



Sam Sample

OPQ Personal Development Report
Quest Partnership - December 2021

For Feedback



Introduction to the report

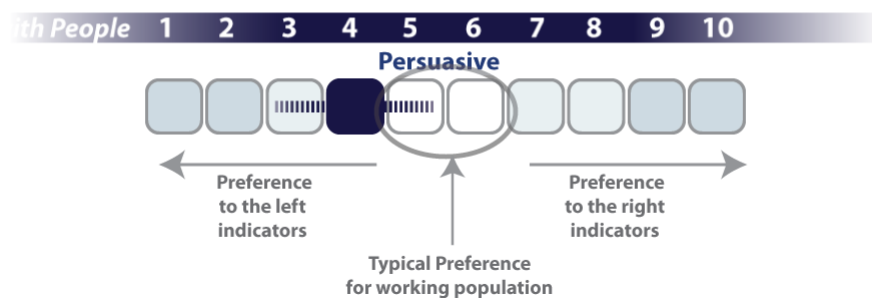
The Occupational Personality Questionnaire (OPQ32 - © SHL Group Ltd.) measures a range of personality traits that have an influence in how we approach work. The term 'personality' can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and is relatively enduring over time. This report provides comprehensive information based on your responses to the questionnaire i.e. it is a 'self-perception' report. Important points to note about self-perception information:

- It is not a definitive statement about how you behave - just an indicator
- It measures how you see yourself, not how others would necessarily describe you
- Information relates to your style and preference - not ability
- It offers a comparative measure of how you see yourself compared with most other people
- Although broad patterns can be consistent across time, your profile can change with experience. Therefore the shelf-life of the information contained in this report is typically 12 months.
- In a recruitment situation, this information should never be used in isolation - it supports other evidence
- Do consider the information from different angles but do not get overly concerned over aspects that you consider to be less accurate. The interpretation of the profile is not infallible.
- With 'self-perception' information, it would be valuable to explore the report with people who know you best, or in conjunction with other sources of feedback

Understanding your Profile and Report

Your profile is displayed through the report. Your responses have been compared to a large sample of the working population who have also completed the OPQ. The dark square on the graph shows your response. The graphs indicate where your responses compare to the average for this group. Where your response falls in the middle - i.e. on a 5 or 6 - this is a typical response compared with the professional population. Where your graph falls lower or higher than this average response (i.e. to the left or the right), this indicates a characteristic that differentiates you as an individual. In other words, your preference differs from the average. The more to the left or the right, the stronger this characteristic, or personality trait, is likely to be.

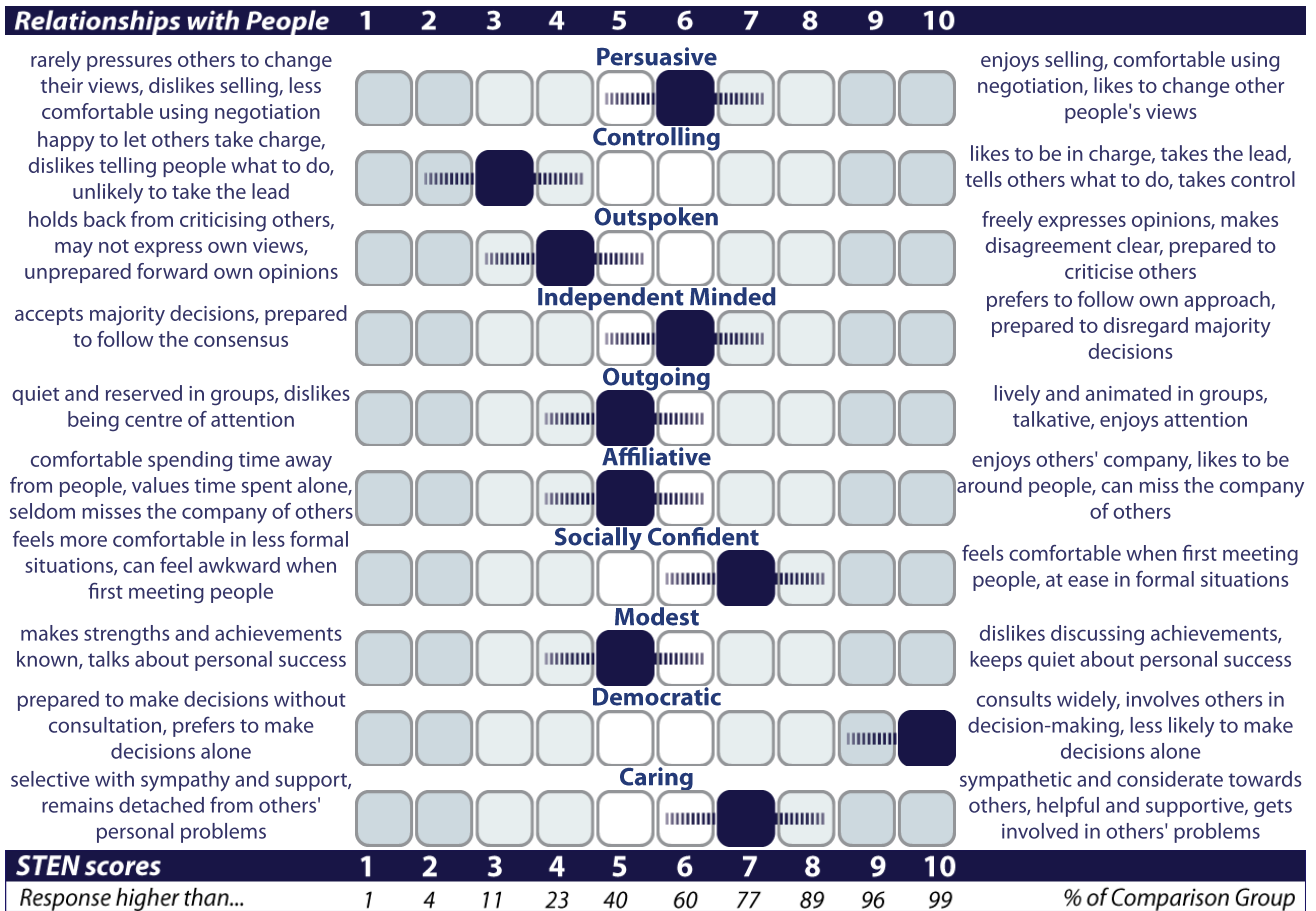
Example



This report looks at the three broad areas of the profile in turn as each may have an impact on your behaviour: Relationships with People; Thinking Style; and Feelings and Emotions. For each specific trait under these broad areas, a general description is provided, followed by potential strengths and areas for improvement. It is important to remember that there may be balances or support for specific scales elsewhere in the profile. After looking at the different areas you might gain greater insight by reviewing the profile as a whole. Note that the suggested strengths and development areas are *purely suggestions* and may be more or less applicable to you, depending on how you may manage or adapt to different situations.



Relationships with people



Relationships with people

Influence traits

Persuasive- You are probably as inclined as most to seek influence over others, having a typical level of desire to impress your point of view, or sell something to others.

Controlling- Your response to this scale suggests you are probably less inclined than most to need to take control over the work of a team or group. You may prefer others to take charge, rather than to lead yourself.

Outspoken- You are likely to be somewhat less direct than most, and to sometimes self-censor your contributions, maybe to avoid confrontation or causing offence to others.

Independent-minded- You are likely to demonstrate a fairly typical degree of independence, in the sense that you are no more or less likely to take a view that challenges the majority. You probably take the middle ground between being different and conforming to the majority in order to gain agreement.

Sociability traits

Outgoing- Your profile suggests you are typically outgoing and to be as comfortable as the next person in the centre of attention.

Affiliative- Your response here indicates a typical degree of preference towards the sharing of responsibility within a team and working in conjunction with others.

Socially Confident- Your slight preference to the right of the scale suggests you feel more confident and articulate in social or business situations. You are more likely to seek out social encounters with others and be oriented towards communicating in groups of people.

Empathy traits

Modest- Your mid-level response to this trait suggests you are as likely as most other people to forward your strengths and achievements, happy to sell yourself and your skills only when asked, or you feel this is appropriate. You are as inclined as most to discuss and celebrate your successes.

Democratic- You much prefer to consult with others when making decisions, wishing to invite views and canvas opinions from colleagues before committing to a conclusion. You are likely to be highly democratic and believe participation and discussion leads to more effective outcomes.

Caring- Your trait preference is marginally more to the right in this area, suggesting you will be more focused on the personal feelings or more emotional needs of colleagues than most. You are likely to be more supportive and empathic in this respect

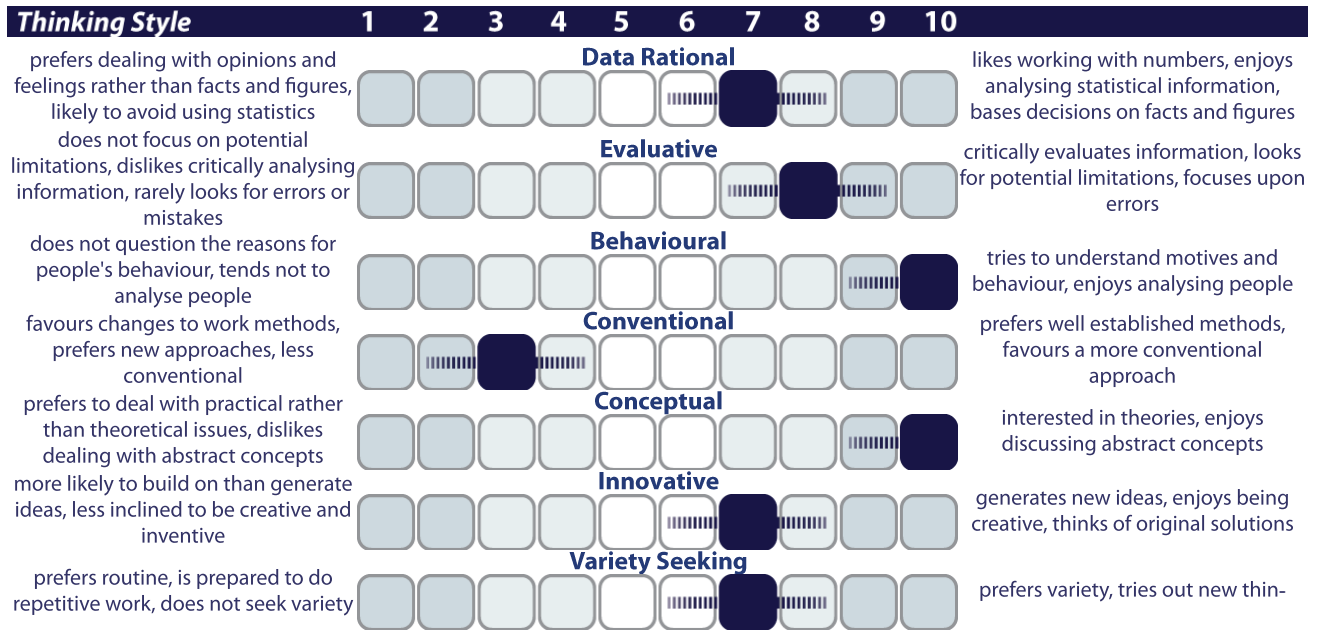
Potential Strengths of Your Style related to Relationships with People

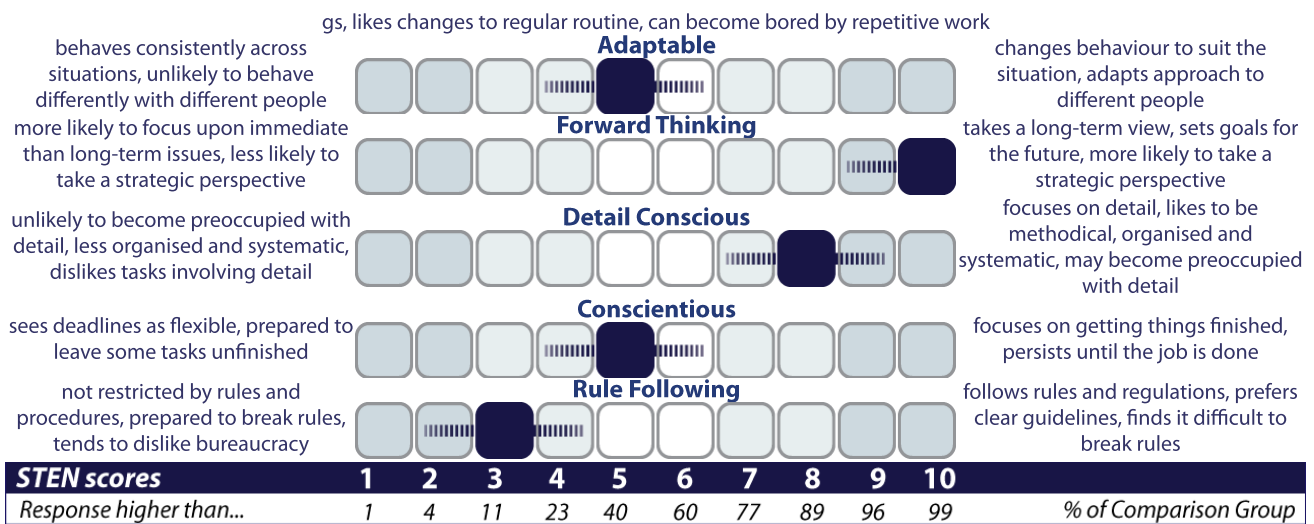
- You probably have less need to take charge yourself, indicating you are a more collaborative or facilitative team worker, encouraging others to take control or lead.
- You may be seen as respectful and measured in your contributions in groups, perhaps sensitive to avoid causing offence in others. You probably have a non-threatening style that is likely to encourage rapport.
- You are likely to be confident in formal situations, potentially more able to initiate discussions. You may be more skilled at putting people at ease and guiding discussions.
- Your consultative style probably encourages participation, and may better inform your decisions also.
- You are likely to be seen as supportive and concerned about others, helping you build a team culture that is considerate of others personal issues, even if not immediately work-related. People should see you as willing to 'give the time'.

Potential Areas for Development related to Relationships with People

- Would your leadership style benefit from you developing a more controlling, directive approach in some situations? Is there scope for you to demonstrate more willingness to take personal responsibility for organising the work of others?
- Might there be times when you can over-compromise your views, or hold back on saying what you really think, in order to avoid what you perceive as confrontation or offence? Is there scope for you to develop your willingness to discuss contentious issues, maybe also to convey more passion in your challenge?
- Whilst self-assured in projecting yourself socially, is there opportunity for you to take a step back and give others more 'air-time' or a lead over discussions?
- You may sometimes waste time in consultation when a fast decision is required. Depending on which decisions you tend to consult on, you may at times be perceived as having less confidence in your ability to set direction.
- Might there be times that you overplay your empathic approach, when you could detach more in order to avoid your good intentions from detracting from work performance? e.g. if you become too tolerant, or make over-allowances for others?

Thinking style





Thinking style

Analysis traits

Data Rational - This dimension indicates your preference for using data. Your response here suggests that you are slightly more comfortable than most reaching conclusions that are based on data and are more open to methods using logical deduction.

Evaluative- Your preference here suggests you show a keener critical awareness than most. You will probably be more effective at spotting flaws and potential problems in ideas or information.

Behavioural- Your trait response here indicates that you are much more orientated towards understanding and predicting the behaviour of others. You will probably have a greater insight into different individuals' outlooks or motivations and be keen to explore their perspectives.

Creativity & Change traits

Conventional- Rather than taking a conservative approach, you will be more open to unconventional methods and more unusual ideas.

Conceptual - You take a much more marked interest in the more conceptual and theoretical way of looking at things. Much preferring to operate on an abstract plane, you will be concerned about theory and fundamentals, keen to explore hypothetical ideas and possibilities.

Innovative- In terms of creativity, you have presented yourself as perhaps a little more orientated in this area than most people, seeing yourself as imaginative and valuing originality. You will enjoy exploring new ideas and possibilities.

Variety Seeking- This scale suggests you have a slightly stronger motivation than most to experience variety in your work. You are more likely to be drawn towards different challenges, and be less happy with routine.

Adaptable- This aspect of the profile looks at the extent to which you adapt your behaviour towards different situations or people. You would appear to have responded with a typical evaluation of the extent to which you change your behaviour to suit different situations. You are likely to strike a balance between consistency and adaptability.

Structure traits

Forward Thinking- Your response here suggests you look to a longer time-horizon, preferring to invest energy into planning for the future and potentially taking a more strategic view.

Detail Conscious- Your profile suggests that you have a more organised and systematic approach to work than most. You will probably be more focused on dealing with detail and will prefer to plan out the structure of activities before starting.

Conscientious- Related to your approach to finishing things, you are likely to have as much focus in this area

as the next person. You will tend to be typically concerned about getting things completed to a reasonably high level of quality.

Rule Following- This scale indicates that you are less comfortable or orientated towards following rules, suggesting a higher degree of challenge towards policies and protocols.

Potential Strengths of Your Style related to Thinking Style

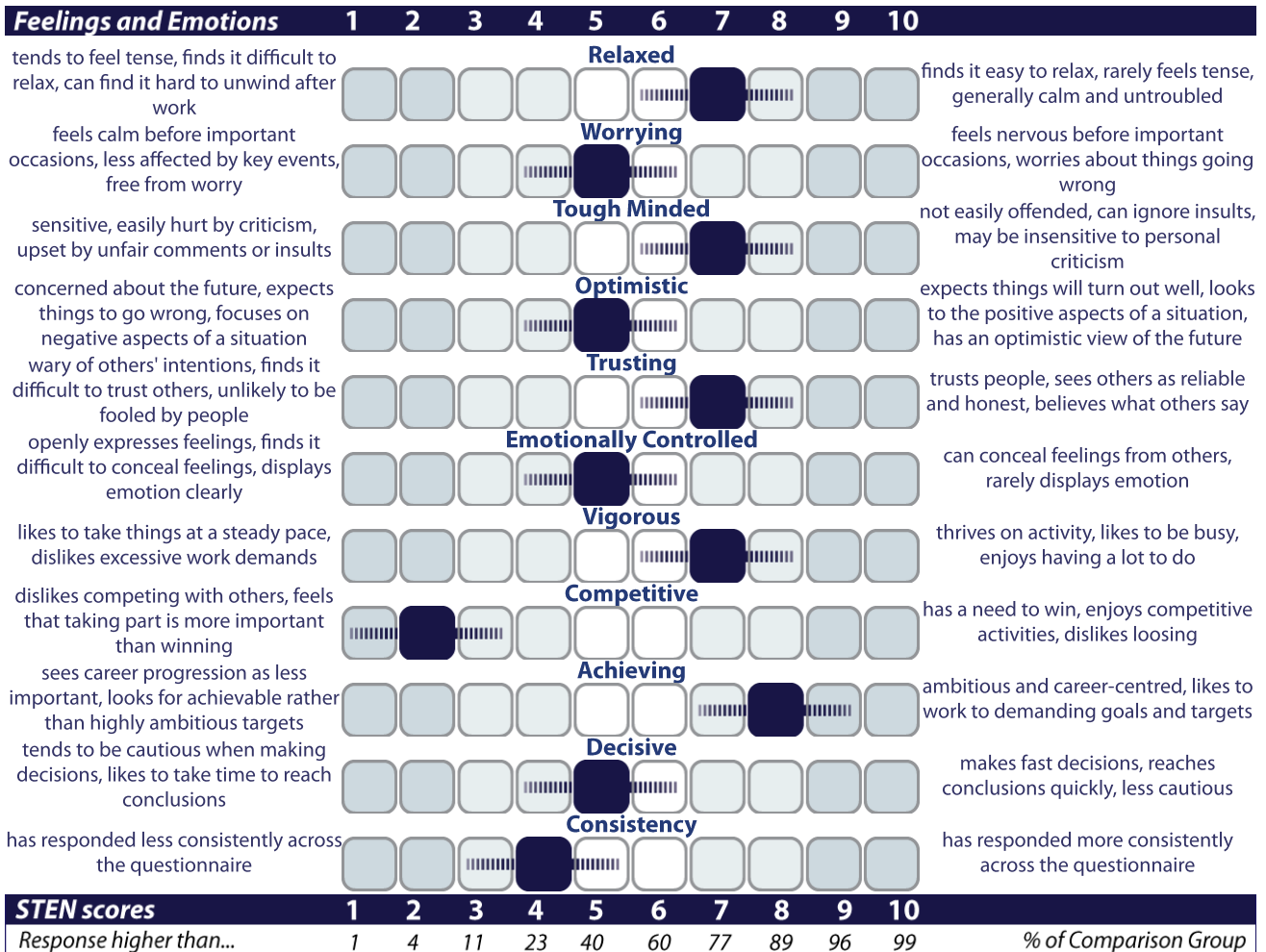
- You prefer to take a more evidence-based approach to decision making, seeking to reach conclusions that are more sound and objective. You will probably be more skilled in using data or commercial information, and possibly more focused on measuring change and improvements.
- You are likely to be better at spotting flaws and act as Devil's Advocate.
- Your insight into others is likely to enhance your understanding of people and improve your interactions. You may need to be more mindful of the agendas or perspectives of other parties when seeking influence or when trying to motivate people.
- Your less conservative approach and openness to unconventional methods can bring challenge to existing approaches and possibly a focus on continual improvement to the workplace.
- You are likely to have an intellectual curiosity and be good with theories and concepts, suggesting opportunities for change and learning at work.
- You are more likely to think laterally and produce creative or unusual ideas. How can you best harness these and get them implemented to improve our operations?
- You will be more open to change and more experimental in outlook.
- You are more inclined to take a strategic or forward-looking perspective.
- You will probably bring a well organised and systematic approach to setting objectives and probably be more careful to ensure plans are clear and the details are attended to.
- You may tend to show more initiative and make your own rules, rather than looking to precedent.

Potential Areas for Development related to Thinking Style

- Skilled in using numbers and quantifiable information, can you still usefully develop your more 'intuitive' decision making ability e.g. more strategic or creative thinking, exploring future scenarios, etc. You may not be as comfortable taking decisions in more ambiguous situations where no data or measurements exist.
- If you adopt a critical perspective alone, sometimes you may over-focus on the drawbacks, or potentially dampen enthusiasm if you become negative.
- Generally, an interest in other people is a key leadership strength - is there more you could do to deploy this strength and seek wider influence across the business? Overplaying this strength might even lead to an over-concern for process, and what others may think - when a more results focused approach might deliver more.
- You will need to be vigilant that you identify wider risks or 'knock-on' issues when deploying less established approaches in the workplace. Your less conservative outlook may mean you need to be mindful not to devalue or reject traditional or seemingly out-dated views at face value. Exploring past precedent can avoid risk and also be efficient - e.g. avoiding 're-inventing the wheel'.
- Given your orientation towards interesting theories or mental challenges - at times, might you miss some of the practical challenges of implementing changes or ideas?

- More creative and original in your thinking, can there be times when you might get over-absorbed in ideas at the expense of the actual requirements of the task or challenge in hand?
- You will probably be less suited to a routine role, and perhaps get bored more easily than most.
- Although you may focus your attention towards the future, be cautious not to overlook the 'here-and-now' and ensure you remain reactive to emerging issues.
- At times, can you become too methodical in your planning, perhaps to ensure that you are well-prepared - when sometimes you could get just get started more quickly and deal with issues as they arise? At times, are there opportunities for you to take a broader, more big picture view of priorities, perhaps putting details or immediate issues to one side?
- You may be more easily stifled by regulations or other impositions of organisations.

Feelings and emotions



Feelings and emotions

Emotion traits

Relaxed - In terms of your general levels of anxiety, you report slightly less general tension and stresses than most people. You are more focused on relaxing and switching off from pressure.

Worrying- You report typical levels of anxiety related to specific events. This indicates that you are as likely to worry before events as much as most people. You are probably as confident, and suffer from nerves as much as the next person.

Tough Minded - The profile suggests your style may be less concerned about failures or setbacks, generally bouncing back from these and seeking to move forward. You will not tend to take these overly to heart.

Optimistic - This response suggests that you will probably take a balanced view between perceiving things positively and adopting a more questioning or sceptical stance.

Trusting - More trusting in outlook towards others, you will probably view others in a positive light and generally expect them to act reliably and with integrity.

Emotionally Controlled - With regards to expressing how you feel, colleagues will probably find it typically easy to read your feelings about matters, as you report an average degree of openness with your emotions and feelings.

Dynamism traits

Vigorous- More vigorous and energetic approach than most, you will be more comfortable and probably more responsive to demanding, pressurised workloads.

Competitive - In terms of competitiveness, or needing to excel over others, you are more likely than most to demonstrate co-operative values and seek group rewards. You are probably less interested in pursuing your own individual victories.

Achieving - You have reported a slightly greater drive to achieve challenging career objectives. You will probably be more goal-focused and overcome more obstacles or demands to attain your ambitions.

Decisive- This scale looks at how quickly you like to decide on action. Your responses suggest that you seek a balance between deliberation and action. You will probably show a typical level of ability to act quickly and think on your feet quickly.

Potential Strengths of Your Style related to Feelings and Emotions

- Your lower levels of tension and ability to switch-off from work pressure should mean you can approach potentially stressful work situations in a more calm and relaxed manner. Your approach is also likely to set a climate for others.
- Your resilience is likely to mean that you can bounce-back more quickly from problems or setbacks and not let negative thoughts interfere with getting the job done. You are less likely to be distracted from objectives by others negative comments or criticism. You may potentially be more at ease initiating difficult conversations with others.
- Clearly, if you consistently demonstrate trust in others through your behaviour, you will build this leadership competency area effectively.
- You are likely to be seen as motivated and able to juggle many demands on your time. You will probably react more quickly to customer requests and be seen as more effective at multi-tasking.
- Your approach in teams may be more co-operative and encouraging of others, as you may tend to be less driven by a need for personal recognition.
- You will probably be more focused on reaching challenging career goals. You should be seen as someone who is motivated and engaged with developing your and others' careers.

Potential Areas for Development related to Feelings and Emotions

- Clearly a lower level of tension is generally a favourable trait, but if at times you appear very relaxed, others may sometimes view your approach as possibly too 'laid-back' or less concerned to do well.
- Can your higher level of resilience sometimes cause you to be less open to critical feedback from others? Could you invest more time and attention to learn from mistakes, problems or setbacks?
- Can your more trusting nature be taken advantage of by others who may be disingenuous, or act at the expense of team objectives? People not integrating or delivering in line with team norms and expectations, can challenge team morale if not tackled quickly.
- Might you sometimes jump in and react to customers demands, when stepping-back and taking a more considered, strategic view might be of benefit? Can you sometimes get immersed in juggling or delivery-mode, at the expense of more strategic planning?
- Is there scope for you to exploit a more competitive spirit in your leadership, to deliver higher performance? Perhaps by setting more stretching targets, or focusing people on winning or 'beating' others?

- Focused on setting and delivering stretching targets, do you also put aside sufficient time to recognise and reward good performance - both others' and your own? Could you sometimes strike a more effective work-life balance, and model this in your role as leader?

Consistency- Your response to this scale is above average for the comparison group suggesting that you have approached the questionnaire in a reflective and considered manner.



Development action planning - tips

- **Where am I now? Where do I want to be? How can I get there?**
- Break down the development areas into actions - into **bite-size pieces**.
- **What will success look and feel like?** Focus on **behaviours** – what do you want these to look like, or sound like? How will other people know you are doing this thing?
- Are your actions **SMART?** – Specific, Measureable, Achievable, Realistic, Timescaled.
- How will you keep your development on the agenda? **Hold yourself accountable** – how are you going to set yourself a commitment to ensure you follow through? – e.g. tell someone - your manager or a colleague - what you are trying to do.
- **Mindset – or Gap in Capability?** Question whether a particular development area is simply a case of needing to prioritise more time/attention, or whether you need to learn new knowledge or skills to perform effectively. If its time – set targets and track your time.
- Consider the **70 : 20 : 10 model** – e.g. 70% of what you learn is through doing new things that stretch you, 20% is through feedback and coaching from others, 10% is through more formal learning – e.g. reading, training or researching.
- What **new, stretching assignment** can you take on that would benefit you and the business? What can you do to put yourself out there.
- Consider simple, **quick-wins** as part of the day-job – an example might be *"asking more open questions and practising listening skills"*. Set a goal target for next week.
- Who can you approach to get more useful feedback about your approach at work? Establish one or two **'trusted advisors'**. Identify your customers – how can you find out more about their needs?
- Undertake **'learning experiments'** – try something new for a day to see what happens e.g. a different approach in meetings. Share what you are doing with others and get feedback. What's the worst that could happen? You either win or learn.
- Build your **Social Resources** - Who is particularly good or knowledgeable in the area you want to develop? How can you approach them to find out more? Can you shadow them, or ask for advice?
- How can you seek more **feedback** from colleagues, building this into what you do on a day-to-day basis? How can you put people at ease, and encourage more critical feedback? Just being nice isn't helpful.
- What **resources are available online** (e.g. books, articles, TED talks, online courses, videos).
- Don't have more than **2 or 3 key actions** in focus at any one time. It's better work on these well, than take on too much and not achieve anything.
- If you have identified a weakness – Are you ever going to be great at it? Is it a flip-side to a strength? **Trying to develop real weaknesses might diminish your strengths** – how can you manage them instead, to avoid problems?
- **Tackle Hindering or Draining job demands** (processes that block, difficult people, etc) head-on, don't try to avoid them – this will sap your energy more and be more stressful in the long-run.





How can we help?

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