

Occupational Personality Profile
EXTENDED REPORT

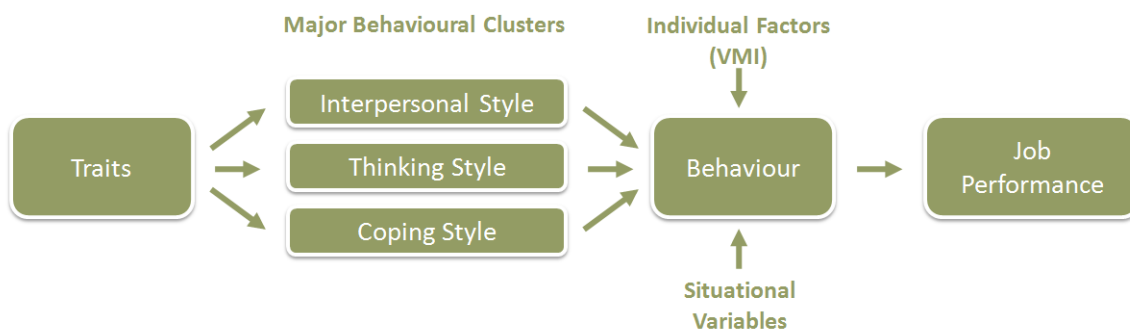
Understanding Behavioural Preferences

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. Identifying behaviour preferences across 9 major personality constructs as well as the big five personality traits (McCrae and Costa, 1987):



Understanding How Behaviour Relates to Work Outcomes

Traits play a significant role in determining work behaviour. Below is a model of job performance. The model below illustrates the relationship between behavioural preferences and job performance:



Understanding This Report

This report is broken down into 3 major behavioural clusters:

- ✓ Interpersonal Style
- ✓ Thinking Style
- ✓ Coping Style

Based on traits this report also provides information on the following behavioural styles and likely business outcomes:

- ✓ Team Roles
- ✓ Leadership Styles
- ✓ Subordinate Styles
- ✓ Influencing Styles

Further Considerations

To provide a more comprehensive view of this individual you may wish to also look at the following assessments:

- ✓ Personality Drivers and Values (VMI)
- ✓ Personality Types (JTI)
- ✓ Selling Styles (SPI)
- ✓ Cognitive Ability (GRT Series)
- ✓ Critical Reasoning (CRTB2)

The following reports are also available:

- ✓ Feedback Report
- ✓ Profile Report
- ✓ Interview Prompts Report

Personality Assessment

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. Sam Sample appears to have answered the questions quite realistically. She has attempted to present a fairly accurate picture of herself. Her social desirability score is only slightly above average.

Interpersonal Style

Somewhat more persuasive than most people she will be a moderately effective speaker, particularly when she is talking about a subject she is familiar with. She is fairly aware of social expectations and if the situation demands, she should be capable of hiding her own views and feelings. Her tendency to be able to influence others suggests that she will be relatively effective in situations that require a degree of tact and diplomacy.

Fairly cool and reserved, Sam Sample is likely to take time in establishing new relationships. She will prefer working on her own, thinking through problems away from the distraction of others people. Having a fairly low need for affiliation, she will not usually go out of her way to seek company. Enjoying her own company, she feels little need to be the centre of attention, often preferring to listen and let others do the talking. Sam Sample does not usually make the first move when getting to know someone new, and is disinclined to make conversation with people she does not know. Although it may take her time to warm to people, she will be quite friendly once she knows them well.

Somewhat more assertive than most, Sam Sample should be capable of being dominant, and taking the lead if the need arises. While she will try to achieve a balance between being sensitive to others' needs, yet being task-oriented, there will be times when she will consider it necessary to be somewhat forceful and brash. Not too concerned about upsetting others, she will not hold back from criticising other people's work when appropriate. On the whole, Sam Sample's management style will focus more upon the demands of the task at hand, than attending to the needs of colleagues.

Thinking Style

Sam 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.

Having a fairly trusting nature Sam Sample will tend to take people at face value. Not particularly inclined to question others' motives, she will generally see little reason to hide her true feelings from close friends and colleagues. Not prone to be cynical or sceptical she will generally believe what others say without being unduly credulous.

With quite an intellectual orientation toward life, Sam Sample is likely to enjoy academic debate and approach problems in a fairly abstract, theoretical way. In general she will prefer to have the ideas rather than be responsible for putting them into practice. Consequently, she tends to be better at jobs that require creativity and idea generation, rather than a practical approach. Having a developed sense of aesthetics she is likely to appreciate the arts. A fairly intellectual person, she will enjoy having ideas and thinking through problems. She may become a little bored if her work does not provide an opportunity to express this aspect of her personality.

Coping Style

A little more tense than most people Sam Sample has a relatively competitive nature. She is likely to want to succeed and will not be averse to working under a degree of pressure. Being somewhat prone to take on too much

work, she may at times have difficulty keeping her work separate from her social life. Sam Sample does not find it particularly easy to relax at the end of a demanding day, finding it a little difficult to put the day's events behind her and avoid thinking about all the things she will have to do tomorrow.

Sam Sample is no more or less optimistic than most people. While not unduly prone to pessimism or depression, repeated failures will nonetheless take their toll on her self-confidence. Having realistic expectations about her likely success at a given task, her approach to problems will be neither unduly defeatist or unrealistically optimistic. She will approach setbacks in a positive way up to a point, but also knows when to admit failure, cut her losses and decide that it might be more profitable to invest her energies elsewhere.

Emotionally, Sam Sample is marginally more stable than most people. Not a particularly touchy person she is not unduly prone to emotional outbursts or mood swings. She has quite a stable, realistic approach to life and is not inclined to worry excessively about the future. She faces day-to-day demands in a realistic and mature way. Not unduly prone to suffer from feelings of anxiety or apprehension she will take most things in her stride.

Team Roles

The Team Roles describe how Sam 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 Sam 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 Sam Sample's predominant and secondary team styles is provided.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Co-Ordinator	6.9										
Shaper-Driver	5.9										
Evaluator-Critic	4.9										
Implementer	5.4										
Team Builder	5										
Resource-Investigator	5.5										
Inspector-Completer	5.3										
Innovator	7										

Team Role Combination - Innovator/Co-Ordinator

Sam Sample appears to have the rare combination of creativity with the social ability to co-ordinate a group towards a common objective. Although highly imaginative and intellectually minded herself, she values and can build on the contributions of all in a group without the need for self-acclaim. When working on a problem with a team, she should be able to assert her own opinions, whilst allowing others to have their say as well. If the group gets stuck, her talent will be in presenting options for action which she will work to get others to endorse. At times, however, she may get caught up in her own ideas and forget to solicit group opinion, but she probably has the wisdom to know the importance of having the group behind her before proceeding on a course of action. Her drive for results will be shown by her readiness to take responsibility and by not shrinking from difficult tasks or decisions when there is a need. To some extent, she might find it difficult to balance her imaginative side, which calls for freedom to experiment, with her managerial side, which displays itself as a calm, controlled effort in drawing together the talents in a group on a project. She may need to allow herself some solitary time so she can break loose of her concern for duty and objectives in order to realise some creative potential. Given the right circumstances, she could serve in two valuable roles, as an individual contributor of ideas and a team member who skilfully utilises group abilities.

Leadership Styles

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sam 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 Sam 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.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Directive Leader	7.5										
Delegative Leader	6.8										
Participative Leader	4.5										
Consultative Leader	5.3										
Negotiative Leader	5.5										

Secondary Leadership Style: Directive leader

Directive leaders are characterised by having firm views about how and when things should be done. As such they leave little leeway for subordinates to display independence, believing that they should adhere to the methods and schedules as originally laid down. Having a high goal-orientation and being particularly concerned with results the Directive leader will tend to closely monitor the behaviour and performance of others. This may lead them to be perceived as a little cool and detached. This impression may be reinforced by the fact that they will be lead by their own opinions rather than inviting others to contribute their ideas. Being a particularly self-directed leader may lead to the ideas of others to be excluded from consideration at the expense of their own. However, this will only prove to be problematic should their own judgement and abilities be called into question.

Secondary Leadership Style: Delegative leader

As the name suggests, the style of Delegative leaders is characterised by delegating work to subordinates. Since their style is not strongly democratic, the process of delegation may not involve consultation. As a result, subordinates will generally be assigned work rather than have active input into how projects should be conducted. However, once the work has been assigned only little direction will be provided and subordinates will largely be expected to work with the minimum of supervision. Although such a leadership style may not be everybody's preference those who are naturally independent may enjoy the freedom allowed by such managers.

Subordinate Styles

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sam 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 Sam 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.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Receptive Sub.	6.8										
Self-Reliant Sub.	7.3										
Collaborative Sub.	6										
Informative Sub.	6										
Reciprocating Sub.	6										

Secondary Subordinate Style: Self-Reliant Subordinate

Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented 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 of approaches.

Secondary Subordinate Style: Receptive Subordinate

Receptive Subordinates are typically accommodating individuals who are eager to complete the work that is assigned to them in accordance with pre-specified procedures. In this mode, Sam Sample's colleagues will see a more traditional and conventional side to her nature. Quite possibly this means that she will leave the generation of innovative ideas to other members of their team. As a result, the Receptive Subordinate will take the stance that her role is to execute the ideas of others to the best of their ability.

Selling Styles

The Selling Styles describe which of a range of styles Sam 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 Sam 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 Sam Sample's predominant and secondary selling style is provided.

Scale	Raw	1	2	3	4	5	6	7	8	9	10
Con. Communicator	5.8										
Rapport Creator	6.5										
Culture Fitter	5.8										
Culture Breaker	7.5										
Enthusiast	4.3										
Perseverer	7										
Business Winner	5.3										
Technician	7										
Admin. Support	7										
Team Manager	5										

Secondary Style: Culture Breaker

In contrast to many other approaches the Culture Breaker will generally take a radical stance, presenting ideas which are likely to be different from the culture of the client's organisation. Through presenting such radical ideas they will tend to create an image of knowledgeable integrity. The recipient is then likely to feel that they are receiving information based on a reasoned assessment of their needs. Obviously, the success of this approach is dependent upon the confidence and technical competence of the Culture Breaker.

Secondary Style: Admin Supporter

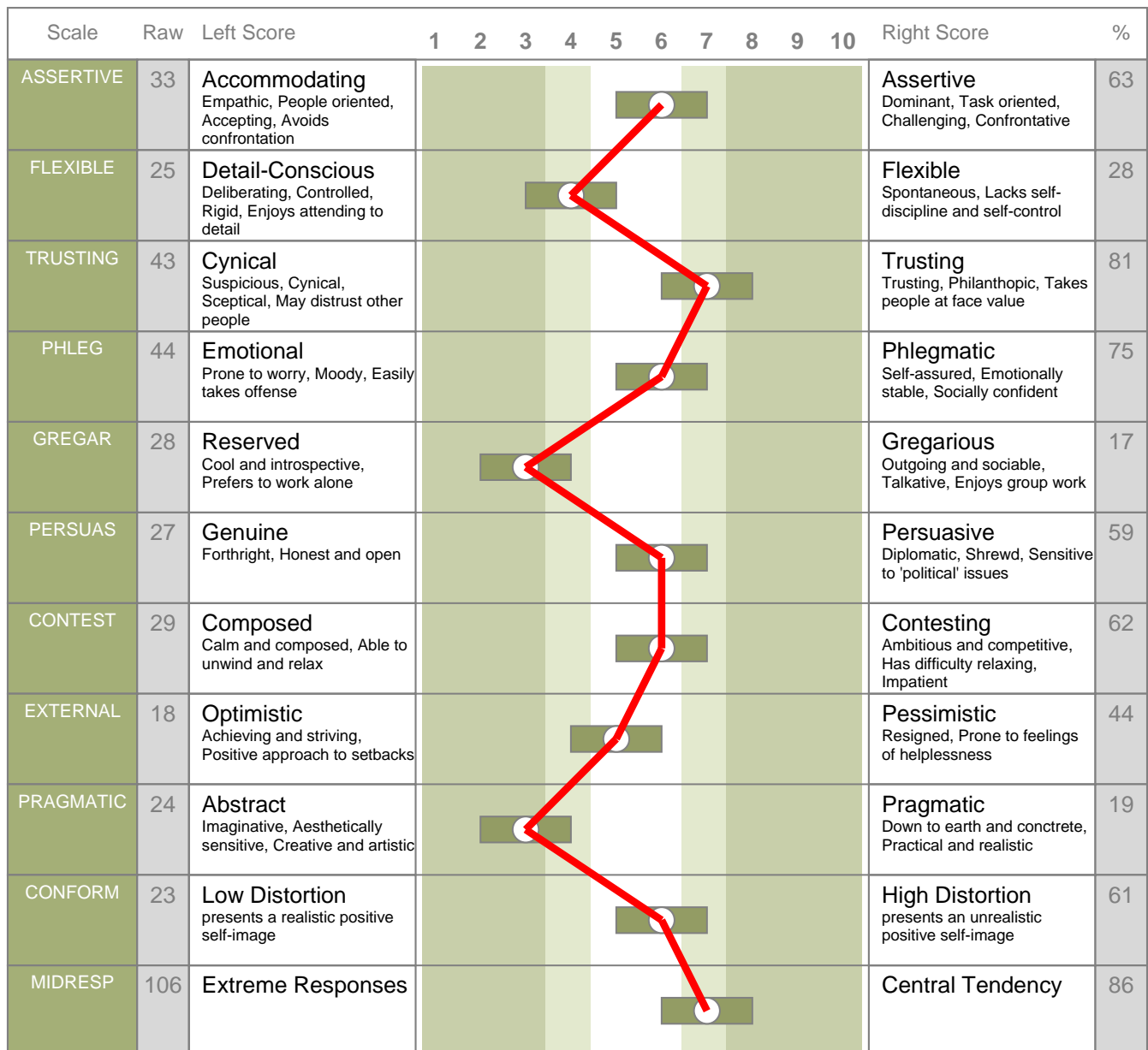
Preferring to work behind the scenes, the Admin Supporter provides valuable support to the rest of the team through their co-ordination, organisational and administrative skills. Consequently the Admin Supporter will not mind working behind the scenes without looking for praise. On occasion, the Admin Supporter may assume a more direct influencing role, especially in instances where detail and precision is important.

Additional Comments

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

- May be too trusting and take others at face value.
- May feel uncomfortable in situations in which she has to constantly meet new people.
- May not be sufficiently pragmatic and may be inattentive to practical matters.
- Tender-minded and aesthetically sensitive, she may be too soft-hearted and easily-moved.

OPPro Profile Chart



Norms based on a sample of 4422 Adult Males & Females

OPPro Big Five Profile

