

**opa32**

> Behavioral Styles Report

Name: Jane Doe

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## OPQ Behavioral Styles Report

### Introduction

This report is designed for those who are qualified to interpret OPQ results. It is 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 Miss Doe's responses to the OPQ32i questionnaire. This gives a profile of her relative preferences for different ways of behaving at work.

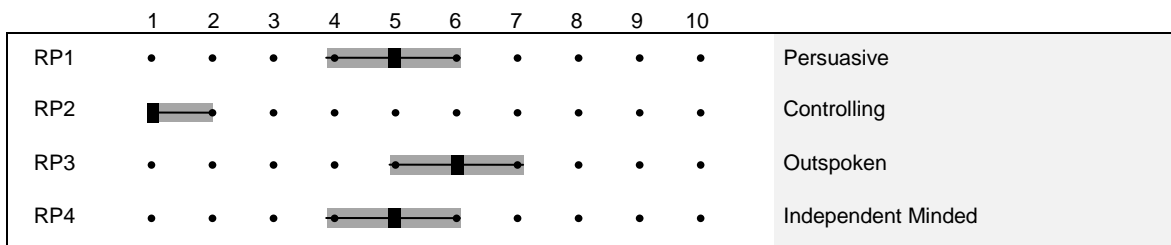
Each section presents an area of the OPQ32 profile together with a narrative interpretation of these scales and the links between them. Additional links with other sections of the profile (where these offer more in-depth understanding of the individual) are then presented.

Remember, when considering the results of a work style questionnaire, it is important to recognize that the responses given were Miss Doe's own view and represent the way she sees her own behavior rather than how her work behavior 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 her level of self-awareness. It should be noted that she has tended to respond as consistently as most when completing the questionnaire.

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 Miss Doe's work role and personal circumstances. To guarantee relevance, the profile and its interpretation should always be directly related to the individual's current or future role.

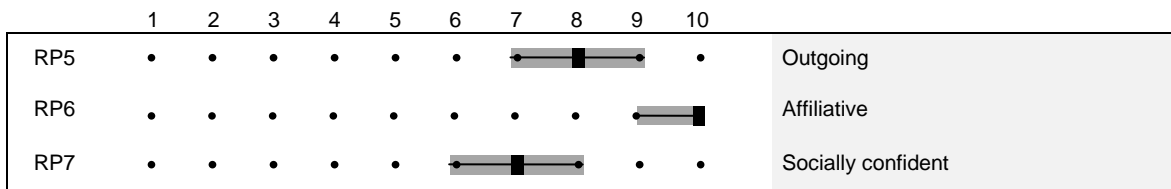
## Relationships with People

### Influence



Miss Doe appears to be extremely unlikely to take the lead in a situation or be put in charge of a group of people, generally preferring that others take this role. Persuasion and negotiation, however, seem to come more naturally to her, although the preference for this type of role is only moderate. Consequently, while her interest in selling things and persuading others is not particularly strong, it is stronger than her interest in managing others. Miss Doe doesn't have particularly strong feelings either way about debating or arguing with others, being fairly similar to others in this respect. In line with this, her tendency to adopt an unpopular, independent stance is broadly typical.

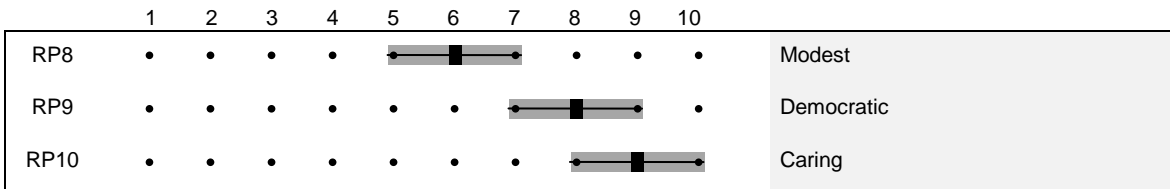
### Sociability



Miss Doe seems to enjoy other people's company immensely and will probably associate with many people, although she 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, she is likely to be lively and talkative. She is likely to enjoy environments where working closely with others is required and where she has been allowed to get to know others over a period of time.

As well as describing a very strong preference for working with others, she spends a very considerable amount of time analyzing other's behavior and likely reactions. As a result, Miss Doe is a very astute judge of those with whom she spends time. It is likely that she will look to others to help her achieve the high level of variety and novelty that she seeks in her day to day life. It is clear that she will be particularly drawn to others who offer opportunities for new and varied experiences. Not only does she seek out a very large amount of social contact with others, she is also sensitive to any criticism or negative comments that she may receive from people. She places a lot of importance on what others think of her and is therefore likely to take criticism directed at herself to heart. There is a danger that her very strong need to have others around may cause her to come across as a little gullible or easy to fool. Indeed, she reports herself as generally trusting of others, and consequently may fail to spot hidden motives or agendas in her dealings with them.

## Empathy

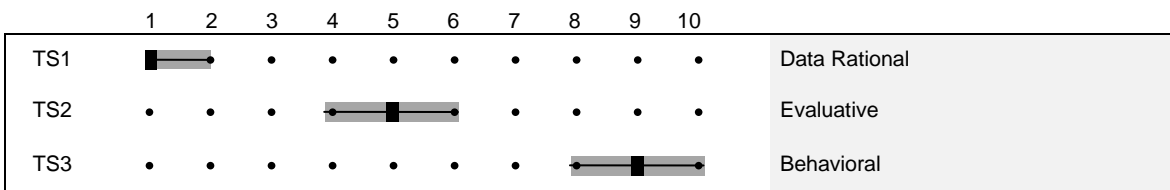


Miss Doe shows an extreme concern for other people's problems and helps them whenever possible, as well as consulting many people before reaching a decision. However, she is as comfortable talking about her achievements as most, and she is likely to try to balance a clear degree of support for others, with some need for personal recognition.

Her very high level of concern for others' welfare and feelings is accompanied by a strong feeling that people should be trusted. This is likely to enable her to approach requests for help and support with a high degree of sympathy and concern. However, it does open the possibility of her being open to less deserving or less genuine appeals from those who may look to exploit her good nature.

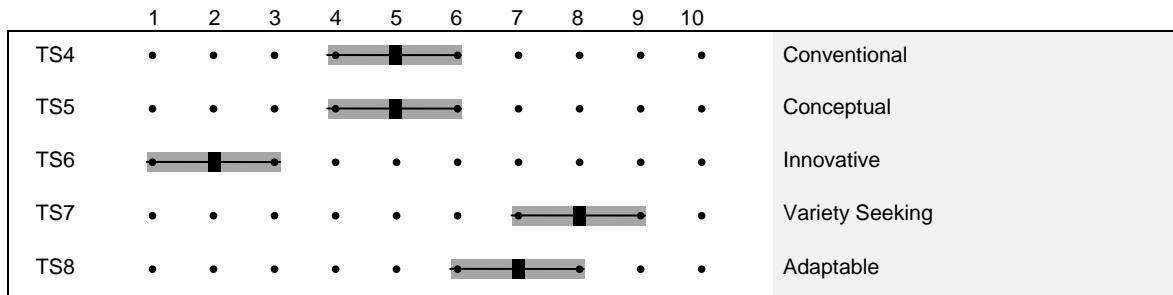
## Thinking Style

### Analysis



The main analytical interest for Miss Doe appears to be people. She reports a very strong interest in analyzing others' motivations and behaviors. In contrast to this, she reports an extremely strong dislike for working with numerical or statistical information and a similar level of interest to most others in critically analyzing information or plans proposed to her. Miss Doe is therefore most likely to enjoy roles involving understanding people where the quantification of information is kept to a minimum.

## Creativity and Change

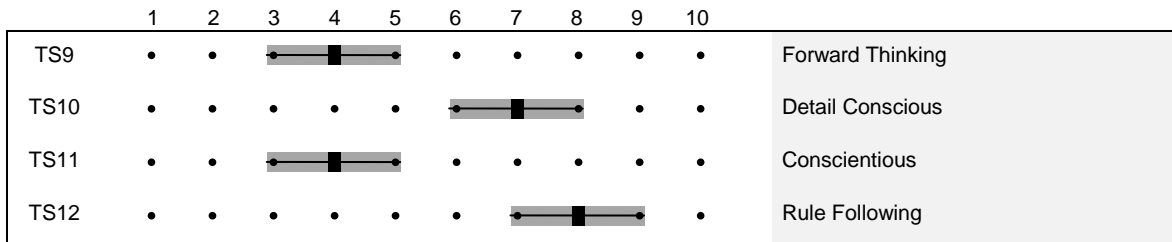


Miss Doe is typical of others to new approaches that challenge the status quo but definitely does not see herself as a key source of ideas and inventive solutions. In addition, she is likely to enjoy working with abstract ideas and hypotheses to a certain degree. Essentially, she does not see herself as an ideas person but is nevertheless moderately open to new work methods and to theory or complexity. Her profile suggests that Miss Doe 's style would probably suit a less innovative role.

Miss Doe reports a preference for variety in her work. She recognizes quite well the need to adapt her behavior to meet the perceived changing demands of the situations or people she is dealing with, but it is her wish for day-to-day variety that is more clearly marked.

Her clear reluctance to generate ideas and new solutions may, to some extent, also be linked to her preference for sticking to the rules and regulations that she feels relate to her work. She is, therefore, likely to look to the organization to offer solutions or new ideas, rather than feel that this is a part of her role. It is possible that her desire for variety as opposed to routine may impact the amount of structure that she brings to her work. Although she places a strong emphasis upon checking detail and working in a systematic way, her need for variety appears to cause her to see deadlines and timescales for projects as flexible rather than fixed. As a consequence, she may fail to complete projects in order to escape the repetitive or more routine elements.

## Structure

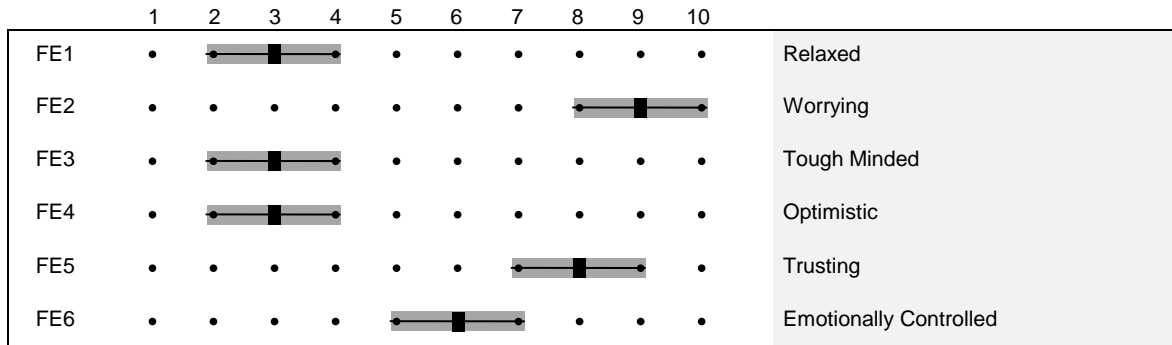


Miss Doe reports a fairly typical perspective in terms of shorter versus longer-term thinking. She combines a slight tendency to focus on the shorter term with a degree of comfort with working in a methodical and organized way. Thus, her desire to take a strategic view, while not pronounced, is likely to take account of detail to a certain extent.

Miss Doe seems to have a strong desire to stick closely to rules and regulations. Her emphasis on seeing tasks through to completion is more moderate, however, and is only slightly lower than her peers. Together, these factors may contribute to Miss Doe appearing overly concerned with rules and regulations, possibly being unwilling to compromise these to meet a deadline.

## Feelings and Emotions

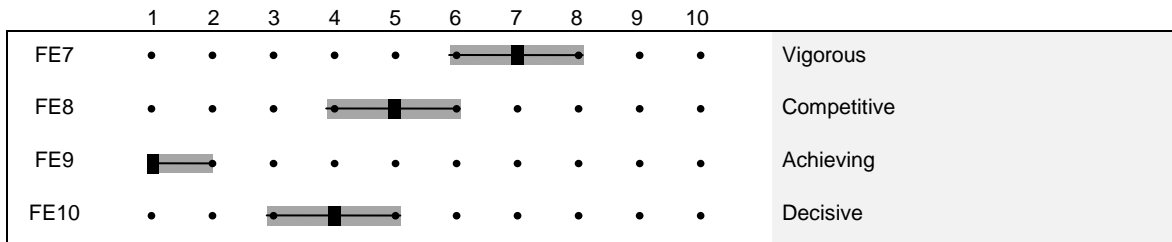
### Emotion



Miss Doe sees herself as a tense, worried individual most of the time. She is anxious under most circumstances and will also be extremely worried before big events. This may mean that she comes across as nervous even about small events and may find it difficult to relax when under pressure. Miss Doe feels rather more sensitive to criticism and harsh comments than most people, as well as seeing herself as a pessimist, expecting the worst possible outcome to events. Nevertheless, she also sees herself as a trusting person when it comes to assuming that others are reliable and honest. Despite being one of life's natural pessimists, her trusting nature may mean that she may have her feelings hurt quite often.

In terms of expressing feelings, she will be rather typical. It may be that she finds some kinds of emotions easier to express than others. Despite her considerable sensitivity to criticism and negative feedback, she feels able, on occasion, to speak up and make her disagreement clear to others. However, she appears to avoid excessive confrontation on account of not having especially strong views of her own. Her rather negative view appears to have considerable impact upon both her quite high sense of general anxiety, and her strong tendency to feel surges of anxiety before particular events. Overall, this shows her to be an anxious individual who tends to take a negative view of the likely outcome of events. When consulting with others and listening to their views, she will place a high degree of trust in what she is told. Others will, therefore, feel that their views are genuinely listened to. There is a danger that she may sometimes fail to sufficiently question their intentions when providing information.

## Dynamism



Miss Doe 's values are unlikely to include progression and promotion at work, since she reports herself as having very low career ambition. However, she is about as competitive, and has slightly more energy and need for activity than most people. Together, these are likely to be stronger sources of motivation for her than the prospect of career progression. When summing up a situation and making a decision, she seems to be a little cautious and prefers to take a bit of time.



## **ABOUT THIS REPORT**

This report was generated using the SHL 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(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. 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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Comparison Group Used: OPQ32i (U.S. English) - US Managerial and Professional 2005 Behavioral Styles Report

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