



opq32

> Profile Report

Name: **Sam Sample**

Date: 12 September 2006

## Stens

| RELATIONSHIPS WITH PEOPLE |   | 1                             | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |                                |
|---------------------------|---|-------------------------------|---|---|---|---|---|---|---|---|----|--|--------------------------------|
| 7                         | rarely pressures others to change their views, dislikes selling, less comfortable using negotiation                     | <b>Persuasive</b>             |   |   |   |   |   |   |   |   |    | enjoys selling, comfortable using negotiation, likes to change other people's view                                 | <b>INFLUENCE</b>               |
| 6                         | happy to let others take charge, dislikes telling people what to do, unlikely to take the lead                          | <b>Controlling</b>            |   |   |   |   |   |   |   |   |    | likes to be in charge, takes the lead, tells others what to do, takes control                                      |                                |
| 9                         | holds back from criticising others, may not express own views, unprepared to put forward own opinions                   | <b>Outspoken</b>              |   |   |   |   |   |   |   |   |    | freely expresses opinions, makes disagreement clear, prepared to criticise others                                  |                                |
| 8                         | accepts majority decisions, prepared to follow the consensus  | <b>Independent Minded</b>     |   |   |   |   |   |   |   |   |    | prefers to follow own approach, prepared to disregard majority decisions   |                                |
| 6                         | quiet and reserved in groups, dislikes being centre of attention  | <b>Outgoing</b>               |   |   |   |   |   |   |   |   |    | lively and animated in groups, talkative, enjoys attention   | <b>SOCIABILITY</b>             |
| 4                         | comfortable spending time away from people, values time spent alone, seldom misses the company of others                | <b>Affiliative</b>            |   |   |   |   |   |   |   |   |    | enjoys others' company, likes to be around people, can miss the company of others                                  |                                |
| 8                         | feels more comfortable in less formal situations, can feel awkward when first meeting people                            | <b>Socially Confident</b>     |   |   |   |   |   |   |   |   |    | feels comfortable when first meeting people, at ease in formal situations  |                                |
| 4                         | makes strengths and achievements known, talks about personal success  | <b>Modest</b>                 |   |   |   |   |   |   |   |   |    | dislikes discussing achievements, keeps quiet about personal success   | <b>EMPATHY</b>                 |
| 5                         | prepared to make decisions without consultation, prefers to make decisions alone  | <b>Democratic</b>             |   |   |   |   |   |   |   |   |    | consults widely, involves others in decision making, less likely to make decisions alone                           |                                |
| 2                         | selective with sympathy and support, remains detached from others' personal problems                                    | <b>Caring</b>                 |   |   |   |   |   |   |   |   |    | sympathetic and considerate towards others, helpful and supportive, gets involved in others' problems              |                                |
| THINKING STYLE            |   | 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              | <b>Data Rational</b>          |   |   |   |   |   |   |   |   |    | likes working with numbers, enjoys analysing statistical information, bases decisions on facts and figures         | <b>ANALYSIS</b>                |
| 6                         | does not focus on potential limitations, dislikes critically analysing information, rarely looks for errors or mistakes | <b>Evaluative</b>             |   |   |   |   |   |   |   |   |    | critically evaluates information, looks for potential limitations, focuses upon errors                             |                                |
| 3                         | does not question the reasons for people's behaviour, tends not to analyse people                                       | <b>Behavioural</b>            |   |   |   |   |   |   |   |   |    | tries to understand motives and behaviours, enjoys analysing people  |                                |
| 8                         | favours changes to work methods, prefers new approaches, less conventional  | <b>Conventional</b>           |   |   |   |   |   |   |   |   |    | prefers well established methods, favours a more conventional approach   | <b>CREATIVITY &amp; CHANGE</b> |
| 8                         | prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts                  | <b>Conceptual</b>             |   |   |   |   |   |   |   |   |    | interested in theories, enjoys discussing abstract concepts  |                                |
| 7                         | more likely to build on than generate ideas, less inclined to be creative and inventive                                 | <b>Innovative</b>             |   |   |   |   |   |   |   |   |    | generates new ideas, enjoys being creative, thinks of original solutions   |                                |
| 6                         | prefers routine, is prepared to do repetitive work, does not seek variety   | <b>Variety Seeking</b>        |   |   |   |   |   |   |   |   |    | prefers variety, tries out new things, likes changes to regular routine, can become bored by repetitive work       |                                |
| 6                         | behaves consistently across situations, unlikely to behave differently with different people                            | <b>Adaptable</b>              |   |   |   |   |   |   |   |   |    | changes behaviour to suit the situation, adapts approach to different people                                       |                                |
| 2                         | more likely to focus upon immediate than long-term issues, less likely to take a strategic perspective                  | <b>Forward Thinking</b>       |   |   |   |   |   |   |   |   |    | takes a long-term view, sets goals for the future, more likely to take a strategic perspective                     | <b>STRUCTURE</b>               |
| 3                         | unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail              | <b>Detail Conscious</b>       |   |   |   |   |   |   |   |   |    | focuses on detail, likes to be methodical, organised and systematic, may become preoccupied with detail            |                                |
| 4                         | sees deadlines as flexible, prepared to leave some tasks unfinished   | <b>Conscientious</b>          |   |   |   |   |   |   |   |   |    | focuses on getting things finished, persists until the job is done   |                                |
| 5                         | not restricted by rules and procedures, prepared to break rules, tends to dislike bureaucracy                           | <b>Rule Following</b>         |   |   |   |   |   |   |   |   |    | follows rules and regulations, prefers clear guidelines, finds it difficult to break rules                         |                                |
| FEELINGS AND EMOTIONS     |   | 1                             | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |  |                                |
| 7                         | tends to feel tense, finds it difficult to relax, can find it hard to unwind after work                                 | <b>Relaxed</b>                |   |   |   |   |   |   |   |   |    | finds it easy to relax, rarely feels tense, generally calm and untroubled  | <b>EMOTION</b>                 |
| 5                         | feels calm before important occasions, less affected by key events, free from worry                                     | <b>Worrying</b>               |   |   |   |   |   |   |   |   |    | feels nervous before important occasions, worries about things going wrong   |                                |
| 9                         | sensitive, easily hurt by criticism, upset by unfair comments or insults  | <b>Tough Minded</b>           |   |   |   |   |   |   |   |   |    | not easily offended, can ignore insults, may be insensitive to personal criticism                                  |                                |
| 7                         | concerned about the future, expects things to go wrong, focuses on negative aspects of a situation                      | <b>Optimistic</b>             |   |   |   |   |   |   |   |   |    | expects things will turn out well, looks to the positive aspects of a situation, has optimistic view of the future |                                |
| 5                         | wary of others' intentions, finds it difficult to trust others, unlikely to be fooled by people                         | <b>Trusting</b>               |   |   |   |   |   |   |   |   |    | trusts people, sees others as reliable and honest, believes what others say  |                                |
| 6                         | openly expresses feelings, finds it difficult to conceal feelings, displays emotion clearly                             | <b>Emotionally Controlled</b> |   |   |   |   |   |   |   |   |    | can conceal feelings from others, rarely displays emotion  |                                |
| 7                         | likes to take things at a steady pace, dislikes excessive work demands  | <b>Vigorous</b>               |   |   |   |   |   |   |   |   |    | thrives on activity, likes to keep busy, enjoys having a lot to do   | <b>DYNAMISM</b>                |
| 6                         | dislikes competing with others, feels that taking part is more important than winning                                   | <b>Competitive</b>            |   |   |   |   |   |   |   |   |    | has a need to win, enjoys competitive activities, dislikes losing  |                                |
| 7                         | sees career progression as less important, looks for achievable rather than highly ambitious targets                    | <b>Achieving</b>              |   |   |   |   |   |   |   |   |    | ambitious and career-centred, likes to work to demanding goals and targets   |                                |
| 9                         | tends to be cautious when making decisions, likes to take time to reach conclusions                                     | <b>Decisive</b>               |   |   |   |   |   |   |   |   |    | makes fast decisions, reaches conclusions quickly, less cautious   |                                |
| 10                        | has responded less consistently across the questionnaire  | <b>Consistency</b>            |   |   |   |   |   |   |   |   |    | has responded more consistently across the questionnaire   |                                |
|                           |   | 1                             | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | <b>OPQ32I Managerial &amp; Professional 1999</b>   |                                |

## **ABOUT THIS REPORT**

This report was generated using the SHL Expert 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 Group plc 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.

Comparison Group used: OPQ32i Managerial & Professional 1999  
The Profile Report Version Number: 2.0

© 2005, SHL Group plc  
[www.shl.com](http://www.shl.com)

SHL and OPQ are trademarks of SHL Group plc.

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