



SHL Talent  
Measurement

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# OPQ

## Users Report

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**Name**  
Sample Candidate

**Date**  
30 July 2015



## **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 Sample Candidate's responses to the OPQ32 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 Sample Candidate'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 less consistently than most when completing the questionnaire, and that this may have affected his profile as described below.

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 Sample Candidate'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

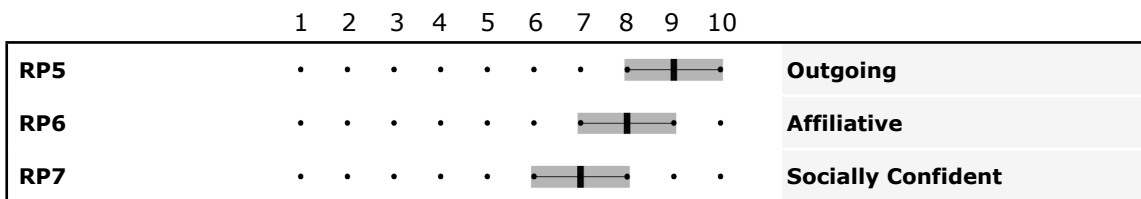
### Influence

	1	2	3	4	5	6	7	8	9	10	
<b>RP1</b>		█	•	•	•	•	•	•	•	•	<b>Persuasive</b>
<b>RP2</b>		█	•	•	•	•	•	•	•	•	<b>Controlling</b>
<b>RP3</b>	•	•	•	█	█	█	•	•	•	•	<b>Outspoken</b>
<b>RP4</b>	•	•	•	•	█	█	█	•	•	•	<b>Independent Minded</b>

Persuading people is not something which Sample Candidate is very inclined to do. As well as having hardly any interest in conducting negotiations with others or 'selling' them an idea, he seems to prefer to stay well away from the role of group leader, probably preferring others to take charge. Both sales and managerial roles are therefore likely to be unattractive to him as he is uncomfortable in roles requiring a high degree of influence.

Sample Candidate doesn't have a particularly strong fondness or dislike of argument and outspoken debate, being fairly typical in this respect. In line with this, his tendency to adopt an unpopular, independent stance is broadly typical.

## Sociability



Sample Candidate seems to enjoy other people's company and will probably associate with many people, though he may be only a little more confident than is typical of others when meeting strangers or talking to a group. Having said that, once a relationship has been established, he is likely to be extremely lively and talkative. He is therefore likely to enjoy environments requiring working closely with others where there are people he has been allowed to get to know over a period of time.

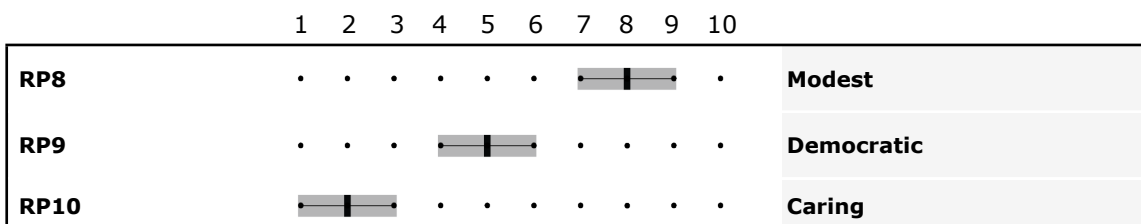
Although he enjoys taking a very high profile within a group and has a very lively nature, he is actually unlikely to talk about his own successes and achievements. Although visible within a group therefore, he is unlikely to be seen as self-centred or boastful.

As well as describing a clear sense of enjoying working alongside others, he spends a considerable amount of time analysing their behaviour and likely reactions. This is likely to result in his being an astute judge of those with whom he spends time.

It is likely that he will look to others to help him to achieve the high level of variety and novelty that he seeks in his day to day life. He will therefore be particularly drawn to others who offer opportunities for new and varied experiences.

Not only does he look for a large amount of social contact with others but he is also very sensitive to any criticism or negative comments that he may receive from them. He is therefore likely to place a great deal of value on what others think of him and he is likely to feel any criticism levelled at him very keenly.

## Empathy



While reluctant to talk about his achievements, preferring to keep these to himself, Sample Candidate could not be described as a particularly sympathetic person, much preferring to remain detached from others' problems. When it comes to consulting others, he is likely to ask around as much as most others before making a decision.

## THINKING STYLE

### Analysis

	1	2	3	4	5	6	7	8	9	10	
<b>TS1</b>	•	■			•	•	•	•	•	•	<b>Data Rational</b>
<b>TS2</b>	•	•	•	•	•	•	•	■			<b>Evaluative</b>
<b>TS3</b>	•	•	•	•	•	•	■			•	<b>Behavioural</b>

Sample Candidate reports a strong inclination towards critically analysing information or plans proposed to him. This strong analytical theme extends to people, their motivations and behaviours, where he reports an interest in such analysis. In stark contrast however, he reports a disinclination towards working with numerical or statistical information. Thus, he is much more likely to feel drawn towards a role which requires an insightful analysis of others' reactions and motives, than one which focuses upon numerical or technical information.

His reluctance to work with data is linked to a similar reluctance to make quick decisions. This suggests that he is cautious in data interpretation and that he may dislike making decisions especially when this is dependent upon him working through information presented as numbers or statistics.

Along with his strong inclination to probe and challenge information, he also describes himself as very pessimistic about the future or likely outcome of events. Together, these suggest a potentially rather negative view of the world, but it is unlikely that he will be taken by surprise and he could offer a valuable, critical perspective when a high degree of challenging or probing of information is required.

Not only does he look to critically analyse information to some considerable degree, but he is also inclined to want to explore most aspects of a problem, particularly those relating to a more conceptual and theoretical perspective. This will lend added depth to his analysis but may present the danger of his sometimes under-emphasising the practicalities.

## Creativity and Change

	1	2	3	4	5	6	7	8	9	10	
<b>TS4</b>	•	•	•	•	•	■		•	•		<b>Conventional</b>
<b>TS5</b>	•	•	•	•	•	•	■		•		<b>Conceptual</b>
<b>TS6</b>	•	•	•	•	•	•	•	■			<b>Innovative</b>
<b>TS7</b>	•	•	•	•	•	•	■		•		<b>Variety Seeking</b>
<b>TS8</b>	•	•	•	■		•	•	•	•		<b>Adaptable</b>

Sample Candidate sees himself as intellectually curious, enjoying discussing hypothetical or theoretical issues. This is coupled with an extremely clear sense of being able to generate lots of new ideas. Despite this intellectual curiosity he reports a slight dislike for trying new ways of working. This suggests that he is someone who enjoys exploring issues and coming up with possible solutions which may, at times, challenge established approaches. However he is unlikely to come across as someone with very radical ideas. Nevertheless, the sheer frequency and depth of his ideas makes it likely that many will be taken seriously.

Sample Candidate reports a preference for variety and novelty in his work. He recognises to a moderate degree the need to adapt his behaviour to meet the perceived changing demands of the situations or people he is dealing with, but it would appear that it is his wish for day-to-day novelty, that is more clearly marked.

It would appear that, despite his low tolerance of routine work, he does however still see meeting deadlines and the completion of ongoing work as important and it is unlikely that these will be compromised. As well as reporting himself as someone who generates a large number of ideas, he is also likely to subject these to quite a detailed and critical analysis in order to assess their feasibility. The ideas that he puts forward are likely therefore to be quite well thought through in this respect.

Although Sample Candidate 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.

In terms of how effectively he is likely to communicate his ideas, although he sees himself as reasonably outspoken, his tendency to dislike trying to persuade or change the opinions of others, may mean that he has difficulty selling these ideas to a wider audience.

It is possible that his desire for novelty as opposed to routine may impact the amount of structure that he brings to his work. However, he does place a very strong emphasis upon meeting deadlines and completing work and is as likely as most others to check detail and work in a fairly systematic way. He is likely therefore to attempt to balance his quite strong need for structure with a desire to experience variety in his day to day work.

His need for variety and change is likely to be linked to his strong need to feel fully occupied and to have a sense of having a lot to do. It is possible that if routine and repetitive work fails to provide this he will then actively seek additional or different work to sustain a sense of high activity.

## Structure

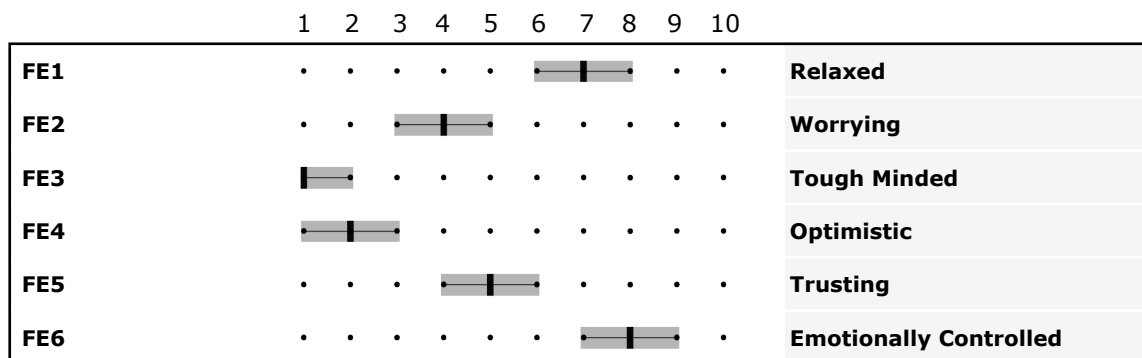
	1	2	3	4	5	6	7	8	9	10	
<b>TS9</b>		■	■	■	·	·	·	·	·	·	<b>Forward Thinking</b>
<b>TS10</b>	·	·	·	·	·	■	■	■	·	·	<b>Detail Conscious</b>
<b>TS11</b>	·	·	·	·	·	·	·	·	■	■	<b>Conscientious</b>
<b>TS12</b>	·	·	·	·	·	·	·	■	■	·	<b>Rule Following</b>

Sample Candidate reports a fairly typical approach in terms of his interest in working in an organised and methodical way. He combines this with a considerably lower interest in planning and thinking ahead in the longer term. Thus, his desire to take a strategic view is not at all well developed and he is likely to avoid over-attention to minute details. If anything, however he is likely to be more inclined to check the detail of the here and now, than to have a vision for the longer-term future.

It is extremely important to Sample Candidate to see tasks through to completion. He also seems to have a keen desire to stick closely to rules and regulations. Together, these may indicate some lack of flexibility in his approach but a high degree of reliability where deadlines and highly prescribed work methods are set down. Overall therefore, he may well fit into an environment which requires a conscientious approach to following strict guidelines.

## FEELINGS AND EMOTIONS

### Emotion



Sample Candidate's anxiety levels are not extreme; he considers himself slightly less anxious than most people. Similarly, when it comes to important events he is slightly less likely than most to get nervous.

Sample Candidate is far more sensitive to criticism and insults than most people as well as describing himself as a pessimist. He invariably expects the worst outcome to events. However, his views about the reliability and integrity of other people are fairly typical and he is neither especially trusting nor especially suspicious.

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.

Despite his high degree of sensitivity to criticism and negative feedback, he nonetheless feels able on occasion to speak up and make his disagreement clear to others. However, he would appear to avoid excessive confrontation on account of not having especially strong views of his own.

It is possible that his very negative view of the future translates into a degree of resignation when it comes to his anxiety levels. He reports low levels of general anxiety and that he does not feel especially worried when facing important events.



## Dynamism

	1	2	3	4	5	6	7	8	9	10	
<b>FE7</b>	.	.	.	.	.	.	.				<b>Vigorous</b>
<b>FE8</b>	.	.	.	.				.	.	.	<b>Competitive</b>
<b>FE9</b>				.	.	.	.	.	.	.	<b>Achieving</b>
<b>FE10</b>		.	.	.	.	.	.	.	.	.	<b>Decisive</b>

Sample Candidate has an extremely strong preference for work which demands the expenditure of energy and prefers to keep himself busy with plenty to do. His reserves of energy are unlikely, however, to be directed towards career progression which is not something which he considers is of significant consequence to him. When it comes to beating others and the will to win, he is about as competitive as most. The fact that he is prepared to expend so much energy in his work without necessarily expecting or seeking promotion suggests that he derives more satisfaction or motivation from keeping active and busy, than seeing this as a means to the end of promotion and career progression.

When summing up a situation and making a decision, Sample Candidate is considerably more cautious than the majority of people. This could be highly important in a job where one cannot afford to be rash - for example, one where human safety risks being compromised - but could be seen as a disadvantage if his role demands swift and decisive action.

Sample Candidate's very strong motivation to have lots to do and to keep himself busy may well be linked to his preference for variety and change rather than routine. Together, these suggest someone who likes to have a lot of activities on the go at any one time, and who will look for variation and new projects, even if this means multi-tasking and 'juggling' several things at once.

His profile is potentially that of quite a strong intellectual thinker, enjoying conceptual, abstract thought, whilst also welcoming the opportunity to apply this to many activities and projects at any one time. He is likely to thrive on quite a heavy, challenging workload, especially where this requires him to think through complex issues.

The strong determination that he shows to meet deadlines and complete work to schedule is supported by his enjoyment of working in a very busy environment, even when there are several activities competing for his time.

When thinking about his career progression and the targets that he sets himself, he is unlikely to take a 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 terms of setting himself goals and targets.

His strong tendency to like to take time over decision making may well be linked to his emphasis upon the need to evaluate and critically analyse the information that he works with. His profile suggests that he will perhaps delay making a decision until he is confident that this information is complete.

It is possible that one reason for his strong dislike of making fast decisions is his very negative view of likely outcomes.

## ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Sample Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English General Population 2011 (GBR)

## PERSON DETAIL SECTION

<b>Name</b>	Sample Candidate
<b>Candidate Data</b>	RP1=1, RP2=1, RP3=5, RP4=6, RP5=9, RP6=8, RP7=7, RP8=8, RP9=5, RP10=2, TS1=3, TS2=9, TS3=8, TS4=7, TS5=8, TS6=9, TS7=8, TS8=5, TS9=2, TS10=6, TS11=9, TS12=8, FE1=7, FE2=4, FE3=1, FE4=2, FE5=5, FE6=8, FE7=9, FE8=6, FE9=2, FE10=1, CNS=1
<b>Report</b>	OPQ32 Users Report v2.0 <sup>RE</sup>

## ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire <sup>TM</sup> (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.

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