver/Implementer

Individuals who combine the Implementer and Business Driver styles follow directions and procedures, work in a systematic and organized manner, and enjoy having many tasks to do. They tend to be concerned with the achievement of personal and business targets and focus on the delivery of a defined product or service to predetermined standards. Their moderate competitive drive may support an interest in business and commerce. They may find it challenging or unsettling to accommodate deviations from the plan.

Business Driver/Implementers are at their best:	Business Driver/Implementers may find challenging:
• Roles requiring strong project management skills. • Highly structured or process driven environments. • In situations where they can see the results of their own efforts and performance.	• Working in less structured environments. • Situations where priorities are constantly shifting. • Strongly competitive or target driven environments where results are directly compared against others.

Your Notes

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