



Executive Candidate Assessment

Assessment: Occupational Profile Profile

Question Prompts

Candidate Name: Sam Sample



Detail2
Recruitment



REPORT STRUCTURE

The Question Prompts Report presents Sam Sample's profile results in the following sections:

1. Guide to Using This Report

- Introduction
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2. Question Prompts

- Response Style
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- Coping Style

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- Big Five Profile

DISCLAIMER

This is a strictly confidential assessment report on Sam Sample which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

This profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



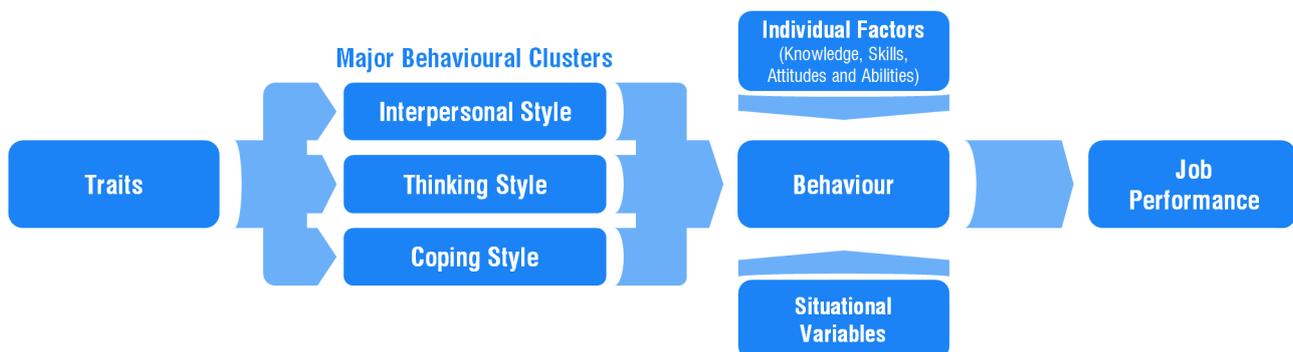
GUIDE TO USING THIS REPORT

INTRODUCTION

The Occupational Personality Profile (OPPro) 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. Identifying behaviour preferences across 9 major personality constructs as well as the big five personality traits (McCrae and Costa, 1987). These provide insight into how people typically think, feel and interact in ways that may be productive or counter-productive for an organisation:



Extensive research, conducted over many years, has consistently demonstrated that 10-30% of the variance in job performance is attributable to personality differences. Moreover, a person's potential for burnout, their trainability and subsequent job satisfaction, have all been shown to be strongly influenced by personality. Thus personality assessment forms a central part of most careers guidance and counselling programmes, with the aim of helping individuals maximise their potential by finding an optimal match between their personality and their choice of career. The model below illustrates the relationship between behavioural preferences and job performance:



THE QUESTION PROMPTS REPORT

The Question Prompts Report provides interview questions to help probe and corroborate respondents' profiles. The questions are broken down into three major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. The report also provides an appendix of profile charts which covers the primary and secondary factors of the test.



SUPPLEMENTARY REPORTS

The information gained from this report can be used in conjunction with other supplementary reports. The supplementary reports available for the OPPro are:

Extended Report

The Extended Report is the most comprehensive of the OPPro expert reports. The main narrative is broken down into three major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. Further information is provided on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Selling Styles and Career Themes. This is followed by a brief summary of potential strengths and development areas. The report also provides an appendix of profile charts which covers the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Derived Dimensions Report

The Derived Dimensions Report provides information on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Selling Styles and Career Themes.

Profile Report

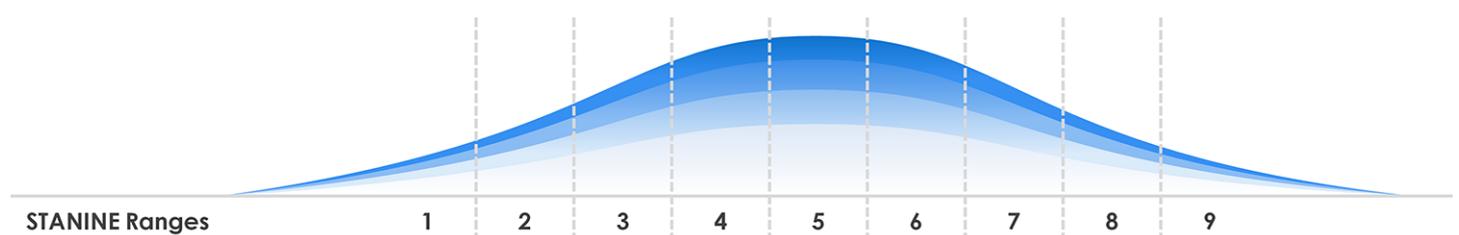
The Profile Report provides profile charts which cover the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Respondent Feedback Report

The Feedback Report is intended for sharing directly with respondents for their personal insight. Similar to this report, it provides descriptions of the individual's most likely behaviours within the three major behavioural clusters. It does not, however, provide potential strengths and development areas, derived work-related behavioural styles or scale scores.

REFERENCE GROUP (NORM) USED

A reference group is used to evaluate Sam Sample's results. His results are presented as standardised STANINE scores with Mean=5.0 and SD=2 as demonstrated in the following chart.



The following norm was used to generate this report:

Test	Norm Used	Sample Size
Occupational Personality Profile (OPPro)	Adult Males & Females	4422



UNDERSTANDING THE CHARTS AND TABLES

Much of the information provided in this report is presented in the form of charts or tables, which is why it is important to be able to read them accurately and make use of the information contained within them. The following elements are used to present the data in the charts and tables:

Element	Description
Raw	The Raw score is simply the (un-scaled) sum of item scores in the 'keyed' direction.
STANINE Score	The STANINE score is a standardised scale used to compare respondent results. The score has a Mean of 5.0 and Standard Deviation of 2. This score is presented as a 9-point scale in the results chart.
Standard Error of Measurement (SEm)	The Standard Error of Measurement is a measure of the range within which an individual's hypothetical 'true' score is likely to fall within 68% probability. It is presented as blue error bar surrounding the respondent's obtained STEN score in the results chart.
Percentile Score (%ile)	A value which reflects the percentage of people in a sample who score below a given raw score. This score is presented as a numerical value between 0 and 100 in the results chart.



QUESTION PROMPTS

The following section lists a number of points and questions which can be inferred from Sam Sample's profile. The report user may wish to use these points as a basis for further probing.

RESPONSE STYLE

The OPPro contains a measure that examines the way in which the respondent has approached the questionnaire. The questionnaire contains a measure of the extent to which the respondent is attempting to present himself in a socially desirable or favourable way. Sam Sample appears to have answered the questions in a socially desirable manner. He has attempted to present himself very positively and consequently his profile should be viewed with a degree of caution.

He may have presented himself as somewhat more phlegmatic and pragmatic than he really is.



INTERPERSONAL STYLE

Reserved vs Gregarious

Sam Sample's profile suggests that he is rather reserved and may be most comfortable working independently without the distractions of others.

POSSIBLE QUESTIONS:

- How much time do you spend socialising in a day/week?
- Given a problem, would you prefer to strive: a) for the right answer b) a less perfect answer, which is more acceptable to others?
- What do you find interesting about people?
- How many of your social or leisure interests involve other people?
- What type of activities do you enjoy with other people?
- Can you think of an occasion when you have found it easier to work with other people in order to solve a difficult problem?
- When you feel under stress, is it easier if there are other people around with whom to share the problem?
- What advantages are there in working with a group rather than in isolation?
- When you meet new people, how do you welcome them? Do you have a technique for putting them at ease?
- Can you think of a recent occasion when you have been the centre of attention - perhaps at a gathering? How did you feel about that?

Accommodating vs Assertive

Sam Sample's profile suggests that he strikes a balance between getting things done and the need to take into account the interpersonal sensibilities.

POSSIBLE QUESTIONS:

- In what circumstances are you likely to give way in an argument? Give me an example?
- What sort of person do you find most difficult to deal with?

**Genuine vs
Persuasive**

Sam Sample's profile suggests that while being aware of social expectations, he may tend to be politically orientated, expressing views that others may wish to hear.

POSSIBLE QUESTIONS:

- Describe a situation when you felt uncomfortable about presenting a stance or position with which you disagreed to colleagues.
- When trying to convince others around to your point of view, do you feel that it is important to bring all relevant arguments to bear, even if they undermine your case?
- What techniques would you adopt to rebuild trust among colleagues after a disagreement or dispute?
- Give me an example of when you last were straight with people and it backfired on you.
- Can you think of a recent occasion at work when you wanted to say something very direct to a colleague, but held back for some reason?
- Give me an example of an occasion when you felt obliged to 'fit in with the group'.
- Do you adjust your behaviour according to the group you are with?
- Have your colleagues or friends ever criticised you for being rather stuffy?
- Do you ever feel you have to behave in a particular manner?

**Cynical vs
Trusting**

The profile suggests that Sam Sample is not at all inclined to trust other people. Being prone to question peoples' motives he thinks it is extremely important to be cautious in one's dealings with others.

POSSIBLE QUESTIONS:

- To what extent are you prepared to accept what others tell you?
- What have been the advantages of your particular style?
- Give me an example of an occasion when you gave someone the benefit of the doubt.
- Has putting all your cards on the table ever backfired on you?
- Would you do it again?
- How tolerant are you of people who are under-performing?



THINKING STYLE

Abstract vs Pragmatic

The profile suggests that Sam Sample's orientation is fairly balanced between concentrating on immediate practical realities and more conceptual issues which have longer term or farther reaching consequences.

POSSIBLE QUESTIONS:

- What occupies your mind on a long car or train journey?
- Do you think you spend more or less time, thinking about things, than might others in your working group?
- Does your company/department do sufficient to 'keep up with the game' or do you feel it lags behind? What should it be doing?
- There is much talk about industry's need to change. Is this sometimes over - exaggerated?

Detail-Conscious vs Flexible

Sam Sample's profile suggests that he has a fairly balanced approach to work being neither obsessively rigid and controlled nor overtly neglectful of the need to be fairly structured and organised at times.

POSSIBLE QUESTIONS:

- Do you often need to refer to company policy, or rules and procedures, when making decisions?
- What sort of obligations, if any, do you feel to those you work with?
- Do you have any long term goals? Is it important to you to have these?
- How do you organise your working day?
- Do you regard yourself as more or less predictable than others in your work group?
- How do you think others amongst your working group cope with routine and boredom? Are you less tolerant or more tolerant of routine than others in your group?



COPING STYLE

Emotional vs Phlegmatic

Sam Sample's profile suggests that he may be somewhat less able than most to cope with emotionally gruelling situations - being inclined to worry and feel stressed when under pressure.

POSSIBLE QUESTIONS:

- In which situations do you usually feel most confident?
- When did you last have to work to a tight schedule? Do you get better results on these occasions?
- What sorts of things make you lose your temper?
- Tell me about a disappointment you might have had recently.

Optimistic vs Pessimistic

When faced with setbacks or disappointments, Sam Sample may be inclined towards despondency and feelings of self-doubt. He may as a consequence feel that the cards are stacked up against him and give up in the face of what he may consider to be overwhelmingly unfavourable odds.

POSSIBLE QUESTIONS:

- In what type of situation do you feel most secure and confident? (at work, home, pursuing an interest, with friends etc.)
- Describe a situation which describes the lengths you will go to achieve an objective against all odds and when most other people would have given up.
- Tell me about a major personal achievement you have had in the last six months.
- Can you think of a recent event which might lead colleagues to describe you as very determined to reach your objectives?

Composed vs Contesting

Sam Sample's profile points to a fairly high level of drive and nervous energy, suggesting that he may be impatient, irritable and competitive, perhaps finding it difficult to relax and unwind and keep home and work apart.

POSSIBLE QUESTIONS:

- Do minor things ever 'get on your nerves'?
- When did you last feel a sense of frustration over something at work?
- Give me a recent example of when you have felt like losing your temper with someone. What was it about?
- What sort of things do you do in order to relax?



OPPRO PROFILES

CLASSIC PROFILE

Scale	Raw	Left Description	1 2 3 4 5 6 7 8 9	Right Description	%ile
ASSERTIVE	31	Accommodating Empathic, People oriented, Accepting, Avoids confrontation		Assertive Dominant, Task oriented, Challenging, Confrontative	49
FLEXIBLE	24	Detail-Conscious Deliberating, Controlled, Rigid, Enjoys attending to detail		Flexible Spontaneous, Lacks self-discipline and self-control	22
TRUSTING	24	Cynical Suspicious, Cynical, Sceptical, May distrust other people		Trusting Trusting, Philanthropic, Takes people at face value	4
PHLEG	28	Emotional Prone to worry, Moody, Easily takes offense		Phlegmatic Self-assured, Emotionally stable, Socially confident	6
GREGAR	29	Reserved Cool and introspective, Prefers to work alone		Gregarious Outgoing and sociable, Talkative, Enjoys group work	21
PERSUAS	32	Genuine Forthright, Honest and open		Persuasive Diplomatic, Shrewd, Sensitive to 'political' issues	85
CONTEST	37	Composed Calm and composed, Able to unwind and relax		Contesting Ambitious and competitive, Has difficulty relaxing, Impatient	92
EXTERNAL	30	Optimistic Achieving and striving, Positive approach to setbacks		Pessimistic Resigned, Prone to feelings of helplessness	97
PRAGMATIC	30	Abstract Imaginative, Aesthetically sensitive, Creative and artistic		Pragmatic Down to earth and concrete, Practical and realistic	51
CONFORM	27	Low Distortion Presents a realistic positive self-image		High Distortion Presents an unrealistic positive self-image	88
MIDRESP	134	Extreme Responses		Central Tendency	99



BIG FIVE PROFILE

Scale	Score	Left Description	1 2 3 4 5 6 7 8 9	Right Description
E	5	Introversion Tends to feel uncomfortable in social situations.		Extraversion Strong predisposition to social interaction.
N	9	Low aNxiety Calm, Composed and satisfied with life and ability to cope.		High aNxiety Problems in coping with day to day situations. Concerned about the future.
O	3	Pragmaticism Realistic, practical and conservative in attitudes.		Openness Enjoy innovation, interested in artistic expression.
A	1	Independence Alert, Quick to respond to situations, challenging, self-assured.		Agreeableness People orientated, empathic, accommodating.
C	8	Low Self-Control Free from constraints of social rules.		High Self-Control Conscious of group standards of behaviour.