

Sam Sample

EXPERT

EXTENDED REPORT

OCCUPATIONAL PERSONALITY PROFILE



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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.



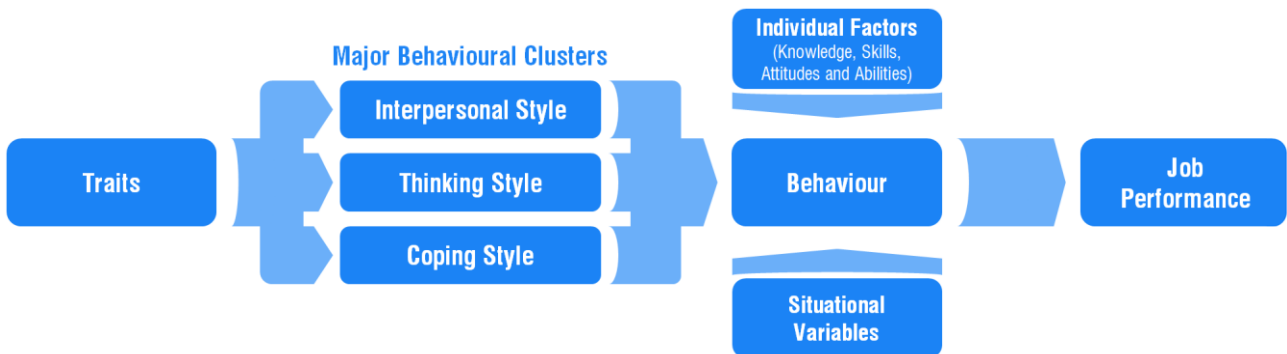
GUIDE TO USING THIS REPORT

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"> ▪ Abstract ▪ Flexible | <p>C Self-control</p> <ul style="list-style-type: none"> ▪ Detail-conscious ▪ Conforming | <p>E Extraversion</p> <ul style="list-style-type: none"> ▪ Gregarious ▪ Persuasive | <p>A Agreeableness</p> <ul style="list-style-type: none"> ▪ Trusting ▪ Accommodating | <p>N Anxiety</p> <ul style="list-style-type: none"> ▪ 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:



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

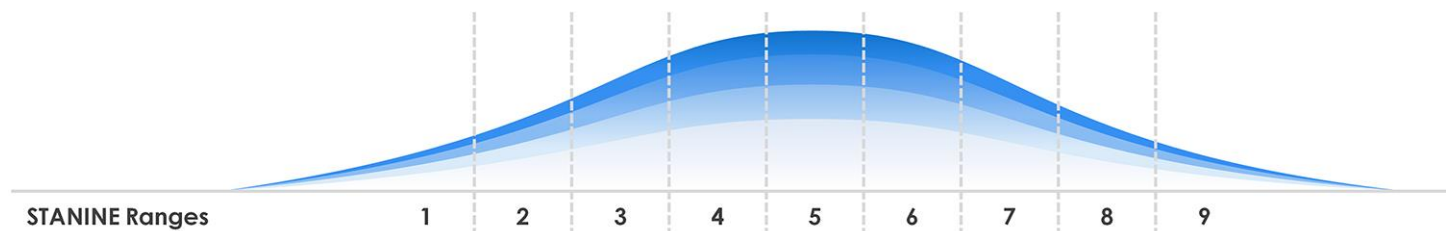
The Profile Report provides profile charts which cover the primary and secondary factors of the test as well as criterion derived scales and response style scales.

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 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)	General Population	2727



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 quite realistically. He has attempted to present a fairly accurate picture of himself. His social desirability score is only slightly above average.

INTERPERSONAL STYLE

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

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. Although it may take him time to warm to people, he will be quite friendly once he knows them well.

Somewhat more assertive than most, Sam Sample should be capable of being dominant, and taking the lead if the need arises. While he will try to achieve a balance between being sensitive to others' needs, yet being task-oriented, there will be times when he will consider it necessary to be somewhat forceful and brash. Not too concerned about upsetting others, he will not hold back from criticising other people's work when appropriate. On the whole, Sam Sample's management style will focus more upon the demands of the task at hand, than attending to the needs of colleagues.



THINKING STYLE

While Sam Sample is a little more spontaneous than most people and may prefer to take things as they come rather than plan ahead, he does nonetheless recognise the importance of forward planning. Not rigid or inflexible in his thinking style, and lacking an exacting fastidious nature, he may at times be somewhat careless of fine detail. A little less persevering than most, he may have some difficulty seeing particularly repetitive tasks through to the end. Not a particularly conservative or traditional person he is not unduly inclined to cling to the past for a sense of security.

Sam Sample is as trusting as most people. Aware that people cannot always be taken at face value, he recognises the need to be relatively circumspect when dealing with new colleagues and clients. However, he does not see any need to continually question others' motives and as such is not unduly prone to paranoia. Not particularly suspicious and sceptical, he has a realistic view of human nature, being neither too cynical nor too trusting and credulous.

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

A little more tense than most people Sam Sample has a relatively competitive nature. He is likely to want to succeed and will not be averse to working under a degree of pressure. Being somewhat prone to take on too much work, he may at times have difficulty keeping his work separate from his social life. Sam Sample does not find it particularly easy to relax at the end of a demanding day, finding it a little difficult to put the day's events behind him and avoid thinking about all the things he will have to do tomorrow.

Not a particularly optimistic person Sam Sample is prone to feelings of pessimism and self-doubt when things go wrong. Rather fatalistic in his attitude towards life, he is not inclined to believe that he can determine his own destiny, rather believing that life is a gamble determined by fate or chance. Although he tries to approach problems in a positive, constructive way, initial setbacks are likely to take a heavy toll on his self-confidence. Given repeated failures he is likely to start doubting his ability to successfully complete the task at hand. Somewhat prone to depression he may be inclined to accept failures rather than struggle to correct them.

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.

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	5.7									
Shaper-Driver	6.4									
Evaluator-Critic	5.8									
Implementer	6.4									
Team Builder	4.4									
Resource-Investigator	5.5									
Inspector-Completer	6									
Innovator	6.3									

Team Role Combination – Implementer/Shaper-Driver

Sam Sample will drive himself and others to achieve clear-cut practical objectives. Although he is likely to demand a high rate of productivity, he tolerates no deviations from proper procedure or thoroughness in pushing to meet goals. He will tend to manage by controlling decisions personally and overseeing the work of others. Subordinates who want a clear lead may respect his firmness, but those who want a more 'hands-off' style may find him unable to adjust to others' input. Although he will enjoy working with people, and is confident in the social spotlight, he is likely to be more concerned with following through on his own course of action than soliciting the opinion of others in order to make decisions. He will tend to set a fast, but consistent work pace, and expects nothing of others he does not expect of himself. Most of all, he will be concerned with achieving organisational goals and will tend to see these results coming about through effort in tried-and-tested methods and not by quick schemes. Given the right circumstances, he is likely to make a valuable contribution to an organisation by achieving results through hard work and determination despite obstacles.



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	6.5							6.5		
Delegative Leader	6.2							6.2		
Participative Leader	5					5				
Consultative Leader	6						6			
Negotiative Leader	7							7		

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 motivate them to work in a particular way. Negotiative leaders tend to rely on their skills of persuasion to achieve their stated goals. Many Negotiative leaders have well developed image management skills and they typically utilise these to moderate their approach according to the circumstances in which they find themselves. This capability, coupled with a desire to achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.

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	5.5					5.5				
Self-Reliant Subordinate	6.8						6.8			
Collaborative Subordinate	5					5				
Informative Subordinate	6						6			
Reciprocating Subordinate	7							7		

Primary Subordinate Style: Reciprocating Subordinate

Reciprocating Subordinates tend to be individuals with an emotionally mature outlook, who rarely become upset by criticism or setbacks. As such they generally feel comfortable about promoting their own ideas or engaging in negotiations with managers concerning the best approach to projects. Hence, they are likely to be most complementary to the Negotiative leader and, given that the Reciprocative Subordinates usually have strong views of their own, any exchanges between subordinate and manager will typically be productive.

Secondary 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.



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	4.8					4.8				
Rapport Creator	5.5					5.5				
Culture Fitter	6					6				
Culture Breaker	6.5					6.5				
Enthusiast	5.8					5.8				
Perseverer	7					7				
Business Winner	6.5					6.5				
Technician	5.2					5.2				
Admin. Support	6.2					6.2				
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: Culture Breaker

In contrast to many other approaches the Culture Breaker will generally take a radical stance, presenting ideas which are likely to be different from the culture of the client's organisation. Through presenting such radical ideas they will tend to create an image of knowledgeable integrity. The recipient is then likely to feel that they are receiving information based on a reasoned assessment of their needs. Obviously, the success of this approach is dependent upon the confidence and technical competence of the Culture Breaker.



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 feel uncomfortable in situations in which he has to constantly meet new people.
- May not persevere when confronted with set-backs.
- 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	32	Accommodating Empathic, People oriented, Accepting, Avoids confrontation	6	Assertive Dominant, Task oriented, Challenging, Confrontative	61
FLEXIBLE	30	Detail-Conscious Deliberating, Controlled, Rigid, Enjoys attending to detail	6	Flexible Spontaneous, Lacks self-discipline and self-control	62
TRUSTING	34	Cynical Suspicious, Cynical, Sceptical, May distrust other people	5	Trusting Trusting, Philanthropic, Takes people at face value	40
PHLEG	34	Emotional Prone to worry, Moody, Easily takes offense	4	Phlegmatic Self-assured, Emotionally stable, Socially confident	30
GREGAR	28	Reserved Cool and introspective, Prefers to work alone	3	Gregarious Outgoing and sociable, Talkative, Enjoys group work	14
PERSUAS	26	Genuine Forthright, Honest and open	6	Persuasive Diplomatic, Shrewd, Sensitive to 'political' issues	58
CONTEST	29	Composed Calm and composed, Able to unwind and relax	6	Contesting Ambitious and competitive, Has difficulty relaxing, Impatient	59
EXTERNAL	29	Optimistic Achieving and striving, Positive approach to setbacks	8	Pessimistic Resigned, Prone to feelings of helplessness	91
PRAGMATIC	30	Abstract Imaginative, Aesthetically sensitive, Creative and artistic	6	Pragmatic Down to earth and concrete, Practical and realistic	58
CONFORM	24	Low Distortion Presents a realistic positive self-image	6	High Distortion Presents an unrealistic positive self-image	69
MIDRESP	128	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	4	Introversion Tends to feel uncomfortable in social situations.		Extraversion Strong predisposition to social interaction.
N	7	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	4	Pragmaticism Realistic, practical and conservative in attitudes.		Openness Enjoy innovation, interested in artistic expression.
A	4	Independence Alert, Quick to respond to situations, challenging, self-assured.		Agreeableness People orientated, empathic, accommodating.
C	6	Low Self-Control Free from constraints of social rules.		High Self-Control Conscious of group standards of behaviour.