



Expert Report

Mr John Smith

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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	enjoys selling, comfortable using negotiation, likes to change other people's view
5	happy to let others take charge, dislikes telling people what to do, unlikely to take the lead	likes to be in charge, takes the lead, tells others what to do, takes control
5	holds back from criticising others, may not express own views, unprepared to put forward own opinions	freely expresses opinions, makes disagreement clear, prepared to criticise others
5	accepts majority decisions, prepared to follow the consensus	prefers to follow own approach, prepared to disregard majority decisions
7	quiet and reserved in groups, dislikes being centre of attention	lively and animated in groups, talkative, enjoys attention
6	comfortable spending time away from people, values time spent alone, seldom misses the company of others	enjoys others' company, likes to be around people, can miss the company of others
7	feels more comfortable in less formal situations, can feel awkward when first meeting people	feels comfortable when first meeting people, at ease in formal situations
3	makes strengths and achievements known, talks about personal success	dislikes discussing achievements, keeps quiet about personal success
6	prepared to make decisions without consultation, prefers to make decisions alone	consults widely, involves others in decision making, less likely to make decisions alone
6	selective with sympathy and support, remains detached from others' personal problems	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	
7	prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics	likes working with numbers, enjoys analysing statistical information, bases decisions on facts and figures
6	does not focus on potential limitations, dislikes critically analysing information, rarely looks for errors or mistakes	critically evaluates information, looks for potential limitations, focuses upon errors
5	does not question the reasons for people's behaviour, tends not to analyse people	tries to understand motives and behaviours, enjoys analysing people
5	favours changes to work methods, prefers new approaches, less conventional	prefers well established methods, favours a more conventional approach
5	prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts	interested in theories, enjoys discussing abstract concepts
6	more likely to build on than generate ideas, less inclined to be creative and inventive	generates new ideas, enjoys being creative, thinks of original solutions
7	prefers routine, is prepared to do repetitive work, does not seek variety	prefers variety, tries out new things, likes changes to regular routine, can become bored by repetitive work
5	behaves consistently across situations, unlikely to behave differently with different people	changes behaviour to suit the situation, adapts approach to different people
6	more likely to focus upon immediate than long-term issues, less likely to take a strategic perspective	takes a long-term view, sets goals for the future, more likely to take a strategic perspective
5	unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail	focuses on detail, likes to be methodical, organised and systematic, may become preoccupied with detail
6	sees deadlines as flexible, prepared to leave some tasks unfinished	focuses on getting things finished, persists until the job is done
6	not restricted by rules and procedures, prepared to break rules, tends to dislike bureaucracy	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	
6	tends to feel tense, finds it difficult to relax, can find it hard to unwind after work	finds it easy to relax, rarely feels tense, generally calm and untroubled
5	feels calm before important occasions, less affected by key events, free from worry	feels nervous before important occasions, worries about things going wrong
4	sensitive, easily hurt by criticism, upset by unfair comments or insults	not easily offended, can ignore insults, may be insensitive to personal criticism
6	concerned about the future, expects things to go wrong, focuses on negative aspects of a situation	expects things will turn out well, looks to the positive aspects of a situation, has an optimistic view of the future
7	wary of others' intentions, finds it difficult to trust others, unlikely to be fooled by people	trusts people, sees others as reliable and honest, believes what others say
3	openly expresses feelings, finds it difficult to conceal feelings, displays emotion clearly	can conceal feelings from others, rarely displays emotion
5	likes to take things at a steady pace, dislikes excessive work demands	thrives on activity, likes to keep busy, enjoys having a lot to do
7	dislikes competing with others, feels that taking part is more important than winning	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	ambitious and career-centred, likes to work to demanding goals and targets
5	tends to be cautious when making decisions, likes to take time to reach conclusions	makes fast decisions, reaches conclusions quickly, less cautious
4	has been more self-critical in responses, is less concerned to make a good impression	has been less self-critical in responses, is more concerned to make a good impression

OPQ32n Managerial & Professional 1999

1 2 3 4 5 6 7 8 9 10

OPQ User Report

Introduction

This report is designed for those who have completed OPQ training. It represents a powerful interpretation aid when preparing for a feedback interview, writing an assessment report, or interpreting OPQ32 information across a range of other contexts.

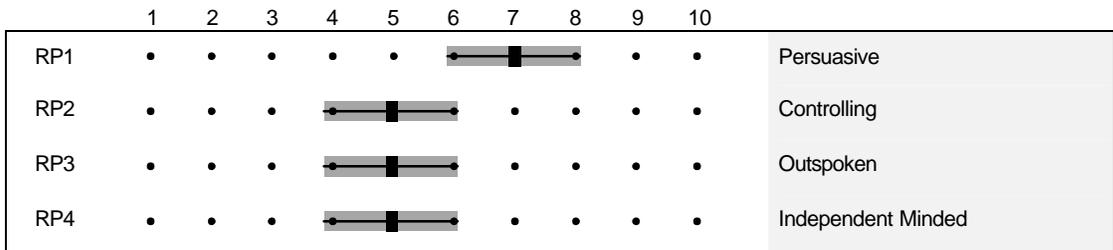
The report explores Mr Smith's responses to the OPQ32n questionnaire. This gives a profile of Mr Smith's perceived preferences for different ways of behaving at work. Each section presents an area of the OPQ32 profile, together with a narrative interpretation of these scales and the links between them. Further 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 the personality questionnaire, it is important to recognise that the responses given were Mr Smith's own view, and represent the way he sees his own behaviour, rather than how his personality 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, in part, his level of self-awareness. It would appear however that he has been as self-critical 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 Mr Smith's work role and personal circumstances. To ensure relevance, the profile and its interpretation should always be directly related to the individual's current or future role.

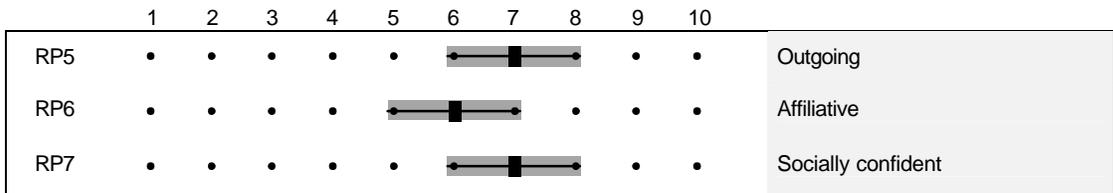
Relationships with People

Influence



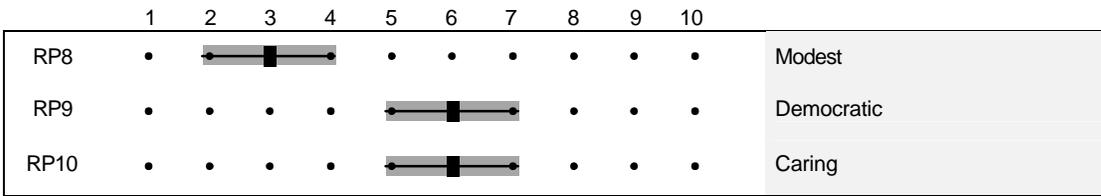
Mr Smith is fairly moderate when it comes to his influencing style. If called upon to take charge, negotiate or 'sell' an idea, he emerges as similar to others. However, if anything he has slightly more preference to negotiate and sell than others. Mr Smith doesn't have a particularly strong fondness or dislike of argument and outspoken debate, being fairly typical in this respect. In line with this, his tendency to adopt an unpopular, independent stance is broadly typical.

Sociability



Mr Smith is unlikely to be very sociable nor particularly unsociable. He enjoys company to very much the same extent as most others and is only a little more lively and talkative than anyone else. His confidence when meeting strangers for the first time is very slightly stronger than is usual, but not markedly so.

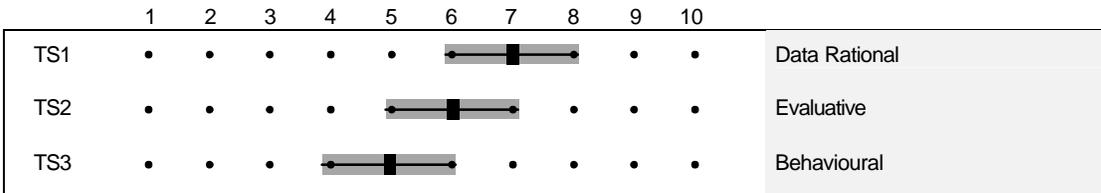
Empathy



Mr Smith is someone who enjoys talking about his achievements and successes, though when it comes to being compassionate and supportive towards others with problems, he comes across as balanced in this respect. When making decisions, he probably consults others about as much as most. The fact that he talks about himself may make some people think that he focuses solely on himself but this should not detract from the fact that he is reasonably concerned about the welfare of others.

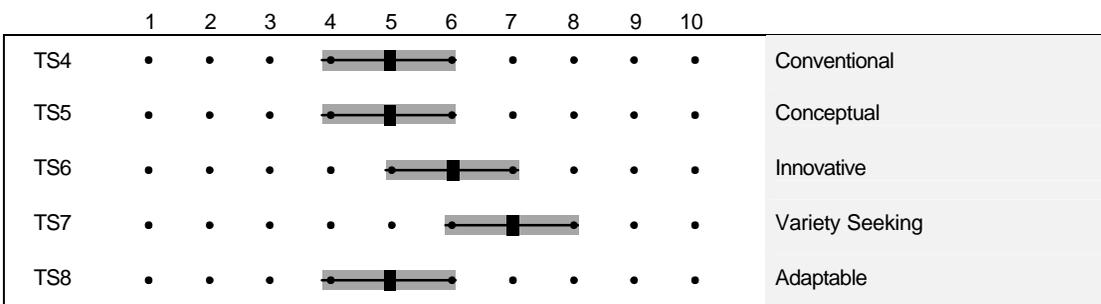
Thinking Style

Analysis



Overall, Mr Smith's interest in analytical thinking is quite moderate, with no particular preferences for one focus over another. In particular, he seems a little more interested than most in working with numerical or statistical information, with a slightly lower interest in analysing people issues. Across both of these areas he is likely to undertake a certain amount of critical analysis, but overall analytical thinking is likely to be a moderate rather than outstanding aspect of his approach.

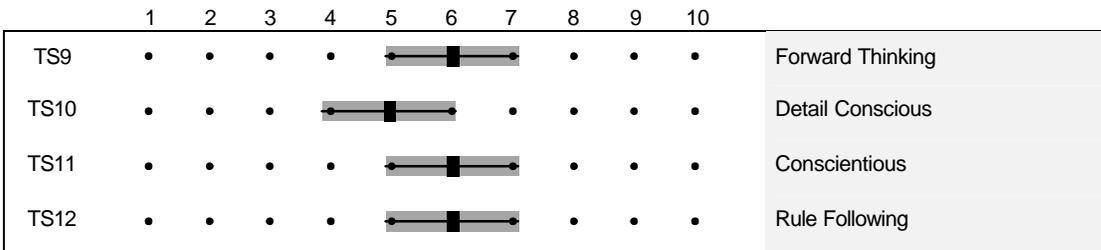
Creativity and Change



Overall, Mr Smith describes himself as fairly balanced in terms of his approach to creativity and change. He feels able to generate ideas to a moderate extent and within this, his ideas are likely to challenge the established ways of doing things to some degree. His thinking style is as theoretical and abstract as that of his peers. He will therefore have some creative contribution to make, but this is unlikely to be highly radical or prolific.

Mr Smith reports a level of interest in variety and novelty in his work which is a little more marked than most of his peers. When he is faced with change or novelty he recognises to a moderate degree the need to adapt his behaviour to meet the perceived changing demands of the situations or people. Overall therefore, his approach to changing situations may be described as fairly adaptable.

Structure

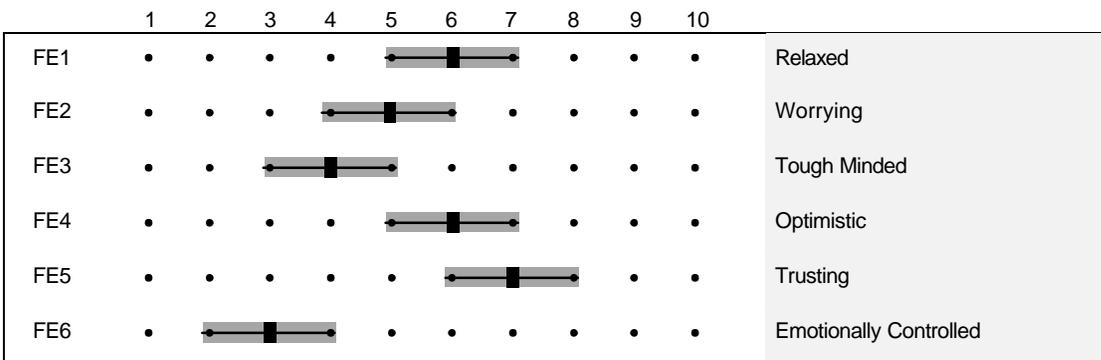


Mr Smith reports a fairly typical perspective in terms of shorter versus longer-term thinking. He combines this with a balanced view of working in a methodical and organised way. Thus, his desire to take a strategic view, while not pronounced, is likely to take account of detail to a certain extent.

Mr Smith's emphasis on seeing tasks through to completion is moderate, being typical of his peers. This is coupled with an equal willingness to stick to the rules and follow guidelines. It is likely then that he will approach task deadlines and rules and regulations with a degree of flexibility rather than with a highly rigid approach.

Feelings and Emotions

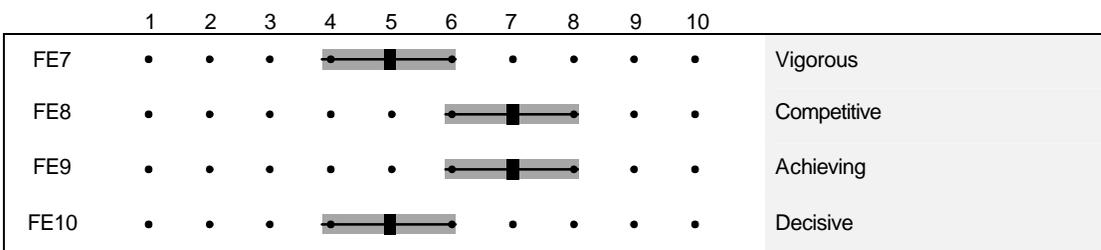
Emotion



Mr Smith's anxiety levels are not extreme; he considers himself as anxious as most people. Similarly, when it comes to important events he is as likely as most to get nervous. Mr Smith presents himself as fairly typical in terms of his outlook to life and his view of others' trustworthiness. If anything, he has a tendency to have a slightly stronger belief in others' honesty than most. In terms of his own sensitivity to criticism, he is likely to feel this slightly more keenly than most but this is unlikely to have a major effect upon his overall mood in the longer term.

He is someone who is prepared to show his emotions openly and people are likely to be able to tell how he is feeling. When these emotions are positive or expressed as enthusiasm, others may well find this endearing or motivating. However, if the emotions are negative or hostile this expression of emotion has the potential to be rather destructive.

Dynamism



Mr Smith presents quite a consistent and typical picture when it comes to his sources of energy and drive. His level of career ambition is only a little higher than most. His desire to win within competitive situations is similar. In addition, he expresses a fairly typical level of interest to most others in keeping busy and occupied at work. Overall, although not especially low, his levels of drive and energy are likely to come across as

moderate rather than highly dynamic. When summing up a situation and making a decision, he seems to be balanced between speed and caution.

Management Competency Profile

Introduction

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

The format of the personality questionnaire that he completed (OPQ32n) asked him to rate himself on a series of different statements and his responses were then compared against the responses given by other managers & professionals. The profile below is therefore best viewed as indicating how his self-perception of his style is likely to impact his potential on each competency, compared with how others view themselves.

The ticks, crosses and circles indicate which aspects of his style are likely to contribute positively or more negatively to each competency. The overall fit between Mr Smith'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. ✓ Adopts quite a high profile and outgoing approach. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px;">1</td> <td style="width: 20px;">2</td> <td style="width: 20px;">3</td> <td style="width: 20px;">4</td> <td style="width: 20px;">5</td> </tr> <tr> <td colspan="5" style="text-align: center;">  </td> </tr> </table>	1	2	3	4	5						Leadership
1	2	3	4	5								
												
<ul style="list-style-type: none"> • Probably includes a longer term view when planning. • Pays reasonable attention to detail when planning. • Gives some thought to potential difficulties in a plan. • Recognises the need to complete plans to deadline. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px;">1</td> <td style="width: 20px;">2</td> <td style="width: 20px;">3</td> <td style="width: 20px;">4</td> <td style="width: 20px;">5</td> </tr> <tr> <td colspan="5" style="text-align: center;">  </td> </tr> </table>	1	2	3	4	5						Planning & Organising
1	2	3	4	5								
												
<ul style="list-style-type: none"> • As likely to follow quality procedures as most others. • Moderately concerned with evaluating against standards. • Pays a fair degree of attention to detail when reviewing work. • Places a degree of emphasis on quality and task completion. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px;">1</td> <td style="width: 20px;">2</td> <td style="width: 20px;">3</td> <td style="width: 20px;">4</td> <td style="width: 20px;">5</td> </tr> <tr> <td colspan="5" style="text-align: center;">  </td> </tr> </table>	1	2	3	4	5						Quality Orientation
1	2	3	4	5								
												
<ul style="list-style-type: none"> ✓ Is quite interested in selling and negotiating. • Tries to balance his own views with those of others. ✓ Likely to feel fairly confident when formally presenting views. ✓ Persuasion of others aided by his quite high profile approach. 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px;">1</td> <td style="width: 20px;">2</td> <td style="width: 20px;">3</td> <td style="width: 20px;">4</td> <td style="width: 20px;">5</td> </tr> <tr> <td colspan="5" style="text-align: center;">  </td> </tr> </table>	1	2	3	4	5						Persuasive
1	2	3	4	5								
												

Professional Qualities

<ul style="list-style-type: none"> ● Sees the relevance of applying theories to professional practice. ● Likely to evaluate technical developments fairly critically. ✓ Comfortable working with numerical data. ● Open to developments in his area to some extent. 	1	2	3	4	5	*Specialist Knowledge

<ul style="list-style-type: none"> ● May not always spot potential difficulties in solutions. ● Considers concepts useful to some extent in problem solving. ✓ Tends to enjoy 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 quite confident and at ease when speaking formally. ✓ Generally enjoys using a persuasive and convincing style. ✓ Tends to be outgoing and sociable in manner. ● Has some flexibility of style to suit his audience. 	1	2	3	4	5	Oral Communication

<ul style="list-style-type: none"> ● Will spend some time evaluating written work for errors. ● Reasonably comfortable working with written concepts. 	1	2	3	4	5	**Written Communication

Entrepreneurial Qualities

<ul style="list-style-type: none"> ✓ Brings a '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. ● Will attempt to balance commercial and personnel issues. 	1	2	3	4	5	Commercial Awareness

<ul style="list-style-type: none"> ● Sees himself as a reasonably creative individual. ● Considers new and established methods when generating ideas. ● Occasionally challenges the rules when implementing an idea. ● May apply some intellectual analysis to the creative process. 	1	2	3	4	5	Creativity & Innovation

<ul style="list-style-type: none"> ● Generally makes decisions without too much delay. ● Has reasonable energy reserves with which to initiate action. ✓ Quite high emphasis on targets likely to encourage action. ● Will balance a desire to check detail with a need for action. 	1	2	3	4	5	Action Orientation

<ul style="list-style-type: none"> ● Thinks ahead to some degree when considering strategic issues. ● Balances attention to detail with taking a broader overview. ● Applies a degree of theory to strategic issues. ✓ 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"> • Offers reasonable support to colleagues in need. • Encourages others to contribute to some extent. • Expresses or withholds views depending on the circumstances. * Quite competitive drive may affect co-operation with colleagues. 	1	2	3	4	5	Interpersonal Sensitivity
	[Orange bar]					
<ul style="list-style-type: none"> ✓ Enjoys variety and change. • Prepared to adapt behaviour to different circumstances. • Moderately inclined to follow the consensus decision. • Remains reasonably optimistic when faced with change. 	1	2	3	4	5	Flexibility
	[Orange bar]					
<ul style="list-style-type: none"> • May experience a moderate degree of tension. * Can be sensitive to criticism or negative feedback. * Prefers to be open in expressing emotions. • Is likely to be moderately optimistic about most eventualities. 	1	2	3	4	5	Resilience
	[Red bar]					
<ul style="list-style-type: none"> • Has reasonable levels of energy and keeps fairly busy. ✓ Is fairly ambitious and likely to seek career progression. ✓ Quite likely to feel motivated in competitive environments. 	1	2	3	4	5	Personal Motivation
	[Green bar]					

Key to Competency Fit Indicators

**	Key Limitation	*	Likely Limitation	•	Moderate	✓	Likely Strength	✓✓	Key Strength
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[Red bar]	[Red bar]	[Orange bar]	[Green bar]	[Green bar]
1 - Poor Fit	2 - Weak Fit	3 - Average Fit	4 - Good Fit	5 - Excellent Fit

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 THE EXPERT 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.

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