

OCCUPATIONAL PERSONALITY PROFILE (OPP)

A Computer-aided assessment profile

Sally Sample

25/02/99

prepared for

H. R. Mann

This questionnaire has been specifically compiled to evaluate a wide range of personal traits and attributes. The report is presented in the following format:

- **An Assessment of the Respondent's Interpersonal Style**
- **An Assessment of her Thinking Style**
- **An Assessment of her Coping Style**
- **An Assessment of Team Role Orientation**
- **An Assessment of Management Style**
- **An Assessment of Subordinate Style**
- **An Assessment of Selling Style**
- **Additional Comments to Explore at Interview**
- **Technical Appendix**

N.B. This is a **CONFIDENTIAL** report, containing personal information to be shown only to decision-makers on a 'NEED-TO-KNOW' basis with the understanding of Ms Sample. If you are unauthorised to read this report, please return it immediately to a qualified test user.

PERSONALITY ASSESSMENT

The OPP is a general personality profile designed to assess a broad range of personality traits. These traits assess the candidate's characteristic ways of behaving across a wide range of situations. When interpreting this profile due weight should be given to other relevant factors such as: attitudes, previous experience, personal circumstances, education and training etc.

VALIDITY SCALES

The questionnaire contains a measure of the extent to which the respondent is attempting to present herself in a socially desirable or favourable way. Ms Sample appears to have answered the questions realistically. She has attempted to present an accurate picture of herself. Her social desirability score is below average.

INTERPERSONAL STYLE

Somewhat more persuasive than most people she will be a moderately effective speaker, particularly when she is talking about a subject she is familiar with. She is fairly aware of social expectations and if the situation demands, she should be capable of hiding her own views and feelings. Her tendency to be able to influence others suggests that she will be relatively effective in situations that require a degree of tact and diplomacy.

Sally Sample is as sociable and gregarious as most people and will be as happy to be part of a team as she is to work on her own. Though she enjoys the opportunity to discuss a problem with colleagues, she will, at times, prefer to avoid being distracted by other people. She is not particularly shy, but may at times slip into the background at parties and social events. While she likes to be surrounded by people, she also likes to have time to herself. Having achieved a balance between self-sufficiency and a need for other people, Sally is neither particularly dependent upon other people, nor is she an individualist.

Sally Sample is as assertive as most people, and while she generally knows her own mind, she is unlikely to force her views on others without consultation. She tries to achieve a balance between achieving her own objectives and being sensitive to the needs of colleagues. Although she will try to avoid criticising colleagues and subordinates she will comment upon their work if it is necessary to do so. When faced with disagreement she will look for a compromise that will keep people happy, yet ensure the task reaches completion.

THINKING STYLE

Extremely spontaneous and rather impulsive, Sally is unlikely to plan ahead, preferring to make decisions as situations arise. Lacking an exacting, persevering nature she will try to avoid those jobs that require attending to detail and systematically following set procedures and rules. Not at all conservative she is likely to question traditional attitudes, often disregarding accepted views and orthodox ideas out of hand. Having very low levels of self-control and self-discipline, she is likely to have great difficulty persevering with boring repetitive tasks.

A fairly suspicious and sceptical person, Sally is rather disinclined to trust people. Inclined to question others' motives, she thinks that it is important to deal with people in quite an expedient and careful way so as not to give them a chance to take advantage of her. Although some people may see her as somewhat cynical, she is likely to believe that she is simply being realistic about human nature.

Sally is slightly more abstract in her approach to problems than most people and will be inclined to think in theoretical as opposed to concrete terms. To some extent interested in academic debate she may on occasion become involved in theoretical aspects of a problem to the exclusion of practical

realities. She has an above average level of aesthetic sensitivity and is inclined to be interested in creative, artistic activities. In general, she will prefer to be involved in developing new approaches to problems, rather than attending to the practical issues surrounding their implementation.

COPING STYLE

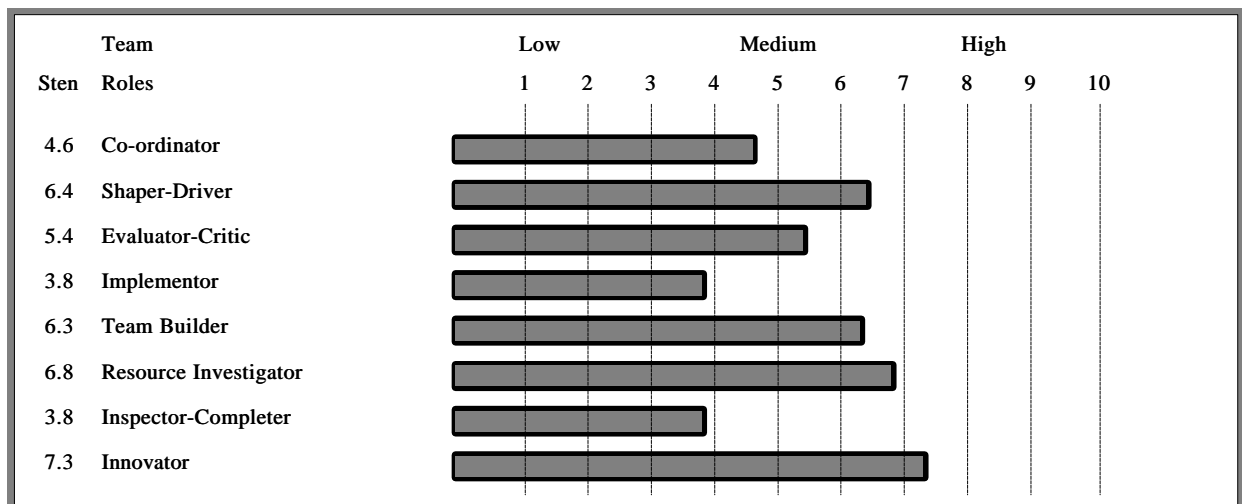
Sally Sample has a balanced approach towards work, being neither too tense and competitive nor too relaxed in her attitude toward work. Although she will work hard when necessary, and will be able to work quite effectively under pressure, she may dislike having to continually work to close deadlines. Knowing how to relax, she will want to make time to rest, and forget about the day's events. Consequently, Sally may dislike jobs where she is placed under pressure.

Sally Sample is prone to feelings of pessimism and self-doubt when things go wrong. Having a rather fatalistic outlook on life, she is inclined to believe that her actions are not likely to determine the outcome of events, believing instead that life is something of a gamble which is mostly determined by fate. Although she tries to approach problems in a positive, optimistic way, initial setbacks are likely to take a very heavy toll on her self-confidence. Following repeated failures she will find it difficult to hold out hope that she will be able to complete the task successfully. Somewhat prone to depression she may be inclined to accept failures rather than to struggle to overcome them.

Sally Sample is marginally less emotionally stable than most people. She is a slightly moody person who has a tendency to be touchy. Somewhat temperamental, at times she may be easily upset by others thoughtless comments. Sensitive, and a little more easily hurt than most, she may have some difficulty accepting criticism, even if it is constructive. Inclined to worry, and at times prone to feelings of anxiety she may doubt her ability to cope with new demands.

TEAM ROLES

The Team Roles describe how Sally Sample is likely to interact with her colleagues in a team situation. The specific ways in which she will express her preferred team style may however vary according to the situation. In addition, this behavioural style takes no account of her intellectual approach to problems and the quality of her decisions. The scores below indicate Sally's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Sally's predominant and secondary team styles is provided.

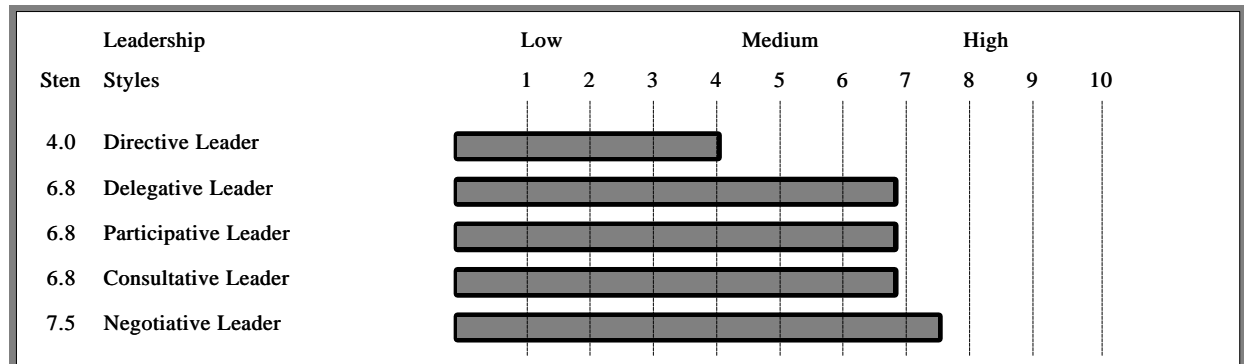


TEAM ROLE COMBINATION - RESOURCE INVESTIGATOR / INNOVATOR

Because she is both creative and good with people, Sally Sample is the kind of person who can come up with an idea and then sell it enthusiastically to others. She could be an excellent negotiator who will present her case logically and be able to respond to others as well. Her spirit of enthusiasm and her wide-ranging social contacts also makes her likely to be a good entrepreneur who can take a new idea and get others to back it. She will need the opportunity to work both in solitude on her ideas and in the front lines where she can market them. She will thrive on novelty and tend to pick up and drop ideas quickly, so there may be a follow through problem once ideas are no longer new or stimulating to her. Equally she may not be sufficiently critical in evaluating an idea's worth and implications. Hence, she may need to work with others who can evaluate her proposals and provide the steadiness to implement them. Overall, she should prove to be a valuable asset to an organisation who wants a creative input and energy to get an idea off the ground.

LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sally Sample is most likely to adopt. This may be of interest in a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Ms Sample's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



PRIMARY LEADERSHIP STYLE: NEGOTIATIVE LEADER

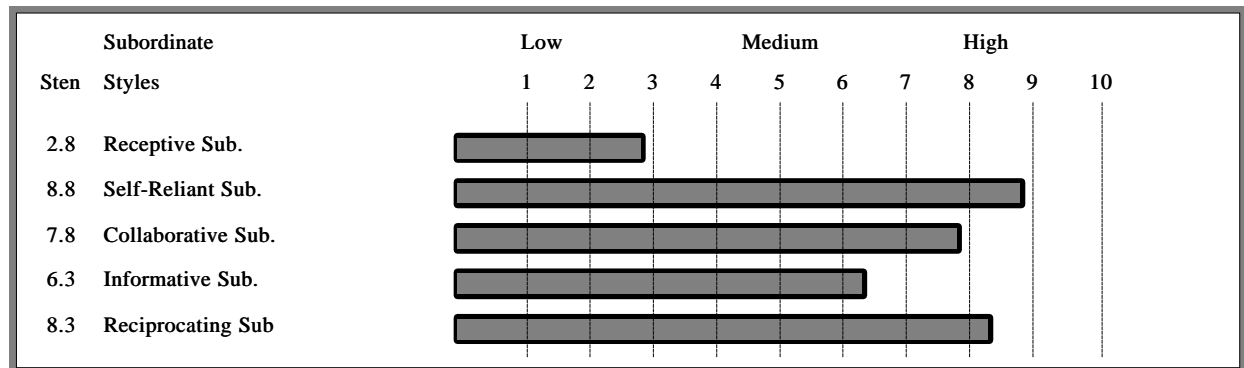
Negotiative Leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to coax them to work in a particular way. Negotiative Leaders will rely heavily upon their skills of persuasion to achieve their stated goals. They will also use their well-developed image management skills to enable them to modify their approach depending upon the circumstances in which they find themselves. This ability coupled with a strong desire to achieve will mean that they may on occasion use unconventional methods to achieve their desired objectives.

SECONDARY LEADERSHIP STYLE: DELEGATIVE LEADER

As the name suggests, the style of Delegative Leaders is characterised by delegating work to subordinates. As they are not greatly democratic in their approach the process of delegation will involve little consultation and subordinates will generally be assigned work rather than have any active input into how projects should be conducted. Once the work has been assigned only little direction will be provided and subordinates will largely be expected to work with the minimum of supervision. Although such a leadership style may not be everybody's preference those who are naturally independent may enjoy the freedom allowed by such managers.

SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sally Sample is most likely to adopt. This may be of interest in a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which Sally is most likely to respond and not its effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



PRIMARY SUBORDINATE STYLE: SELF-RELIANT SUBORDINATE

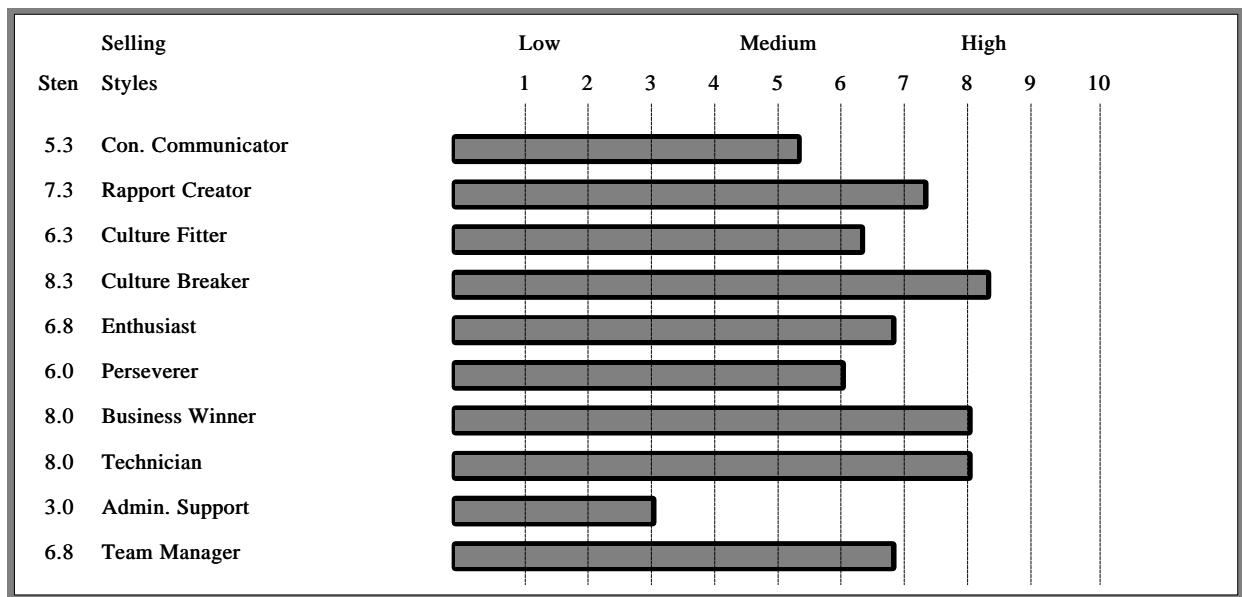
Self-Reliant Subordinates will be particularly effective when working in an environment that allows the freedom to express their own ideas. Being both innovative and concerned with achieving results such ideas will typically be imaginative and tailored to solving the particular problem in question. Problems may occur if such individuals are asked to work in contexts that require rigid adherence to existing procedures and methods. In such situations Self-Reliant Subordinates will come to believe that their individuality is being stifled thus causing them to become discontent and irritable. It would therefore be inappropriate to pair them with a manager with a directive style as this will invariably result in a mismatch between the manager and subordinate.

SECONDARY SUBORDINATE STYLE: RECIPROCATING SUBORDINATE

Reciprocating Subordinates are emotionally mature individuals who rarely become upset by criticism or setbacks. As such they will not be afraid of promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they will be complementary to the Negotiative leader and given that the Reciprocative Subordinates have strong views of their own the exchanges between subordinate and manager will generally be productive.

SELLING STYLES

The Selling Styles describe which of a range of styles Sally Sample is most likely to adopt. This may be of interest in a variety of situations where there is a requirement to influence others or sell a product or idea. In a sales context, where there may be a need to match individuals to particular client or product areas, the selling profile may provide a useful indicator in conjunction with other relevant information. As with most personality characteristics, the profile only describes Sally's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the selling situation and the organisational culture in which the individual is operating. Equally different styles may be adopted according to the demands of the situation and consequently a description of Sally's predominant and secondary selling style is provided.



PRIMARY SELLING STYLE: CULTURE BREAKER

In contrast to many other sales approaches the Culture Breaker will generally take a radical stance, presenting ideas which are likely to be incongruent within the culture of the client's organisation. Through presenting such radical ideas they will create an image of knowledgeable integrity. The client is then likely to come to believe that they are receiving information which is based on a reasoned assessment of their needs rather than simply receiving a 'sales pitch'. The success of this approach is dependent upon the confidence and technical competence of the sales person.

SECONDARY SELLING STYLE: BUSINESS WINNER

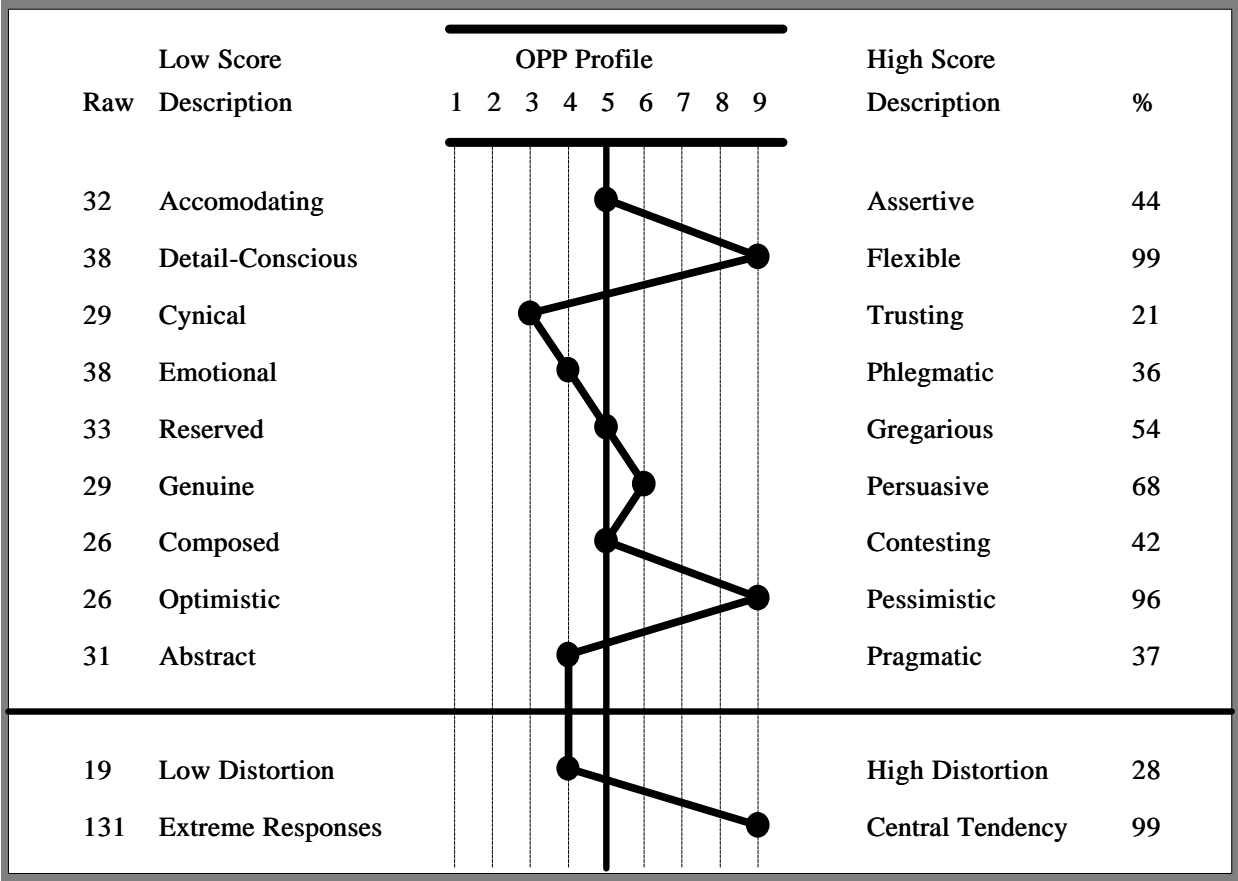
The Business Winner typically attracts new clients from previously unknown sources. This is achieved through a combination of persistence and the preparedness to try novel and unconventional approaches to selling products and services. Being highly competitive they will work hard for their successes but their unconventionality may cause them to 'tread on other peoples toes' on occasion. The Business Winner will be a particular asset in those times when existing client sectors have become saturated or when there is a particular requirement to expand into new markets.

ADDITIONAL COMMENTS

The following section lists a number of points which can be inferred from Sally's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

- May have difficulty adhering to highly structured work procedures and may overlook the detailed requirements of a task
- Due to her suspicious nature, she might have difficulty integrating herself within a team
- May not persevere when confronted with set-backs

TECHNICAL APPENDIX



Norms based on a sample of 192 Car Dealership Managers.

End of Report.