

OPP

OCCUPATIONAL
PERSONALITY PROFILE

Susan Sample

Sample Customer

17/12/2002

N.B. This is a CONFIDENTIAL report, containing personal information to be shown only to decision-makers on a 'NEED-TO-KNOW' basis with the understanding of Susan Sample. If you are unauthorised to read this report, please return it immediately to a qualified test user.

PERSONALITY ASSESSMENT

The OPPro is a general personality profile designed to assess a broad range of personality traits. These traits assess the candidate's characteristic ways of behaving across a wide range of situations. When interpreting this profile due weight should be given to other relevant factors such as: attitudes, previous experience, personal circumstances, education and training etc.

VALIDITY SCALES

The questionnaire contains a measure of the extent to which the respondent is attempting to present herself in a socially desirable or favourable way. Susan Sample appears to have answered the questions realistically. She has attempted to present an accurate picture of herself. Her social desirability score is average.

INTERPERSONAL STYLE

Susan Sample is rather more genuine and sincere than most people. Inclined to base her decisions upon her own personal views rather than upon the demands of the situation she may at times be a little insensitive to social expectations. Finding it somewhat difficult to hide her true feelings and opinions, she may need to be personally convinced of something before she can persuade others of its value. Given her rather genuine and somewhat forthright nature she may have to work hard in situations that require a high degree of tact and calculated behaviour.

Susan Sample is somewhat less sociable and gregarious than most people and is inclined to prefer to work on her own, rather than be part of a team. Having a below average need for affiliation, she will not actively seek out the company of others. She is however not shy, and is unlikely to actively avoid people. Although Susan Sample will not usually make the first move when getting to know new people, once made, her friendships are quite warm and friendly. On the whole, Susan Sample has achieved something of a balance between self-sufficiency, and the need to be with others, although if offered the choice she will usually prefer to be by herself.

Susan Sample is a relatively unassertive individual, who avoids criticising others, unless it is really necessary to do so. on occasion, she may become frustrated at being insufficiently 'pushy', when her colleagues do not conform to her sense of urgency and self-imposed high standards. Fairly understanding and considerate she is sensitive to others' needs, and as a rule will dislike conflict and personal confrontations. If someone has made a mistake, she may avoid mentioning it rather than bringing it up, with the possibility of upsetting the other person. When faced with disagreement, she will try to smooth things over and reach a workable compromise. At such times she may however be a little too accommodating. A fairly good and willing listener she will prefer sorting out people's problems, rather than being responsible for making sure things get done. Her competitive nature will be in conflict with her strong desire to avoid confrontation. She is therefore likely to become tense and agitated when she is unable to get others to meet her high expectations. This conflict may exacerbate her tendency to take on more work than she can handle, with Susan Sample preferring to do things herself rather than confront others.

THINKING STYLE

Susan Sample is likely to lack spontaneity, placing importance instead on self-discipline and self-control. Inclined to enjoy jobs that require following set procedures and systems she will tend to prefer to work within well-defined structures and rules. While she is a little more conscientious and persevering than most, she is not unduly obsessive about attending to fine detail. Somewhat conservative by nature, she is likely to be relatively traditional in her attitudes, having a fair respect for authority and the status quo.

Slightly more trusting than most, Susan Sample expects people to be fairly open and honest in their dealings with others. She is inclined to think that people are basically trustworthy and will not usually question their motives, usually taking them at face value. Not particularly prone to cynicism and somewhat less suspicious than most, Susan Sample is likely to feel let down if others take advantage of her good will.

When approaching problems Susan Sample tries to achieve a balance between attending to practical matters, yet bearing theoretical issues in mind. While she may occasionally be somewhat abstract in her approach to problems she is not, in general, prone to flights of academic fancy. As interested in artistic, creative activities as most people, she has an average level of aesthetic sensitivity. While not overly creative she will nonetheless see the value of the arts.

COPING STYLE

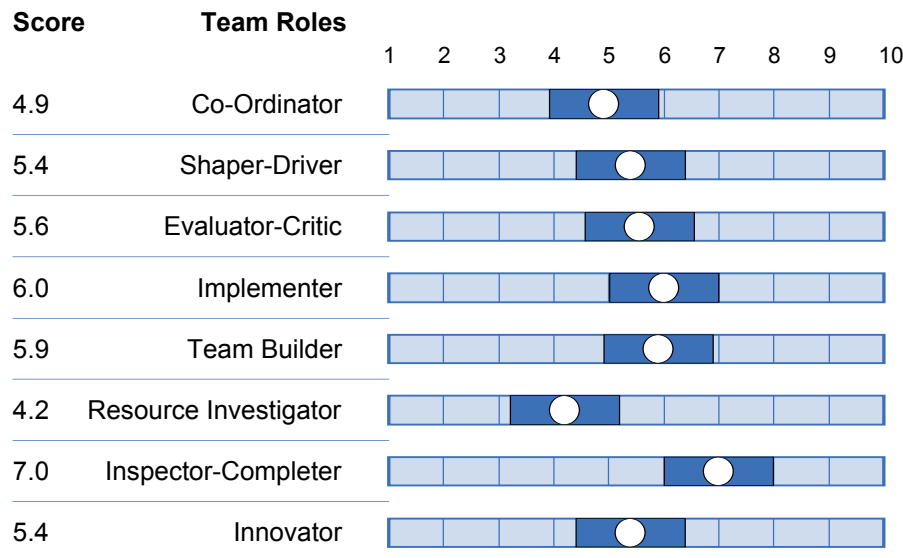
Susan Sample is a relatively contesting, competitive individual, who has a very strong desire to succeed. Inclined to doubt the ability of others to meet her standards without her personal supervision, she is likely to take things upon herself rather than delegate effectively. Rather impatient, and having a fairly contesting nature, she may become irritated with people who are slow or indecisive. In such situations she may be more likely to internalise her frustration, rather than make her views known. A fairly tense person who is prone to work under pressure, she may find it difficult to dismiss the day's events and relax when she gets home.

A fairly optimistic person, Susan Sample has a basic belief in her own abilities and will generally expect to be successful in most things she does. She feels in charge of her life and able to shape what happens to her, having learnt from experience that she is generally able to make her plans come to fruition. Not particularly prone to depression or pessimism, she will approach most problems in a fairly positive and constructive way, persevering when things go wrong, and expecting success in the long term.

Susan Sample is a relatively moody person who tends to be rather excitable and can be quick to take offence. Somewhat lacking in emotional stability she may at times be irritated by fairly trivial matters. She is inclined to worry, is easily distracted, and at times may have difficulty concentrating on her work. A fairly sensitive person, she may not find it easy to accept criticism, even if it is constructive. At times troubled by feelings of anxiety and apprehension she is likely to worry whether her work is up to standard and may have difficulty coping with new demands.

TEAM ROLES

The Team Roles describe how Susan Sample is likely to interact with her colleagues in a team situation. The specific ways in which she will express her preferred team style may however vary according to the situation. In addition, this behavioural style takes no account of her intellectual approach to problems and the quality of her decisions. The scores below indicate Susan Sample's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Susan Sample's predominant and secondary team styles is provided.

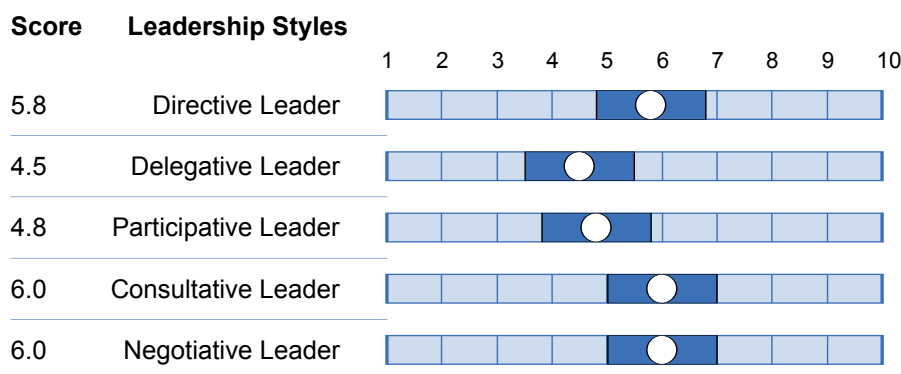


TEAM ROLE COMBINATION - INSPECTOR-COMPLETER \ IMPLEMENTER

Susan Sample should be a team member who provides the backbone of efficient systems and administration that holds an organisation together. She will be reliable in meeting deadlines, scrupulous in ensuring that established procedures and regulations are followed at all times, and have high standards for the quality of all work. She will do this whatever the cost in effort and stress. However, her efficiency and focus on procedures will mean that she may neglect the human side of management. She may irritate colleagues by her rigidity, lack of flexibility, and interference in their area of responsibility. She may not consider the expenditure of effort to be made by other staff when planning. On the other hand, because of her concern for quality, she will take personal responsibility for tasks being done properly and will make up wherever possible for shortcomings in the work of colleagues by her own extra effort. Unfortunately this concern with quality and detail may mean that she may lose sight of overall perspectives in the face of immediate pressures and may not respond to changing conditions and cut losses when necessary. Nevertheless, when paired with others and when she can provide innovation, consider human motivation, and evaluate priorities, she will be extremely effective in channelling the energies of a team.

LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Susan Sample is most likely to adopt. This may be of interest in a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Susan Sample's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



PRIMARY LEADERSHIP STYLE: NEGOTIATIVE LEADER

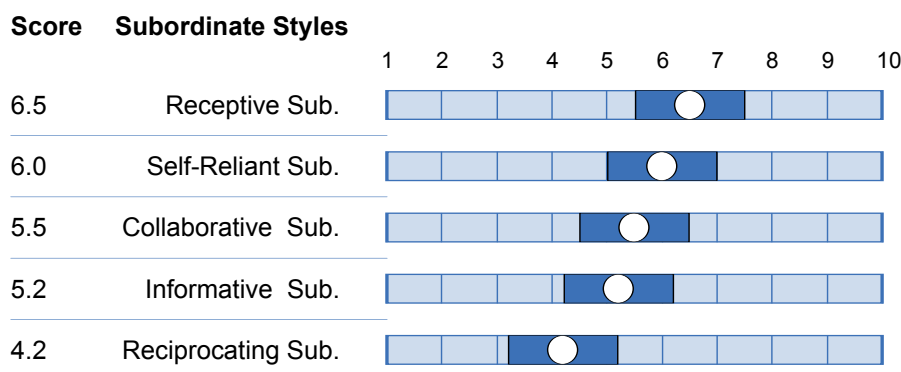
Negotiative Leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to coax them to work in a particular way. Negotiative Leaders will rely heavily upon their skills of persuasion to achieve their stated goals. They will also use their well-developed image management skills to enable them to modify their approach depending upon the circumstances in which they find themselves. This ability coupled with a strong desire to achieve will mean that they may on occasion use unconventional methods to achieve their desired objectives.

SECONDARY LEADERSHIP STYLE: CONSULTATIVE LEADER

The Consultative Leadership Style combines elements of both democratic and directive leadership orientations. They will value group discussion and will encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature Consultative Leaders will typically make the final decision as to which of the varying proposals should be accepted. Hence, the effectiveness of this type of leadership style will be very much dependent upon the individuals ability to weigh up the advantages and disadvantages of each of the varying ideas produced by the members of the group. This final decision may not necessarily be that favoured by the majority of group members.

SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Susan Sample is most likely to adopt. This may be of interest in a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which Susan Sample is most likely to respond and not its effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



PRIMARY SUBORDINATE STYLE: RECEPTIVE SUBORDINATE

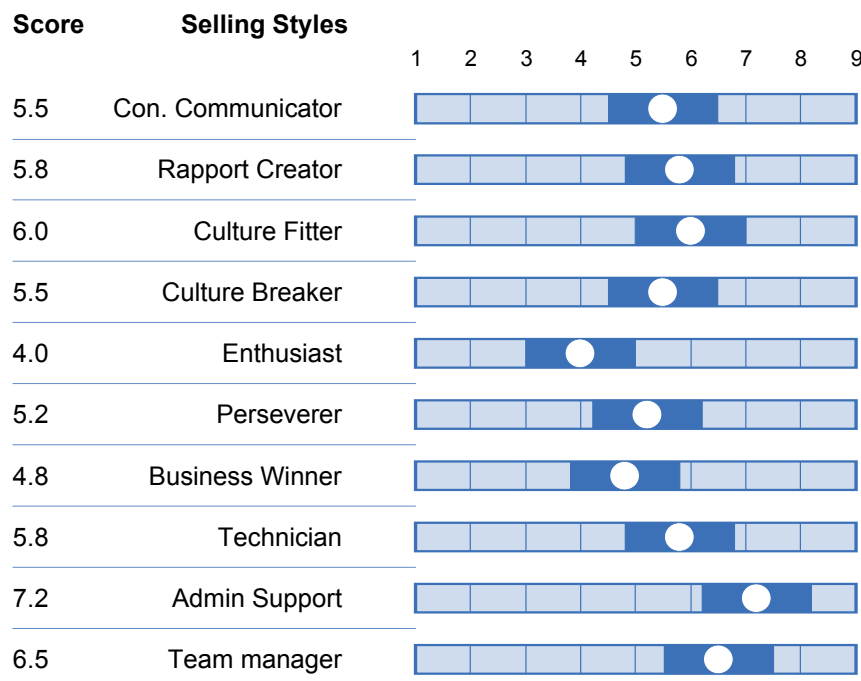
Receptive Subordinates are typically very accommodating individuals who are eager to complete the work that is assigned to them in accordance to pre-specified procedures. Being traditional and lacking some independence will mean they will rarely produce innovative ideas of their own and would rather work under the direction of others. They will rarely criticise or question the nature of their work believing that their own role is to execute the ideas of others to the best of their ability.

SECONDARY SUBORDINATE STYLE: SELF-RELIANT SUBORDINATE

Self-Reliant Subordinates will be particularly effective when working in an environment that allows the freedom to express their own ideas. Being both innovative and concerned with achieving results such ideas will typically be imaginative and tailored to solving the particular problem in question. Problems may occur if such individuals are asked to work in contexts that require rigid adherence to existing procedures and methods. In such situations Self-Reliant Subordinates will come to believe that their individuality is being stifled thus causing them to become discontent and irritable. It would therefore be inappropriate to pair them with a manager with a directive style as this will invariably result in a mismatch between the manager and subordinate.

SELLING STYLES

The Selling Styles describe which of a range of styles Susan Sample is most likely to adopt. This may be of interest in a variety of situations where there is a requirement to influence others or sell a product or idea. In a sales context, where there may be a need to match individuals to particular client or product areas, the selling profile may provide a useful indicator in conjunction with other relevant information. As with most personality characteristics, the profile only describes Susan Sample's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the selling situation and the organisational culture in which the individual is operating. Equally different styles may be adopted according to the demands of the situation and consequently a description of Susan Sample's predominant and secondary selling style is provided.



PRIMARY STYLE: ADMIN SUPPORTER

Preferring to work behind the scenes the Admin Supporter provides a valuable service to the rest of the sales team by co-ordinating client visits and ensuring promotional materials etc. are kept up to date and sent out promptly. Consequently the Admin Supporter will typically have good organisational skills and will not mind 'doing all of the work yet taking little of the credit'. Occasionally the Admin Supporter may assume a more direct sales role, especially with the more pedantic clients for whom detail and precision is important.

SECONDARY STYLE: TEAM MANAGER

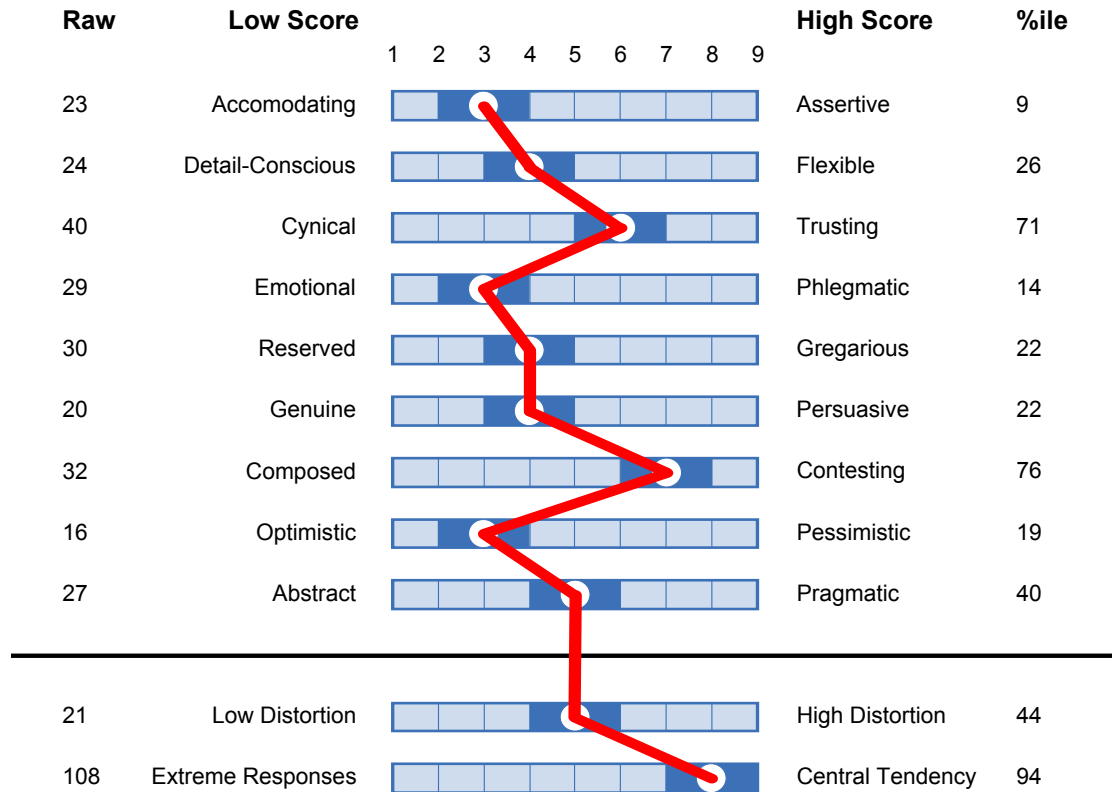
The Team Manager's primary concern is to motivate the individual members of the sales team. Typically they will have a good sales track record and will draw upon their experience in order to optimise the performance of the team. This will typically be achieved through the effective delegation of accounts to suitable members of the sales team, and by using appropriate rewards to maintain the morale and enthusiasm of each of the individual team members.

ADDITIONAL COMMENTS

The following section lists a number of points which can be inferred from Susan's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

- May give way too readily when faced with opposition
- May have difficulty working under pressure
- May be tense, hard-driving and competitive
- May be unrealistic in her expectations of success, persevering against all odds
- May have difficulty maintaining her composure under pressure
- May over-estimate her ability to achieve results within realistic timescales

OPPro PROFILE CHART



Norms based on a sample of 2727 General Population

