

OPQ32® Personality Questionnaire

Pre-Interview Report

STRICTLY CONFIDENTIAL

Other Sample

Date: 16 November 2006

This report is designed to support an interview. Typically, behavioural questions that focus on what the candidate has personally done in the past are generally the most predictive for future job performance. If you need any free support, please call the Duty Consultant at Quest Partnership on 0845 612 7722.

This report is based on Other's responses to the Occupational Personality Questionnaire®- an instrument used to gather information about how he sees himself. These self-perceptions are compared with the management and professional population to provide a measure of personality in relation to others.

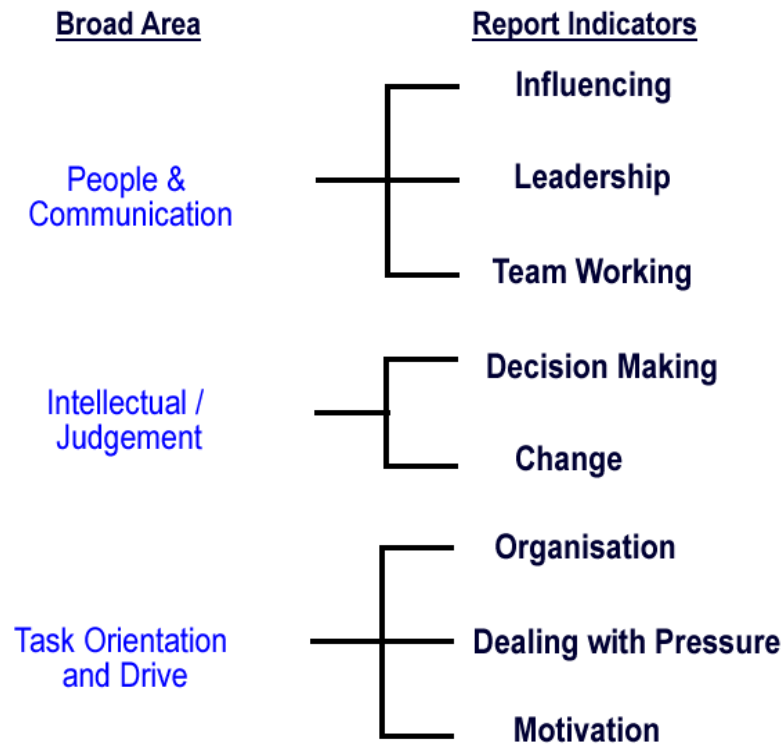
Note the Occupational Personality Questionnaire (OPQ32) is copyright SHL Group plc. The use of the OPQ profile in this report is with the permission of SHL Group plc and the profile remains their intellectual property.

Please remember these important points about personality information:

- Not to be taken as a definitive or absolute statement about the 'nature' or behaviour of the respondent.
- About style and preference, NOT about ability without support from other evidence.
- Although broad patterns are likely to be consistent through time, respondents' profiles can change with experience and roles.
- The accuracy of the profile depends on how the respondent has approached this exercise, please see further for a summary of response style.

How to use this report

- 1 Be clear about the key selection criteria and person specification beforehand
- 2 Map your competences or criteria against the 8 generic indicators that form the structure of this report:



- 3 When interpreting the graphs, you will need to understand what the scores mean. 5 and 6 reflect an average response. 4 and 7 are slightly outside of the average band (as below) and other scores are more likely to demonstrate a marked individual characteristic. Remember all the scores reflect a comparison with the working population.



- 4 The narrative supplied will help you interpret the presented graphs.
- 5 Check the Style Scales page to understand how accurate the profile is likely to be and get tips on how to approach the interview generally.
- 6 Areas should be explored further using open and probing questions. Some are provided purely as examples under each indicator area. Try to avoid asking leading questions.
- 7 As you get familiar with the reports, you should become more adept at using only the graphs without needing to read all the accompanying text.

'Quick-Look' Summary of Report

	Page	
Accuracy of Response		OK
Influencing	5	OK
Leadership	6	? Further Probing?
Team Working	7	OK
Decision Making	8	Strong ✓
Change	9	OK
Organisation	10	Strong ✓
Dealing with Pressure	11	? Further Probing?
Motivation	12	Strong ✓

KEY:

"Caution" = Candidate response style may have been less objective

"Further Probing" = One or more scales indicate that this may not be an area of preference

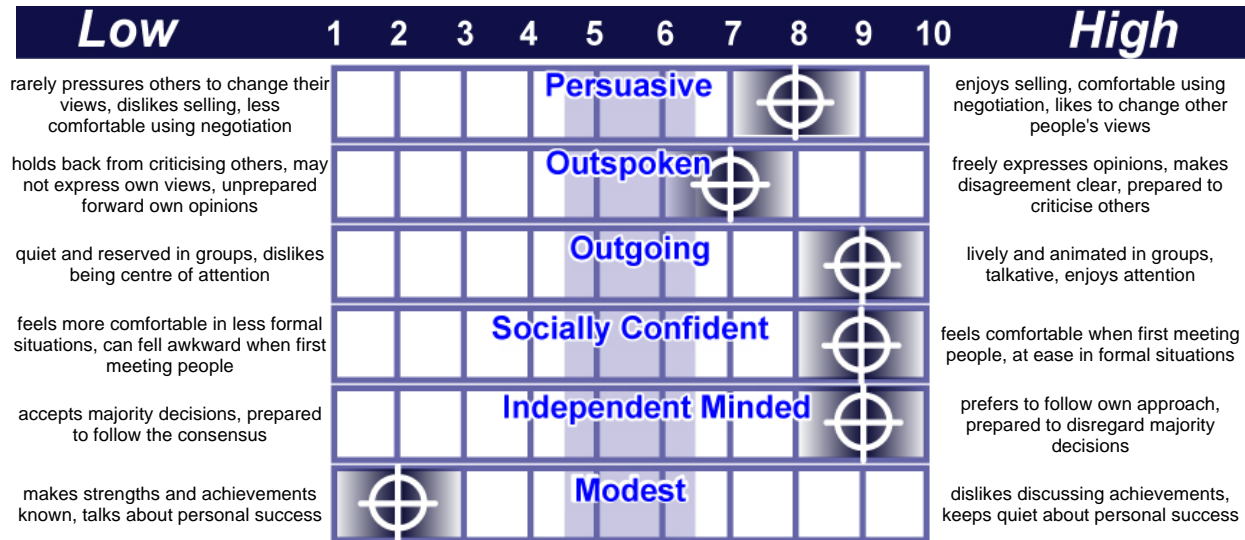
"OK" = Indicators suggest the candidate is likely to have a moderately effective level of orientation towards this area

"Strong" = Most indicators suggest the candidate is possibly strongly focused in this area

People and Communication

Influencing

OK



Interpretation of relevant scales: Other reports to be more focused than most people on selling, negotiating and perhaps impressing his views and opinions on others, probably seeking to change views more persistently than most. When he has a view on matters, he may be more direct in expressing these views than most, believing it is best to make disagreements clear and being less concerned about confrontation. In terms of extraversion, Other reports to be much more outgoing in groups than most. He is likely to migrate towards the centre of attention and to enjoy being in the limelight or dealing with other people. Similarly, he reports to feel much more confident poised in social situations. He may be more articulate and skilled in such situations. He will be more self-assured in his views and outlook than most, and will be more comfortable to take a different view to others or be seen as different. He will be much more self-assured in his own, independent views and outlook. More happy to be different, he is likely to be more comfortable holding a challenging opinion. Much more comfortable in forwarding his achievements and successes, he is likely to be less modest and probably seek to raise his profile clearly in an organisation.

Possible Probing Questions:

Persuasive: Tell me about a time when it was challenging to 'sell' an idea or point of view to others? How did you convince them? What did you do that was effective? How could you have been more effective?

Outspoken: What disagreement might you have had recently? How did you tackle this? Have you had to deal with a sensitive issue with a staff member or colleague? How did you find this?

Outgoing: When have you had to interact with a group of people? How would you describe your approach to communicating with others? Have you had to present to people before? How do you find this?

Social Confidence : How do you prefer to communicate to others? Can you give me examples of when you have demonstrated strong communication or influence skills?

Independent Minded: When have you challenged something - an opinion or idea recently? When have you compromised or changed your view to achieve a consensus? How do you feel about taking a different view to others? How do you seek to influence others?

Modest: What is a key achievement that you are proud of, and how did you achieve this? How do you celebrate success? How do you convey your potential or your skills to others?

People and Communication

Leadership



Interpretation of relevant scales: Other reports to be typically orientated towards assuming the lead himself. He is likely to require an average degree of personal control over matters. As someone who tends to be more interested in the perspectives of different types of people, he will potentially be more insightful of how best to manage or lead a group of individuals.

When making decisions, he is probably less likely to involve others in his deliberation, typically being more self-assured in his judgement and feeling less need to consult with others. He may be less democratic or participative in approach.

Other's score on Adaptability reflects a degree of consistency in behaviour across different situations. It may reflect his level of flexibility towards different people or situations.

More trusting in outlook towards others, Other will probably view others in a positive light and generally expect them to act reliably and with integrity. More tough-minded than most, Other will probably be more ready to take the harder-headed commercial decisions, even if these prove contentious or unpopular.

Possible Probing Questions:

Controlling: Tell me about a time you have had to step in and take action to help a team move forward? What happened? How do you ensure that people in your team know what is expected of them? How specifically do you manage this?

Behavioural: How are you perceived by others? What might be some misperceptions about you? How does your style impact on others? What is most important to you when working with people?

Democratic: As a team member or leader, describe how you have worked with others on a key assignment? When do you ask for other peoples opinions, and when do you just get on with it? Why?

Adaptability: Give me an example of when you had to significantly alter your normal approach in dealing with an individual or situation. When have you had to deal with someone or some people that were very different from yourself? How did you tackle this?

Trusting: What sort of people do you enjoy working with? When have you worked with challenging colleagues in the past? How do you decide on work to delegate or share?

Tough-minded: How do you feel about making unpopular decisions? When have you had to take a tough-approach? What were the sensitivities, and how did you manage them?

People and Communication

Team Working

OK



Interpretation of relevant scales: In terms of orientation towards teamwork, Other reports a preference towards individual working, tending to be less comfortable sharing responsibility with other team members. He may be less comfortable working on team-based projects. Despite a preference for autonomy in this respect, he is likely to be fairly interested in the personal feelings or personal issues of fellow team colleagues. He will probably be as focused on addressing this area as much as most. Colleagues will generally find it typically easy to read his feelings about matters, as he reports an average degree of openness with his emotions and feelings. With regards to his drives for achievement, Other reports a fairly high competitive need to 'win', which suggests that in a team situation, he may show a stronger interest in achieving personal goals. He may tend to benchmark himself personally, rather than as a member of the team.

Possible Probing Questions:

Affiliative: Tell me about your involvement in a team project recently - what was your role and contribution? What are your strengths in a team setting? What do you see to be your weaknesses in a team setting? How would others describe your team contributions? Please provide specific evidence of these.

Caring: Can you give me an example of when you have had to deal with a personal problem with a colleague or staff member? When have you had to tackle a sensitive issue? How do you feel about tackling such issues?

Emotional Control: To what extent do you express your feelings at work? Tell me about a time you have motivated others - what did you do? How and what did you communicate? When have you shared feedback with a team?

Competitive - What really motivates you? Tell me about an achievement that you are very proud of? Tell me a time when you have worked as part of a team to achieve some demanding goals? What did you do specifically to achieve this?

Intellectual and Judgement

Decision Making

Strong 

Interpretation of relevant scales: Other reports to have a more data-driven approach to making decisions, being more comfortable than most reaching conclusions that are based on data or more open to logical deduction. In terms of his analytical focus, he will probably be more critically evaluative than the next person. He is likely to be good at spotting the errors or flaws in work or proposals that others miss. His responses to the profile suggest that he will look ahead more than most and as such, may have a longer-term perspective on making decisions, wanting to plan for the future rather than reacting to events. In terms of decisiveness, Other has reported to need less time than most to arrive at conclusions. He is likely to be more focused on action rather than deliberation, and will probably be more comfortable thinking on his feet.

Possible Probing Questions:

Data Rational: Describe how you dealt with business information? What sort of data was it? What is the most complex decision you have had to make on the basis of numbers or statistics?

Evaluative: Tell me about a time you dealt with a complex proposal or issue? What did you do about this? Tell me about a time when you did not sufficiently evaluate the situation or its implications. What was your learning? Do you like taking on the evaluative role?

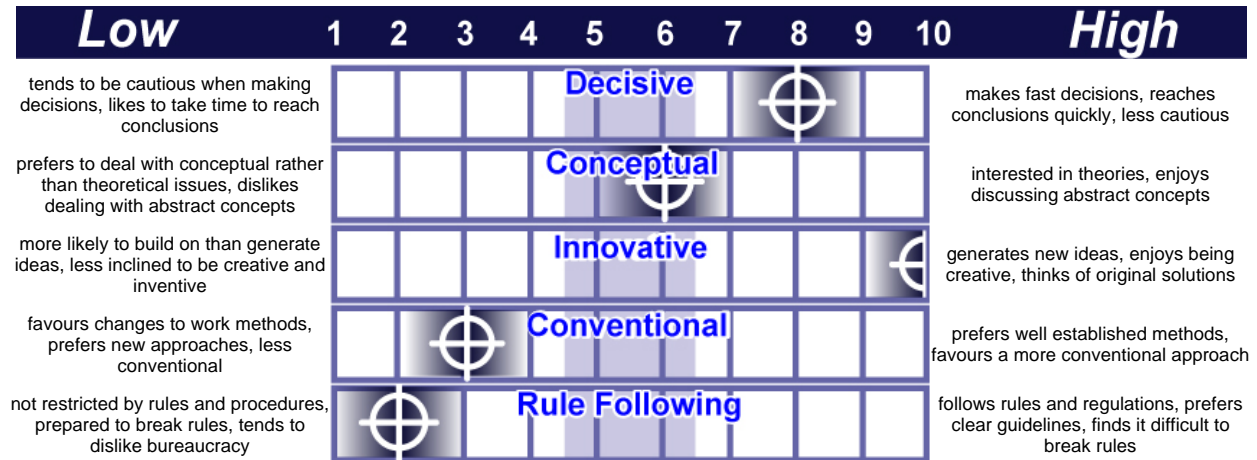
Forward Thinking: Talk me through how you have planned a recent key project? What are the key objectives in your current position? What are your plans for your career? Have you been involved in more strategic/long-term planning? Tell me about the plans you have made for the key objectives in your current position?

Decisive: Can you provide an example of when you have had to think on your feet or make a speedy decision recently? How would you describe your decisiveness? Have you recently had to focus on a detailed problem or convoluted issue? How did you use this information? Tell me about a time, when in hindsight you had made a poor decision? What was your learning from this?

Intellectual & Judgement

Change

OK



Interpretation of relevant scales: An important attribute seen in those who are change-focused is an ability to act decisively and speedily. Other is likely to be more comfortable acting quickly and decisively in such situations than most. He may be more focused on the potential benefits of taking risks, and less cautious when taking action. He tends to orientate himself towards both the conceptual side of possibilities and also more practical considerations. He takes the middle ground between hypotheticals and practical delivery.

In reference to personal creativity and innovation, he has reported to be much more orientated towards this area than most people. He will see himself as able to produce imaginative and original ideas. Related to his more innovative approach, he is less conventional in outlook and more willing to experiment with new or less proven approaches.

Other will be much less comfortable with following rules or protocol, which suggests a more questioning approach to bureaucracy.

Possible Probing Questions:

Decisive: How have you contributed to key change decisions? What risks did this entail? How would you describe the level of risk to you and the organisation? How did you feel about this?

Conceptual: When have you applied a concept or idea to improve working processes? What have ideas have you implemented? What concepts or new methods could be introduced to our industry / your current role to improve things? Example?

Innovative: Tell me about a creative idea you have produced - what happened to it? How have you contributed to change; what was your input specifically?

Conventional: What are some of the issues that you have encountered in your current role? What can we do about these? What effect do you think you could have on the role / this organisation? To what extent do you believe you can really change things? How? Examples?

Rule Following: When have you broken the rules? Why? What was the outcome? When have you done something that had not been done before, or changed procedures for the better?

Task Orientation & Drive

Organisation

Strong 

Interpretation of relevant scales: Other reports to assume a typically systematic and organised approach to his work. He will probably have an average focus on detail and planning work before starting it. In terms of finishing work, he will probably be more driven to finish work and seek closure of tasks than most people. He will be concerned to deliver a quality product and will focus more strongly until this is achieved. This preference may also indicate that the candidate can be less open to new information or requirements once embarked on a course of action. He may be more reticent to drop work or lower quality standards when demands change.

Although reporting to have a conscientious approach in some respects, the profile does however suggest that he will be much less adept or comfortable with following instructions or protocol.

In terms of forethought and planning, he reports to have a longer-term perspective on making decisions, wanting to plan for the future rather than reacting to events.

Possible Probing Questions:

Detail Conscious : Can you describe your approach to managing your workload? Can you give me some concrete examples of when you have demonstrated this style? How do you manage important details? How do you know which ones are important? Example?

Conscientious: Tell me about a task where you had some challenging deadlines to meet? Tell me about a time when you had to adapt the way you were doing something. What was the challenge here? Give me an example of when you have had to deal with changes in demands quickly?

Rule-Following: How do you feel about rules and regulations? When have you undertaken a task that has required strict adherence to instructions or regulations? When have you rejected a rule or a procedure in order to get something done differently?

Forward Thinking: What sort of tools do you use to plan ahead and ensure work is delivered? What do you consider to be the most strategic, or forward-thinking decision/task you have worked on? How did you manage resources to achieve objectives?

Task Orientation & Drive

Dealing with Pressure




Interpretation of relevant scales: Other reports to feel much more tension day-to-day than most, and will probably find it harder to switch off from the pressure that he will tend to be more conscious of. Although feeling tense about general pressures, he will worry less about specific events, or before important occasions, probably being less nervous about things going wrong.

Although reporting less tension and nerves, Other reports to be less concerned about failures or setbacks, generally bouncing back from criticism and seeking to move forward. With regards to his overall outlook on events, he will be more positive and tend to look to the benefits or value in situations, less likely to be seen as sceptical. More vigorous and energetic approach than most, Other will be more comfortable and probably more responsive to demanding, pressurised workloads.

Possible Probing Questions:

Relaxed: How do you balance the stresses of work? Can you talk me through a time you had a significant problem at work which created a lot of pressure? What happened and what did you do to rectify it? Explore evidence for managing pressure and maintaining a focus on broader issues.

Worrying: Tell me about a challenge you undertook recently or an important event that you really needed to go well - how did it go and how did you feel as you were managing it? How did you ensure it went well? When else have you moved out of your comfort zone recently?

Tough-Minded: Tell me about a significant setback you have had recently? How did you feel about this at the time? When have you had to deal with pressure recently? What was it about this that was the source of stress?

Optimistic: Would you describe your outlook as being more optimistic or pessimistic. Why is this? What do you think the future holds for this job, for this work area? What are the threats or opportunities for us? What are your aspirations for the future?

Vigorous: When have you had to tackle demanding workloads recently? How did you manage the delivery of these? How do you ensure you split your attention across different demands on your time?

Task Orientation & Drive

Motivation

Strong 

Interpretation of relevant scales: Other has reported a more achieving approach to meeting challenging career objectives. He will probably overcome more obstacles or demands to attain his ambitions. He indicates a more competitive drive than most, wanting to win and be seen to do well against others. He will probably be more concerned to excel over others than most.

He has a stronger motivation than most to try out new work areas and experiment with different approaches. He is more likely to be drawn towards variety and dislike routine. More vigorous and energetic approach than most, Other will probably convey a greater sense of momentum towards tackling demanding and stretching work.

Possible Probing Questions:

Achieving: Give me an example of when you have achieved a goal that was challenging. What were the obstacles you overcame? How have you changed your goals or adapted your plans?

Competitive: Tell me about a time you have shared success with others, maybe in a team? How do you benchmark your performance and how do you know when you are doing well? How would you describe your level of competitiveness and need to achieve? Can you give an example?

Variety-Seeking: To what extent do you need change and variety in your role? When have you dealt with fast changing work? When have you dealt with more routine or protracted assignments? How did you ensure that results were achieved? When have you moved outside of your comfort zone recently?

Vigorous: When have you felt particularly energised at work recently? What specifically were you doing? When have you really delivered something that was hard? What was your contribution? How did you achieve this?