

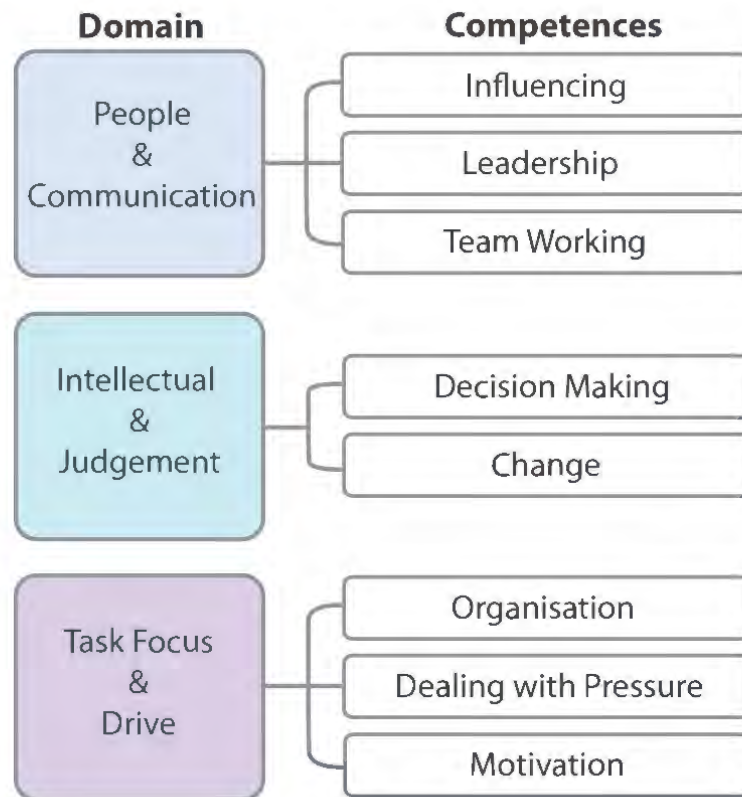
Sam Sample

OPQ Pre-Interview Competency Report
Quest Partnership - November 2023

For Recruitment

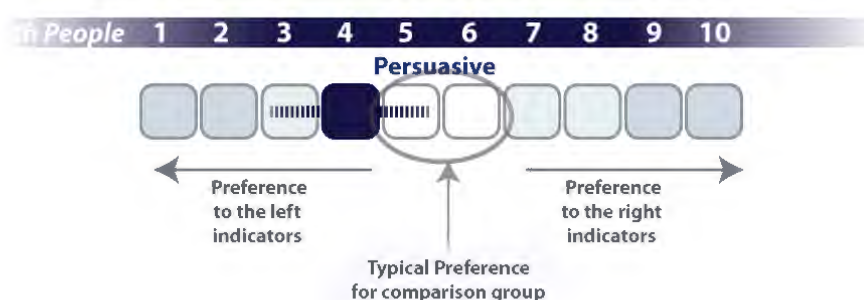
How to use this report

- 1 Be clear about the key selection criteria and person specification beforehand.
- 2 Map your competences or criteria against the 8 generic indicators that form the structure of this report:



- 3 When interpreting the graphs 5 and 6 reflect an average response. 4 and 7 are slightly outside of the average band (as below) and other scores are more likely to demonstrate a marked individual characteristic. This is based on the comparison group.

Example



- 4 Check page 4 to understand any issues related to the accuracy of the profile.
- 5 The information within this report is about a person's style and preference, NOT about ability. Seek support from other evidence about ability.
- 6 Areas should be explored further using open and probing questions. Suggested questions are provided purely as examples under each indicator area. Try to avoid asking leading questions.
- 7 If you have any questions about anything in this report, please contact Quest Partnership on 01285 861734, so we can help you make the best use of the information.

'Quick-Look' Summary of Report

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Candidate response to questionnaire	4	OK
Influencing	5	Probe Further?
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Dealing with Pressure	11	Moderate Indicators
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KEY:

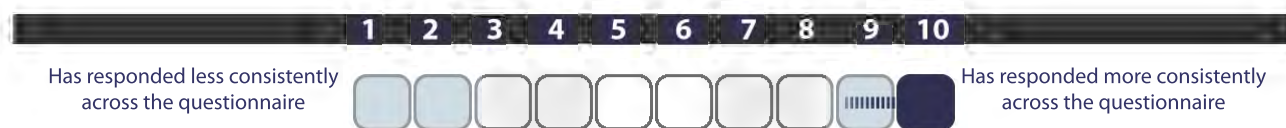
"Caution" = Candidate response style may have been less objective - see overleaf.

"Probe Further?" = One or more personality traits indicate that this may not be an area of preference for the candidate.

"Moderate Indicators" = suggest the candidate is likely to have a typical or moderately effective level of orientation towards this area.

"Strong Indicators" = reported preferences suggest that the candidate is potentially strongly focused in this area.

How has the candidate responded to the questionnaire?



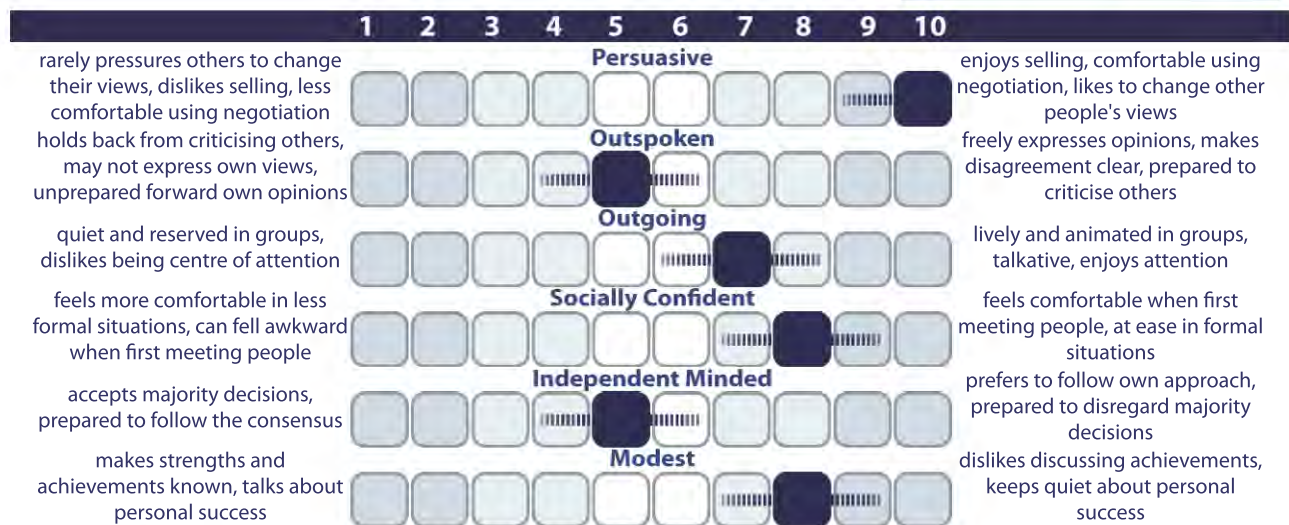
The **Consistency** scale is provided to show whether a respondent has answered in a consistent manner across the questionnaire and is designed to spot inconsistent response patterns. People who are motivated to provide accurate answers to the questions, will tend to respond in a consistent manner when presented with similar items. An inconsistent response style may be due to one or a mix of the following:

- a) not paying sufficient attention and in some cases randomly responding to some of the questions.
- b) attempts to manipulate responses by guessing which answer is viewed as more favourable.
- c) having a poor understanding of their own behaviours.

In this case, Sam appears to have responded to the questionnaire in an extremely consistent manner compared to most people. This indicates a very high level of attention when completing it. The profile is most likely to be very accurate.

People and Communication

Influencing

**Probe
Further?**


Interpretation of relevant scales: Sam reports to be much more driven than most people to sell, negotiate or convince others of his point of view, and is likely to be more persistent at changing opinions. When he has a view on matters, he will be typically direct with his views, striking a balance between expressing opinions and demonstrating an awareness of the effect on others.

In terms of extraversion, Sam reports to be more outgoing than most, and to enjoy being in the centre of attention. He is likely to be quite gregarious in groups. Similarly, he reports to feel more confident and articulate in social or business situations. The candidate is likely to demonstrate a fairly average degree of independence, in the sense that he is probably no more or less likely to take a view that challenges the majority.

A modest individual, Sam is less likely to forward himself strongly or to keep a high profile. He is more likely to let his results speak for themselves.

Possible Probing Questions:

Persuasive: Tell me about a time when it was challenging to 'sell' an idea or point of view to others? How did you convince them? What did you do that was effective? How could you have been more effective?

Outspoken: What disagreement might you have had recently? How did you tackle this? Have you had to deal with a sensitive issue with a staff member or colleague? How did you find this?

Outgoing: When have you had to interact with a group of people? How would you describe your approach to communicating with others? Have you had to present to people before? How do you find this?

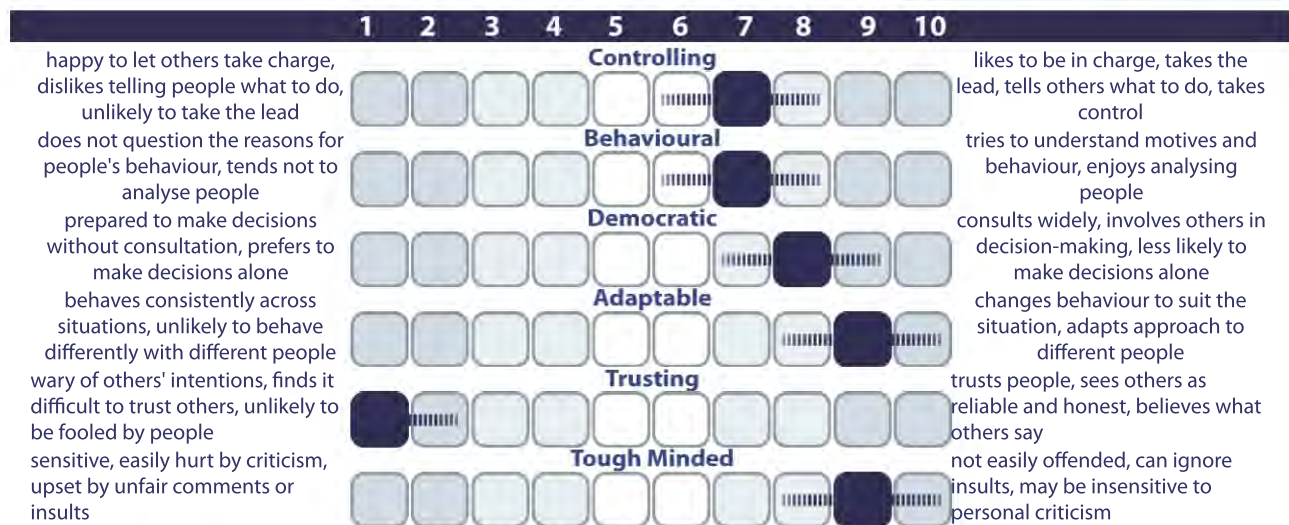
Social Confidence : How do you prefer to communicate to others? Can you give me examples of when you have demonstrated strong communication or influence skills?

Independent Minded: When have you challenged something - an opinion or idea recently? When have you compromised or changed your view to achieve a consensus? How do you feel about taking a different view to others? How do you seek to influence others?

Modest: What is a key achievement that you are proud of, and how did you achieve this? How do you celebrate success? How do you convey your potential or your skills to others?

People and Communication

Leadership

**Probe
Further?**


Interpretation of relevant scales: Sam reports to be more concerned than most to assume personal control over matters, and as such may be more likely to take the lead or responsibility at work. As someone who tends to be more interested in the perspectives of different types of people, he will potentially be more insightful of how best to manage or lead a group of individuals.

When making decisions, he is probably more democratic and participative than most, tending to prefer canvassing the views of other before reaching a conclusion.

Sam's score on Adaptability reflects a stronger orientation towards changing his behaviour to suit different situations. He is likely to use a broader repertoire of different approaches to use in different settings, valuing flexibility over consistency.

Much less trusting than most, Sam may tend to view others' motives or abilities with a degree of wariness. This may come across in a controlling style at times, with others needing to prove themselves to him. Much more tough-minded than most, Sam is likely to put the commercial interests first when making decisions, less reticent about how he might be viewed by others. He is likely to be resilient in this respect.

Possible Probing Questions:

Controlling: Tell me about a time you have had to step in and take action to help a team move forward? What happened? How do you ensure that people in your team know what is expected of them? How specifically do you manage this?

Behavioural: How are you perceived by others? What might be some misperceptions about you? How does your style impact on others? What is most important to you when working with people?

Democratic: As a team member or leader, describe how you have worked with others on a key assignment? When do you ask for other peoples opinions, and when do you just get on with it? Why?

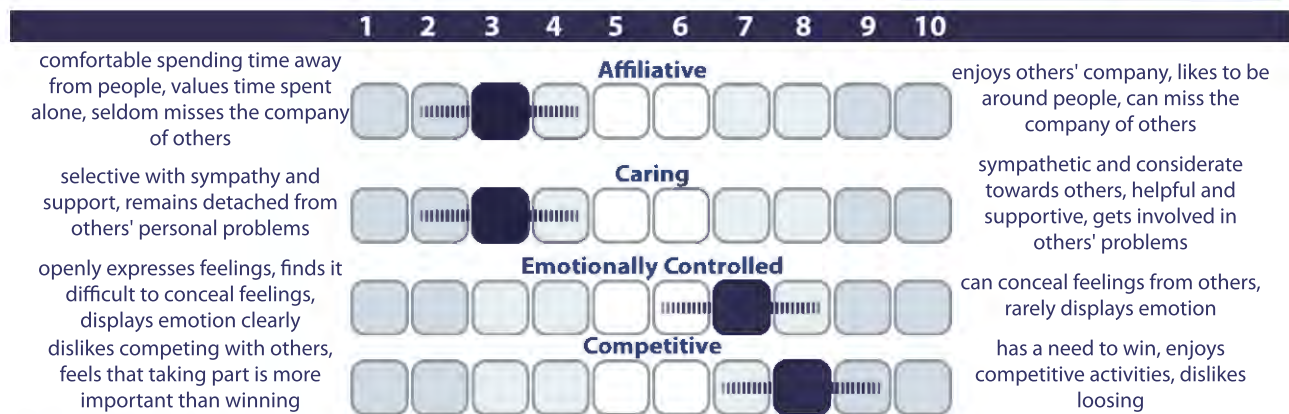
Adaptability: Give me an example of when you had to significantly alter your normal approach in dealing with an individual or situation. When have you had to deal with someone or some people that were very different from yourself? How did you tackle this?

Trusting: What sort of people do you enjoy working with? When have you worked with challenging colleagues in the past? How do you decide on work to delegate or share?

Tough-minded: How do you feel about making unpopular decisions? When have you had to take a tough-approach? What were the sensitivities, and how did you manage them?

People and Communication

Team Working

**Probe
Further?**


Interpretation of relevant scales: In terms of orientation towards teamwork, Sam reports a preference towards individual working, tending to be less comfortable sharing responsibility with other team members. He may be less comfortable working on team-based projects. With regards to his outlook on others, he is likely to be less focused than most on sympathising with the emotional or personal issues of others, perhaps believing these to be others' own responsibility. Colleagues will generally find it a little hard to read his feelings about things, as he tends to be more private with his emotions than most. Although seen as more controlled, he may appear a little distant on this level at times.

With regards to his drives for achievement, Sam reports a fairly high competitive need to 'win', which suggests that in a team situation, he may show a stronger drive to come out on top. He will probably however, focus this competitiveness towards the co-operative team goals.

Possible Probing Questions:

Affiliative: Tell me about your involvement in a team project recently - what was your role and contribution? What are your strengths in a team setting? What do you see to be your weaknesses in a team setting? How would others describe your team contributions? Please provide specific evidence of these.

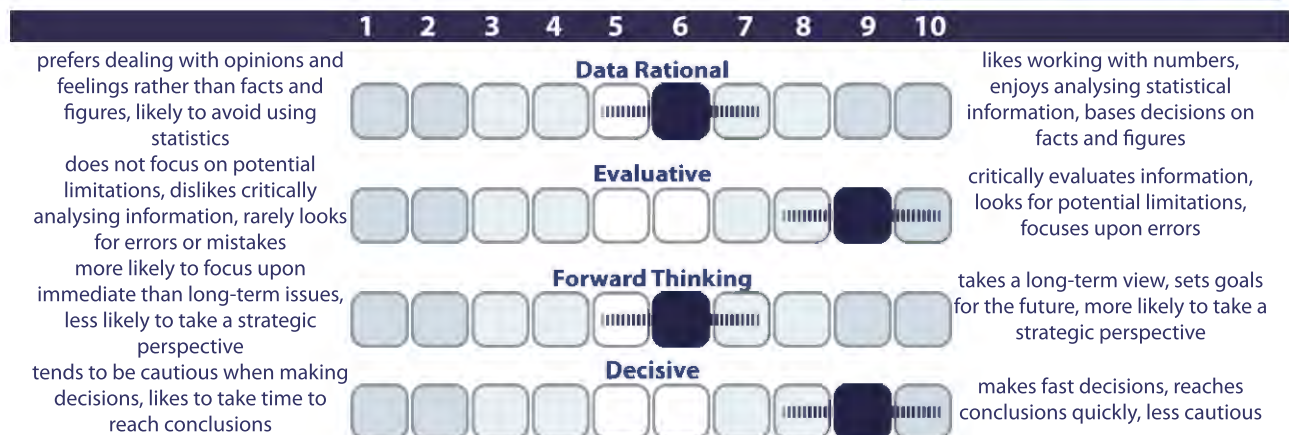
Caring: Can you give me an example of when you have had to deal with a personal problem with a colleague or staff member? When have you had to tackle a sensitive issue? How do you feel about tackling such issues?

Emotional Control: To what extent do you express your feelings at work? Tell me about a time you have motivated others - what did you do? How and what did you communicate? When have you shared feedback with a team?

Competitive: What really motivates you? Tell me about an achievement that you are very proud of? Tell me a time when you have worked as part of a team to achieve some demanding goals? What did you do specifically to achieve this?

Intellectual & Judgement

Decision Making

Moderate
Indicators

Interpretation of relevant scales: Sam reports to have a typically logical approach to making decisions, being comfortable using data and also more subjective insights. He is probably not overly-reliant on either type of information. In terms of his analytical focus, he will probably be more critically evaluative than the next person. He is likely to be good at spotting the errors or flaws in work or proposals that others miss. His responses to the profile suggest that he will look ahead to a moderate extent and as such, may have no clear preference to attend either to the present, short-term or the longer-term when making decisions. In terms of decisiveness, Sam has reported to be much less concerned than most with deliberating over information, preferring to act quickly. He is likely to be more comfortable responding rapidly and thinking on his feet, and will jump into decisions quickly.

Possible Probing Questions:

Data Rational: Describe how you dealt with business information? What sort of data was it? What is the most complex decision you have had to make on the basis of numbers or statistics?

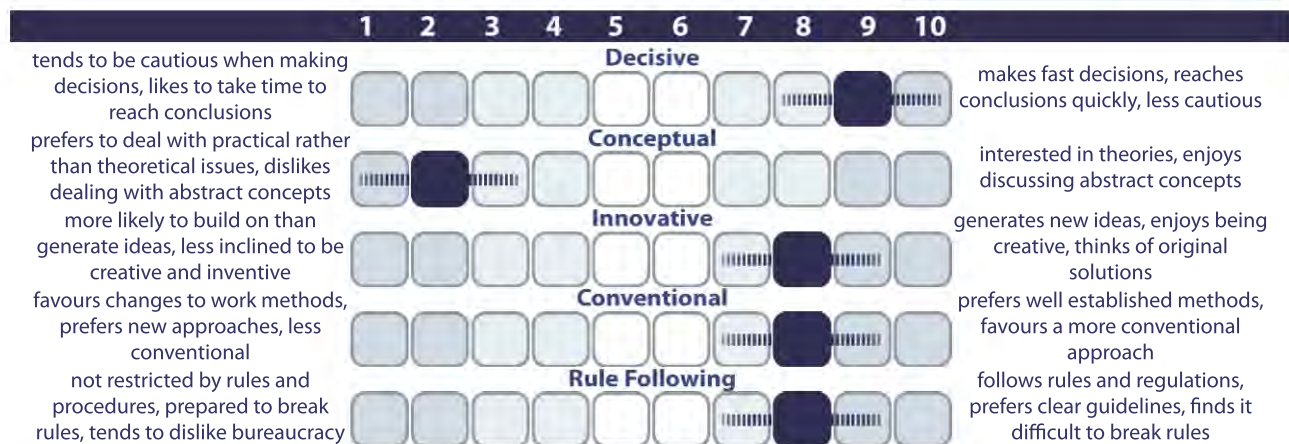
Evaluative: Tell me about a time you dealt with a complex proposal or issue? What did you do about this? Tell me about a time when you did not sufficiently evaluate the situation or its implications. What was your learning? Do you like taking on the evaluative role?

Forward Thinking: Talk me through how you have planned a recent key project? What are the key objectives in your current position? What are your plans for your career? Have you been involved in more strategic/long-term planning? Tell me about the plans you have made for the key objectives in your current position?

Decisive: Can you provide an example of when you have had to think on your feet or make a speedy decision recently? How would you describe your decisiveness? Have you recently had to focus on a detailed problem or convoluted issue? How did you use this information? Tell me about a time, when in hindsight you had made a poor decision? What was your learning from this?

Intellectual & Judgement

Change

Probe
Further?

Interpretation of relevant scales: An important attribute seen in those who are change-focused is an ability to act decisively and speedily. Sam is likely to be much more quick to act and decisive in risky or more ambiguous areas, being more focused on the potential benefits of acting, and sorting out problems later. He tends to orientate himself towards much more practical and 'no-nonsense' matters. This would indicate that he tends to be less focused on possibilities or on the more conceptual change considerations.

In reference to personal creativity and innovation, he has reported to be more orientated in this area than most people, seeing himself as imaginative and often original. Although more creative in outlook, he will be more inclined to use established methods, rather than experimenting with less unconventional means. He is therefore likely to balance his creativity with a certain degree of conservatism in approach.

Sam is more comfortable with following the rules and will be perhaps less challenging of existing procedure.

Possible Probing Questions:

Decisive: How have you contributed to key change decisions? What risks did this entail? How would you describe the level of risk to you and the organisation? How did you feel about this?

Conceptual: When have you applied a concept or idea to improve working processes? What have ideas have you implemented? What concepts or new methods could be introduced to our industry / your current role to improve things? Example?

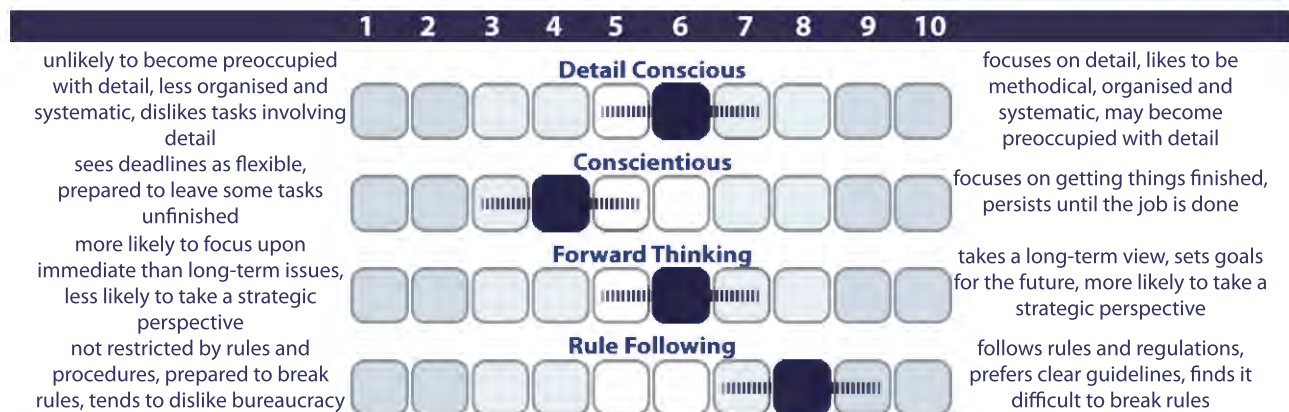
Innovative: Tell me about a creative idea you have produced - what happened to it? How have you contributed to change; what was your input specifically?

Conventional: What are some of the issues that you have encountered in your current role? What can we do about these? What effect do you think you could have on the role / this organisation? To what extent do you believe you can really change things? How? Examples?

Rule Following: When have you broken the rules? Why? What was the outcome? When have you done something that had not been done before, or changed procedures for the better?

Task Orientation & Drive

Organisation

Moderate
Indicators

Interpretation of relevant scales: Sam reports to assume a typically systematic and organised approach to his work. He will probably have an average focus on detail and planning work before starting it. In terms of finishing work, he will probably be less focused in this area than most. He will be more interested in the conception and starting of work, and will be more likely to lose interest in assignments if they become protracted. This preference may also suggest that the candidate can be more flexible than most, being more open to changing tack once embarked on a course of action.

Although reporting to have a less conscientious approach in some respects, the profile does however suggest that he is more comfortable with following detailed instructions or following protocol.

In terms of forethought and planning, he reports to have no clear preference to attend either to the present, short-term or the longer-term when making plans.

Possible Probing Questions:

Detail Conscious: Can you describe your approach to managing your workload? Can you give me some concrete examples of when you have demonstrated this style? How do you manage important details? How do you know which ones are important? Example?

Conscientious: Tell me about a task where you had some challenging deadlines to meet? Tell me about a time when you had to adapt the way you were doing something. What was the challenge here? Give me an example of when you have had to deal with changes in demands quickly?

Rule-Following: How do you feel about rules and regulations? When have you undertaken a task that has required strict adherence to instructions or regulations? When have you rejected a rule or a procedure in order to get something done differently?

Forward Thinking: What sort of tools do you use to plan ahead and ensure work is delivered? What do you consider to be the most strategic, or forward-thinking decision/task you have worked on? How did you manage resources to achieve objectives?

Task Orientation & Drive

Dealing with Pressure

Moderate Indicators



Interpretation of relevant scales: Sam reports to feel less general tension and stresses than most people. He is more focused on relaxing and switching off from pressure. With regards to more specific sources of anxiety, he tends to be much less worrying or anxious before important events, probably much less concerned or nervous about things going wrong.

Although reporting less tension and nerves, Sam reports to be much less sensitive to the effects of criticism, problems or setbacks than most. He will tend not to dwell on past failure and to bounce back quickly from any negative feelings. With regards to his overall outlook on events, he will be more positive and tend to look to the benefits or value in situations, less likely to be seen as sceptical. Moderately vigorous in approach, Sam will be typically responsive to a demanding, pressurised workload.

Possible Probing Questions:

Relaxed: How do you balance the stresses of work? Can you talk me through a time you had a significant problem at work which created a lot of pressure? What happened and what did you do to rectify it? Explore evidence for managing pressure and maintaining a focus on broader issues.

Worrying: Tell me about a challenge you undertook recently or an important event that you really needed to go well - how did it go and how did you feel as you were managing it? How did you ensure it went well? When else have you moved out of your comfort zone recently?

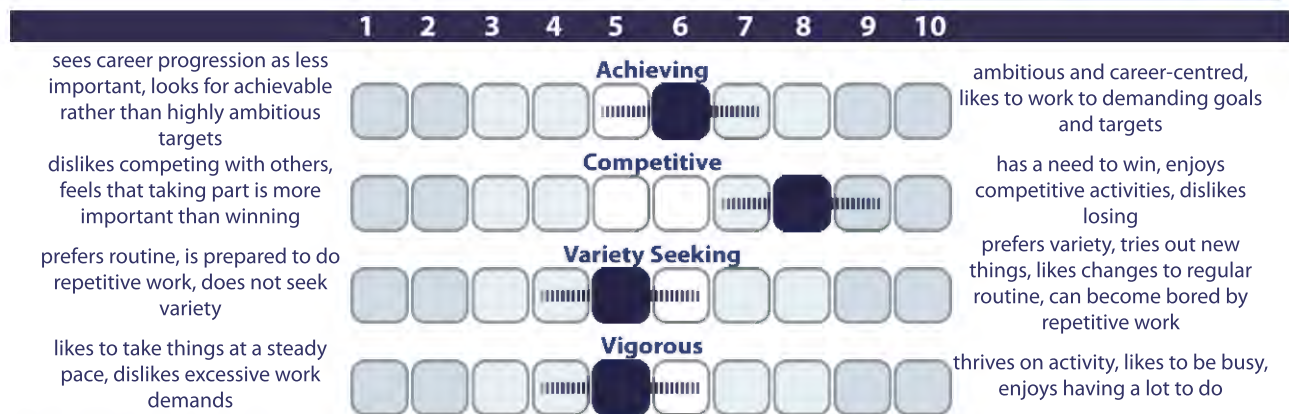
Tough-Minded: Tell me about a significant setback you have had recently? How did you feel about this at the time? When have you had to deal with pressure recently? What was it about this that was the source of stress?

Optimistic: Would you describe your outlook as being more optimistic or pessimistic. Why is this? What do you think the future holds for this job, for this work area? What are the threats or opportunities for us? What are your aspirations for the future?

Vigorous: When have you had to tackle demanding workloads recently? How did you manage the delivery of these? How do you ensure you split your attention across different demands on your time?

Task Orientation & Drive

Motivation

Moderate
Indicators

Interpretation of relevant scales: Sam has reported a typical level of ambition to achieve goals, and will probably seek a balance between stretching himself and ensuring that goals are realistic and within reach. He indicates a more competitive drive than most, wanting to win and be seen to do well against others. He will probably be more concerned to excel over others than most. He has a typical motivation towards variety and trying out new roles and work areas. Moderately vigorous in approach, Sam will be typically motivated towards tackling a demanding, pressurised workload.

Possible Probing Questions:

Achieving: Give me an example of when you have achieved a goal that was challenging. What were the obstacles you overcame? How have you changed your goals or adapted your plans?

Competitive: Tell me about a time you have shared success with others, maybe in a team? How do you benchmark your performance and how do you know when you are doing well? How would you describe your level of competitiveness and need to achieve? Can you give an example?

Variety-Seeking: To what extent do you need change and variety in your role? When have you dealt with fast changing work? When have you dealt with more routine or protracted assignments? How did you ensure that results were achieved? When have you moved outside of your comfort zone recently?

Vigorous: When have you felt particularly energised at work recently? What specifically were you doing? When have you really delivered something that was hard? What was your contribution? How did you achieve this?

How can we help?

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The
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