



opq32

> Management Competency Profile

Name: **Miss Sam Sample**

Comparison group: OPO32i Managerial & Professional 1999 | Date: 11-Sep-06

INTRODUCTION

This report summarises how Miss Sample's preferred style or typical way of behaving is likely to influence her potential on a range of management competencies.

The format of the personality questionnaire that she completed (OPQ32i) required her to make forced choices between a range of different statements. It is important to appreciate that, due to the nature of the questionnaire, it is not possible for her to achieve a high potential rating for all competencies. The profile below is therefore best viewed as indicating her likely relative strengths and limitations across the competencies considered.

The ticks, crosses and circles indicate which aspects of her style are likely to contribute positively or more negatively to each competency. The overall fit between Miss Sample's style and each competency (as outlined above) is shown in the bar graphs on the right hand side of the report.

The key at the end of the profile explains these competency fit indicators in more detail.

The competencies are more fully defined on the final page of this report.

Managerial Qualities						
<ul style="list-style-type: none"> ✓ Generally uses persuasion when motivating others. ● Is prepared to take charge of a group when required. ● Consults others to a reasonable degree when making decisions. ● Can be fairly outgoing and high profile when required. 	1	2	3	4	5	Leadership
<ul style="list-style-type: none"> ✖✖ Takes only a very short term perspective in planning. ✖ Attention to detail is likely to be low when developing plans. ● Gives some thought to potential difficulties in a plan. ✖ Places fairly low priority on monitoring plans against deadlines. 	1	2	3	4	5	Planning & Organising
<ul style="list-style-type: none"> ● As likely to follow quality procedures as most others. ● Moderately concerned with evaluating against standards. ✖ May pay limited attention to detail when reviewing work. ✖ Lower emphasis on task completion may compromise quality. 	1	2	3	4	5	Quality Orientation
<ul style="list-style-type: none"> ✓ Is quite interested in selling and negotiating. ✓ Holds strong views and is reluctant to change these. ✓ Likely to feel very confident when formally presenting views. ● Persuasion of others aided by her quite outgoing nature. 	1	2	3	4	5	Persuasive

Professional Qualities

<ul style="list-style-type: none"> ✓ Is very interested in applying theory to professional practices. • Likely to evaluate technical developments fairly critically. • Fairly comfortable working with numerical data. ✓ Will question the consensus view of developments in her area. 	1	2	3	4	5	*Specialist Knowledge

<ul style="list-style-type: none"> • May not always spot potential difficulties in solutions. ✓ Likely to apply theories and concepts to problem solving. • Reasonably comfortable problem solving with numerical data. • Shows some flexibility when implementing solutions. 	1	2	3	4	5	Problem Solving & Analysis

<ul style="list-style-type: none"> ✓ Feels very confident and at ease when speaking formally. ✓ Generally enjoys using a persuasive and convincing style. • Is reasonably outgoing and sociable in manner. • Has some flexibility of style to suit her audience. 	1	2	3	4	5	Oral Communication

<ul style="list-style-type: none"> • Will spend some time evaluating written work for errors. ✓ Likes working with theoretical or conceptual documents. 	1	2	3	4	5	**Written Communication

Entrepreneurial Qualities

<ul style="list-style-type: none"> • Brings a degree of 'competitive edge' to commercial situations. ✓ Is quite likely to be motivated by stretching business targets. ✓ Brings a degree of sales focus to a commercial environment. ✓ Highly likely to separate commercial from personnel issues. 	1	2	3	4	5	Commercial Awareness

<ul style="list-style-type: none"> ✓ Describes herself as a fairly creative individual. ✗ Likely to follow traditional methods when generating ideas. • Occasionally challenges the rules when implementing an idea. ✓ Usually applies intellectual analysis to the creative process. 	1	2	3	4	5	Creativity & Innovation

<ul style="list-style-type: none"> ✓✓ Decides upon a course of action very quickly. ✓ Initiation of action likely to be aided by quite high energy levels. ✓ Quite high emphasis on targets likely to encourage action. ✓ Low attention to detail unlikely to delay intention to act. 	1	2	3	4	5	Action Orientation

<ul style="list-style-type: none"> ✗✗ Has a strong tendency to think in the shorter term. ✓ Prefers to take a broad rather than a detailed view. ✓ Enjoys working with theoretical strategic models. ✓ Sets quite demanding long-term goals. 	1	2	3	4	5	Strategic

* Specialist Knowledge tends to be specific to the particular job; these aspects of style may not be appropriate for some specialisms.

** Written Communication is best assessed using written exercises (e.g.in-tray) or verbal tests rather than based primarily on the responses to a personality questionnaire.

Personal Qualities						
<ul style="list-style-type: none"> xx Less inclined to offer support to colleagues in need. • Encourages others to contribute to some extent. xx Finds extreme difficulty in holding back criticism of others' views. • May enjoy winning but perhaps not against colleagues. 	1	2	3	4	5	Interpersonal Sensitivity
<ul style="list-style-type: none"> • Likes some change against a backdrop of stability. • Prepared to adapt behaviour to different circumstances. x Tends to reject group consensus and goes own way. ✓ Is fairly optimistic when faced with change. 	1	2	3	4	5	Flexibility
<ul style="list-style-type: none"> ✓ Finds it fairly easy to remain relaxed. ✓✓ Deals with criticism very easily and rarely dwells on it. • Will retain a moderate degree of control over emotions. ✓ Is fairly likely to take an optimistic and positive view. 	1	2	3	4	5	Resilience
<ul style="list-style-type: none"> ✓ Shows energy and prefers to keep busy. ✓ Is fairly ambitious and likely to seek career progression. • Is likely to demonstrate moderate competitive drive. 	1	2	3	4	5	Personal Motivation

KEY TO COMPETENCY FIT INDICATORS

Symbol	Short Description	Definition
xx	Key Limitation	Strongly likely to have a negative impact
x	Likely Limitation	Likely to have a negative impact
•	Moderate	Likely to have neither a positive nor a negative impact
✓	Likely Strength	Likely to have a positive impact
✓✓	Key Strength	Strongly likely to have a positive impact

1	2	3	4	5
Unlikely to be a strength	Less Likely to be a strength	Moderately likely to be a strength	Quite likely to be a strength	Very likely to be a strength

Competency Definitions

Area	Competency	Definition
Managerial Qualities	Leadership	Motivates and empowers others in order to reach organisational goals.
	Planning & Organising	Organises and schedules events, activities and resources. Sets up and monitors timescales and plans.
	Quality Orientation	Shows awareness of goals and standards. Follows through to ensure that quality and productivity standards are met.
	Persuasiveness	Influences, convinces or impresses others in a way that results in acceptance, agreement or behaviour change.
Professional Qualities	Specialist Knowledge	Understands technical or professional aspects of work and continually maintains technical knowledge.
	Problem Solving & Analysis	Analyses issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.
	Oral Communication	Speaks clearly, fluently and in a compelling manner to both individuals and groups.
	Written Communication	Writes in a clear and concise manner, using appropriate grammar, style and language for the reader.
Entrepreneurial Qualities	Commercial Awareness	Understands and applies commercial and financial principles. Views issues in terms of costs, profits, markets and added value.
	Creativity & Innovation	Creates new and imaginative approaches to work-related issues. Identifies fresh approaches and shows a willingness to question traditional assumptions.
	Action Orientation	Demonstrates a readiness to make decisions, take the initiative and originate action.
	Strategic	Demonstrates a broad-based view of issues, events and activities and a perception of their longer term impact or wider implications.
Personal Qualities	Interpersonal Sensitivity	Interacts with others in a sensitive and effective way. Respects and works well with others.
	Flexibility	Successfully adapts to changing demands and conditions.
	Resilience	Maintains effective work behaviour in the face of setbacks or pressure. Remains calm, stable and in control of themselves.
	Personal Motivation	Commits self to work hard towards goals. Shows enthusiasm and career commitment.

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 this report.

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Comparison Group used: OPQ32i Managerial & Professional 1999

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