

Sam Sample
27 Mar 2013

EXPERT

EXTENDED REPORT

OCCUPATIONAL PERSONALITY PROFILE





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.



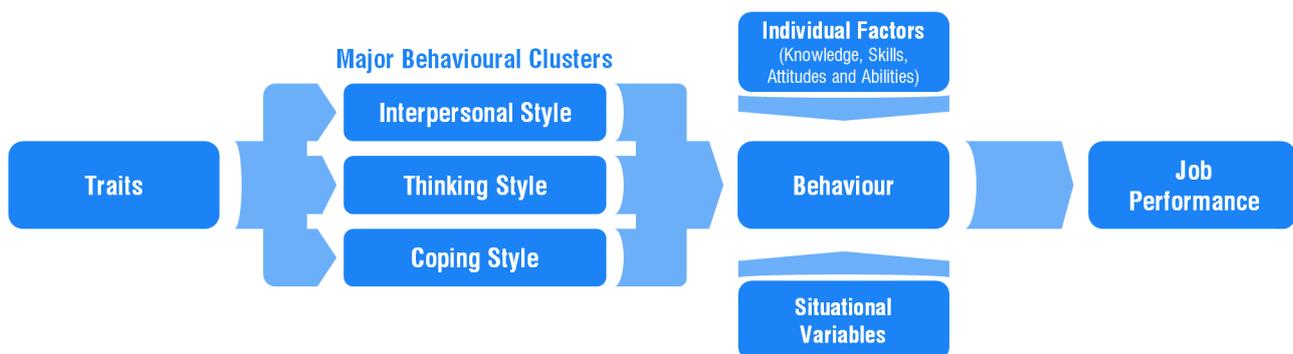
GUIDE TO USING THIS REPORT

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:

- | | | | | |
|---|---|---|---|--|
| <p>O Openness</p> <ul style="list-style-type: none"> ▪ Tender-minded ▪ Conventional | <p>C Self-control</p> <ul style="list-style-type: none"> ▪ Conscientious ▪ Restrained ▪ Self-disciplined | <p>E Extraversion</p> <ul style="list-style-type: none"> ▪ Empathic ▪ Enthusiastic ▪ Socially-bold ▪ Group-oriented | <p>A Agreeableness</p> <ul style="list-style-type: none"> ▪ Intellectance ▪ Dominant ▪ Trusting ▪ Radical | <p>N Anxiety</p> <ul style="list-style-type: none"> ▪ Affected by feelings ▪ Suspicious ▪ Self-doubting ▪ Tense-driven |
|---|---|---|---|--|

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 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 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

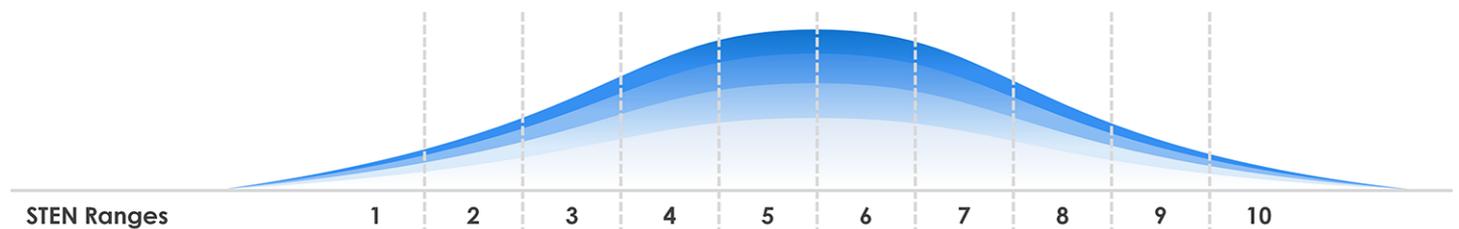
The Profile Report provides profile charts which cover the primary and secondary factors of the test as well as criterion derived scales and response style scales.

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 STEN scores with Mean=5.5 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)	Undergraduates	236



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.
STEN Score	The STEN score is a standardised scale used to compare respondent results. The score has a Mean of 5.5 and Standard Deviation of 2. This score is presented as a 10-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 extremely positively and consequently his profile should be viewed with a degree of caution.

He may have presented himself as somewhat more phlegmatic, pragmatic and assertive, 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 is likely to have a strong social presence, and at times may seek attention. 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.

Sam Sample is somewhat less sociable and gregarious than most people and is inclined to prefer to work on his own, rather than be part of a team. Having a below average need for affiliation, he will not actively seek out the company of others. He is however not shy, and is unlikely to actively avoid people. Although Sam Sample will not usually make the first move when getting to know new people, once made, his friendships are quite warm and friendly. On the whole, Sam Sample has achieved something of a balance between self-sufficiency, and the need to be with others, although if offered the choice he will usually prefer to be by himself.

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 a fairly conservative, conventional person, who believes it is important to do things 'by the book', adhering to set rules and procedures. Not inclined to be impulsive, he usually plans well ahead. Sam Sample has a fairly persevering, conscientious nature and at heart is somewhat traditional in his attitudes. He likes to work in a systematic methodical way, within fairly well defined structures. Quite dependable and reliable, he is the kind of person who can generally be counted on to see a job through to completion.

A fairly suspicious and sceptical person, Sam Sample is rather disinclined to trust people. Inclined to question others' motives, he 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 him. Although some people may see him as somewhat cynical, he is likely to believe that he is simply being realistic about human nature.

Sam Sample is slightly more pragmatic than most people and is inclined to think in more concrete than abstract terms. Although not being particularly interested in aesthetic, creative activities, he is not likely to dismiss such activities as a total waste of time. Finding intellectual debate boring he will try to avoid abstract, theoretical discussions out of preference, though he does recognise the importance of not only focusing on practical matters.

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 lacks a basic faith in his own ability to determine the course his life takes. If things go wrong he is prone to feel somewhat dejected, and may even think of giving up the task in hand. Given his sense of duty and desire to attend to the detailed requirements of a task, he is likely to experience some conflict when anticipating failure. Consequently, he will find it difficult to motivate himself to persevere. Less optimistic than most, he may be troubled by feelings of self-doubt which are likely to come to the fore when things go wrong. At such times he is likely to feel somewhat fatalistic and depressed, believing that his life is not under his control, and that success depends mostly upon luck and good fortune.

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



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

Scale	Score	1	2	3	4	5	6	7	8	9	10
Co-Ordinator	5					5					
Shaper-Driver	6.3					6.3					
Evaluator-Critic	6.7					6.7					
Implementer	7.4						7.4				
Team Builder	4.3				4.3						
Resource-Investigator	5.4				5.4						
Inspector-Completer	7.5							7.5			
Innovator	5					5					

Team Role Combination – Inspector-Completer/Implementer

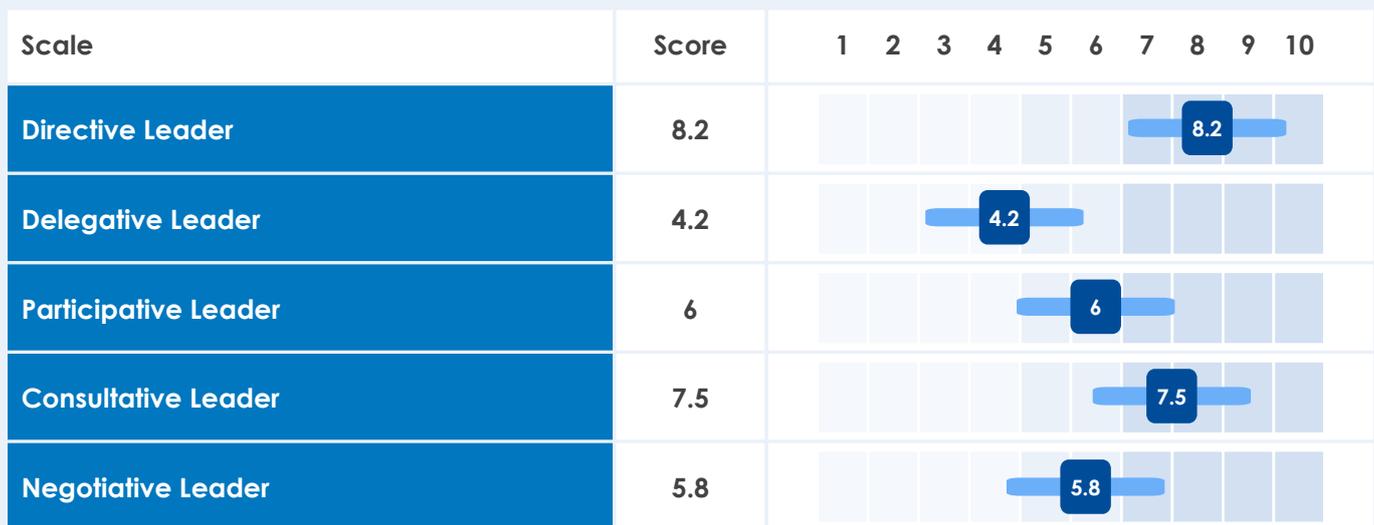
Sam Sample is likely to be a team member/team leader who provides the backbone of efficient systems and administration that holds an organisation together. He will tend to be reliable in meeting deadlines, scrupulous in ensuring that established procedures and regulations are followed at all times, and have high standards for the quality of all work. This is combined with a strong drive for results and he is likely to strive to achieve these whatever the cost in effort and stress. However, at times his efficiency and focus on procedures will mean that he tends to overlook the human side of management. He may not always give sufficient consideration to the expenditure of effort that needs to be made by other staff when he is planning work to be undertaken. On the other hand, because of his concern for quality, he is likely to take personal responsibility for tasks being done properly and will make up wherever possible for shortcomings in the work of colleagues through his own extra effort. On occasion this concern with quality and detail may mean that he could lose sight of overall perspectives in the face of immediate pressures and he may not always respond to changing conditions as much as might be necessary. However, given the right circumstances, and particularly when he can provide innovation, consider human motivation, and evaluate priorities, he is likely to be effective in channelling the energies of a team.



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



Primary 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.

Secondary 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.



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

Scale	Score	1	2	3	4	5	6	7	8	9	10
Receptive Subordinate	7.8								7.8		
Self-Reliant Subordinate	5					5					
Collaborative Subordinate	4.8					4.8					
Informative Subordinate	6.5							6.5			
Reciprocating Subordinate	4.5					4.5					

Primary 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.

Secondary Subordinate Style: Informative Subordinate

Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis usually means that their proposed solutions rarely have any major flaws. Consultative leaders will value such individuals within their team, viewing them as a useful and reliable source of information.



SELLING STYLES

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.

SELLING STYLES CHART

Scale	Score	1	2	3	4	5	6	7	8	9	10
Confident Communicator	4.5					4.5					
Rapport Creator	4.8					4.8					
Culture Fitter	5					5					
Culture Breaker	6.2						6.2				
Enthusiast	5.2					5.2					
Perseverer	8								8		
Business Winner	4.2					4.2					
Technician	4.8					4.8					
Admin. Support	8.2								8.2		
Team Manager	5.5					5.5					

Primary Influencing 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 influencing role, especially in instances where detail and precision is important.

Secondary Influencing 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.



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

- May tend to be inflexible and resistant to change.
- Due to his suspicious nature, he might have difficulty integrating himself within a team.
- 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 delegating work to others.
- At times he may be inclined to manipulate situations to his advantage.



OPPRO PROFILES

CLASSIC PROFILE

Scale	Raw	Left Description	1 2 3 4 5 6 7 8 9 10	Right Description	%ile
ASSERTIVE	31	Accommodating Empathic, People oriented, Accepting, Avoids confrontation		Assertive Dominant, Task oriented, Challenging, Confrontative	52
FLEXIBLE	24	Detail-Conscious Deliberating, Controlled, Rigid, Enjoys attending to detail		Flexible Spontaneous, Lacks self-discipline and self-control	17
TRUSTING	24	Cynical Suspicious, Cynical, Sceptical, May distrust other people		Trusting Trusting, Philanthropic, Takes people at face value	14
PHLEG	28	Emotional Prone to worry, Moody, Easily takes offense		Phlegmatic Self-assured, Emotionally stable, Socially confident	23
GREGAR	29	Reserved Cool and introspective, Prefers to work alone		Gregarious Outgoing and sociable, Talkative, Enjoys group work	28
PERSUAS	32	Genuine Forthright, Honest and open		Persuasive Diplomatic, Shrewd, Sensitive to 'political' issues	83
CONTEST	37	Composed Calm and composed, Able to unwind and relax		Contesting Ambitious and competitive, Has difficulty relaxing, Impatient	99
EXTERNAL	30	Optimistic Achieving and striving, Positive approach to setbacks		Pessimistic Resigned, Prone to feelings of helplessness	57
PRAGMATIC	30	Abstract Imaginative, Aesthetically sensitive, Creative and artistic		Pragmatic Down to earth and concrete, Practical and realistic	70
CONFORM	27	Low Distortion Presents a realistic positive self-image		High Distortion Presents an unrealistic positive self-image	97
MIDRESP	134	Extreme Responses		Central Tendency	0



BIG FIVE PROFILE

Scale	Score	Left Description	1 2 3 4 5 6 7 8 9 10	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.