



opq32

> Universal Competency Report

Name: **Mr Sample Candidate**

Date: 06 November 2006

## INTRODUCTION

This report is intended for use by managers and HR professionals. It summarises how Mr Candidate's preferred style or typical way of behaving is likely to influence his potential performance on twenty universal competencies. This potential is based on Mr Candidate's responses to the Occupational Personality Questionnaire (OPQ). His responses have been compared against those of a large relevant comparison group to give a description of Mr Candidate's preferred approach to work.

The responses Mr Candidate gave show the way he sees his own behaviour, rather than how another person might describe him. This report describes preferred ways of behaving, rather than actual skills levels. The accuracy of this report depends on the frankness with which he answered the questions as well as his self-awareness. Nevertheless, this report provides important indicators of Mr Candidate's style at work. This report links the information from the personality questionnaire to the twenty universal competencies.

This report has a shelf-life of 18-24 months and should be treated confidentially. If there are major changes in his life or work he should complete the OPQ again.

If you require support in interpreting this report, please contact a person in your organisation who has received full training in the use of the OPQ.

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™ Interview Guide.

## REPORT KEY

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

Symbol	Short Description	Definition
✓✓	Key Strength	Strongly likely to have a positive impact
✓	Likely Strength	Likely to have a positive impact
●	Moderate	Likely to have neither a positive nor a negative impact
×	Likely Limitation	Likely to have a negative impact
××	Key Limitation	Strongly likely to have a negative impact

The overall likelihood of Mr Candidate 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 Candidate'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 Candidate has demonstrated effectiveness, you are more likely to recruit the best person for the job.

Definitions of the twenty competencies can be found on page 7 and 8 of this report. Recommended interview questions for each of the competencies are provided in the Universal Competency Framework™ Interview Guide. Competency profiling cards are also available to help in identifying essential or desirable competencies. For more information contact your SHL representative.

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 and Values <sup>1</sup>						
<b>Interacting and Presenting</b>						
3.1 Relating and Networking						
3.2 Persuading & Influencing						
3.3 Presenting and Communicating Information <sup>2</sup>						
<b>Analysing and Interpreting</b>						
4.1 Writing & Reporting <sup>2</sup>						
4.2 Applying Expertise & Technology <sup>2</sup>						
4.3 Analysing <sup>2</sup>						
<b>Creating and Conceptualising</b>						
5.1 Learning & Researching <sup>2</sup>						
5.2 Creating and Innovating <sup>2</sup>						
5.3 Formulating Strategies and Concepts <sup>2</sup>						
<b>Organising and Executing</b>						
6.1 Planning & Organising						
6.2 Delivering Results & Meeting Customer Expectations <sup>2</sup>						
6.3 Following Instructions & Procedures <sup>2</sup>						
<b>Adapting and Coping</b>						
7.1 Adapting and 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 <sup>2</sup>						

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

<sup>1</sup> OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

<sup>2</sup> Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

# COMPETENCY POTENTIAL PROFILE

1. Leading and Deciding		1	2	3	4	5
<b>1.1 Deciding and Initiating Action</b>						
✓	Is keen to take charge of situations.					
✓	Places a high emphasis on achieving difficult targets.					
●	Generally makes decisions without too much delay.					
✗	Has a slight tendency to go along with the group consensus.					
<b>1.2 Leading and Supervising</b>						
✓✓	Is highly likely to use persuasion when motivating others.					
✓	Is keen and comfortable to lead a group.					
●	As likely as most to understand what motivates others.					
●	Is moderately likely to trust, and thus to empower, others.					
2. Supporting and Co-operating		1	2	3	4	5
<b>2.1 Working with People</b>						
●	Is as prepared and as comfortable as most others to seek contributions from others in order to make a decision.					
●	Occasionally seeks to understand the reasons for others' behaviour.					
✗	Is likely to be a little selective with support and sympathy.					
✗	Competitive drive may prevent co-operation with colleagues.					
✗	Some desire to spend time away from people may affect team working.					
<b>2.2 Adhering to Principles and Values <sup>1</sup></b>						
●	Is as likely as others to seek a diverse range of views.					
●	Is as likely to adhere to rules and regulations as most.					
3. Interacting and Presenting		1	2	3	4	5
<b>3.1 Relating and Networking</b>						
✓	Is likely to feel fairly confident in formal business situations.					
●	Is as likely as most to seek to understand what motivates others.					
✗	May be a little bit reserved in group situations.					
✗✗	Is very unlikely to adapt personal style to fit in with others.					
<b>3.2 Persuading and Influencing</b>						
✓✓	Is extremely interested in selling and negotiating.					
✓✓	Is extremely likely to be comfortable with promoting own credentials.					
✓	Is likely to feel fairly confident when influencing others.					
●	May occasionally seek to understand other peoples' needs and motives.					
✗	Tends to be somewhat reserved in group situations.					
<b>3.3 Presenting and Communicating Information <sup>2</sup></b>						
✓✓	Very likely to enjoy using persuasion when putting forward an argument.					
✓✓	May nearly always feel calm before important occasions.					
✓	Is likely to feel fairly confident when formally presenting.					
✗✗	Is very unlikely to adapt his own style and approach to the audience.					

<sup>1</sup> OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

<sup>2</sup> Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

4. Analysing and Interpreting		1	2	3	4	5
<b>4.1 Writing and Reporting</b> <sup>2</sup>						
<ul style="list-style-type: none"> <li>● Moderately likely to critically evaluate the content of written information.</li> <li>● Is as likely as most others to see the relevance of abstract concepts in written work.</li> <li>● Is as likely as most others to produce reasonably structured documents.</li> <li>● Is as inclined as most others to understand the needs of an audience.</li> </ul>						
<b>4.2 Applying Expertise and Technology</b> <sup>2</sup>						
<ul style="list-style-type: none"> <li>✓ Is likely to enjoy working with numerical data.</li> <li>● Will be as comfortable as most with theory and abstract concepts.</li> <li>● May critically evaluate technical information in some situations.</li> </ul>						
<b>4.3 Analysing</b> <sup>2</sup>						
<ul style="list-style-type: none"> <li>✓ Is likely to enjoy analysing numerical information.</li> <li>● Will probe information for potential errors in analysis.</li> <li>● Is as likely as most to enjoy dealing with abstract concepts.</li> </ul>						

5. Creating and Conceptualising		1	2	3	4	5
<b>5.1 Learning and Researching</b> <sup>2</sup>						
<ul style="list-style-type: none"> <li>✓ May enjoy working with numerical data.</li> <li>● May give some thought to potential limitations when reviewing new information.</li> <li>● Is moderately interested in learning about abstract concepts.</li> <li>● May consider new and established approaches when learning new tasks.</li> </ul>						
<b>5.2 Creating and Innovating</b> <sup>2</sup>						
<ul style="list-style-type: none"> <li>✓ Describes himself as a creative individual.</li> <li>● Considers both new and established methods, depending on the situation.</li> <li>● Sees some relevance in applying theories to problem solving.</li> <li>✗ Is comfortable when working with a routine.</li> </ul>						
<b>5.3 Formulating Strategies and Concepts</b> <sup>2</sup>						
<ul style="list-style-type: none"> <li>✓ Slightly favours the longer term view when developing strategy.</li> <li>● Is as likely as most to see the relevance of thinking conceptually when developing strategy.</li> <li>● Tends to balance details with the broader picture.</li> <li>● May consider new and established methods when establishing a vision.</li> </ul>						

<sup>2</sup> Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

6. Organising and Executing		1	2	3	4	5
<b>6.1 Planning and Organising</b>						
✓	Slightly prefers to consider the strategic view when planning.					
✓	Is keen to manage others.					
✓	Places a high priority on completing plans to deadline.					
●	Pays as much attention to detail when planning as others.					
<b>6.2 Delivering Results and Meeting Customer Expectations <sup>2</sup></b>						
✓	Places a high priority on completing tasks in line with expectations.					
✓	Is likely to set stretching goals for himself or others.					
●	Is as likely as most to adopt a methodical and organised approach.					
●	As likely as most to adhere to rules, regulations and set procedures.					
<b>6.3 Following Instructions and Procedures <sup>2</sup></b>						
✓	Tends to place a high priority on keeping to agreed schedules.					
✓	Has a slight tendency to follow instructions from others.					
●	Is as likely to follow rules and procedures as most.					

7. Adapting and Coping		1	2	3	4	5
<b>7.1 Adapting and Responding to Change</b>						
●	Is as open as most to new approaches and work methods.					
●	Is as likely as most to seek to understand differences in motives and behaviours of others.					
×	Is less likely to show interest in new experiences.					
××	Is unlikely to adapt an interpersonal style across situations.					
<b>7.2 Coping with Pressure and Setbacks</b>						
✓	Is likely to maintain a fairly positive outlook.					
●	Experiences as much general tension as others.					
×	May be sensitive to criticism or negative feedback.					
×	Tends to be open in expressing emotions.					

8. Enterprising and Performing		1	2	3	4	5
<b>8.1 Achieving Personal Work Goals and Objectives</b>						
✓	Is likely to be driven to progress his career.					
✓	Is likely to be very comfortable in competitive situations.					
✓	May take a strategic approach to his own development.					
●	Is as comfortable with a demanding schedule as most others.					
<b>8.2 Entrepreneurial and Commercial Thinking <sup>2</sup></b>						
✓	Is likely to excel in the competitive environment of commercial situations.					
✓	Is likely to be motivated by stretching financial targets.					
✓	Tends to enjoy working with financial information.					

<sup>2</sup> Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

## COMPETENCY DEFINITIONS

1. Leading and Deciding	
1.1 Deciding and Initiating Action	Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.
1.2 Leading and Supervising	Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

2. Supporting and Co-operating	
2.1 Working with People	Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.
2.2 Adhering to Principles and Values	Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organisational and individual responsibility towards the community and the environment.

3. Interacting and Presenting	
3.1 Relating and Networking	Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others.
3.2 Persuading and Influencing	Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.
3.3 Presenting and Communicating Information	Speaks fluently; expresses opinions, information and key points of an argument clearly; makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility.

4. Analysing and Interpreting	
4.1 Writing and Reporting	Writes convincingly; writes clearly, succinctly and correctly; avoids the unnecessary use of jargon or complicated language; writes in a well-structured and logical way; structures information to meet the needs and understanding of the intended audience.
4.2 Applying Expertise and Technology	Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organisational departments and functions.
4.3 Analysing	Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.

<b>5. Creating and Conceptualising</b>	
5.1 Learning and Researching	Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making; encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback).
5.2 Creating and Innovating	Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.
5.3 Formulating Strategies and Concepts	Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.

<b>6. Organising and Executing</b>	
6.1 Planning and Organising	Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.
6.2 Delivering Results and Meeting Customer Expectations	Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals.
6.3 Following Instructions and Procedures	Not challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organisation; complies with legal obligations and safety requirements of the role.

<b>7. Adapting and Coping</b>	
7.1 Adapting and Responding to change	Adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.
7.2 Coping with Pressures and Setbacks	Maintains a positive outlook at work; works productively in a pressurised environment; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.

<b>8. Enterprising and Performing</b>	
8.1 Achieving Personal Work Goals and Objectives	Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities.
8.2 Entrepreneurial and Commercial Thinking	Keeps up to date with competitor information and market trends; identifies business opportunities for the organisation; maintains awareness of developments in the organisational structure and politics; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.

## ASSESSMENT METHODOLOGY

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

Questionnaire / Ability Test	Comparison Group	Used
OPQ32 Version i	OPQ32i Managerial & Professional 1999	Yes

## 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 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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### Person Detail Section

Name	Mr Sample Candidate
Date	6 November 2006
Candidate Data	RP1=9, RP2=8, RP3=7, RP4=4, RP5=4, RP6=3, RP7=7, RP8=2, RP9=6, RP10=4, TS1=8, TS2=6, TS3=5, TS4=5, TS5=6, TS6=8, TS7=3, TS8=1, TS9=7, TS10=5, TS11=8, TS12=5, FE1=5, FE2=2, FE3=3, FE4=7, FE5=5, FE6=3, FE7=6, FE8=8, FE9=8, FE10=6, CNS=6

The Universal Competency Report Version Number: 2.1

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