



## Expert Report

Premium Report

Mr Robert Fraser

14 October, 2002



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Stens

RELATIONSHIPS WITH PEOPLE		1	2	3	4	5	6	7	8	9	10		
10	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	INFLUENCE
8	happy to let others take charge, dislikes telling people what to do, unlikely to take the lead	Controlling										likes to be in charge, takes the lead, tells others what to do, takes control	
8	holds back from criticising others, may not express own views, unprepared to put forward own opinions	Outspoken										freely expresses opinions, makes disagreement clear, prepared to criticise others	
8	accepts majority decisions, prepared to follow the consensus	Independent Minded										prefers to follow own approach, prepared to disregard majority decisions	
8	quiet and reserved in groups, dislikes being centre of attention	Outgoing										lively and animated in groups, talkative, enjoys attention	SOCIALITY
5	comfortable spending time away from people, values time spent alone, seldom misses the company of others	Affiliative										enjoys others' company, likes to be around people, can miss the company of others	
9	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	makes strengths and achievements known, talks about personal success	Modest										dislikes discussing achievements, keeps quiet about personal success	EMPATHY
2	prepared to make decisions without consultation, prefers to make decisions alone	Democratic										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	Caring										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		
3	prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics	Data Rational										likes working with numbers, enjoys analysing statistical information, bases decisions on facts and figures	ANALYSIS
6	does not focus on potential limitations, dislikes critically analysing information, rarely looks for errors or mistakes	Evaluative										critically evaluates information, looks for potential limitations, focuses upon errors	
8	does not question the reasons for people's behaviour, tends not to analyse people	Behavioural										tries to understand motives and behaviours, enjoys analysing people	CREATIVITY AND CHANGE
5	favours changes to work methods, prefers new approaches, less conventional	Conventional										prefers well established methods, favours a more conventional approach	
8	prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts	Conceptual										interested in theories, enjoys discussing abstract concepts	
7	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 routine, is prepared to do repetitive work, does not seek variety	Variety Seeking										prefers variety, tries out new things, likes changes to regular routine, can become bored by repetitive work	
4	behaves consistently across situations, unlikely to behave differently with different people	Adaptable										changes behaviour to suit the situation, adapts approach to different people	
3	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	STRUCTURE
2	unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail	Detail Conscious										focuses on detail, likes to be methodical, organised and systematic, may become preoccupied with detail	
3	sees deadlines as flexible, prepared to leave some tasks unfinished	Conscientious										focuses on getting things finished, persists until the job is done	
4	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	
FEELINGS AND EMOTIONS		1	2	3	4	5	6	7	8	9	10		
8	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	
2	feels calm before important occasions, less affected by key events, free from worry	Worrying										feels nervous before important occasions, worries about things going wrong	
8	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	
9	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	wary of others' intentions, finds it difficult to trust others, unlikely to be fooled by people	Trusting										trusts people, sees others as reliable and honest, believes what others say	
8	openly expresses feelings, finds it difficult to conceal feelings, displays emotion clearly	Emotionally Controlled										can conceal feelings from others, rarely displays emotion	
7	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	DYNAMISM
10	dislikes competing with others, feels that taking part is more important than winning	Competitive										has a need to win, enjoys competitive activities, dislikes losing	
10	sees career progression as less important, looks for achievable rather than highly ambitious targets	Achieving										ambitious and career-centred, likes to work to demanding goals and targets	
8	tends to be cautious when making decisions, likes to take time to reach conclusions	Decisive										makes fast decisions, reaches conclusions quickly, less cautious	
7	has responded less consistently across the questionnaire	Consistency										has responded more consistently across the questionnaire	

OPQ32i Standardisation 1999

**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.

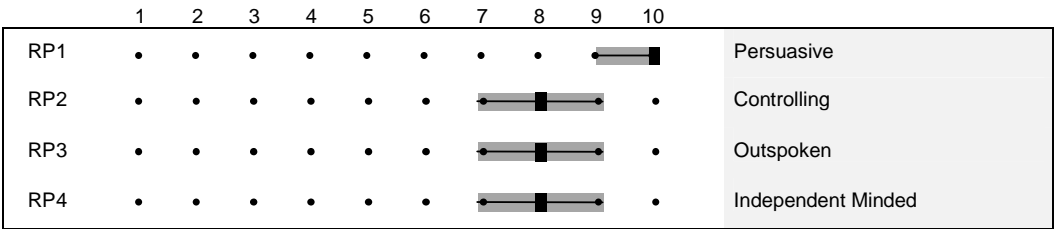
The report explores Mr Fraser's responses to the OPQ32i questionnaire. This therefore provides a profile of his relative preferences and behaviours when at work. Each section presents an area of the OPQ32 profile, together with a narrative interpretation of these scales and the links between them. Further 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 Fraser'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 should be noted that he has tended to respond as consistently 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 Fraser'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 Fraser is likely to have a keen interest in influencing other people for, as well as being extremely interested in selling things to others and entering into negotiation with them, he has a desire to lead people and to take charge of situations. It is likely that managing others, sales and even sales management will appeal to him. Others might find Mr Fraser a challenge to manage for, as well as tending to be prepared to debate and argue his point forcefully, he has a strong tendency to go his own way if others disagree with his point of view. This level of outspokenness and independence may be useful in challenging the prevailing views but could also act as a barrier to reaching consensus.

As well as being extremely keen on selling and negotiating, he has a very strong desire to win and to come out on top. A sense of competition is likely to make his desire to 'sell' or persuade even stronger. He is likely therefore to be comfortable within most sales environments where clear targets are set and rewarded. His attempts to persuade are all the more likely to be successful since he is not frightened to argue his case forcefully and in an outspoken fashion.

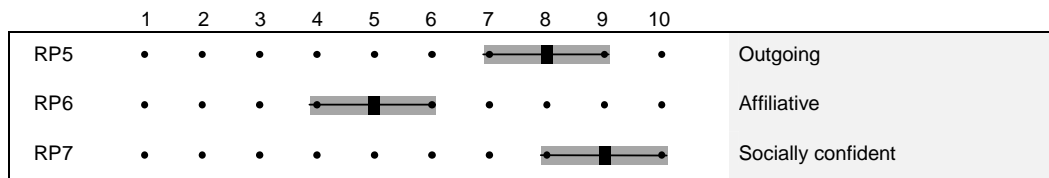
He may therefore be seen as especially assertive and single-minded when trying to influence others.

He is not afraid to talk about his own achievements and successes and this is likely to gain him credibility when he attempts to persuade or sell to other people. His strong feeling of confidence and ease with others is likely to strengthen the overall impact that he has when trying to influence.

His strong inclination to manage and control the work of others is likely to be driven to a considerable extent by his own agenda since he has clear views of his own about the ways that things should be done. This will be further increased by his reluctance to consult with others.

Mr Fraser's management style may be described as autocratic since he has a much stronger tendency to control and manage others than he does to consult and discuss issues with those that he manages. This is likely to result in his being seen as considerably more directive than consultative.

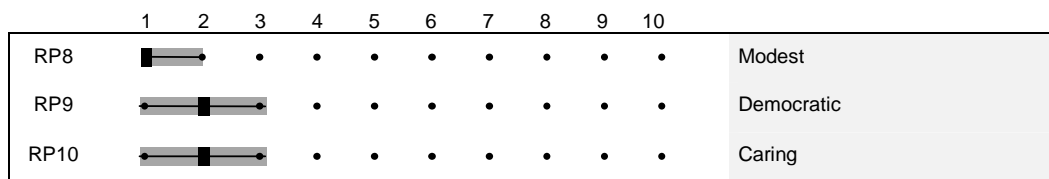
### Sociability



He is likely to be very sociable in a number of ways: he tends to be extremely confident when meeting strangers for the first time or addressing a group; and when part of a group he tends to be a lively talker. His preference for spending time in the company of people is very similar to that of most others. In practice, he is likely to feel at ease with people, but also enjoys periods of time alone and will probably seek out work which offers this balance.

In addition to his high profile within a group and very lively nature, he very much enjoys telling others about his successes. This could potentially result in his being seen as quite self-centred and boastful.

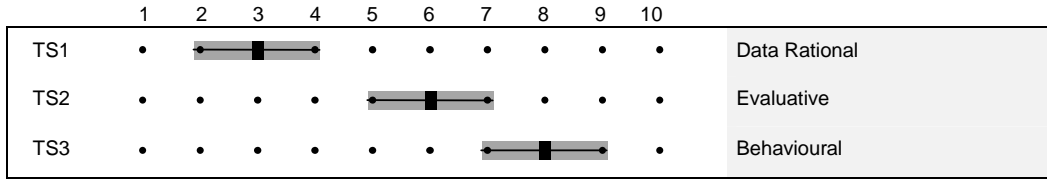
### Empathy



Mr Fraser describes himself as intolerant of other people's problems and is unlikely to lend much support to others unless he feels that they are in serious trouble. Further he tends almost always to make decisions alone without consulting other people. In addition to this, he is likely to be very vocal about his triumphs and achievements. He may often run the risk of being considered absorbed with himself rather than interested in other people's needs.

## Thinking Style

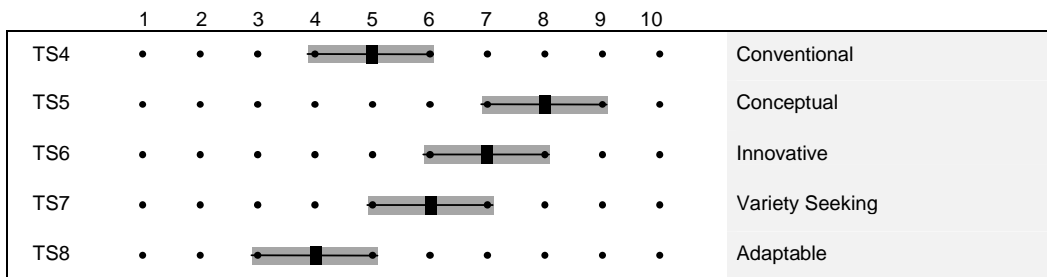
### Analysis



The main analytical theme for Mr Fraser appears to be people where he reports a strong preference for analysing others' motivations and behaviours. In contrast to this, he reports a disinclination towards working with numerical or statistical information and a similar level of interest to most others in critically analysing information or plans proposed to him. Mr Fraser is therefore most likely to enjoy roles involving understanding people where the quantification of information is kept to a minimum.

His reluctance to work with numerical data is accompanied by a rapid decision-making style, suggesting that his approach could be rather hasty and lacking in a thorough interpretation of statistical trends or data. This instinctive, 'gut feel' approach to making decisions may result in a tendency to take risks, but may also be more typical of highly entrepreneurial individuals.

### Creativity and Change



Mr Fraser sees himself as intellectually curious, enjoying discussing hypothetical or theoretical issues. When it comes to generating ideas and challenging existing work methods however, he is more moderate. He sees himself as only slightly more creative and inventive than his peers, and reports an equal appreciation of new over more established approaches. His reputation is likely to be predominantly one of a theorist who enjoys thinking around a problem without being especially radical or creative.

Mr Fraser reports a level of interest in variety and novelty in his work which is as marked as most of his peers. When he is faced with change or novelty he recognises to a certain extent 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 typical.

It would appear that, although not strongly averse to working with established methods and a reasonable tolerance of routine and repetitive work, he nonetheless does not see deadlines and the completion of ongoing work as a major priority.

Although Mr Fraser is intellectually curious and interested in thinking through more abstract concepts, this is not supported by an equal attraction towards analysing numerical or statistical information. This may mean that, whilst his thinking style is likely to be quite sophisticated, it may well be based on more subjective or intuitive analysis than on an in-depth analysis of all the facts and data. Although he reports himself as someone who generates a reasonable number of ideas, he is unlikely to subject these to a particularly detailed analysis in order to assess their feasibility. This may be further affected by his tendency to take an optimistic view of the likely success of his own ideas. He may well therefore need someone else to take on this more detailed review of his ideas.

## Structure

	1	2	3	4	5	6	7	8	9	10	
TS9	•	■			•	•	•	•	•	•	Forward Thinking
TS10	■			•	•	•	•	•	•	•	Detail Conscious
TS11	•	■			•	•	•	•	•	•	Conscientious
TS12	•	•	■			•	•	•	•	•	Rule Following

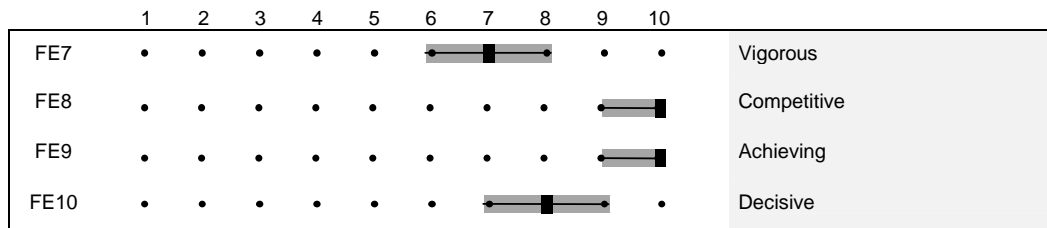
Mr Fraser reports a disinclination for thinking ahead and setting long-term goals as well as a very clear lack of interest in detail and order. Thus, he seems more concerned with the present than the future and may tend to pay little attention to the more detailed aspects of his work.

Mr Fraser reports only a little less inclination to stick closely to rules and regulations than his peers. On the other hand, he seems to place a lower emphasis upon the importance of meeting deadlines and seeing tasks through to their conclusion.

Mr Fraser's approach when managing others and taking control of situations is likely to be slightly more focused on the immediate than longer term. He may therefore be somewhat more suited to a role where his reports look for instructions on a short term basis, rather than one requiring a more strategic management style. The strong dislike of detail that he describes is matched by a rather low emphasis upon meeting deadlines or completing work on time. It is likely that both of these are at least in part influenced by his moderate need for variety and change in his working day. Mr Fraser's low focus upon meeting deadlines and seeing jobs through to the end is likely to be apparent when he is managing and controlling the work of others. He is unlikely to emphasise the importance of these to others when issuing work instructions or providing others with priorities, and this may reduce his effectiveness in some aspects of management control.



## Dynamism



A major source of drive for Mr Fraser comes from opportunities to compete or compare his performance against that of others, together with a very high level of career ambition. In combination these are likely to cause him to focus upon his career success and how this compares with his peer or other reference group. Further, he enjoys keeping fairly busy at work and this is likely to provide him with the energy to achieve a number of these ambitions. He reaches decisions quickly. This is likely to be received well in an environment where risk-taking is acceptable, but less desired in a situation where mistakes can lead to very serious consequences, perhaps financial or where people's safety is at risk.

As well as describing himself as a very competitive person, he also enjoys roles that offer him the opportunity to sell or to persuade others. Together these suggest someone who may well thrive within a traditional salesperson role, motivated by competitive targets and feedback regarding his own performance against that of his colleagues in a similar role. His highly competitive nature is perhaps consistent with his desire to remain very detached from others' personal problems. Together these suggest someone who is predominantly concerned with his own performance in comparison to that of others and he could come across as more focused on himself than others. Indeed, this is further supported by his ability to brush off any negative comments or feedback that he may receive as a result of this behaviour. His very strong need to win in competitive situations is unlikely to be very noticeable to those around him as he tends to keep his feelings hidden. Those with whom he is competing may therefore be rather surprised at how important winning actually is to him. His considerable level of career ambition appears to include an interest in managing and leading others. He may well therefore be motivated by opportunities to progress his career in this direction. In addition, he is likely to set others high goals and targets as part of his management role. When thinking about his career progression and the targets that he sets himself, he is unlikely to take a particularly forward thinking, or long-term perspective. This could mean a more reactive, or generalised sense of where he wishes to get to, or perhaps a greater focus on the short-term in relation to his career goals. As well as making fast decisions, his strong tendency to be optimistic and have a positive expectation of future events may mean that they are based upon his rather rosy view of the likely outcome of his decisions.



## Managers' Report

### Introduction

This report is based upon Mr Fraser's responses to a self-report personality questionnaire, the Occupational Personality Questionnaire (OPQ32i). This questionnaire invited him to describe his behaviour, preferences and attitudes, in relation to different aspects of his working life, by identifying from blocks of four statements, the one that was most, and the one that was least, like him. His responses have been compared against those of a large relevant comparison group to give a profile of Mr Fraser's perceived preferences for different ways of behaving at work. These are grouped into three main areas; Relationships with People, Thinking Style and Feelings and Emotions.

This report should be treated confidentially. It describes Mr Fraser's personality profile and makes links between the various aspects involved. When considering the results of the personality questionnaire, it is important to recognise the responses given were Mr Fraser'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, on his self-awareness. The comments made here should therefore be seen as tentative rather than infallible. Nevertheless, this self-report can provide important indicators of Mr Fraser's style at work, and it is likely to enable us to predict a good deal about his behaviour in different situations.

Note that the questionnaire describes Mr Fraser's preferred style of behaving rather than his competence or ability. The questionnaire gives a broad picture of his current style, and so the report is necessarily quite general. Greatest value can be gained by discussing the implications of this information against his current or future role. The shelf-life of the information contained in the report is considered to be 18-24 months, depending on Mr Fraser's work role and personal circumstances. If there have been major changes in his life or there is a significant change in role, he should complete the questionnaire again. If you have any concerns regarding the content of this report, please raise these with someone who has received full training in the use of OPQ questionnaires.

## Relationships with People

### Influence

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# **Thinking Style**

## **Analysis**

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## Feelings and Emotions

### Emotion

Mr Fraser describes himself as relatively free from anxiety or worry. He is likely to find it easy to relax and experiences little tension before important events. He may often be a welcome calming influence on others in tense situations. However, he may also be so relaxed, especially before important occasions, that it could impact upon his motivation or energy levels. Mr Fraser considers himself resilient in the face of criticism, describing himself as unlikely to take offence at insults. Although he has an extremely positive outlook and a resilient nature, he nevertheless tends to feel it is prudent to be suspicious of people. Thus, although his approach may tend to be positive and resilient, he is unlikely to be gullible or easily fooled by others. This combination of characteristics could be useful to someone involved in difficult or protracted negotiations.

He describes himself as someone who keeps his emotions and feelings to himself. He may rarely give an indication to others as to how he feels about things, and may appear uninvolved or unemotional. This may be of benefit when his emotions are particularly negative or unconstructive but not when they might otherwise have communicated enthusiasm. His capacity to brush off insults or criticism is likely to be especially powerful when attempting to sell to, or negotiate with others. This may give him the edge in terms of persisting with a sale, but could cause him to come across as thick-skinned and even insensitive to the feedback that others are trying to give him. His willingness to speak out and criticise others when they disagree with his own strong opinions, is consistent with his relative insensitivity to criticism or negative comments. He will feel able to shrug off most comments that are passed regarding his perceived stubbornness or inflexibility towards meeting the group consensus. His very positive view is consistent with his reported confidence before important events as well as his calm and relaxed approach more generally. Overall this shows him to be a very positive and relaxed individual, although there is the potential danger here that he will be seen as overly optimistic or unconcerned about important activities and events. There is an interesting link between his reported clear interest in managing the work of others, and in his perception however that they cannot always be trusted. This suggests that others may not find him very empowering, as he is unlikely to express a high degree of confidence in their capabilities and intentions. As well as feeling that others should be viewed with a considerable degree of suspicion, he is likely to make this fairly clear through his tendency to speak his mind openly.

### Dynamism

A major source of drive for Mr Fraser comes from opportunities to compete or compare his performance against that of others, together with a very high level of career ambition. In combination these are likely to cause him to focus upon his career success and how this compares with his peer or other reference group. Further, he enjoys keeping fairly busy at work and this is likely to provide him with the energy to achieve a number of these ambitions. He reaches decisions quickly. This is likely to be received well in an environment where risk-taking is acceptable, but less desired in a situation where mistakes can lead to very serious consequences, perhaps financial or where people's safety is at risk.

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**Management Competency Profile**

**Introduction**

This report summarises how Mr Fraser'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 (OPQ32i) required him 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 him to achieve a high potential rating for all competencies. The profile below is therefore best viewed as indicating his likely relative strengths and limitations across the competencies considered.

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 Fraser'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"> <li>✓✓ Highly likely to use persuasion when motivating others.</li> <li>✓ Is keen to take charge of a group.</li> <li>✗✗ Very rarely involves others in decision making.</li> <li>✓ Is outgoing and high profile when with others.</li> </ul>	<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="background-color: #00FF00; height: 15px;"></td> </tr> </table>	1	2	3	4	5						<b>Leadership</b>
1	2	3	4	5								
<ul style="list-style-type: none"> <li>✗ Takes only a short term perspective in planning.</li> <li>✗✗ Attention to detail is likely to be very low when developing plans.</li> <li>● Gives some thought to potential difficulties in a plan.</li> <li>✗ Places low priority on monitoring plans against deadlines.</li> </ul>	<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="2" style="background-color: #FF0000; height: 15px;"></td> <td colspan="3"></td> </tr> </table>	1	2	3	4	5						<b>Planning &amp; Organising</b>
1	2	3	4	5								
<ul style="list-style-type: none"> <li>✗ Occasional rule-breaking, may affect quality compliance.</li> <li>● Moderately concerned with evaluating against standards.</li> <li>✗✗ May lack attention to detail when reviewing work.</li> <li>✗ Low emphasis on task completion may compromise quality.</li> </ul>	<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="2" style="background-color: #FF0000; height: 15px;"></td> <td colspan="3"></td> </tr> </table>	1	2	3	4	5						<b>Quality Orientation</b>
1	2	3	4	5								
<ul style="list-style-type: none"> <li>✓✓ Is extremely interested in selling and negotiating.</li> <li>✓ Holds strong views and is reluctant to change these.</li> <li>✓✓ Feels extremely confident when formally presenting views.</li> <li>✓ Persuasion of others aided by his high profile approach.</li> </ul>	<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="background-color: #00FF00; height: 15px;"></td> </tr> </table>	1	2	3	4	5						<b>Persuasive</b>
1	2	3	4	5								

Professional Qualities							
✓	Is very interested in applying theory to professional practices.	1	2	3	4	5	<b>*Specialist Knowledge</b>
•	Likely to evaluate technical developments fairly critically.	██████████					
✗	Dislikes working with numerical data.						
✓	Will question the consensus view of developments in his area.						
•	May not always spot potential difficulties in solutions.	1	2	3	4	5	<b>Problem Solving &amp; Analysis</b>
✓	Likely to apply theories and concepts to problem solving.	██████████					
✗	May avoid problem solving with numerical data.						
✗	May not always show flexibility when implementing solutions.						
✓✓	Feels highly confident and at ease when speaking formally.	1	2	3	4	5	<b>Oral Communication</b>
✓✓	Nearly always uses a persuasive and convincing style.	██████████					
✓	Is very outgoing and sociable in manner.						
✗	Tends to adopt a similar style with different audiences.						
•	Will spend some time evaluating written work for errors.	1	2	3	4	5	<b>**Written Communication</b>
✓	Likes working with theoretical or conceptual documents.	██████████					

Entrepreneurial Qualities							
✓✓	Likely to be highly competitive in commercial situations.	1	2	3	4	5	<b>Commercial Awareness</b>
✓✓	Is very likely to be motivated by stretching business targets.	██████████					
✓✓	Brings a strong sales focus to a commercial environment.						
✓✓	Highly likely to separate commercial from personnel issues.						
✓	Describes himself as a fairly creative individual.	1	2	3	4	5	<b>Creativity &amp; Innovation</b>
•	Considers new and established methods when generating ideas.	██████████					
✓	May be willing to challenge the rules when implementing an idea.						
✓	Usually applies intellectual analysis to the creative process.						
✓	Decides upon a course of action quickly.	1	2	3	4	5	<b>Action Orientation</b>
✓	Initiation of action likely to be aided by quite high energy levels.	██████████					
✓✓	Very high emphasis on targets likely to intensify need for action.						
✓✓	Very low attention to detail unlikely to delay intention to act.						
✗	Has a tendency to think in the shorter term.	1	2	3	4	5	<b>Strategic</b>
✓✓	Strongly prefers to take a broad rather than a detailed view.	██████████					
✓	Enjoys working with theoretical strategic models.						
✓✓	Sets very demanding long-term goals.						

\* 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"> <li>xx Less inclined to offer support to colleagues in need.</li> <li>xx Hardly ever invites others to contribute.</li> <li>x Finds difficulty in holding back criticism of others' views.</li> <li>xx Competitive drive likely to prevent co-operation with colleagues.</li> </ul>	1	2	3	4	5	<b>Interpersonal Sensitivity</b>
<ul style="list-style-type: none"> <li>• Likes some change against a backdrop of stability.</li> <li>x Unlikely to greatly adjust behaviour to different circumstances.</li> <li>x Tends to reject group consensus and goes own way.</li> <li>✓✓ Is very optimistic when faced with change.</li> </ul>	1	2	3	4	5	<b>Flexibility</b>
<ul style="list-style-type: none"> <li>✓ Finds it easy to remain relaxed.</li> <li>✓ Deals with criticism easily and is very unlikely to dwell on it.</li> <li>✓ Prefers to keep a firm hold over the expression of emotions.</li> <li>✓✓ Is extremely likely to take an optimistic and positive view.</li> </ul>	1	2	3	4	5	<b>Resilience</b>
<ul style="list-style-type: none"> <li>✓ Shows energy and prefers to keep busy.</li> <li>✓✓ Is extremely ambitious and seeks career progression.</li> <li>✓✓ Very likely to feel motivated in competitive environments.</li> </ul>	1	2	3	4	5	<b>Personal Motivation</b>

**Key to Competency Fit Indicators**

xx	Key Limitation	x	Likely Limitation	•	Moderate	✓	Likely Strength	✓✓	Key Strength
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1 - Poor Fit	2 - Weak Fit	3 - Average Fit	4 - Good Fit	5 - Excellent Fit



## Competency Definitions

Area	Competency	Definition
<b>Managerial Qualities</b>	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.
<b>Professional Qualities</b>	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.
<b>Entrepreneurial Qualities</b>	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.
<b>Personal Qualities</b>	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.

## Team Types

### Introduction

This report summarises Mr Fraser's preferred team types based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when working in a team or group situation. It then describes likely behaviours of people with a similar level of preference for that team type.

Unlikely to adopt	May adopt	Likely to adopt	Team Type
• • •	• • •	• •	<b>Resource Investigator</b>
• • •	• • •	•	<b>Co-ordinator</b>
• • •	• • •	•	<b>Shaper</b>
• • •	• • •	•	<b>Plant</b>
• •	• • •	• • • •	<b>Monitor Evaluator</b>
	• • •	• • • •	<b>Completer</b>
	• • •	• • • •	<b>Implementer</b>
	• • •	• • • •	<b>Team Worker</b>

*OPQ32i Standardisation 1999*

### Likely to Adopt

**Resource Investigator**

He is very likely to have many contacts and networks outside of the team and knows how to obtain relevant information or support. It is possible though that he may neglect the task at hand in favour of developing new relationships.

**Co-ordinator**

He is keen to manage or chair the team in a consultative, empowering way. He is very likely to provide direction to discussions and actively invite contributions from other team members. However, his emphasis on the involvement of others may sometimes reduce the speed of progress towards objectives.

**Shaper**

He brings a great deal of competitive drive to the team and pushes extremely hard to reach targets and achieve set goals within the available time frames. However, he may be willing to compromise the harmony of the team in order to reach objectives and could at times be seen as rather abrasive.

**Plant**

He is likely to be seen as the generator of original and creative ideas which the team can use or build upon. As such he may often produce inspired solutions to problems not generated by other team members.

**May Adopt****Monitor Evaluator**

He is prepared to spend some time analysing problems and evaluating ideas and suggestions. In this way he may help to prevent the team from pursuing misguided objectives.

**Unlikely to Adopt****Completer**

He is very unlikely to focus on detail or to be the member of the team who ensures that a task is completed to perfection. He probably leaves tying up any loose ends and paying attention to the finer points to others.

**Implementer**

He is very unlikely to see his role as turning decisions and strategies into manageable practical tasks. As a consequence he probably very rarely breaks down activities into clear logical steps to achieve objectives set by the team.

**Team Worker**

He is very unlikely to place emphasis upon taking a supportive role in the team. He is uninterested in spending time encouraging others and maintaining harmony in the team, perhaps focusing more on the achievement of the objectives than the processes used to achieve them.

## Team Type Descriptions

Extensive research by Meredith Belbin (1981)\* has highlighted eight particular roles, or team 'types' which appear to have special relevance in most organisational structures. Each type contributes an important element towards good group performance, and teams incorporating each of these types, as opposed to a predominance of any one, tend to be more successful.

The attributes associated with each of the eight team types are summarised below:

<p><b>Co-ordinator</b></p> <ul style="list-style-type: none"> <li>• Sets the team goals and defines roles.</li> <li>• Co-ordinates team efforts and leads by eliciting respect.</li> </ul>
<p><b>Shaper</b></p> <ul style="list-style-type: none"> <li>• The task leader who brings competitive drive to the team.</li> <li>• Makes things happen but may be thought abrasive.</li> </ul>
<p><b>Plant</b></p> <ul style="list-style-type: none"> <li>• Imaginative, intelligent and the team's source of original ideas.</li> <li>• Concerned with fundamentals.</li> </ul>
<p><b>Monitor Evaluator</b></p> <ul style="list-style-type: none"> <li>• Offers measured, dispassionate critical analysis.</li> <li>• Keeps team from pursuing misguided objectives.</li> </ul>
<p><b>Resource Investigator</b></p> <ul style="list-style-type: none"> <li>• Sales person, diplomat, resource seeker.</li> <li>• Good improviser with many external contacts.</li> <li>• May be easily diverted from task at hand.</li> </ul>
<p><b>Completer</b></p> <ul style="list-style-type: none"> <li>• Worries about problems. Personally checks details.</li> <li>• Intolerant of the casual and slapdash. Sees project through.</li> </ul>
<p><b>Team Worker</b></p> <ul style="list-style-type: none"> <li>• Promotes team harmony. Good listener who builds on the ideas of others.</li> <li>• Likeable and unassertive.</li> </ul>
<p><b>Implementer</b></p> <ul style="list-style-type: none"> <li>• Turns decisions and strategies into manageable tasks.</li> <li>• Brings logical, methodical pursuit of objectives to the team.</li> </ul>

\*Belbin, RM (1981); Management Teams, Heinemann

**Leadership Styles**

**Introduction**

This report summarises Mr Fraser's preferred styles of leadership based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when managing people. This report then describes likely behaviours of people with a similar level of preference for that leadership style. Finally, it identifies the type of reports he is likely to manage well.

Unlikely to adopt	May adopt	Likely to adopt	Leadership Style
• • • • • •		• •	<b>Delegative Leader</b>
• • • • • •		• •	<b>Negotiative Leader</b>
• • • • • •		•	<b>Directive Leader</b>
• • •		• • •	<b>Consultative Leader</b>
• •		• • • •	<b>Participative Leader</b>

*OPQ32i Standardisation 1999*

**Likely to Adopt**

**Delegative Leader**  
 He is extremely inclined to leave staff to manage themselves. He generally delegates work to others and allows them to use their own initiative. There is a danger that he may delegate so much that staff are unclear about what action to take.

**Manages Well**  
 Self-Reliant Reports who work well on their own and do not need constant direction.

**Negotiative Leader**  
 He generally negotiates with staff to ensure that their motivation is maintained. He is very insightful as to how to reward staff to ensure that they perform to their full potential. He could be perceived as shrewd or even manipulative by some people.

**Manages Well**  
 Reciprocating Reports who like to negotiate to reach agreement about their personal and work objectives.

**Directive Leader**  
 He is extremely prepared to provide others with very clear direction. He invariably expects staff to do as they are told in an unquestioning way and will manage others in line with his own sense of priorities. He is very unlikely to actively involve staff in decision-making, even when the issues impact upon them directly.

**Manages Well**  
 Receptive Reports who look for explicit and frequent direction.

<b>May Adopt</b>
<p><b>Consultative Leader</b></p> <p>He makes some effort to consult others before making a decision and will probably take some account of these views in decision-making. He also then accepts a certain amount of responsibility for the final decision himself.</p>
<p><b>Participative Leader</b></p> <p>He likes to spend some time working as part of the team that he manages and is comfortable involving them in the decision-making process when this is possible.</p>

<b>Unlikely to Adopt</b>
<p>There are no styles which Mr Fraser is unlikely to adopt. As such he is likely to be quite flexible in his manner of leadership.</p>

## Leadership Styles Descriptions

An analysis of leadership by Bass(1981)\* has suggested five broad leadership styles. Four of these are based on the fundamental 'task v people' interaction. For instance someone who is more focused on the task in hand than the people in the team will tend to be a Directive Leader. A fifth reflects leadership 'negotiated' on a 'tit-for-tat – you do this for me/I do that for you' basis.

<p><b>Directive Leader</b></p> <ul style="list-style-type: none"><li>• Maintains responsibility for planning and control.</li><li>• Issues instructions in line with own perception of priorities.</li></ul>
<p><b>Delegative Leader</b></p> <ul style="list-style-type: none"><li>• Minimal personal involvement.</li><li>• Believes in delegation of task and responsibility.</li></ul>
<p><b>Participative Leader</b></p> <ul style="list-style-type: none"><li>• Favours consensus decision making.</li><li>• Prepared to take time over decisions.</li><li>• Ensures involvement of all relevant individuals.</li></ul>
<p><b>Consultative Leader</b></p> <ul style="list-style-type: none"><li>• Pays genuine attention to opinions and feelings of subordinates, but maintains a clear sense of task objectives and makes the final decisions.</li></ul>
<p><b>Negotiative Leader</b></p> <ul style="list-style-type: none"><li>• Makes deals with subordinates.</li><li>• Influences others by identifying their needs and using these as a basis for negotiation.</li></ul>

\*Bass, B M (1981) Stodgill's Handbook of Leadership: A survey of theory and research. Free Press.

**Reporting Styles**

**Introduction**

This report summarises Mr Fraser's preferred reporting styles based upon his personality profile. It identifies the styles he is likely to adopt, those he may adopt under some circumstances, and those he is unlikely to adopt when being managed. This report then describes likely behaviours of people with a similar level of preference for that reporting style. Finally, it identifies the type of leader he is likely to work well for.

Unlikely to adopt	May adopt	Likely to adopt	Reporting Style
• • •	• • •	• • •	<b>Reciprocating Report</b>
• • •	• • •	•	<b>Self-Reliant Report</b>
• • •	•	• • •	<b>Collaborating Report</b>
• • •	•	• • •	<b>Informative Report</b>
•	• • •	• • •	<b>Receptive Report</b>

*OPQ32i Standardisation 1999*

**Likely to Adopt**

**Reciprocating Report**  
 He expects to negotiate with his manager to achieve mutually beneficial outcomes. He may be perceived by his manager as quite assertive and strong-willed during these negotiations.

**Works well for**  
 Negotiative Leaders who adopt a process of negotiating rewards for staff in return for hard work.

**Self-Reliant Report**  
 He prefers to work autonomously without direct supervision. He expects to be allowed to use his initiative and make decisions rather than seek direction from others.

**Works well for**  
 Delegative Leaders who give responsibility to their staff and encourage them to be autonomous.

**May Adopt**

**Collaborating Report**  
 He likes to have some opportunities to collaborate with his manager and to input his ideas and views within the decision-making process.



**May Adopt**

**Informative Report**

He is likely to wish to pass on information to his manager as part of the decision-making process. He appreciates being consulted, especially when the issues involved impact directly upon him.

**Unlikely to Adopt**

**Receptive Report**

He strongly dislikes working for a manager who gives him lots of instructions and is unlikely to simply implement these without question. He is likely to prefer being more involved in any decision-making process.

## Reporting Styles Descriptions

For each of the five leadership styles it is possible to define a complementary reporting role. For example, a receptive report is likely to suit a directive leader far more than one who is more self-reliant.

<p><b>Receptive Report</b></p> <ul style="list-style-type: none"><li>• Adheres to instructions and deadlines.</li><li>• Prefers to work with clear direction from above.</li></ul>
<p><b>Self-Reliant Report</b></p> <ul style="list-style-type: none"><li>• Prefers to work without restraints.</li><li>• Has own ideas and enjoys the opportunity to develop them with minimal intervention.</li></ul>
<p><b>Collaborating Report</b></p> <ul style="list-style-type: none"><li>• Many ideas to contribute.</li><li>• Enjoys the collaborative decision making process and prefers radical methods too conventional.</li></ul>
<p><b>Informative Report</b></p> <ul style="list-style-type: none"><li>• Likes to be involved in decision making, but accepts final decision even if contrary to personally held views.</li></ul>
<p><b>Reciprocating Report</b></p> <ul style="list-style-type: none"><li>• Not afraid to speak up and undeterred by status.</li><li>• Responds less well to direction than persuasion.</li><li>• May be stubborn, but task orientated.</li></ul>

## Candidate Report

### Introduction

This report is confidential and is intended for the sole use of the person who completed the questionnaire.

It has been given to you to provide some feedback about the analysis of your responses to the questionnaire which you recently completed.

The self-report personality questionnaire invited you to describe your behaviour, preferences and attitudes in relation to different aspects of your working life. It was chosen to give a broad picture of your current style. Your responses have been compared with a large group of people who have filled in the same questionnaire.

When considering this report's description of your personality, it is important to recognise that it is based on the answers you gave and is your own view, representing the way you see your behaviour, rather than how your personality might be described by another person. This self-report can nevertheless give important clues to understanding the way you see your style at work and it is likely to enable us to predict a good deal about your behaviour in different situations. This report links the information under three broad headings and summarises all of your responses to the questionnaire.

The specific application of the information will influence which sections of the report are most relevant. You may have already received personal feedback of these results, or had this offered to you. Whoever gave you feedback and/or this report should be qualified to answer your queries about any aspect of the report and provide a more detailed analysis of what the results mean for you.

The contents of this report are likely to be a good description of your behaviour at work for about 18 to 24 months, depending upon your work role and personal circumstances. If it is to be used in the future, consideration should be given to its continued relevance.

## Relationships with People

### Influence

You see yourself as someone who enjoys taking charge or leading other people in a team. You especially like to sell ideas to others by persuasion and negotiation. This implies that you are likely to use your influence to sell the benefits of your approach to others rather than simply telling people what to do. When it comes to expressing your views, you are likely to say what you think and are prepared to criticise people when you feel it is appropriate. You are also likely to stand by your own view, even if it differs from the majority opinion.

### Sociability

You are generally someone who feels extremely confident in social situations and meeting people for the first time and you are likely to be sociable and talkative, suggesting you enjoy being the centre of attention. You are also someone who would describe themselves as both enjoying time with people and time spent away from others.

## Empathy

You are likely to be extremely willing to discuss your successes and openly proud of your achievements. You express an extreme preference for taking individual responsibility for decision making without consulting others and see yourself as someone who is not at all prone to be overly sympathetic or concerned about others' feelings, perhaps being much more selective with your sympathy than others.

## Thinking Style

### Analysis

You take an interest in people's behaviour and like to understand what drives them. You are moderately interested in critically evaluating information and arguments. You prefer to avoid work involving the analysis of numerical information, relying more on opinions and feelings. This suggests that your analytical style centres upon understanding others, rather than an analysis of numbers or arguments.

### Creativity and Change

You describe yourself as maintaining a balance between traditional and radical approaches to tasks and as someone who prefers intellectual challenge and discussing abstract concepts. You also appear to be fairly creative and generate some ideas at work. You appear to neither crave novelty and variety nor actively seek to maintain a consistent routine. In terms of flexibility of approach, you tend to be slightly more consistent in your style than others are in dealing with different situations and people.

### Structure

You have a preference for dealing with situations spontaneously as they arise rather than considering in advance how you might deal with them. You are much more comfortable if other people have to pay more attention to the detailed aspects of a job. Generally you prefer to leave the planning and checking of work to others. You prefer to remain flexible about deadlines and believe that time scales will sometimes slip unavoidably. You are also slightly more willing than other people to ignore rules and regulations at work, particularly when you feel this will get things done more effectively.

## Feelings and Emotions

### Emotion

You may find you are generally relaxed on a day-to-day basis and find it easy to recover from the pressures of the working day. Similarly, you come across as someone who remains very confident and anxiety-free before important occasions and you have very little worry associated with things going wrong. You are someone who is usually left unaffected by insults and personal criticism, and as someone who nearly always looks on the bright side and keeps their spirits up despite setbacks. When it comes to people you do, however, display an eagerness to question the intentions of others and view their motives with suspicion. You are likely to keep your feelings and emotions hidden from other people. Other people may often not know precisely how you are feeling or reacting.

**Energy  
and Drive**

While others may enjoy activities for their own sake, it appears that winning is very important to you. Therefore, you are only likely to feel you have done well when you do better than others. You have a slightly higher tendency than others to enjoy being active, and often thrive when you are at your busiest. You are likely to be very ambitious in your career and aim to achieve high goals. You also have a tendency to make decisions quickly rather than considering issues at length.

## 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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