

OPQ32 Pre-Interview Competency Report

Strictly Confidential

Sam Sample

27 February 2017

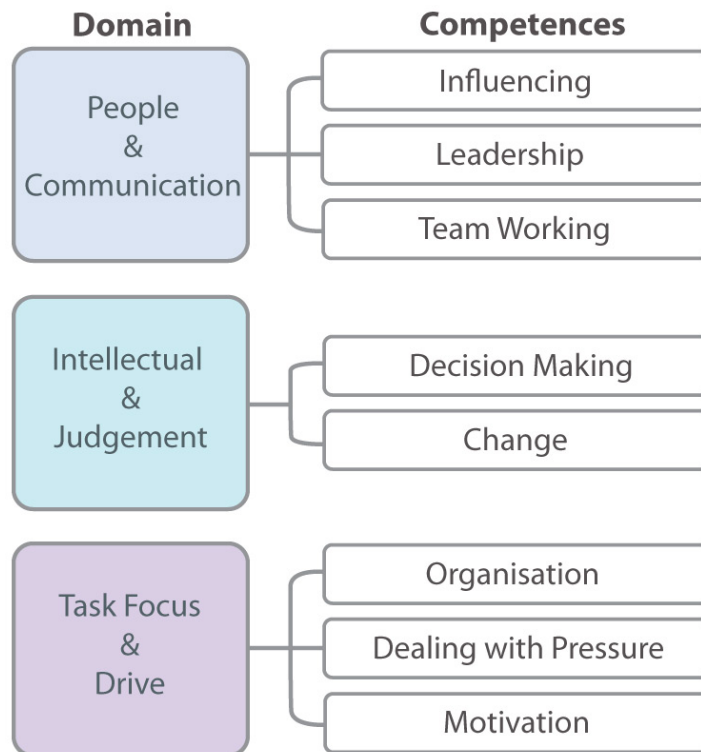
Report prepared by



Leaders in Assessment and Development

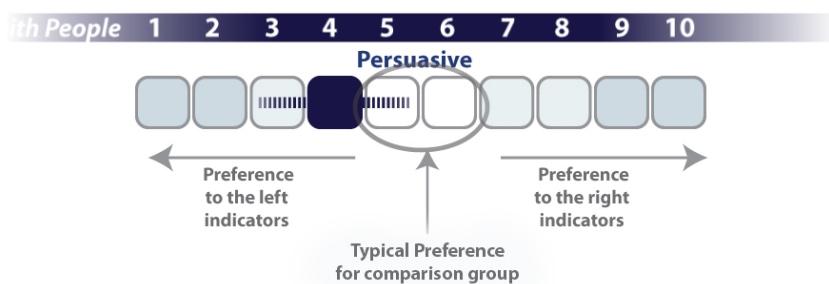
How to use this report

- 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, you will need to understand what the scores mean. 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 As you get familiar with the reports, you should become more adept at using only the graphs without needing to read all the accompanying text. 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? |
| Leadership | 6 | Probe Further? |
| Team Working | 7 | 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.

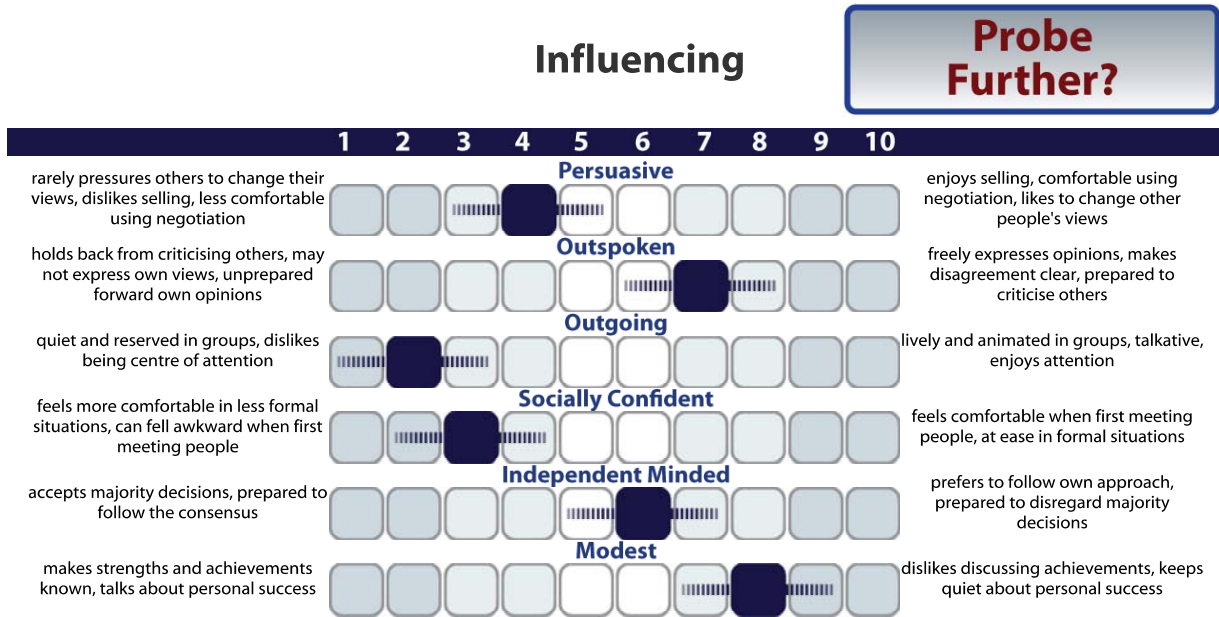
"Strong Indicators" = reported preferences suggest that the candidate is potentially strongly focused in this area.

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 random response patterns that undermine the accuracy of the profile. People who are motivated to provide accurate answers to the questions, will tend to respond in a consistent manner when presented with similar items. However, people who are not paying attention to the way they are answering, or are perhaps trying to guess which answer is viewed more favourably, will tend to be less consistent in their answers to different questions.

In this case, Sam appears to have responded in a consistent manner than most across the questionnaire. This indicates a sound understanding of the questionnaire, and a reasonable level of attention in completing it.



Interpretation of relevant scales: Sam reports to be less inclined than most to sell or negotiate with others. He may tend to be less orientated towards impressing a point of view on others. When he has a view on matters, he may be more direct in expressing these views than most, believing it is best to make disagreements clear and being less concerned about confrontation.

In terms of extraversion, Sam reports to be less outgoing and gregarious than most, perhaps preferring to deal with people on a one-to-one basis. He is likely to feel much less comfortable than most as the centre of attention. Similarly, he reports to feel less confident generally in formal 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?

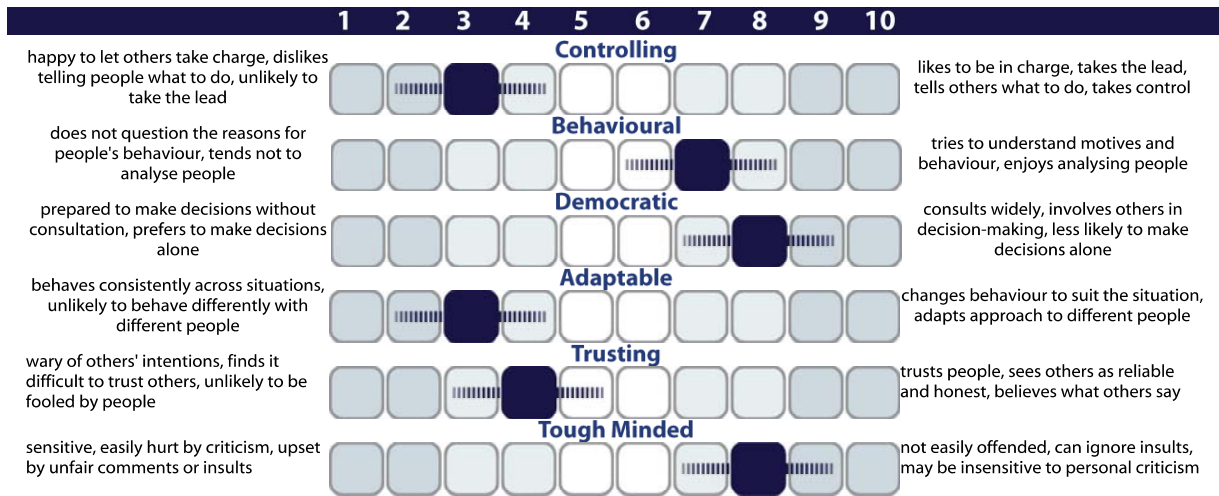
Social Confidence : How do you prefer to communicate to others? Can you give me examples of when you have demonstrated strong communication or influence skills?

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?

Leadership

Probe Further?



Interpretation of relevant scales: Sam reports to be probably less inclined than most to assume responsibility for the work of a team or group. He may prefer others to take charge, rather than to lead himself. 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 degree of consistency in behaviour across different situations. It may reflect his level of flexibility towards different people or situations.

Less trusting towards others than most, Sam will perhaps need others abilities and motives proving to him. If this comes across, it may take the form of a sceptical or controlling style towards others. More tough-minded than most, Sam will probably be more ready to take the harder-headed commercial decisions, even if these prove contentious or unpopular.

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?

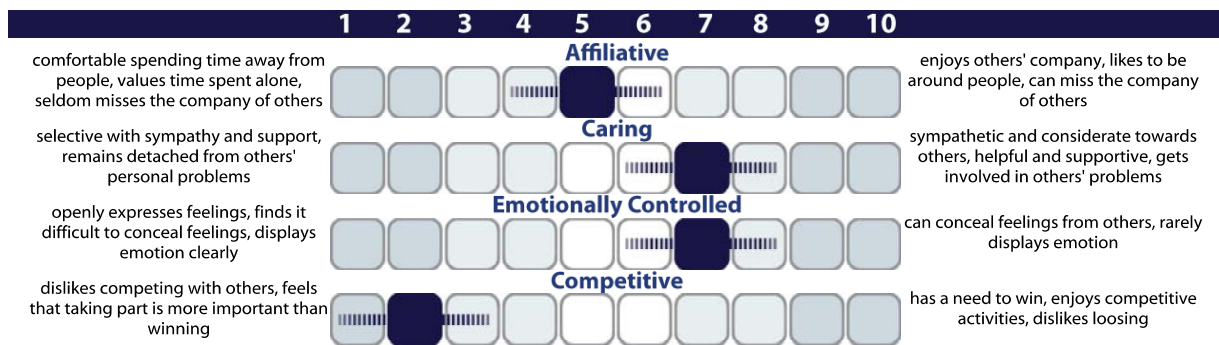
Adaptability: Give me an example of when you had to significantly alter your normal approach in dealing with an individual or situation. When have you had to deal with someone or some people that were very different from yourself? How did you tackle this?

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?

Team Working

Moderate Indicators



Interpretation of relevant scales: In terms of orientation towards teamwork, Sam reports a typical degree of preference towards the sharing of responsibility within a team and working in conjunction with others. With regards to his outlook on others, he is likely to more focused on the personal feelings or more emotional needs of colleagues than most. He is likely to be more supportive and empathic in this respect. 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 very low competitive need to 'win', which suggests that in a team situation, he is more likely than most to demonstrate co-operative values and seek group rewards. He is less interested in pursuing his own individual victories.

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?

Decision Making

**Probe
Further?**


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 less than most and as such, may have less inclination to plan into the future in any great detail, and may prefer to take things as they come. In terms of decisiveness, Sam has reported to need less time than most to arrive at conclusions. He is likely to be more focused on action rather than deliberation, and will probably be more comfortable thinking on his feet.

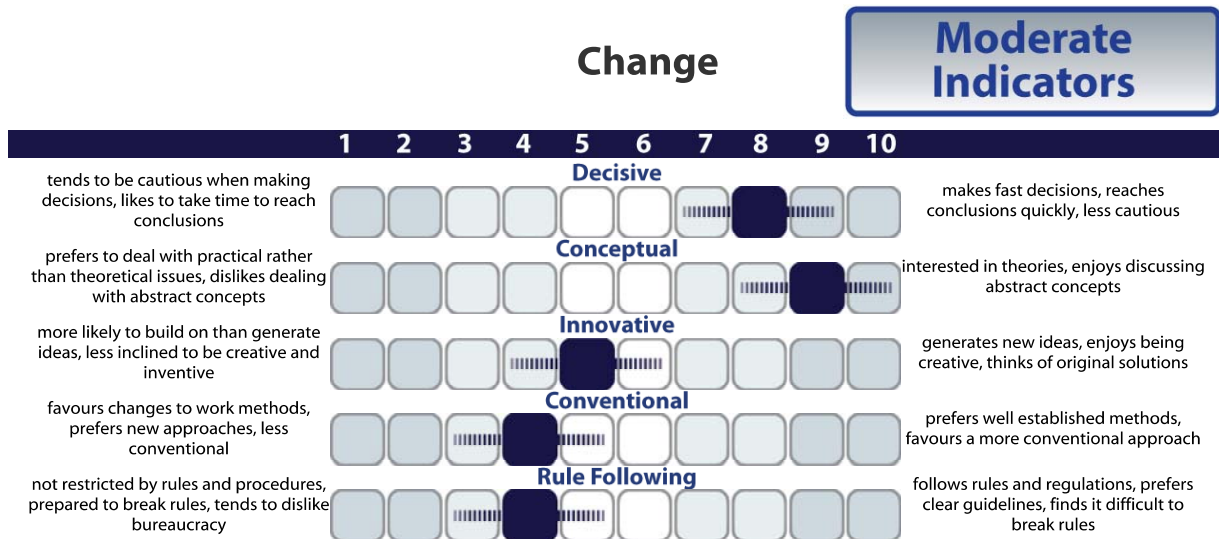
Possible Probing Questions:

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?



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 more comfortable acting quickly and decisively in such situations than most. He may be more focused on the potential benefits of taking risks, and less cautious when taking action. He tends to orientate himself towards the more conceptual and theoretical way of looking at things. Much preferring to operate on an abstract plane, he will be concerned about theory and fundamentals. Much less concerned about practicalities, he will contribute more abstract possibilities.

In reference to personal creativity and innovation, he has reported to be typically orientated in this area. He is however, more unconventional in outlook, suggesting that he will be ready to take a more open and experimental approach to trying new working methods.

Sam is less comfortable or orientated towards following rules, suggesting a degree of autonomous thought.

Possible Probing Questions:

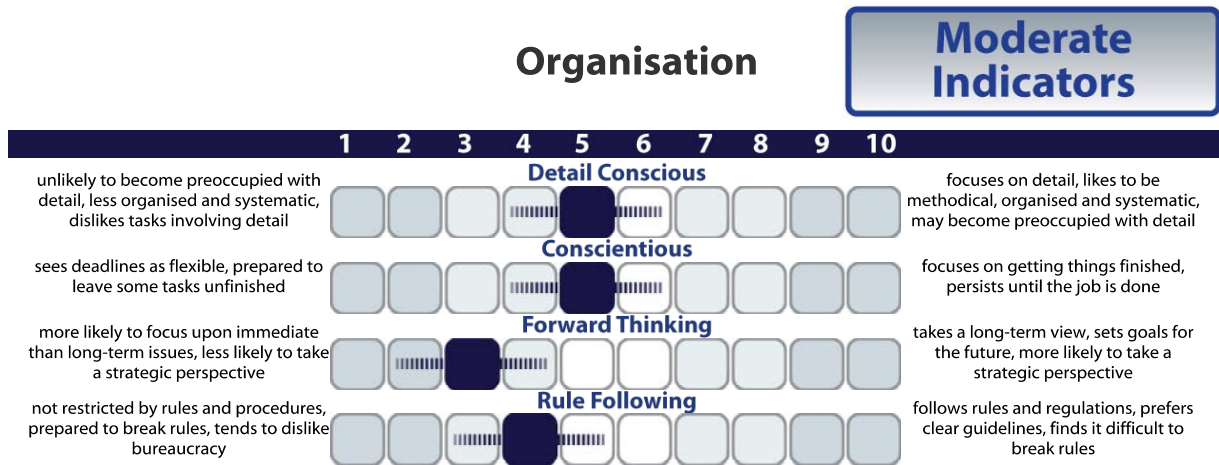
Decisive: How have you contributed to key change decisions? What risks did this entail? How would you describe the level of risk to you and the organisation? How did you feel about this?

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?



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 have as much focus in this area as the next person. He will tend to be typically concerned about getting things completed to a reasonably high level of quality. Although reporting to have a conscientious approach in some respects, the profile does however suggest that he is less comfortable or orientated towards following instructions or protocol. In terms of forethought and planning, he reports to have less inclination to plan into the future in any great detail, and may prefer to take things as they come.

Possible Probing Questions:

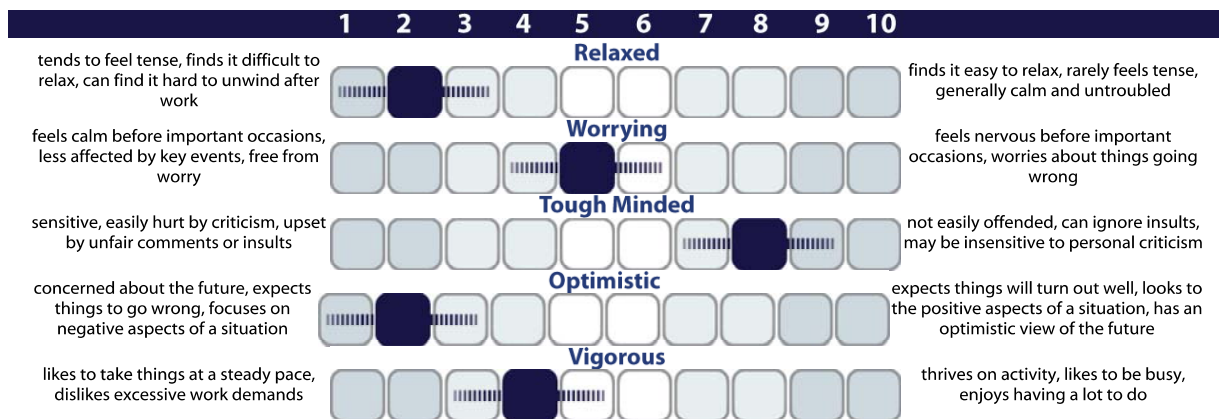
Detail Conscious: Can you describe your approach to managing your workload? Can you give me some concrete examples of when you have demonstrated this style? How do you manage important details? How do you know which ones are important? Example?

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?

Dealing with Pressure

Probe
Further?

Interpretation of relevant scales: Sam reports to feel much more tension day-to-day than most, and will probably find it harder to switch off from the pressure that he will tend to be more conscious of. With regards to more specific sources of anxiety, he will be no more or less worrying or nervous than most people before important events.

Although reporting less tension and nerves, Sam reports to be less concerned about failures or setbacks, generally bouncing back from criticism and seeking to move forward. With regards to his overall outlook on events, he will be much less positive than most, often taking a sceptical or negative view. At times, he may even be perceived as cynical. Taking a more steady approach to work, Sam will be less comfortable with pressurised or excessive work demands.

Possible Probing Questions:

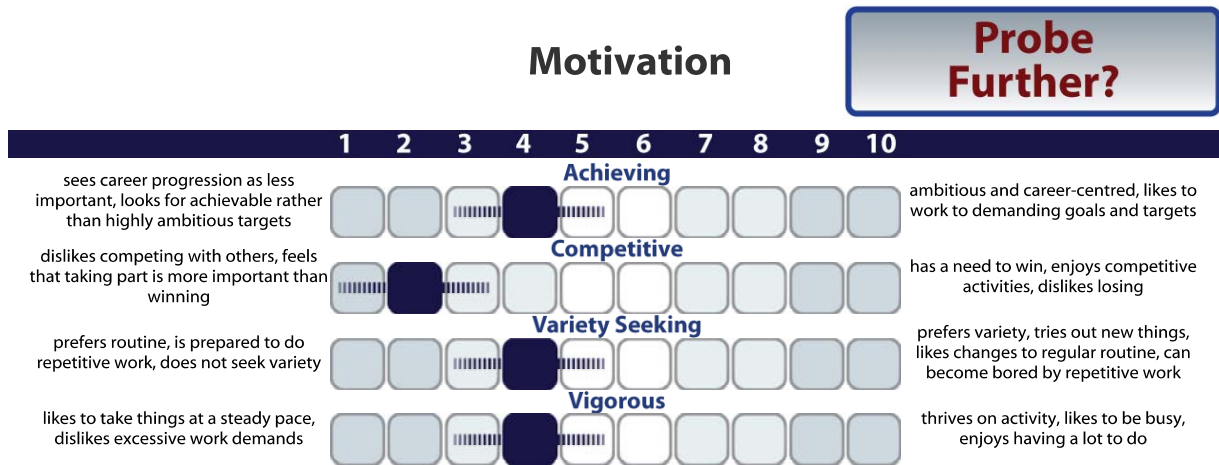
Relaxed: How do you balance the stresses of work? Can you talk me through a time you had a significant problem at work which created a lot of pressure? What happened and what did you do to rectify it? Explore evidence for managing pressure and maintaining a focus on broader issues.

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?



Interpretation of relevant scales: Sam has reported a less achieving approach, and a preference for attaining what he perceives as more realistic or less career-focused goals. He may be more happy with his current level of attainment than others. He indicates a much less competitive motivation than most, strongly believing that co-operation is more important than winning. He will probably have little need to excel over others.

He has a lower interest or motivation than most to try out new things or experiment with different roles/areas of work. He will probably prefer more familiar work. Taking a more steady approach to work, Sam may display less outward energy or momentum towards work demands.

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?