



opq32

> Manager Report

Name: Peter Sample

Date: 15 April 2009

INTRODUCTION

This report is based upon Mr Sample's responses to a self-report personality questionnaire, the Occupational Personality Questionnaire (OPQ32i).

This questionnaire invited him to describe his behaviour, preferences and attitudes, in relation to different aspects of his working life, by identifying from blocks of four statements, the one that was most, and the one that was least, like him. His responses have been compared against those of a large relevant comparison group to give a profile of Mr Sample's perceived preferences for different ways of behaving at work. These are grouped into three main areas; Relationships with People, Thinking Style and Feelings and Emotions.

This report should be treated confidentially. It describes Mr Sample's personality profile and makes links between the various aspects involved. When considering the results of the personality questionnaire, it is important to recognise the responses given were Mr Sample'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, on his self-awareness. The comments made here should therefore be seen as tentative rather than infallible. Nevertheless, this self-report can provide important indicators of Mr Sample's style at work, and it is likely to enable us to predict a good deal about his behaviour in different situations. Note that the questionnaire describes Mr Sample's preferred style of behaving rather than his competence or ability. The questionnaire gives a broad picture of his current style, and so the report is necessarily quite general. Greatest value can be gained by discussing the implications of this information against his current or future role. The shelf-life of the information contained in the report is considered to be 18-24 months, depending on Mr Sample's work role and personal circumstances. If there have been major changes in his life or there is a significant change in role, he should complete the questionnaire again. If you have any concerns regarding the content of this report, please raise these with someone who has received full training in the use of OPQ questionnaires.

RELATIONSHIPS WITH PEOPLE

Influence

Persuading people is not something which Mr Sample is very inclined to do. As well as having little 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.

Mr Sample is unlikely to challenge the majority view, for, as well as an extreme tendency to follow the ideas of the majority rather than go his own way, he seems to thoroughly dislike getting involved in heated argument, generally preferring to keep quiet rather than speak out. This should make for relatively little conflict and as a result he is probably relatively easy to manage without confrontation.

His overall impact when trying to influence others may be diminished to some extent by his very low level of confidence and ease with others.

Sociability

Mr Sample does not appear to enjoy the company of others to any great extent, far preferring to spend longer periods of time alone, perhaps because he sees himself as extremely shy or nervous when meeting strangers or having to address a group. When he does find himself in company, however, he is only a little less lively and talkative than most. Contrasted with the lack of confidence and negligible need for company, when Mr Sample is being talkative, he may sometimes come across as slightly awkward or under-confident.

There may be a link between his liking to remain very private and separate from others and his reported feeling that people are generally untrustworthy. On the whole he has a strong level of distrust of others and he will generally suspect others of hidden motives when dealing with them.

Empathy

Mr Sample is very unlikely to provide sympathy and support to colleagues, unless he feels their issues are particularly serious. Further he tends almost always to make decisions alone without consulting other people. In addition to this, he is likely to be very vocal about his triumphs and achievements. He may often run the risk of being considered absorbed with himself rather than interested in other people's needs.

THINKING STYLE

Analysis

Overall, Mr Sample does not seem to consider analytical thinking as an area of much interest or preference. He reports a disinclination towards working with numerical or statistical information. Further, his interest in critically analysing information or plans proposed to him is extremely low. He also reports that analysing people, their motivations and behaviours, holds extremely little interest for him. He is therefore more than likely to avoid any kind of analytical role, whether it concerns people or numbers.

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.

The diffidence mentioned earlier that he feels when presenting his views and ideas to others and his reluctance to criticise their views may relate to his own very limited confidence in his ability to take a critical and analytical approach to information. In other words, he is neither critical in weighing up information nor critical in the sense of being highly outspoken.

As well as his very limited interest in critical analysis and evaluation, he also dislikes exploring and discussing ideas and theories. Together these suggest a reluctance to engage in intellectual analysis, with a likely stronger interest in more practical implementation.

Not only does Mr Sample express a strong dislike of undertaking analyses of others' behaviour and motives, but he also describes himself as tending to behave in very similar ways across a wide variety of situations. This suggests a rather rigid behavioural style that does not vary according to the context, quite possibly due to a lack of interest in how this may affect or be perceived by others.

Creativity and Change

Mr Sample reports an extremely strong preference for new ways of working. However, these new approaches are likely to be generated by others rather than himself since his profile suggests a marked disinclination towards producing inventive ideas in any number. Equally he seems to have little interest in hypothetical or theoretical issues and so will be more interested in the practical than the more abstract implications of the new methods. Overall then, Mr Sample may be seen as someone who favours a really radical or unorthodox approach, but who is unlikely to come up with radical ideas or theories himself.

Mr Sample reports an extremely strong preference for routine over variety and novelty in his work. In addition, he is much less likely than most to adapt his behaviour to meet the changing demands of the situations or people he is dealing with. Thus, his approach to changing situations may be described as somewhat conservative, both in terms of the perceived negative impact on his routines and in his unwillingness to adapt his behaviour to deal with them. He would probably be most comfortable in a consistent, predictable environment.

Somewhat in contrast to Mr Sample's strong preference for new and more radical ways of approaching things, he does not welcome however change or variety within his day to day work patterns. This suggests quite a complex combination of someone who looks for opportunities to try new methods and approaches to the problems or issues that he encounters, while still seeking a high level of predictability and routine in his daily activities.

It would appear that his interest in new methods and approaches may cause him to give less importance to deadlines and the completion of ongoing work.

Not only is Mr Sample rather more down-to-earth than abstract in his thinking style, but also he has expressed a dislike of working with numerical and statistical information. Together, these may indicate a greater reliance upon his view of what is the common sense interpretation or understanding of an issue than on a more theoretical collection of factual data and information.

His strong tendency to adopt the same behaviour across the vast majority of different situations may shed some light onto his low preference in terms of having other people around him. It may well be that he chooses a smaller, select group of friends that he feels at ease with, and where he feels comfortable being himself without the need to change his behaviour in order to fit in.

Structure

Mr Sample reports a disinclination for thinking ahead and setting long-term goals as well as a very clear lack of interest in detail and order. Thus, he seems more concerned with the present than the future and may tend to pay little attention to the more detailed aspects of his work.

Mr Sample reports only a little less inclination to stick closely to rules and regulations than his peers. On the other hand, he seems to place a much lower emphasis upon the importance of meeting deadlines and seeing tasks through to their conclusion.

His very low attention to detail, and tendency to dislike working in an orderly and meticulous fashion appears to be linked to a very uncritical approach when reviewing or checking work. Indeed, he is very unlikely to be comfortable in a role which demands

highly detailed or in-depth analysis or checking of information and his work may be prone to a number of errors or mistakes.

The strong dislike of detail that he describes is matched by a similarly low emphasis upon meeting deadlines or completing work on time. These more day-to-day elements of structure in his work are therefore not a priority for him and the delivery of accurate and fully checked work from him may well suffer as a result.

FEELINGS AND EMOTIONS

Emotion

Mr Sample often finds it difficult to relax and very often feels under pressure. He does, however, feel slightly less nervous than most people before important occasions. His anxiety is therefore rather more generalised than specifically focused on particular events.

Mr Sample considers himself to be far more sensitive to criticism and insults than most people. In addition to this, he generally adopts a very suspicious attitude towards others, doubting that they can be relied upon. Perhaps not surprisingly, he describes himself as something of a pessimist and invariably expects the worst outcome to events. He is therefore likely to be more than a little cynical about outcomes and proposals.

In terms of expressing feelings, he will be a little more open than most people. It may be that he finds some kinds of emotions easier to express than others.

His reluctance to speak out or to disagree with the group consensus is consistent with his sensitivity to any negative feedback or criticism that they may direct at him. It would appear that he strongly dislikes criticism, and is as uncomfortable directing this at others as he is at receiving it himself.

His very negative view appears to impact his general sense of anxiety, such that he experiences a high level of anxiety across a range of situations.

Although he feels that others should be viewed with a strong degree of suspicion, he is unlikely to express this directly to them since he tends to keep his views to himself. It is more likely to impact his behaviour towards them in more subtle ways than in open challenge or confrontation.

Dynamism

Mr Sample's profile suggests a strong dislike for having too much to do and a preference for not being kept very busy. Together with this relatively low level of energy, he does not appear to consider that career progression is of very much importance to him and he describes himself as having little ambition in career terms. Somewhat in contrast, he is as stimulated by competitive activities as most others, and an opportunity to compare his performance against others may provide him with a stronger source of drive than the promise of career progression.

When summing up a situation and making a decision, Mr Sample 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.

Mr Sample's very strong preference to work at a steady pace, perhaps with just one main focus at a time, may well be linked to his liking for more routine activities, rather than those that offer more novelty or change. Together, these suggest someone who is willing to work steadily even at repetitive tasks, but who may feel overwhelmed if required to 'juggle' several projects or less familiar activities at once.

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

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

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Comparison Group used: OPQ32i UKE UK Managerial & Professional 2005
The Manager Report Version Number: 1.0^{SC}

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