



OCCUPATIONAL
PERSONALITY APPRAISAL (OPA)[™]
EXTENDED VERSION

TEAM COMPETENCY REPORT



20 MAY 2030
SAMPLE
TEAM

TEAM

AGENCY : SAMPLE INC
TEAM : SAMPLE TEAM
DATE : 20 MAY 2030

INTRODUCTION

The Occupational Personality Appraisal (OPA) is a psychometric instrument contextualised to the workplace. It provides a perspective of an individual in terms of five main factors of personality - Extraversion, Agreeableness, Conscientiousness, Openness and Emotional Stability. The five-factor model has been extensively researched and found to be consistent and applicable across different cultures and ages.

This OPA Team Leadership Profile Report links the candidates' personality traits to fifteen key leadership competencies that are relevant in a work, educational or social setting. Possible uses for this report include leadership development, executive coaching as well as self and professional development.

USE OF REPORT

The OPA Team Leadership Profile Report outlines the leadership potential of the team by linking their personality styles to the fifteen key leadership competencies shown in the LEADRE framework below. To maximise the use of this report, the following steps are recommended:

- From the LEADRE competency framework, identify the key competencies for the team's work
- Review the team's strengths and concerns in each of the key competencies identified
- Discuss with peers, managers, and direct reports regarding how well the team is performing on the key competencies
- Consider how to improve the team's competencies based on the information in this report.

BENCHMARK

The reference group selected for this report comprises of working professionals who are managers, leaders and supervisors. The candidates' results are referenced against this group using standardised scores and reflected in the tables below for each competency.

Very Low	Low	Moderate	Average	Moderate High	High	Very High
Very likely to be a concern	Likely to be a concern	Somewhat likely to be a concern	Neither a strength nor a concern	Somewhat likely to be a strength	Likely to be a strength	Very likely to be a strength

LEADERSHIP COMPETENCY FRAMEWORK



The Leadership Competency Framework (LEADRE) is illustrated in the diagram above. Six key leadership competencies are identified and each has its associated sub-competency factors totalling fifteen. These leadership competencies have been found to be relevant and appropriate to work, educational or other settings where leadership competencies are required. The detailed descriptions of the leadership competencies are found in the glossary.

IMPRESSION MANAGEMENT

Impression Management (IM), also known as self-presentation, occurs when candidates attempt to convey an unusually positive impression of themselves by providing socially desirable responses (i.e. attempting to reveal only positive aspects of himself or herself).

The IM score is 6. If the score is above 80, it is considered high. Hence, the interpretation of this report should take that score into consideration.

INTERPRETATION

Personality questionnaires have been established as a useful source of information. However, they are best used in conjunction with other available information including biographical data, behavioural assessments, performance ratings, 360-feedback, and so forth.

As a self-report questionnaire similar to most personality instruments of this nature, the profile obtained should be viewed as indicative only. Where possible, it should be supplemented with other information to confirm or refute the candidates' tendencies that have been identified.

Personality profiles are neither good nor bad, and there are no right or wrong answers to the questions. The OPA is focused on tendencies and not abilities, hence there is no "perfect" profile. Different people have different tendencies, and the OPA value adds by accurately reflecting those tendencies as indicated by the candidates themselves.

The report is valid for 12 months from date of assessment.

CONFIDENTIALITY

This report is confidential and is meant for use by personnel who are appropriately authorised. It should not be distributed without permission or proper security controls.

TEAM LEADERSHIP PROFILE

Team Leadership Competency Rankings

This table shows the rank order of each team member on each of the six clusters of LEADRE Competencies. The higher the team member's rank, the better their score is on that particular main factor.

Rank	LEAD	ENGAGE	ANALYSE	DRIVE	RESILIENT	EXECUTE
1	Janet	Samy	David	David	David	David
2	Sarah	Sarah	Sarah	Janet	Doris	Doris
3	Doris	Doris	Janet	Sarah	Sarah	Andy
4	Andy	Janet	Andy	Samy	Janet	Samy
5	Samy	Andy	Doris	Doris	Andy	Janet
6	David	David	Samy	Andy	Samy	Sarah

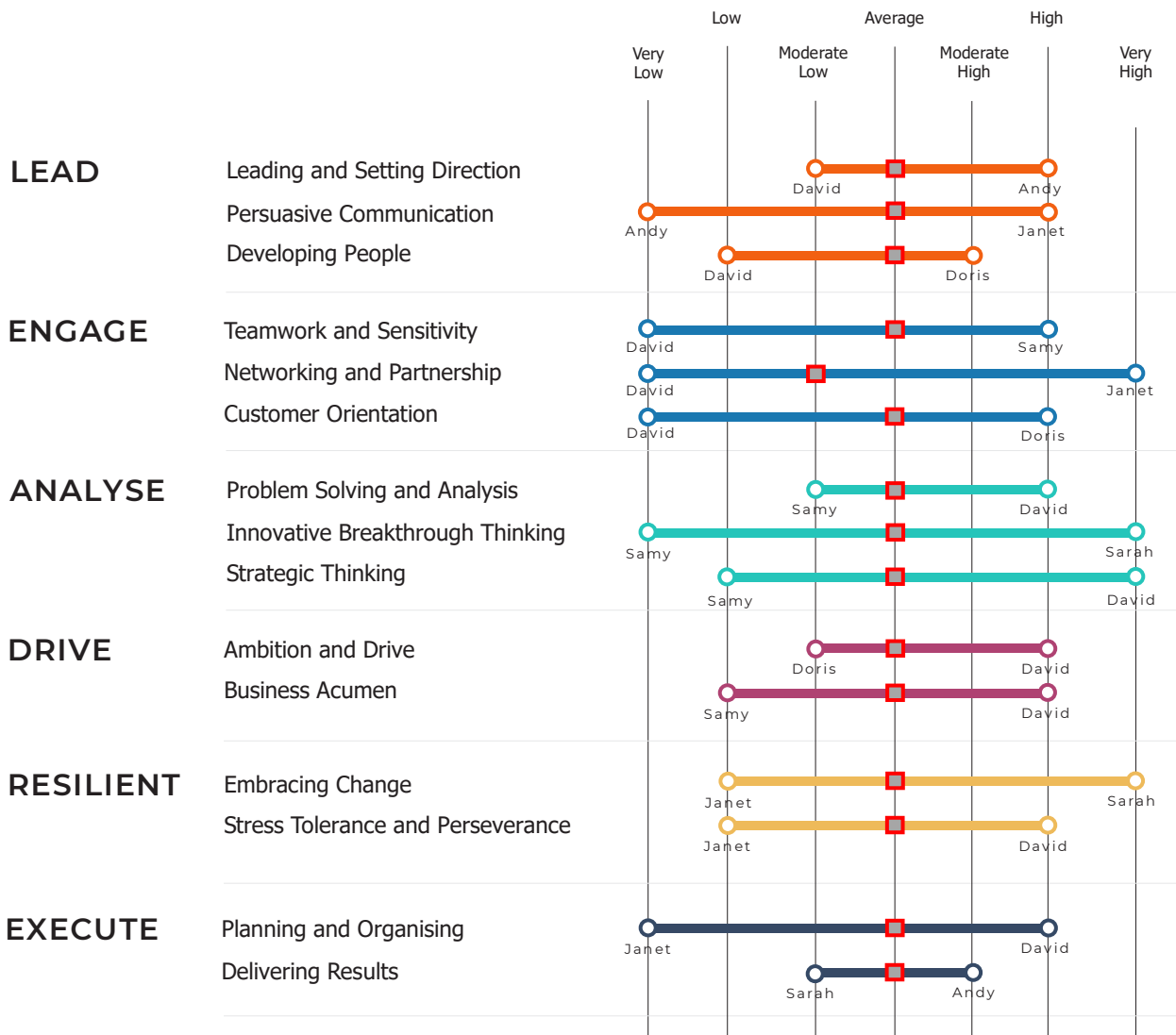
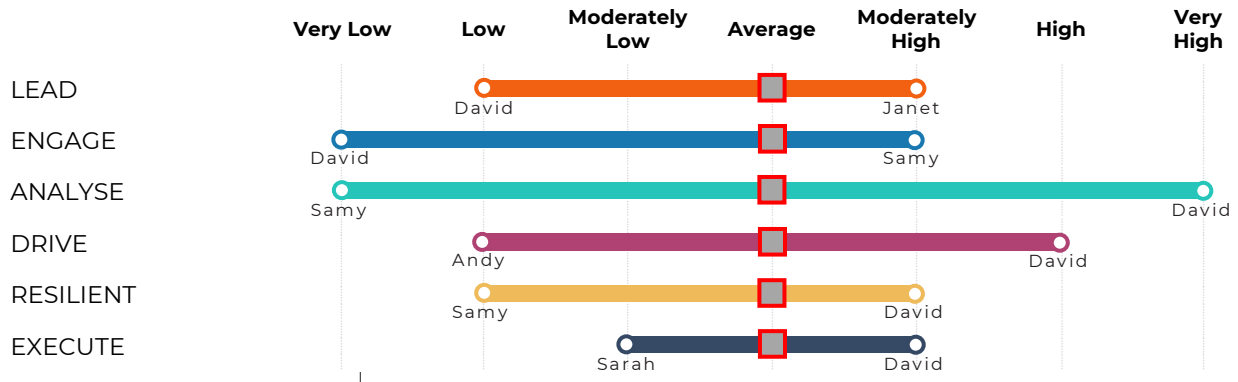
Strengths & Areas for Improvement

This next table breaks down the LEADRE scores for each candidate, identifying which clusters they score the lowest in, and which they score the highest in.

	Lowest					Highest
Andy	Drive	Engage	Resilient	Analyse	Lead	Execute
David	Engage	Lead	Resilient	Execute	Drive	Analyse
Drive	Drive	Analyse	Resilient	Lead	Engage	Execute
Janet	Execute	Resilient	Engage	Analyse	Drive	Lead
Samy	Analyse	Resilient	Drive	Execute	Lead	Engage
Sarah	Execute	Drive	Lead	Resilient	Engage	Analyse

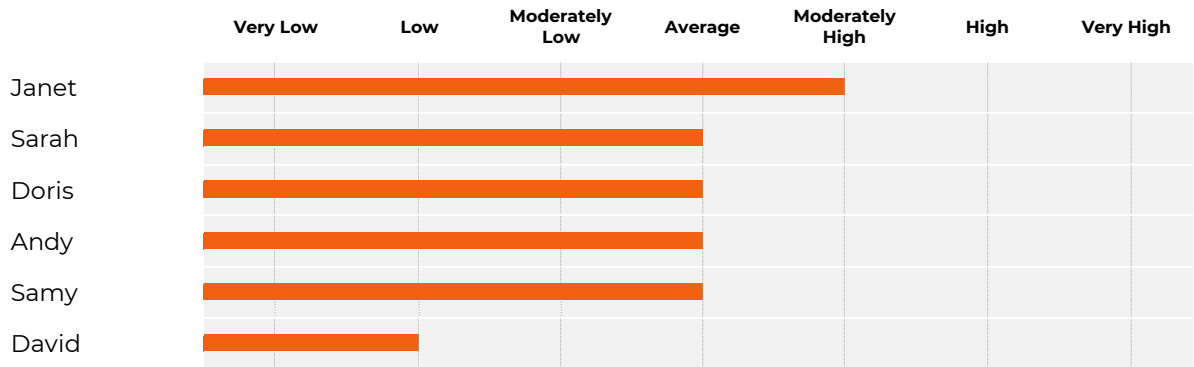
PROFILE SUMMARY

The tables below summarise the profile of the candidates in terms of the LEADRE competency framework, and the fifteen underlying leadership competencies.



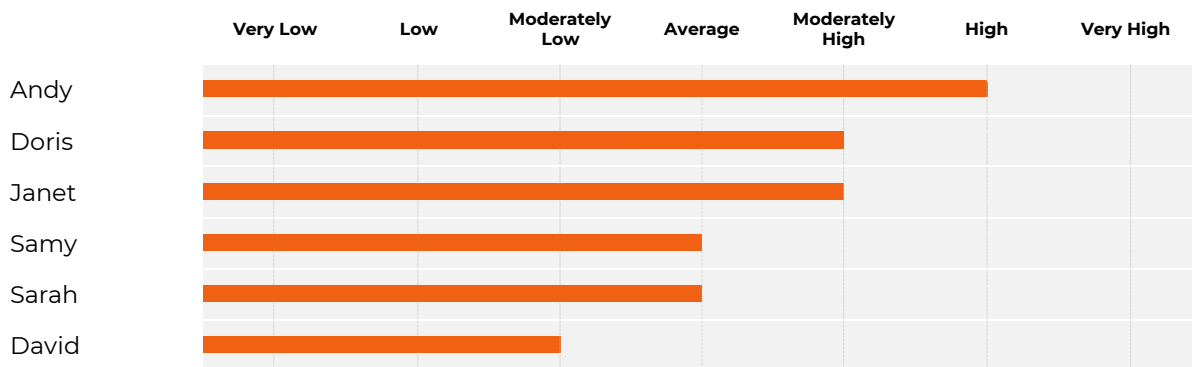
Team Average

Overall



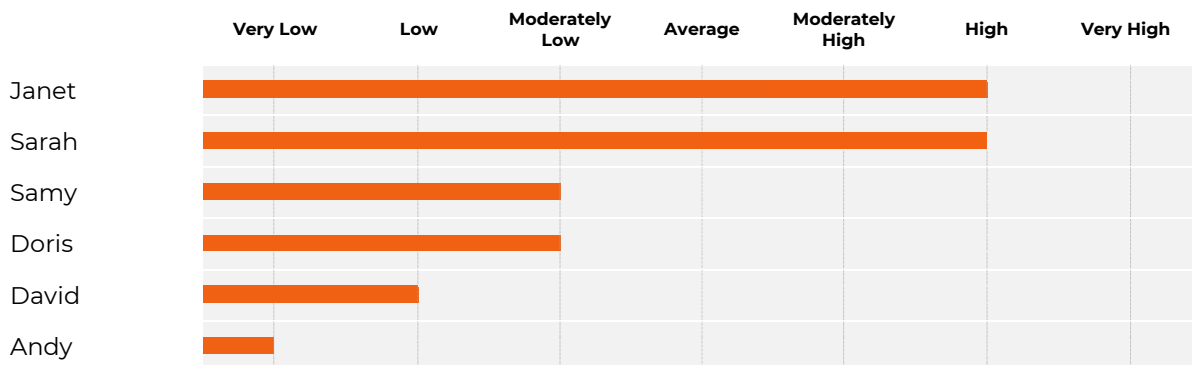
Leading & Setting Direction

Takes charge of the team and sets a clear direction. Manages team performance and drives team to achieve results.



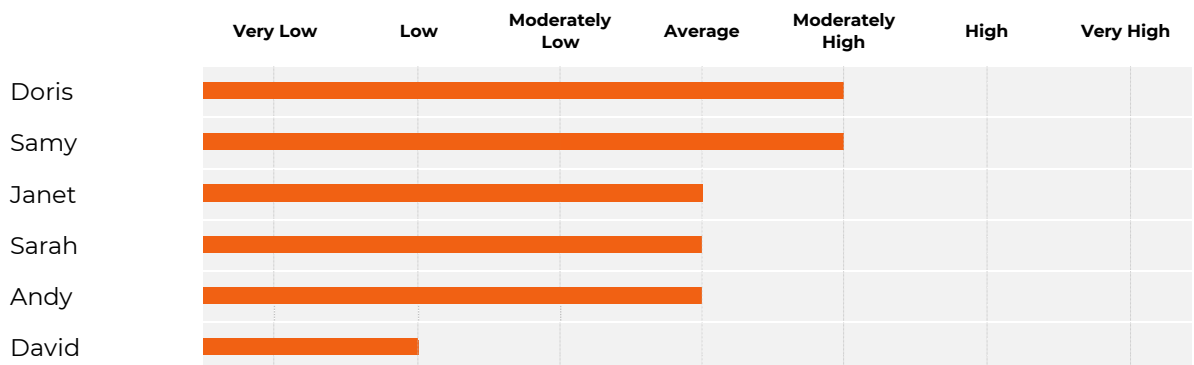
Persuasive Communication

Convincingly persuades and influences others to get buy-in. Considers others' points of view and persists in selling ideas, lobbying for support and countering resistance.

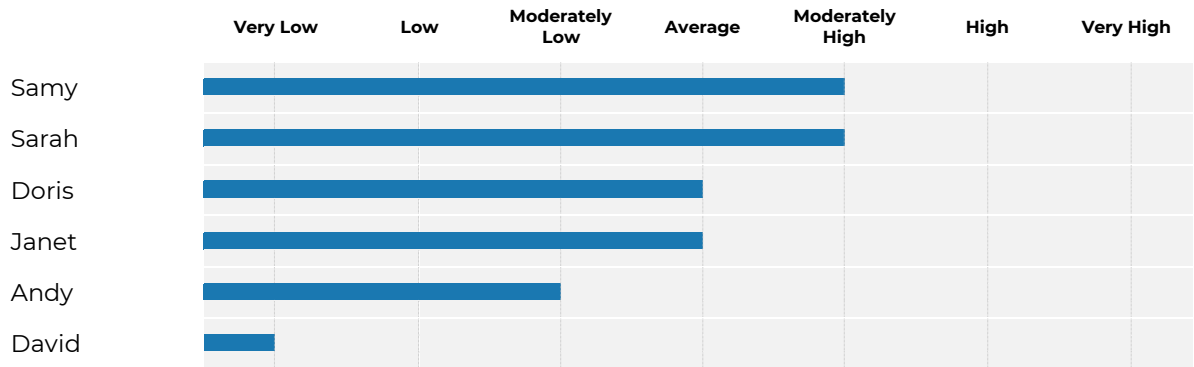


Developing People

Provides feedback openly and constructively. Creates learning opportunities, and coaches others to improve their performance.

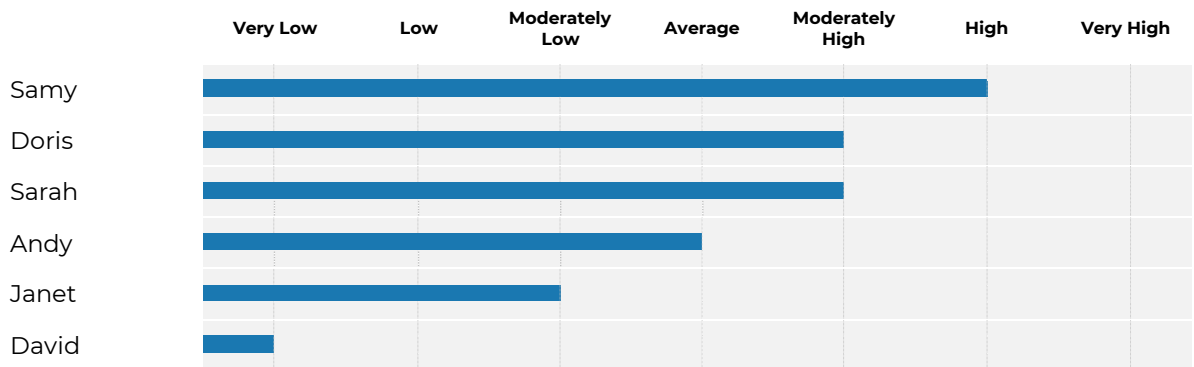


Overall



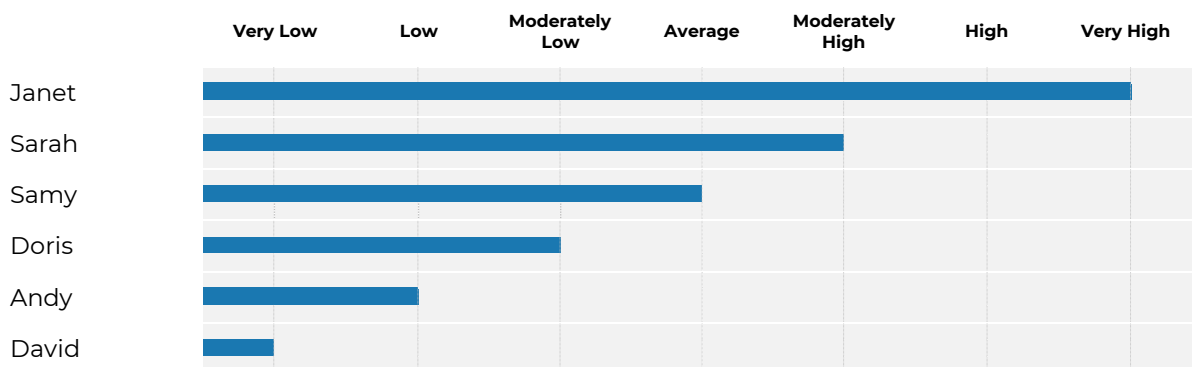
Teamwork and Sensitivity

Works collaboratively with others, builds positive relationships and encourages contribution. Is emotionally sensitive, shows empathy, anticipates and addresses others' concerns and resistance proactively.



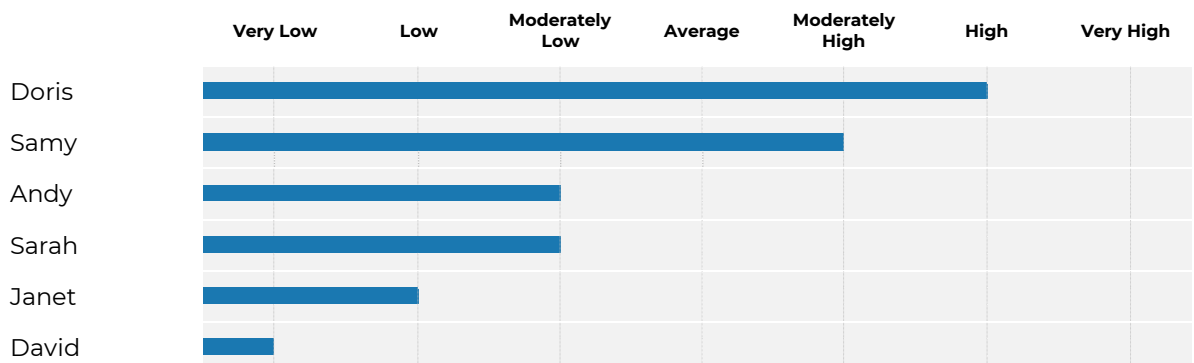
Networking and Partnership

Networks confidently to start new relationships with people from different levels and effectively builds long-term partnerships.

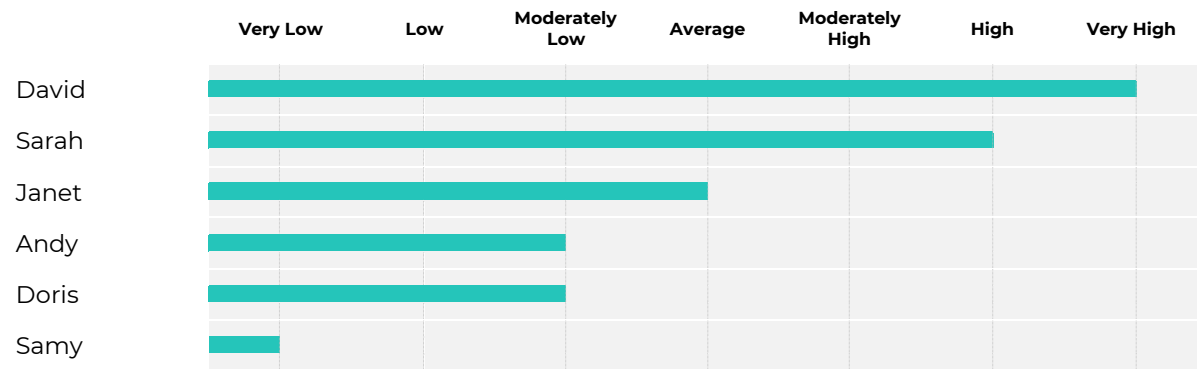


Customer Orientation

Places a strong focus on the customers' needs and develops solutions to meet their requirements. Strives to impress customers by enhancing their experiences.

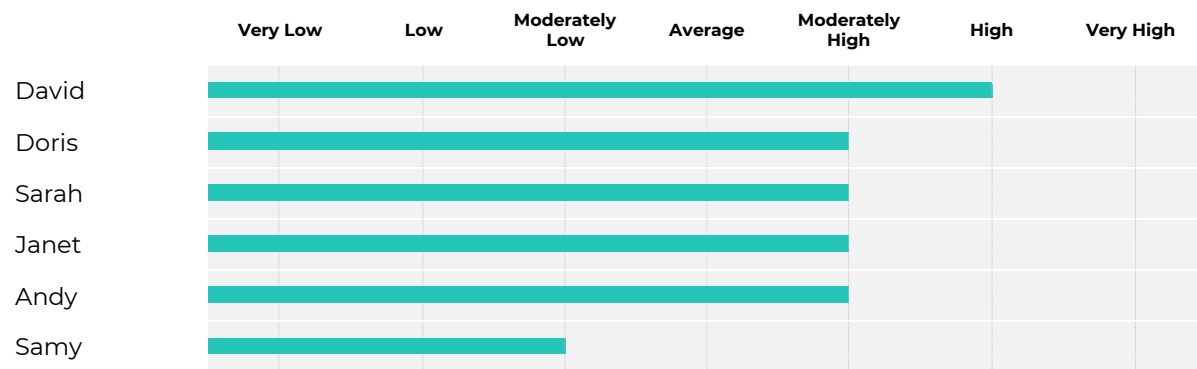


Overall



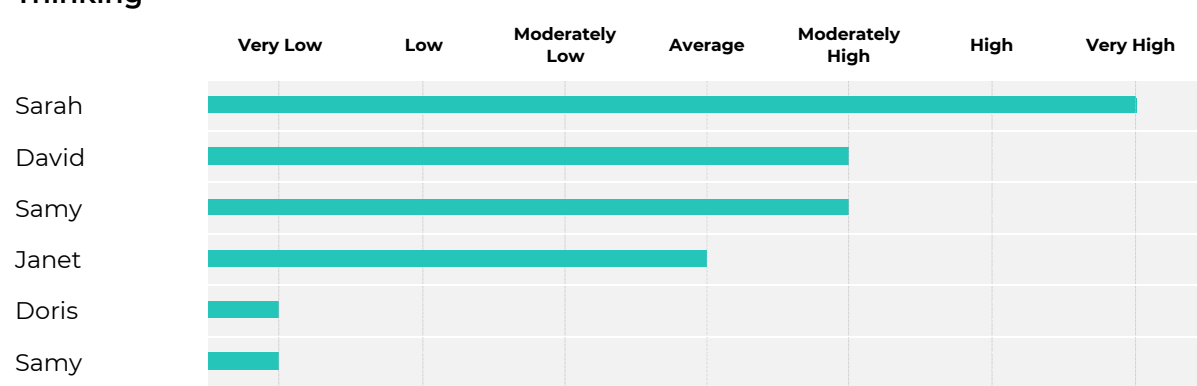
Problem Solving & Analysis

Quickly digests complex issues and accurately identifies root cause through a systematic review of the situation. Scrutinises information; explores options critically to develop sound solutions. Makes timely decisions.



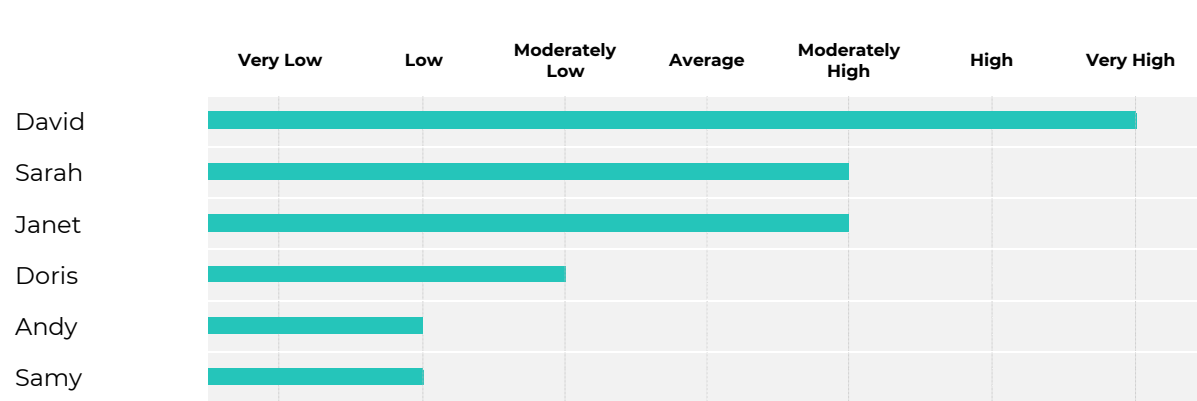
Innovative Breakthrough Thinking

Challenges the status quo and generates innovative solutions to solve problems and to improve performance. Explores different options to gain fresh perspectives.

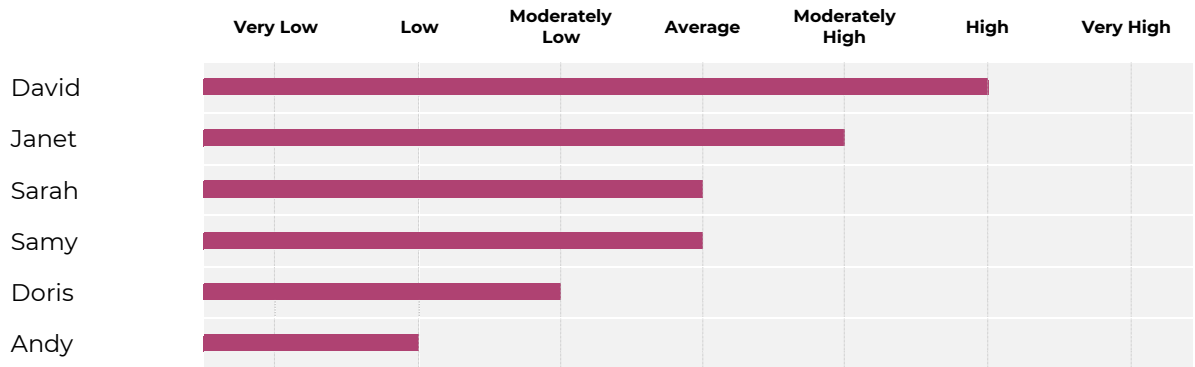


Strategic Thinking

Integrates organisational and business issues to form a coherent overview of the situation and develops long-term strategies that build sustainable advantage.

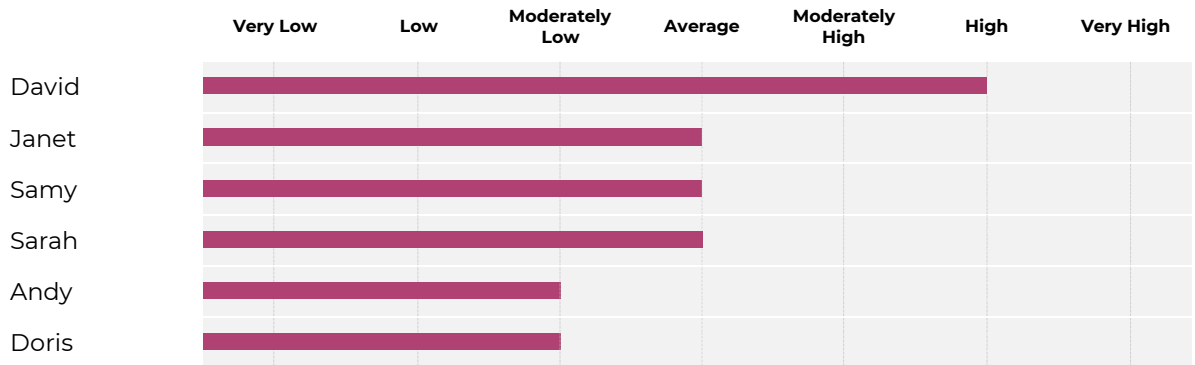


Overall



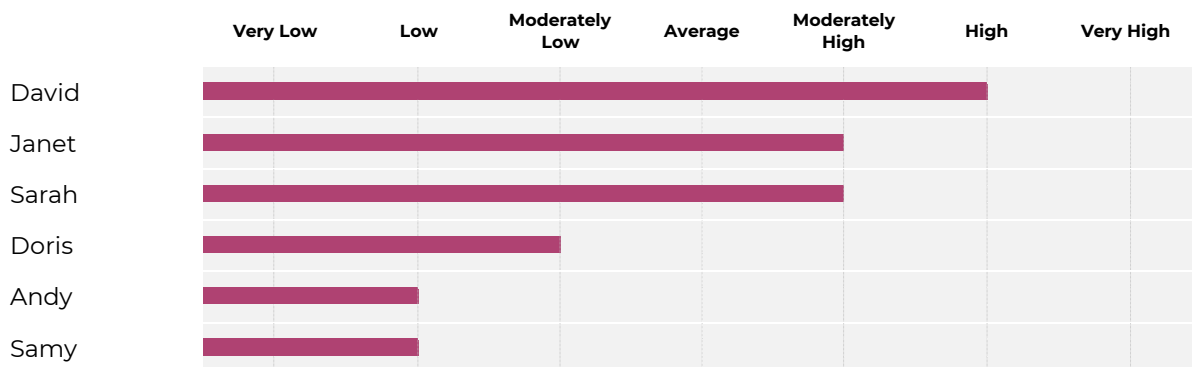
Ambition and Drive

Has strong personal drive and ambition to achieve high standards and exceed expectations. Takes proactive action to initiate activities to improve performance.

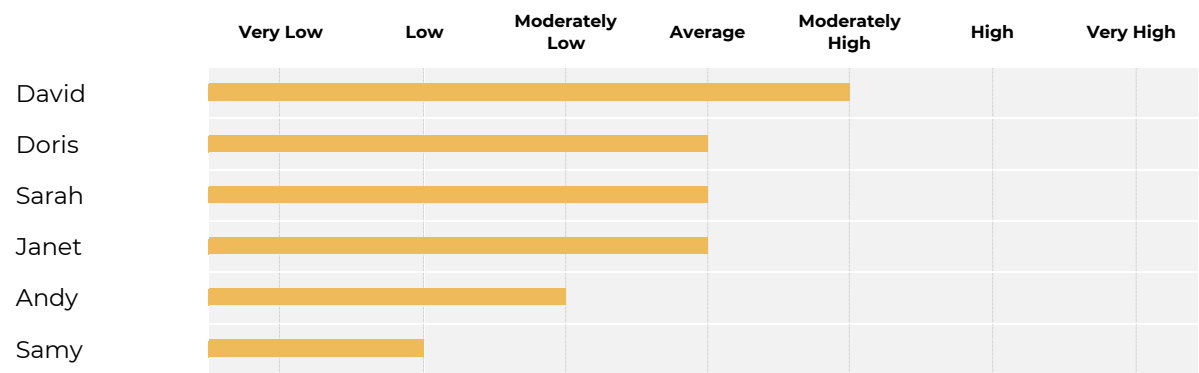


Business Acumen

Shows entrepreneurial spirit to grow business and make an impact on financial performance. Takes action to capitalise on market trends and competitor activities to be the market leader.

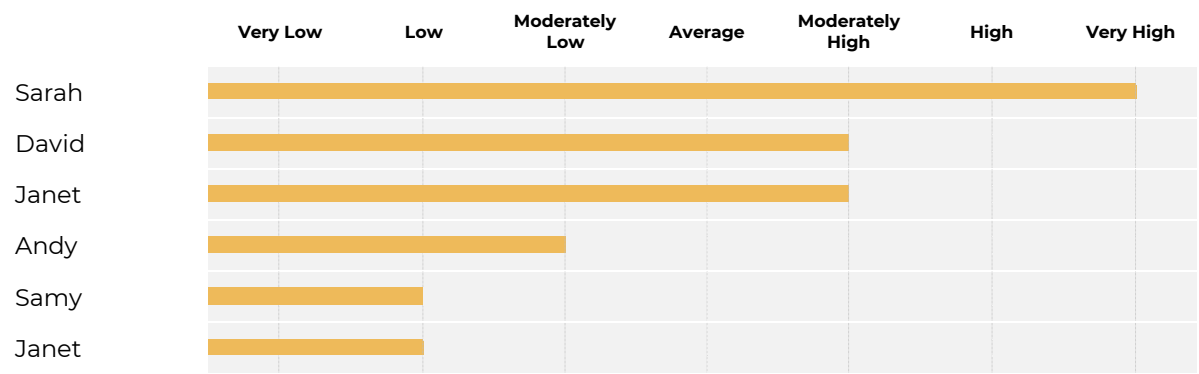


Overall



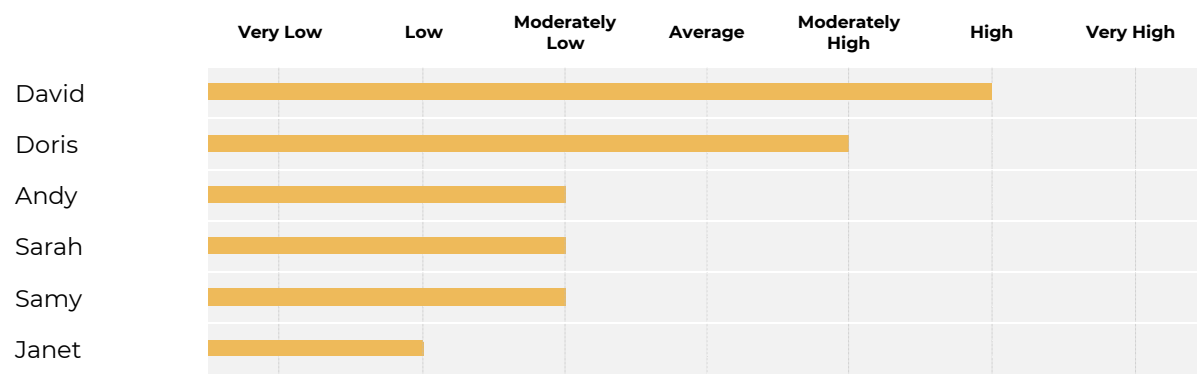
Embracing Change

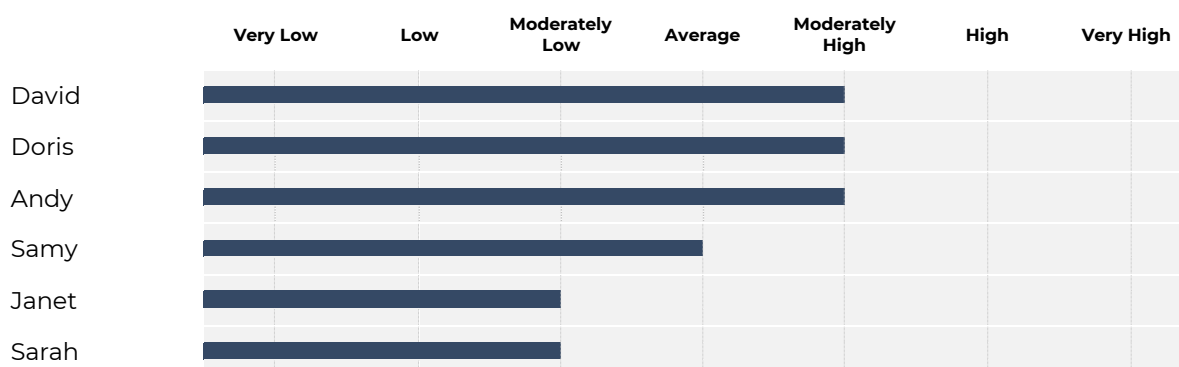
Open to change and adapts readily to new environments. Anticipates change and takes advantage of new trends and opportunities.



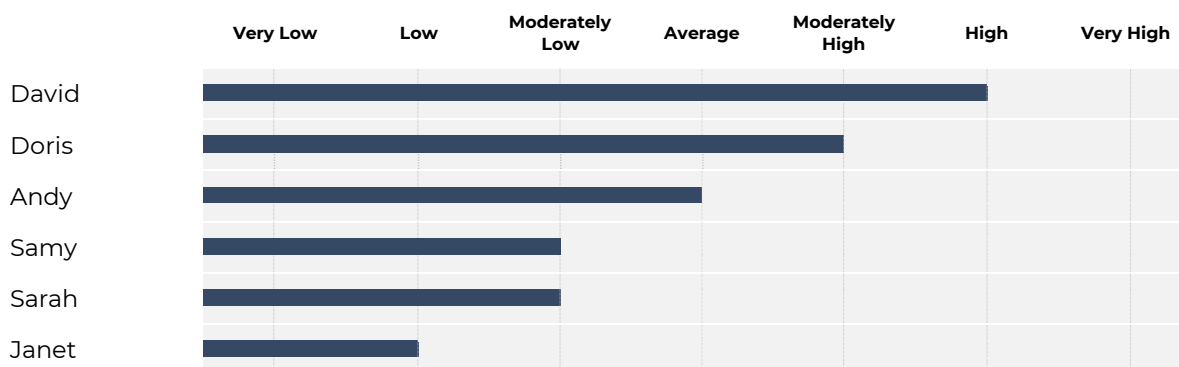
Stress Tolerance and Perseverance

Stays composed and maintains a proactive and positive approach to dealing with difficult / stressful situations. Shows perseverance to perform under pressure.

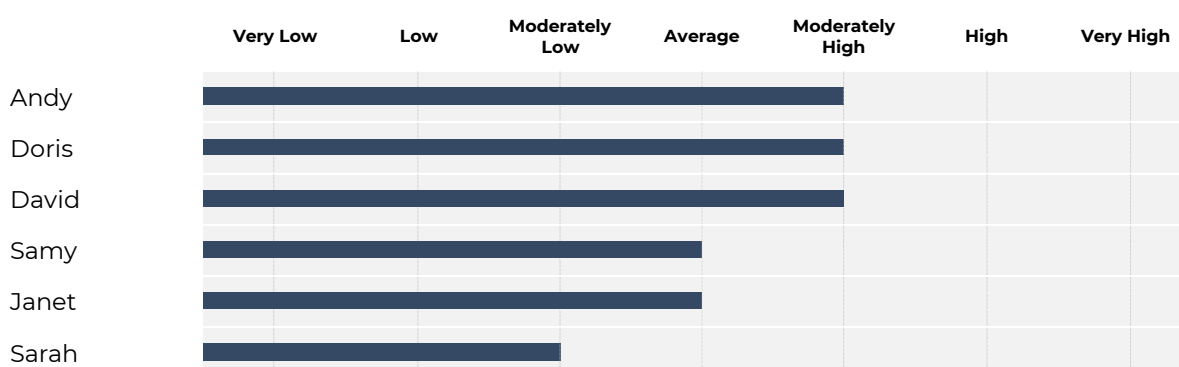


Overall**Planning and Organising**







Plans ahead and prepares in advance by developing comprehensive action plans and contingencies to meet objectives. Maximises use of resources and establishes clear timelines to ensure smooth delivery of results.

**Delivering Results**

Diligently follows through tasks conscientiously to ensure successful accomplishment. Systematically monitors work progress and quality. Takes prompt action to overcome obstacles.



Glossary

CLUSTER	COMPETENCY	DEFINITION
LEAD 	Leading and Setting Direction	Takes charge of the team and sets a clear direction. Manages and monitors team performance and drives team to achieve results.
	Persuasive Communication	Convincingly persuades and influences others to get buy-in. Considers others' points of view and persists in selling ideas, lobbying for support and countering resistance.
	Developing People	Provides feedback openly and constructively. Creates learning opportunities, and coaches others to improve their performance
ENGAGE 	Teamwork and Sensitivity	Works collaboratively with others, builds positive relationships and encourages contribution. Is emotionally sensitive, shows empathy, anticipates and addresses others' concerns and resistance proactively.
	Networking and Partnership	Networks confidently to start new relationships with people from different levels and effectively builds long-term partnership.
	Customer Orientation	Places a strong focus on customers' needs and develops solutions to meet their requirements. Strives to impress customers by enhancing their experience.
ANALYSE 	Teamwork and Sensitivity	Quickly digests complex issues and accurately identifies the root cause through a systematic review of the situation. Scrutinises information; explores options critically to develop sound solutions. Makes timely decisions.
	Innovative Breakthrough Thinking	Challenges the status quo and generates innovative solutions to solve problems and to improve performance. Explores different options to gain fresh perspectives.
	Strategic Thinking	Integrates organisational and business issues to form a coherent overview of the situation and develops long-term strategies that build sustainable advantage.
DRIVE 	Ambition and Drive	Has strong personal drive and ambition to achieve high standards and exceed expectations. Takes proactive action to initiate activities to improve performance.
	Business Acumen	Shows entrepreneurial spirit to grow business and has impact on financial performances. Takes action to capitalise on market trends and competitor activities to be market leader.
RESILIENT 	Embracing Change	Open to change and adapts readily to new environments. Anticipates change and takes advantage of new trends and opportunities.
	Stress Tolerance and Perseverance	Stays composed and maintains a proactive and positive approach to dealing with difficult / stressful situations. Shows perseverance to perform under pressure.
EXECUTE 	Planning and Organising	Plans ahead and prepares in advance by developing comprehensive action plans and contingencies to meet objectives. Maximises use of resources and establishes clear timelines to ensure smooth delivery of results.
	Delivering Results	Diligently follows through tasks conscientiously to ensure successful accomplishment. Systematically monitors work progress and quality. Takes prompt action to overcome obstacles.