



OPQ32 Pre-Interview Competency Report

Strictly Confidential

Sam Jones

08 December 2017

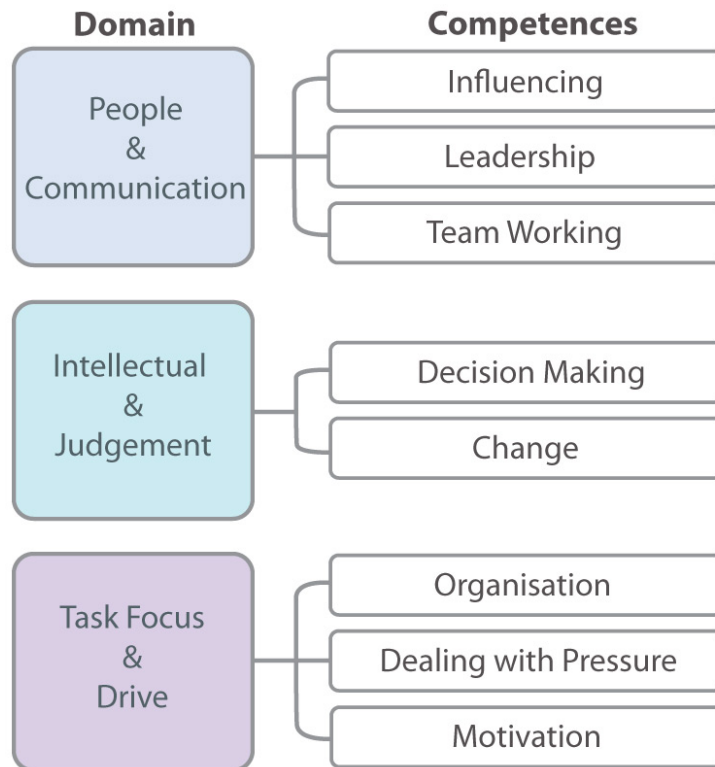
Report prepared by



Leaders in Assessment and Development

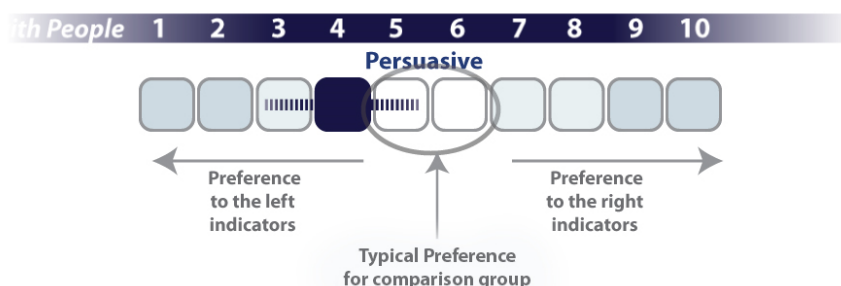
How to use this report

- 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

	Page	
Candidate response to questionnaire	4	OK
Influencing	5	Probe Further?
Leadership	6	Moderate Indicators
Team Working	7	Probe Further?
Decision Making	8	Probe Further?
Change	9	Probe Further?
Organisation	10	Moderate Indicators
Dealing with Pressure	11	Moderate Indicators
Motivation	12	Probe Further?

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?



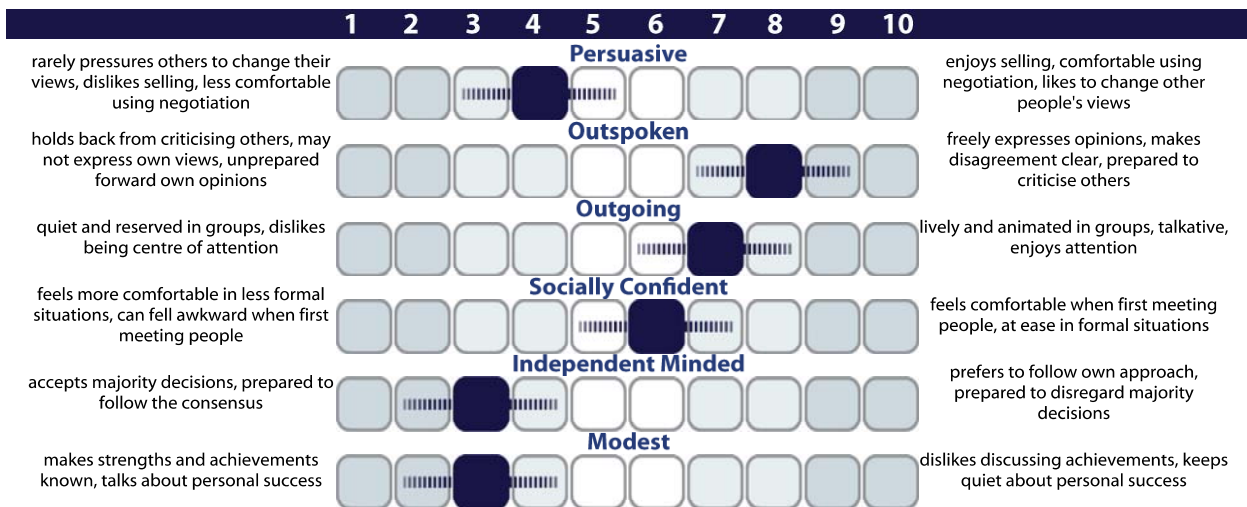
The **Consistency** scale is provided to show whether a respondent has answered in a consistent manner across the questionnaire and is designed to spot inconsistent response patterns. People who are motivated to provide accurate answers to the questions, will tend to respond in a consistent manner when 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 a typically consistent manner compared to most people. This indicates a good level of attention when completing it. The profile is likely to provide good accuracy.

Influencing

Probe Further?



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 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 no more or less anxiety or confidence than most in social or business situations. The candidate is less likely to take a view that differs from the group norm, and may be less independent-minded than most.

More comfortable in forwarding his achievements and skills to others, he will probably seek to raise his profile in an organisation.

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?

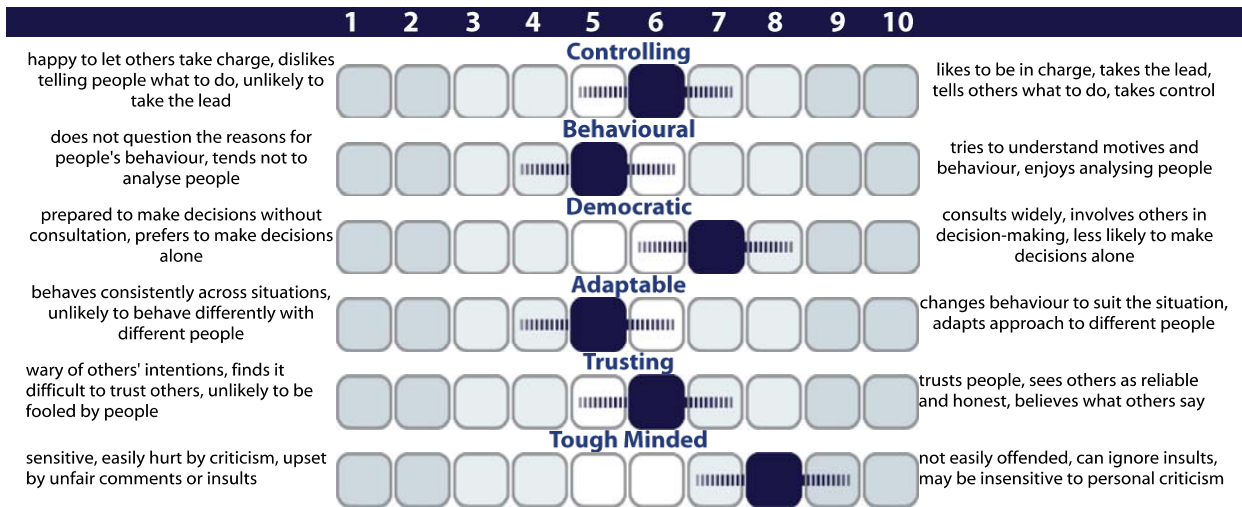
Social Confidence: How do you prefer to communicate to others? Can you give me examples of when you have demonstrated strong communication or influence skills?

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

Moderate Indicators



Interpretation of relevant scales: Sam reports to be typically orientated towards assuming the lead himself. He is likely to require an average degree of personal control over matters. As someone who tends to be as interested as most in understanding the behaviour and motivations of others, he will probably have a typical degree of insight into how best to manage different people. 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 typical evaluation of the extent to which he changes his behaviour to suit different situations. He is likely to strike a balance between consistency and adaptability. As trusting as the next person, Sam will probably rely on others as much as most. He will see them as generally able and reliable. 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?

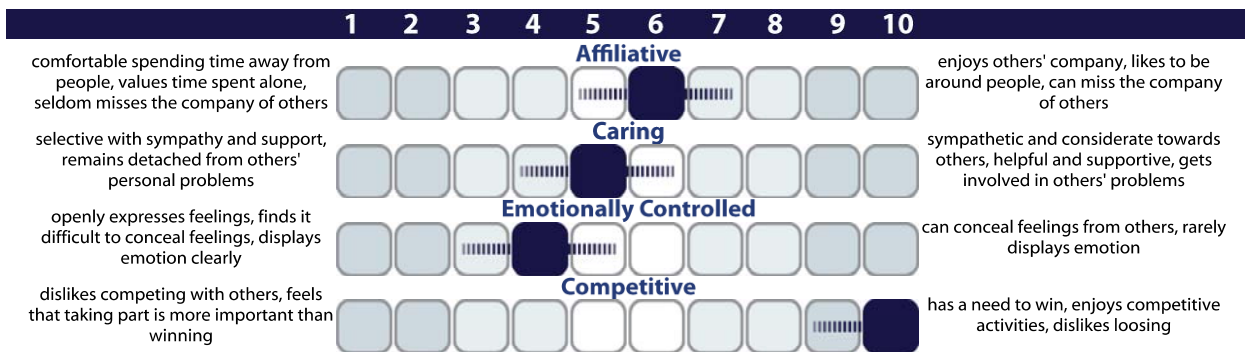
Adaptability: Give me an example of when you had to significantly alter your normal approach in dealing with an individual or situation. When have you had to deal with someone or some people that were very different from yourself? How did you tackle this?

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

Probe Further?



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 be fairly interested in the personal feelings or personal issues of fellow team colleagues. He will probably be as focused on addressing this area as much as most. Colleagues will generally find it relatively easy to read his feelings and thoughts, as he is likely to be more open and expressive of his emotions than the next person. With regards to his drives for achievement, Sam reports a very high competitive need to 'win', which suggests that in a team situation, he will show a strong motivation to reach personal goals and strive for individual excellence, and probably focus this also on achieving 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.

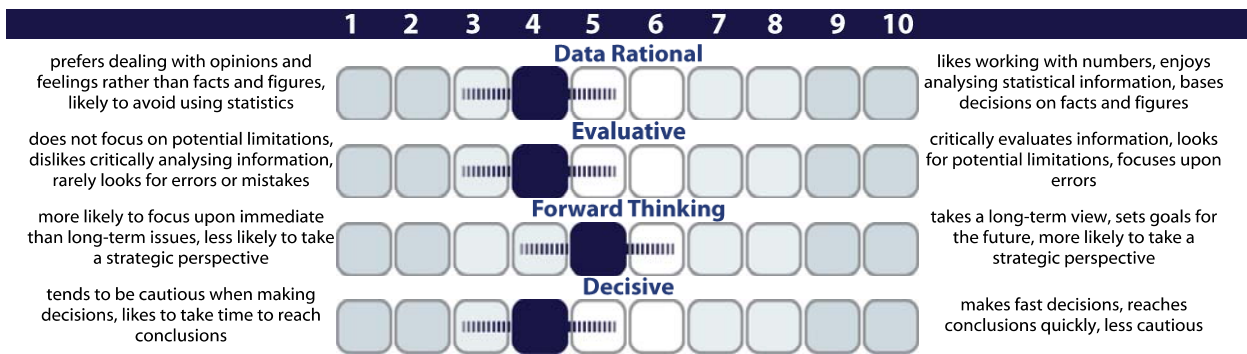
Caring: Can you give me an example of when you have had to deal with a personal problem with a colleague or staff member? When have you had to tackle a sensitive issue? How do you feel about tackling such issues?

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?

Decision Making

Probe Further?



Interpretation of relevant scales: Sam reports to have a more subjective approach to making decisions, being more comfortable using an overall feel and being less comfortable using data or logical analysis. In terms of his analytical focus, he will probably be less critically orientated than most, often tending to run with things at face value rather than looking for the potential pitfalls or mistakes in work. 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 prefer taking a more considered approach to reaching conclusions. He will probably want to consider matters at more length than most, preferring not to have to think on his feet.

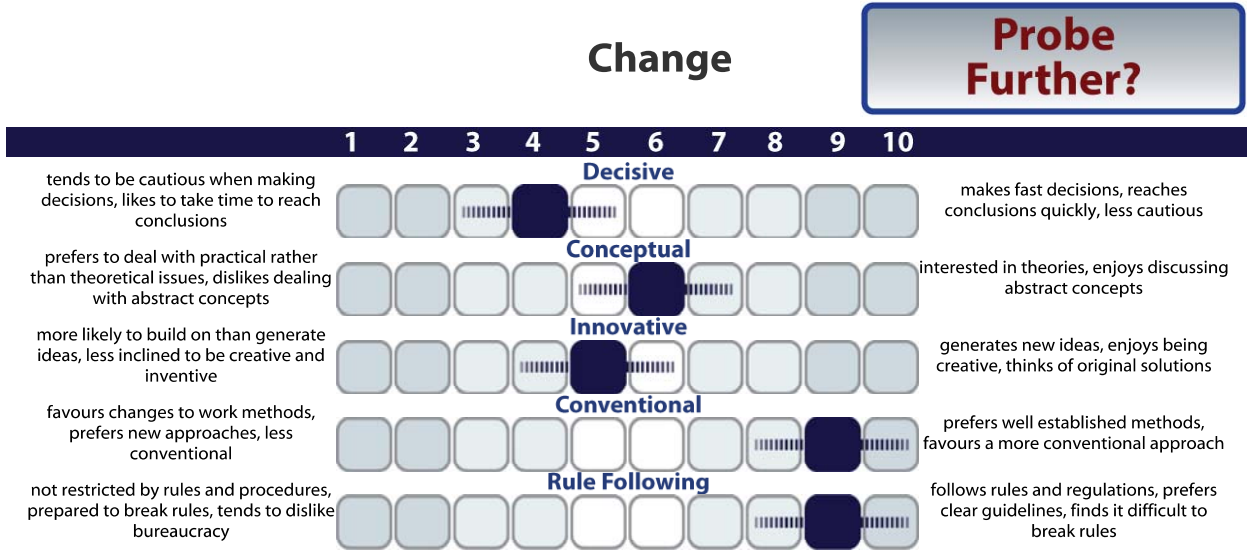
Possible Probing Questions:

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 careful and considered than most, and will be less likely to act decisively. He may be less comfortable with risk and acting in uncertain areas. He tends to orientate himself towards both the conceptual side of possibilities and also more practical considerations. He takes the middle ground between hypotheticals and practical delivery. In reference to personal creativity and innovation, he has reported to be typically orientated in this area. He is however more conservative in actually implementing methods, wanting to reduce risk by using more established means rather than experimenting with less proven methods that might upset the smooth running of work. Sam is much more comfortable following the rules and regulations, less challenging of these.

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?

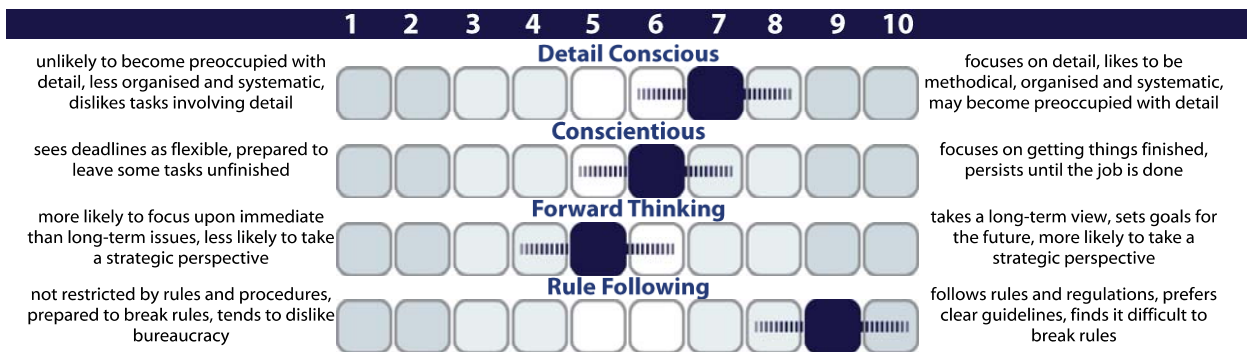
Innovative: Tell me about a creative idea you have produced - what happened to it? How have you contributed to change; what was your input specifically?

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?

Organisation

Moderate Indicators



Interpretation of relevant scales: Sam reports to assume a more organised and systematic approach to work than most. He will probably be more focused on dealing with detail and will prefer to plan out the structure of activities before starting. 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.

The profile suggests that he is much more comfortable and adept at following detailed instructions and regulations.

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?

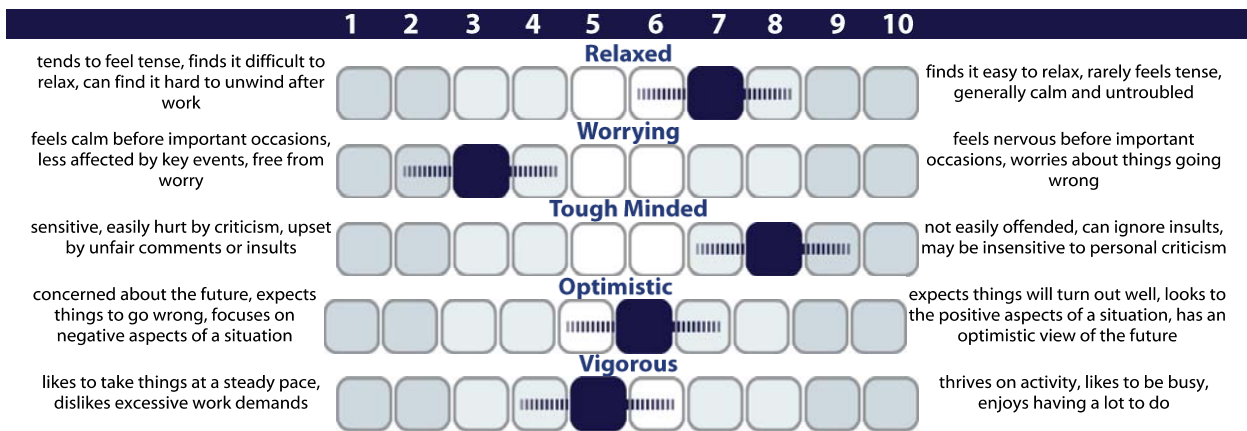
Conscientious: Tell me about a task where you had some challenging deadlines to meet? Tell me about a time when you had to adapt the way you were doing something. What was the challenge here? Give me an example of when you have had to deal with changes in demands quickly?

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?

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 will worry less about specific events, or before important occasions, probably being less nervous about things going wrong.

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 probably take a balanced view between perceiving things positively and adopting a more questioning or possibly sceptical stance. 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?

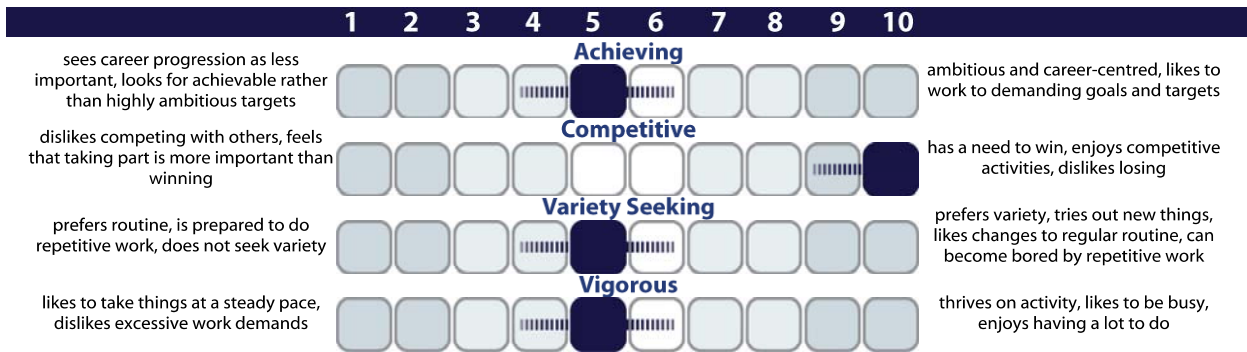
Tough-Minded: Tell me about a significant setback you have had recently? How did you feel about this at the time? When have you had to deal with pressure recently? What was it about this that was the source of stress?

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?

Motivation

Probe Further?



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 much more competitive motivation than most, keen to excel over others. He is likely to be driven to attain personal goals, benchmarking himself against colleagues, possibly wanting to be seen as exceptional in chosen areas. 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?