

Selection Process

Psychometric Report

Position – Asset Manager

Name: **Joe Bloggs**

Date: 10th January 07

Psychometric Assessment Services

OPQ PERSONALITY PROFILE

Occupational Personality Questionnaire (OPQ)

This is a self-report questionnaire used to gauge personality. The OPQ was specifically designed to measure aspects of personality relevant to work and managerial performance. The results of the personality questionnaire are compared against a large group of professional and managerial people.

The OPQ information represents the self-perceptions of the candidates, and as such, should be used only in a supportive manner with evidence elsewhere in the assessment.

Social Desirability Scale:

The OPQ contains a measure of the extent to which Joe is presenting himself in a socially desirable, or unrealistically positive light. On the basis of this measure, he appears to have responded in a typically objective and self-critical manner.

CORE CAPABILITIES

Judgement

Joe presents himself as a very methodical and organised individual with a keen eye for detail. He will be concerned to get things just right, although at times he may need to be careful not to become too fixed on the detail at the expense of appreciating the wider issues. He will also be much more meticulous also when meeting deadlines, taking a highly closure-focused approach to managing work and showing a strong persistence to keeping to firm timescales. Such is the extent of his preference for finishing tasks however, that he may struggle to respond flexibly to any emerging demands. Despite being highly meticulous he may not always pick up inherent errors or potential pitfalls as he tends to be less evaluative in his focus. When making decisions he will rely on using hard evidence and reach conclusions quickly without the need for too much deliberation.

Joe's response to the conceptual and creative scales of the questionnaire suggest that he is probably typical in his focus in this area. He reports a moderate degree of interest towards dealing with hypothetical, abstract or innovative ideas. He is however more conservative in actually implementing methods, wanting to reduce risk by using more established means rather than experimenting with less proven methods that might upset the smooth running of work. His independence of thought will tend to be less marked than others, as he will focus more on gaining a consensus within the team. This suggests that he will be more inclined to conform by subordinating his own view to fit with the majority rather than standing out alone. He will view rules and regulations in a similar light, reporting to value protocol more highly than most, and wanting to adhere to guidelines and organisational norms.

Drive

In terms of dynamism, he is likely to demonstrate a lower competitiveness in approach, preferring to work co-operatively and celebrate in team success. As determined as the next person he should strike a balance between setting challenging goals with more realistically achievable ones and be moderately career-minded. Assuming a moderately optimistic outlook Joe is likely to be typically positive and optimistic about the future, taking a relatively constructive and approving view on the business's activities. The stress indicators of the profile suggest that Joe will find it easy as most to switch off and relax from work pressure and he will spend less time worrying about things going wrong.

Routine is probably preferable to him, rather than a great deal of change or variety in his own work area. In terms of his own role in this sense, he may be less comfortable operating outside of his more familiar activities.

Influence

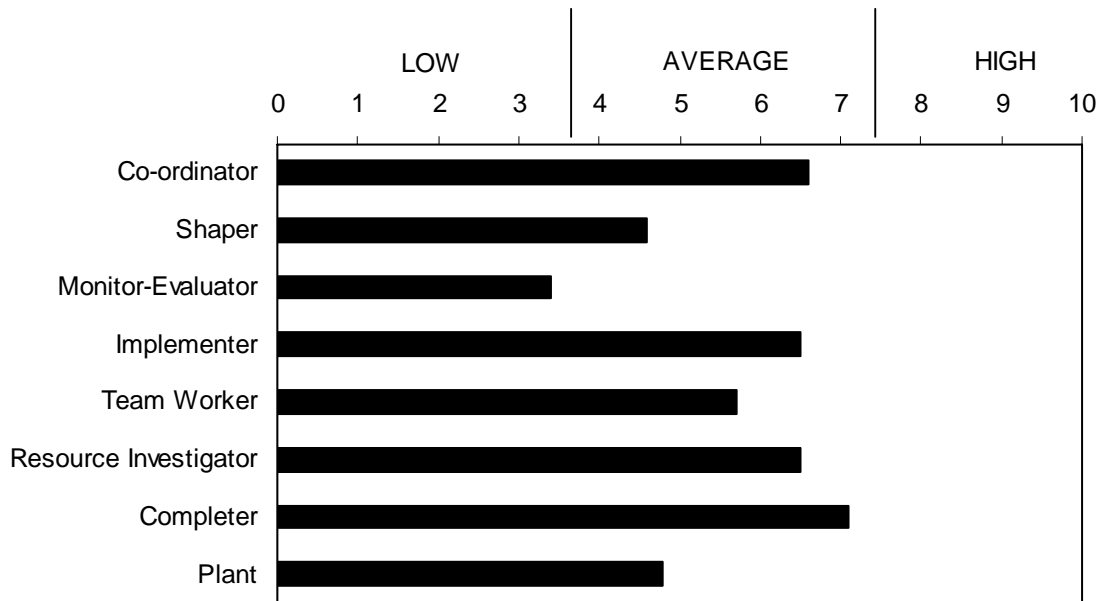
Drawing a high amount of energy from interacting with others, Joe will be seen as a bold and extravert individual socially. Generally having more to say than most people, he will be clearly orientated towards interacting with others and should spend time building and maintaining a network of contacts. As someone who is more averse to causing resentment in others, Joe will tend to self-censor himself more than most, keen to avoid disagreements or altercations with others. However, he will be more open when expressing his inner feelings and emotions to others. Joe presents himself as someone who enjoys trying to convince others of his views using his influencing skills. His more sociable approach may be a real asset to him when involved in any negotiations.

Reporting to be as oriented to taking control as most of the professional population, Joe will be as happy leading as he will be to receive direction from another. Linked to his moderate focus on consulting with others is a high preference for consensus and agreement with the majority view. As such he will not wish to stand out as being too different in his views or opinions. Reasonably trusting in his outlook, he will generally believe others' intentions to be honest and genuine. Joe is likely to be as tough-minded and able to think dispassionately about situations as most.

Personal Motivation / Preference

Joe is likely to be less interested in variety and change in his personal work circumstances, and will probably be more happy with routine. In terms of an openness to feedback, Joe will take onboard comments and ways to improve. He is likely to be as interested as the next person in the psychology of the workplace, and moderately analytical of himself and others.

O.P.Q.-Derived Management Team Roles



Team-Role Combination - Co-ordinator/ Completer Finisher

Joe should be able to work effectively at co-ordinating the efforts of a team to produce a high quality product. His main concern is likely to be to keep a close eye on all aspects of a project to ensure that targets of time and quality are met. He should not only work towards these objectives on his own, but also instil in others a sense of urgency about a task and provide back-up for possible carelessness or lack of effort in the team as a whole. As a manager, he can operate in a democratic and participative manner which helps get the best effort from others. However, when pressured, he may become less effective, over-supervising and interfering with colleagues' areas of responsibility. His ability to produce results will depend on the extent to which he can give priority to the overall objective of a project and delegate responsibility to others, instead of getting stuck in the fine points. He should prove to be an able manager who can motivate a team effort to work to a high standard.

O.P.Q.-Derived Leadership Styles

The scores on each of the Leadership and Subordinate styles are presented below. Following the profile is a description of the candidate's preferred Leadership and Subordinate style.



Leadership Style Description

PARTICIPATIVE LEADER

Participative leaders are primarily concerned with getting the best out of a team as a whole rather than the individuals within that team. Hence, they will encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They will tend not to impress their own wishes and opinions onto the other members of the group but will see their own role as an overseer governing the democratic process. This will involve ensuring each member of the group is given the opportunity to express their opinion and that no one member imposes a disproportionate influence on group decisions.

Subordinate Style Description

COLLABORATIVE SUBORDINATE

The Collaborative Subordinate believes that the problem solving power of the team is over and above that of the individual members included within that team. As such they will tend to minimise the status and importance of individuals. Such individuals will relish group discussions and will typically propose innovative ideas of their own as well as being more than happy to discuss the ideas of others.

Collaborative Subordinates are at their most effective when working under managers who share their views about group participation. Hence, they will be best placed under managers who encourages collaboration rather than managers with a more directive style.

Adaptability

The adaptability scale provides an index of an individual's ability to change their leadership/subordinate style depending upon the circumstances. High scorers tend to be more flexible and have a greater ability to adapt whereas low scorers are more rigid in their approach. In this respect, Joe is as likely as others to change his behaviour to suit the needs of the situation.

Summary of key points

- More likely to be comfortable assuming a sales or persuasive type of role.
- More sensitive to causing offence in others, less outspoken.
- More accommodating - less likely to 'go it alone' or act against the majority.
- Talkative and more outgoing in groups, will be seen as more gregarious.
- More confident and poised in social situations, particularly more formal business contexts.
- Less likely to hold back from selling self - forwards his successes and abilities to others.
- More attuned to using data and processing statistics or other objective, numerical information.
- More accepting of matters at face value, less evaluative or critical in outlook
- More conventional and potentially more conservative in outlook, wants to stick with 'tried-and-tested'.
- More comfortable with familiar and routine assignments, less interest in novel work.
- More able to tackle the details and will take a more systematic, structured approach.
- More concerned to meet deadlines, more closure-seeking and focused on finishing.
- More disciplined approach to following the rules, prefers clear guidelines before acting.
- Lower likelihood of anxiety or nerves before important events, less worrying.
- More trusting and positive of others. Sees others as reliable and honest.
- More open with feelings and emotions, expressive in this respect.
- More cooperative in approach, less likely to compete with others or strive for personal recognition.
- More decisive and likely to move to action swiftly. Less likely to deliberate at length.

Areas to probe in the interview

- **Conscientious / need to get things finished** - whilst clearly a strength in getting things done and seeking closure – might he be overly concerned about quality or ‘wrapping things up’, when a more exploratory or flexible approach may be beneficial? Can he also demonstrate evidence for flexibility and changing plans quickly in the light of new demands? Might he be a little ‘closed’ minded – once he has embarked on a particular course of action? Seek evidence of reviewing and changing his approach responsively in the past?
- **High detail focus** – Can there be a tendency to get a little immersed in the details at times? Discuss an important decision that he has made in the past – was he able to rise in and out of the details effectively and take more of a broader overview over matters?
- **Low evaluative** – Does Joe have a sound analytical ability to spot the weaknesses or potential flaws in arguments? To what extent can he see the priorities or wider implications of decisions? Question about a proposed change– can he present a balanced view on the viability of this? When has he identified an important error or flaw in a piece of work that others have missed?
- **Low independence** - to what extent does the role require a personality with strong direction and a challenging outlook? Joe will probably be less orientated towards assuming this style, being more accommodating. Can he provide direction and assertiveness to situations that require it? Can he sufficiently challenge the norm and ‘go against the grain’ when necessary? Does he have experience of influencing teams to do something that they may not firstly agree with?
- **Expressing himself** - Can Joe be sufficiently forthright and direct in his communication when necessary? He is likely to hold-back more than most, and whilst his sensitivity is clearly a strength in some areas – can he be assertive and disagree when necessary? Evidence of doing so in past? How would he deal with peer with whom he disagrees? Can he be tough when he needs to be?