



**OPQ32**  
> Universal Competency Report

Name : **Mr Sample Report**

**Comparison Group:** OPQ32i Managerial & Professional 1999

**Date:** 15/06/05

## INTRODUCTION

This report is intended for use by line managers and HR professionals. It summarises how Mr Report's preferred style or typical way of behaving is likely to influence his potential performance on twenty universal management competencies.

The format of the personality questionnaire that he completed (OPQ32i) required him to make forced choices between a range of different statements and his responses were then compared against the responses given by a broad range of other people. 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 overleaf is therefore best viewed as indicating his likely relative strengths and limitations across the twenty competencies.

When considering the description of Mr Report's personality, it is important to recognise that it is based on the answers he gave and represents the way he sees his own behaviour, rather than how his personality might be described by another person. This self-report can nevertheless give important clues to understanding the way Mr Report sees his style at work and it is likely to enable us to predict a good deal about his behaviour in different situations. This report links the information from the personality questionnaire to the twenty universal competencies.

When using this report it is important to consider which of the twenty universal competencies measured are most relevant to successful performance in the job that is being considered.






For a range of interview questions associated with each of the twenty competencies in this report and definitions of these competencies, please refer to the SHL Universal Competency Framework(TM) Interview Guide.

## REPORT KEY

The ticks, crosses and discs indicate which aspects of Mr Report's style are likely to contribute positively or more negatively to each competency.

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

The overall likelihood of Mr Report displaying strength in each competency is shown in the bar graphs on the right hand side of the report.

1	2	3	4	5
				
<b>Unlikely</b> to be a strength	<b>Less likely</b> to be a strength	<b>Moderately likely</b> to be a strength	<b>Quite likely</b> to be a strength	<b>Very likely</b> to be a strength

## SUMMARY OF COMPETENCY POTENTIAL

The table below provides a summary of Mr Report's potential performance on the twenty competencies. By selecting those competencies that are most important for the role, and probing those areas for evidence of how Mr Report has demonstrated effectiveness, you are more likely to recruit the best person for the job.

Recommended interview questions and definitions of each of the competencies are provided in the Universal Competency Framework (TM) Interview Guide. Competency profiling cards are also available to help in identifying essential or desirable competencies.

Competency	1	2	3	4	5	Important for Success? (tick)
<b>Leading and Deciding</b>						
1.1 Deciding & Initiating Action						
1.2 Leading & Supervising						
<b>Supporting and Co-operating</b>						
2.1 Working with People						
2.2 Adhering to Principles & Values*						
<b>Interacting and Presenting</b>						
3.1 Relating & Networking*						
3.2 Persuading & Influencing						
3.3 Presenting & Communicating Information						
<b>Analysing and Interpreting</b>						
4.1 Writing & Reporting*						
4.2 Applying Expertise & Technology*						
4.3 Analysing						
<b>Creating and Conceptualising</b>						
5.1 Learning & Researching*						
5.2 Creating & Innovating						
5.3 Formulating Strategies & Concepts						
<b>Organising and Executing</b>						
6.1 Planning & Organising						
6.2 Delivering Results & Meeting Customer Expectations						
6.3 Following Instructions & Procedures						
<b>Adapting and Coping</b>						
7.1 Adapting & Responding to change*						
7.2 Coping with Pressures & Setbacks						
<b>Enterprising and Performing</b>						
8.1 Achieving Personal Work Goals & Objectives						
8.2 Entrepreneurial & Commercial Thinking						

The index numbers refer to the 20 competency dimensions from the SHL Universal Competency Framework™.

\* This competency is more directly assessed using an appropriate simulation exercise or a competency-based interview. This information should be used only as a guide.

# COMPETENCY POTENTIAL PROFILE

1. Leading and Deciding							
✓	Decides upon a course of action quickly.	1	2	3	4	5	<b>1.1 Deciding &amp; Initiating Action</b>
✗	Dislikes taking charge of situations.	■					
●	May sometimes follow his own approach rather than the group's.						
✓	Places quite a high emphasis on achieving difficult targets.						
1.2 Leading & Supervising							
✗	Is unlikely to feel comfortable leading a group.	1	2	3	4	5	<b>1.2 Leading &amp; Supervising</b>
✓	Is likely to use persuasion when motivating others.	■					
●	Occasionally seeks to understand what drives others.						
✓	Is strongly inclined to trust, and thus empower, others.						
2. Supporting and Co-operating							
✓	Makes some effort to seek contributions from others.	1	2	3	4	5	<b>2.1 Working with People</b>
✗	Is likely to be a little selective with support and sympathy.	■					
●	Occasionally seeks to understand the reasons for others' behaviour.						
✗✗	Competitive drive is highly likely to prevent co-operation with colleagues						
✗	Occasional desire to spend time alone may affect team working.						
2.2 Adhering to Principles & Values*							
✓	Makes some effort to seek a diverse range of views.	1	2	3	4	5	<b>2.2 Adhering to Principles &amp; Values*</b>
✗	Is fairly likely to be prepared to break rules and regulations.	■					
3. Interacting and Presenting							
✗	Is unlikely to feel confident in formal business situations.	1	2	3	4	5	<b>3.1 Relating &amp; Networking*</b>
✗	Is unlikely to show flexibility when relating to others.	■					
●	Is as likely as most to be lively and open in groups.						
●	May occasionally seek to understand what motivates others.						
3.2 Persuading & Influencing							
✓	Is interested in selling and negotiating.	1	2	3	4	5	<b>3.2 Persuading &amp; Influencing</b>
✗	Is unlikely to feel confident when influencing others.	■					
●	May occasionally seek to understand other peoples' motives.						
●	May be outgoing in group situations when required.						
●	Is likely to maintain a moderately high profile at work.						
3.3 Presenting & Communicating Information							
✗	Is unlikely to feel confident when formally presenting.	1	2	3	4	5	<b>3.3 Presenting &amp; Communicating Information</b>
✓	Likely to enjoy using persuasion when putting across an argument.	■					
✗	Is unlikely to adapt his own presenting style to the audience.						
●	Is as likely as most to feel calm before important occasions.						

\* This competency is more directly assessed using an appropriate simulation exercise or a competency-based interview. This information should be used only as a guide.

#### 4. Analysing and Interpreting

✓✓	May look very critically at written information to detect errors.	1	2	3	4	5	<b>4.1 Writing &amp; Reporting*</b>
✓	Is very interested in dealing with abstract concepts in written work.						
✗	Is likely to be somewhat unstructured in producing written documents						
●	May occasionally seek to understand the needs of the audience.						

✓	Is very interested in applying theory to professional practices.	1	2	3	4	5	<b>4.2 Applying Expertise &amp; Technology*</b>
✓✓	May look very critically at technical information.						
✓✓	Is likely to very much enjoy working with numerical data.						

✓✓	May look very critically at information for potential errors.	1	2	3	4	5	<b>4.3 Analysing</b>
✓	Is very interested in dealing with abstract concepts.						
✓✓	Is likely to very much enjoy analysing statistical information.						

#### 5. Creating and Conceptualising

✓✓	May look very critically for potential limitations in new information.	1	2	3	4	5	<b>5.1 Learning &amp; Researching*</b>
✓	Is very interested in learning about abstract concepts.						
✓✓	May very much enjoy gathering numerical data.						
✓✓	Is very likely to question conventional methods when learning new tasks						

●	Sees himself as a moderately creative individual.	1	2	3	4	5	<b>5.2 Creating &amp; Innovating</b>
✓✓	Very likely to question traditional methods when generating ideas.						
✓	Enjoys variety and change.						
✓	Is very interested in applying theories to problem solving.						

✗	May take a shorter rather than long term view when setting strategy.	1	2	3	4	5	<b>5.3 Formulating Strategies &amp; Concepts</b>
✓	Is interested in thinking conceptually when developing strategy.						
✓	Is likely to focus on the broader picture rather than the detail.						
✓✓	Is very likely to question traditional approaches when setting vision.						

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6. Organising and Executing						
<ul style="list-style-type: none"> <li>✗ May take a shorter rather than long term perspective in planning.</li> <li>✗ Dislikes taking the lead on projects.</li> <li>✗ May be a little less focused on details when planning than his peers.</li> <li>● Recognises to a moderate extent the need to complete plans to deadline</li> </ul>	1	2	3	4	5	<b>6.1 Planning &amp; Organising</b>

<ul style="list-style-type: none"> <li>● Recognises the need to complete tasks as much as most.</li> <li>✗ May not always focus on details when monitoring standards.</li> <li>✗ Is not likely to follow established procedures to deliver results.</li> <li>✓ Is quite likely to set stretching goals for himself or others.</li> </ul>	1	2	3	4	5	<b>6.2 Delivering Results &amp; Meeting Customer Expectations</b>

<ul style="list-style-type: none"> <li>✗ Is likely not to be restricted by rules and procedures.</li> <li>● Tends to recognise the need to keep to agreed schedules to some extent</li> <li>● Is as likely as most to follow instructions from others.</li> </ul>	1	2	3	4	5	<b>6.3 Following Instructions &amp; Procedures</b>

7. Adapting and Coping						
<ul style="list-style-type: none"> <li>✗ Is less likely to adapt interpersonal style across situations.</li> <li>✓ Tends to enjoy seeking out new experiences a little more than most.</li> <li>✓✓ Is likely to be very comfortable with new approaches and work methods</li> <li>● Is as likely as most to seek to understand differences in behaviour.</li> </ul>	1	2	3	4	5	<b>7.1 Adapting &amp; Responding to Change*</b>

<ul style="list-style-type: none"> <li>✗ May be a little sensitive to criticism or negative feedback.</li> <li>✓ May find it fairly easy to remain generally relaxed.</li> <li>✗ May find it difficult to maintain a positive outlook.</li> <li>✗ Tends to be open in expressing emotions.</li> </ul>	1	2	3	4	5	<b>7.2 Coping with Pressure &amp; Setbacks</b>

8. Enterprising and Performing						
<ul style="list-style-type: none"> <li>✓ Is quite likely to be driven to progress his career.</li> <li>✗ May have fairly low energy levels.</li> <li>✓✓ Is likely to be extremely comfortable in competitive situations.</li> <li>✗ May take a shorter rather than long term approach to his own development</li> </ul>	1	2	3	4	5	<b>8.1 Achieving Personal Work Goals &amp; Objectives</b>

<ul style="list-style-type: none"> <li>✓✓ Is likely to be highly competitive in commercial situations.</li> <li>✓ Is quite likely to be motivated by stretching financial targets.</li> <li>✓✓ Tends to very much enjoy working with financial information.</li> </ul>	1	2	3	4	5	<b>8.2 Entrepreneurial &amp; Commercial Thinking</b>

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## **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.

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Comparison Group Used: OPQ32i Managerial & Professional 1999

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