PSYTECH
INTERNATIONAL

Sam Sample
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EXPERT

EXTENDED REPORT

OCCUPATIONAL PERSONALITY PROFILE

PERSONALITY
OPPRO

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REPORT STRUCTURE

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

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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.
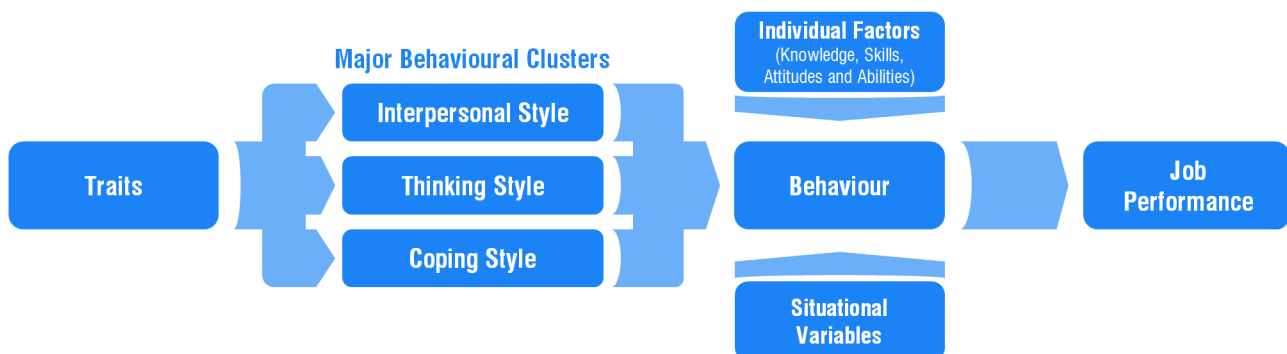
Sam Sample

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:

O **Openness**
- Abstract
- Flexible

C **Self-control**
- Detail-conscious
- Conforming

E **Extraversion**
- Gregarious
- Persuasive

A **Agreeableness**
- Trusting
- Accommodating

N **Anxiety**
- Emotional
- Pessimistic

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:

Major Behavioural Clusters

Traits →
- Interpersonal Style
- Thinking Style
- Coping Style

→

Individual Factors
(Knowledge, Skills, Attitudes and Abilities)

Behaviour → **Job Performance**

Situational Variables

THE 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.

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:

Standard Report

The Standard Report provides the main narratives of the OPPro profile under 3 major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. This is following 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.
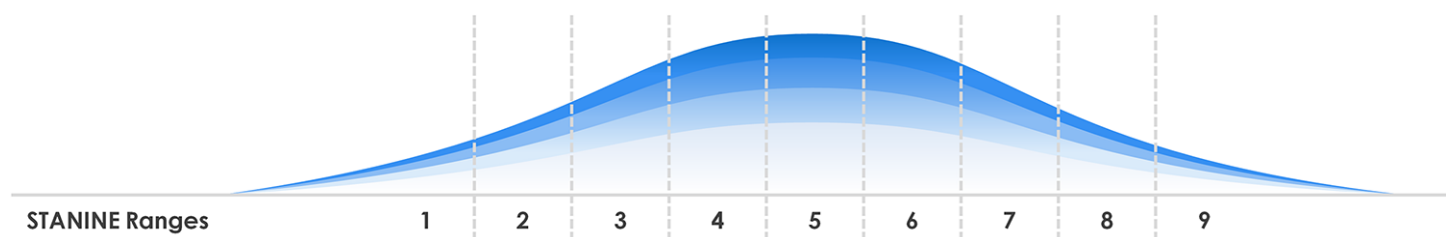
Profile Report

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.

STANINE Ranges   1   2   3   4   5   6   7   8   9

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.

PERSONALITY ASSESSMENT

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

Sam Sample is a persuasive person who has a fairly strong social presence. Capable of thinking on his feet' he will be able to talk convincingly about most subjects. He finds it relatively easy to hide his true feelings and at times may appear to be quite friendly with someone he really dislikes. Aware of social expectations, his fairly persuasive personality and ability to hide his feelings from others may lead him to be rather manipulative at times. Generally his social expertise will be an asset at work, although perceptive colleagues may on occasion be wary of him, seeing him as somewhat manipulative. His selling and leadership potential is, however, likely to be quite high.

Fairly cool and reserved, Sam Sample is likely to take time in establishing new relationships. He will prefer working on his own, thinking through problems away from the distraction of others people. Having a fairly low need for affiliation, he will not usually go out of his way to seek company. Enjoying his own company, he feels little need to be the centre of attention, often preferring to listen and let others do the talking. Sam Sample does not usually make the first move when getting to know someone new, and is disinclined to make conversation with people he does not know. Furthermore, his cynical and fault-finding nature is unlikely to make him a good team member. Although it may take him time to warm to people, he will be quite friendly once he knows them well.

Sam Sample is as assertive as most people. On occasion, he may become frustrated at being insufficiently 'pushy', when his colleagues do not conform to his sense of urgency and self-imposed high standards. While he generally knows his own mind, he is unlikely to force his views on others without consultation. On occasion, he may become frustrated at being insufficiently 'pushy', when his colleagues do not conform to his sense of urgency and self-imposed high standards. He tries to achieve a balance between achieving his own objectives and being sensitive to the needs of colleagues. Although he will try to avoid criticising colleagues and subordinates he will comment upon their work if it is necessary to do so. When faced with disagreement he will look for a compromise that will keep people happy, yet ensure the task reaches completion.

THINKING STYLE

Sam Sample is likely to lack spontaneity, placing importance instead on self-discipline and self-control. Inclined to enjoy jobs that require following set procedures and systems he will tend to prefer to work within well-defined structures and rules. While he is a little more conscientious and persevering than most, he is not unduly obsessive about attending to fine detail. Somewhat conservative by nature, he is likely to be relatively traditional in his attitudes, having a fair respect for authority and the status quo.

Very suspicious, Sam Sample is not inclined to trust people whose motives he generally questions. While he sees this as simply being realistic, others may view him as rather cynical and jaded. He believes that most people are out for themselves, and, as a consequence thinks it is important to be quite cautious in dealings with others. Finding it difficult to trust other people unless he knows them well, he may at times be on his guard in case people take advantage of him.

When approaching problems Sam Sample tries to achieve a balance between attending to practical matters, yet bearing theoretical issues in mind. While he may occasionally be somewhat abstract in his approach to problems he is not, in general, prone to flights of academic fancy. As interested in artistic, creative activities as most people, he has an average level of aesthetic sensitivity. While not overly creative he will nonetheless see the value of the arts.

COPING STYLE

Sam Sample has a very contesting, tense and competitive nature. Continually striving to produce work of the highest standard, with a strong desire to be in control he may be inclined to take on more work than he can realistically handle. Sam Sample dislikes being kept waiting and has little time for people who are slow or indecisive, being inclined to think that they are simply being obstructive. Full of tense nervous energy he is likely to work long hours and place his work above his social life. Sam Sample's tendency to work under pressure, and the difficulty he finds when trying to relax at the end of the day, may in the long run make him open to stress-related health problems.

Sam Sample is prone to feelings of pessimism and self-doubt when things go wrong. Having a rather fatalistic outlook on life, he is inclined to believe that his 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 he tries to approach problems in a positive, optimistic way, initial setbacks are likely to take a very heavy toll on his self-confidence. Following repeated failures he will find it difficult to hold out hope that he will be able to complete the task successfully. Somewhat prone to depression he may be inclined to accept failures rather than to struggle to overcome them.

Sam Sample is a moody person who is quite excitable and can be quick to take offence. Lacking emotional stability he can be easily upset by trivial matters and may tend to be somewhat temperamental. He is inclined to worry and at times may have difficulty concentrating. He is often upset by other peoples 'helpful' comments or suggestions and may have difficulty accepting criticism. Fairly anxious and inclined to be apprehensive, he is likely to worry whether his work is up to standard, and may have difficulty coping with new demands.

DERIVED DIMENSIONS

This section provides scores and brief descriptions for a variety of derived criterion scales. These include criterion scores for: Team Roles, Leadership Styles, Subordinate Styles and Career Themes. The derived criterion scales are designed to add further useful insight into the candidate's character and most likely work place behaviour. Test users should consider these criterion scores to be hypotheses about the respondent's likely work based behaviour, which should be tested with reference to the OPPro profile and other sources of information.

TEAM ROLES

The Team Roles describe how Sam Sample is likely to interact with his colleagues in a team situation. The scores below indicate Sam Sample'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 Sam Sample's predominant and secondary team styles is provided. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions.

TEAM ROLE CHART

Role	Score	1	2	3	4	5	6	7	8	9
Co-Ordinator	4.2				4.2					
Shaper-Driver	6.6						6.6			
Evaluator-Critic	7							7		
Implementer	6.4						6.4			
Team Builder	3.6			3.6						
Resource-Investigator	4.9				4.9					
Inspector-Completer	7.3							7.3		
Innovator	6						6			

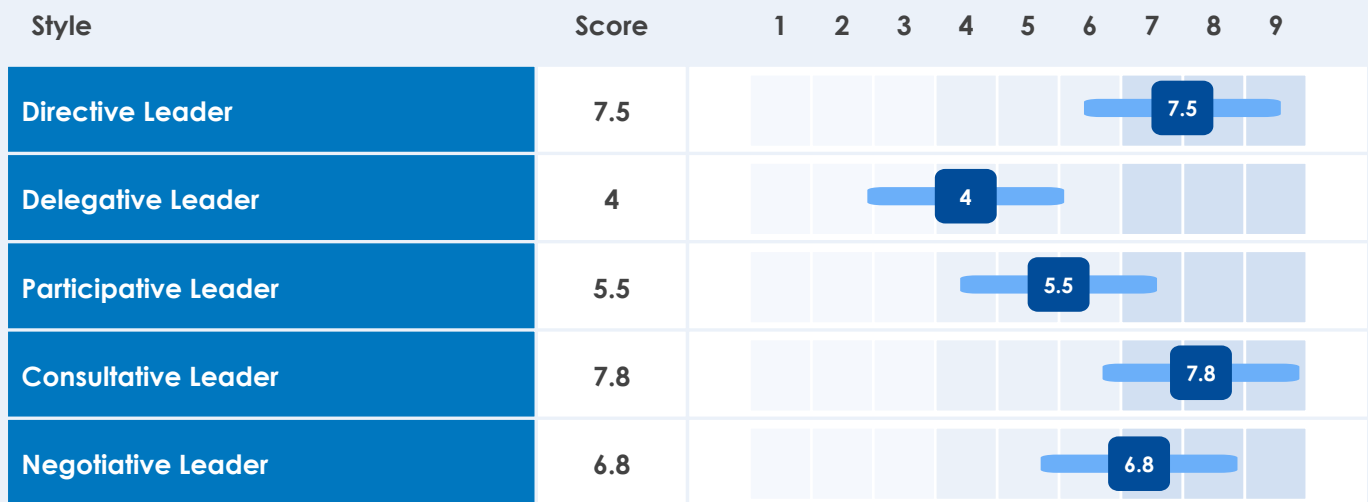### Team Role Combination – Inspector-Completer/Evaluator-Critic

Sam Sample is likely to be meticulous and analytical in his approach to work, preferring to think through all ramifications and possible pitfalls of any course of action. He will be concerned that a product reaches a very high standard before he judges it complete, although his perfectionism may mean that jobs can seldom be completed to his satisfaction all the time, possibly leading to feelings of frustration. At times his ability to perceive the flaws in the judgements and contributions of others may make him appear a little too sceptical or critical. In social terms, he may have a tendency to keep to himself and, as a result, he may prefer to leave the management of a group to others. He is likely to be at his most effective when tasked to pursue a particular activity, for example evaluating technical quality or interpreting complex data, rather than be required to take a high-profile role or motivate others to perform to his own high standards.

LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sam Sample is most likely to adopt. This may be of relevance to a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Sam 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.

LEADERSHIP STYLES CHART

Style	Score	1	2	3	4	5	6	7	8	9
Directive Leader	7.5							7.5		
Delegative Leader	4				4					
Participative Leader	5.5					5.5				
Consultative Leader	7.8								7.8	
Negotiative Leader	6.8							6.8		

Primary Leadership Style: Consultative Leader

The Consultative leadership style combines elements of both democratic and Directive leadership orientations. They value group discussion and tend to encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature, Consultative leaders typically make the final decision as to which of the varying proposals should be accepted. Hence, the effectiveness of this leadership style will be dependent upon the individual's ability to weigh the advantages and disadvantages of each of the varying ideas produced by the members of the group and their capacity to encourage them to accept a final decision that may not necessarily be that favoured by the majority.

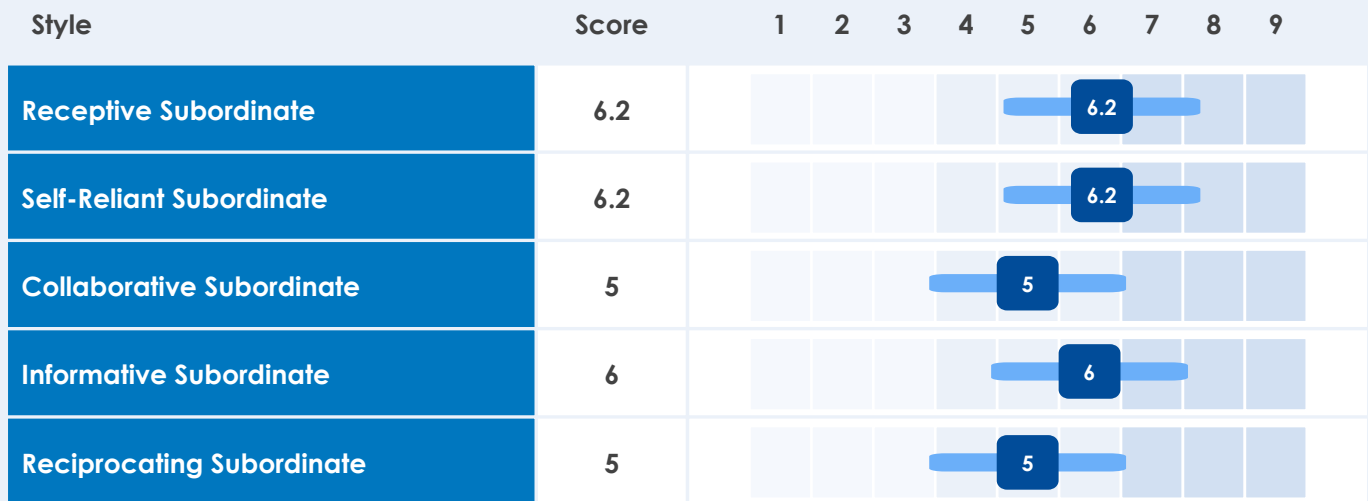### Secondary Leadership Style: Directive Leader

Directive leaders are characterised by having firm views about how and when things should be done. As such they leave little leeway for subordinates to display independence, believing that they should adhere to the methods and schedules as originally laid down. Having a high goal-orientation and being particularly concerned with results the Directive leader will tend to closely monitor the behaviour and performance of others. This may lead them to be perceived as a little cool and detached. This impression may be reinforced by the fact that they will be led by their own opinions rather than inviting others to contribute their ideas. Being a particularly self-directed leader may lead to the ideas of others to be excluded from consideration at the expense of their own. However, this will only prove to be problematic should their own judgement and abilities be called into question.

SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sam Sample is most likely to adopt. This may be of relevance to 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 Sam Sample is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

SUBORDINATE STYLES CHART

Style	Score	1	2	3	4	5	6	7	8	9
Receptive Subordinate	6.2						6.2			
Self-Reliant Subordinate	6.2						6.2			
Collaborative Subordinate	5					5				
Informative Subordinate	6						6			
Reciprocating Subordinate	5					5				

Primary Subordinate Style: Self-Reliant Subordinate

Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented 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 of approaches.

Secondary Subordinate Style: Receptive Subordinate

Receptive Subordinates are typically accommodating individuals who are eager to complete the work that is assigned to them in accordance with pre-specified procedures. In this mode, Sam Sample's colleagues will see a more traditional and conventional side to his nature. Quite possibly this means that he will leave the generation of innovative ideas to other members of their team. As a result, the Receptive Subordinate will take the stance that his role is to execute the ideas of others to the best of their ability.

SELLING STYLES

The Selling Styles describe which of a range of styles Sam 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 Sam Sample'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 Sam Sample's predominant and secondary selling style is provided.

SELLING STYLES CHART

Style	Score	1	2	3	4	5	6	7	8	9
Confident Communicator	3.2			3.2						
Rapport Creator	3.8				3.8					
Culture Fitter	5					5				
Culture Breaker	7							7		
Enthusiast	6						6			
Perseverer	8								8	
Business Winner	5					5				
Technician	5.5					5.5				
Admin. Support	7.5							7.5		
Team Manager	5.8						5.8			

Primary Style: Perseverer

The Perseverer is often a resilient and determined individual who creates opportunities to influence or sell through making contacts and following up leads with determination and persistence. It is unusual for the Perseverer to take rejections personally or to see them as an obstacle. They believe that by continually expanding the number of contacts they make and following up on opportunities methodically, they will ultimately be rewarded with success.

Secondary Style: Admin Supporter

Preferring to work behind the scenes, the Admin Supporter provides valuable support to the rest of the team through their co-ordination, organisational and administrative skills. Consequently the Admin Supporter will not mind working behind the scenes without looking for praise. On occasion, the Admin Supporter may assume a more direct selling role, especially in instances where detail and precision is important.

Sam Sample

ADDITIONAL COMMENTS

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

COMMENTS

- Due to his suspicious nature, he might have difficulty integrating himself within a team.
- May have difficulty working under pressure.
- May feel uncomfortable in situations in which he has to constantly meet new people.
- Having a 'political' nature, he may be inclined to say what he thinks other people want to hear.
- May be tense, hard-driving and competitive.
- May not persevere when confronted with set-backs.
- May have difficulty maintaining his composure under pressure.
- May have difficulty delegating work to others.
- At times he may be inclined to manipulate situations to his advantage.
- Lacking confidence in his own ability, he may become disheartened when things go wrong.
- He may have taken some 'knocks' in life and as a result have low self-esteem.

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	5	**Assertive** Dominant, Task oriented, Challenging, Confrontative	49
FLEXIBLE	24	**Detail-Conscious** Deliberating, Controlled, Rigid, Enjoys attending to detail	4	**Flexible** Spontaneous, Lacks self-discipline and self-control	22
TRUSTING	24	**Cynical** Suspicious, Cynical, Sceptical, May distrust other people	2	**Trusting** Trusting, Philanthopic, Takes people at face value	4
PHLEG	28	**Emotional** Prone to worry, Moody, Easily takes offense	2	**Phlegmatic** Self-assured, Emotionally stable, Socially confident	6
GREGAR	29	**Reserved** Cool and introspective, Prefers to work alone	3	**Gregarious** Outgoing and sociable, Talkative, Enjoys group work	21
PERSUAS	32	**Genuine** Forthright, Honest and open	7	**Persuasive** Diplomatic, Shrewd, Sensitive to 'political' issues	85
CONTEST	37	**Composed** Calm and composed, Able to unwind and relax	8	**Contesting** Ambitious and competitive, Has difficulty relaxing, Impatient	92
EXTERNAL	30	**Optimistic** Achieving and striving, Positive approach to setbacks	9	**Pessimistic** Resigned, Prone to feelings of helplessness	97
PRAGMATIC	30	**Abstract** Imaginative, Aesthetically sensitive, Creative and artistic	5	**Pragmatic** Down to earth and concrete, Practical and realistic	51
CONFORM	27	**Low Distortion** Presents a realistic positive self-image	8	**High Distortion** Presents an unrealistic positive self-image	88
MIDRESP	134	**Extreme Responses**	9	**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.					5					**Extraversion** Strong predisposition to social interaction.
N	9	**Low aNxiety** Calm, Composed and satisfied with life and ability to cope.									9	**High aNxiety** Problems in coping with day to day situations. Concerned about the future.
O	3	**Pragmaticism** Realistic, practical and conservative in attitudes.			3							**Openness** Enjoy innovation, interested in artistic expression.
A	1	**Independence** Alert, Quick to respond to situations, challenging, self-assured.	1									**Agreeableness** People orientated, empathic, accommodating.
C	8	**Low Self-Control** Free from constraints of social rules.								8		**High Self-Control** Conscious of group standards of behaviour.

Sam Sample

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