SHL.



Candidate Name: Sample Candidate Date: 11.07.2024

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1. About this Report



OPQ Profile

Description

This one-page profile chart provides an overview of the individual's preferences against each of the 32 OPQ personality scales. The profile chart is split into three main areas, reflecting the OPQ model of personality: Relationships with People, Thinking Style and Feelings and Emotions. The results are best used with the respondent during a feedback session or to form the basis of a written report.

When to use this report?

- To receive a detailed, one-page overview of an individual's preferences, if you are a trained user
- To enhance the quality of feedback and analysis
- To allow experienced OPQ users to explore technical details, link scales together and understand the likely implications of an individual's style

User Report

Description

The User Report builds on the profile chart and provides additional interpretive narrative to give the OPQ user an overview of the individual's likely way of behaving at work. The narrative analysis provides additional support for a feedback session or when writing a report.

When to use this report?

- To gain extra narrative interpretation of the individual's preferences for each of the OPQ32's scales particularly useful to newly trained users
- To support the process of providing feedback and analysing results
- To provide an excellent basis for a written report

1. About this Report



Manager Plus Report

Description

The Manager Plus Report summarises how a candidate or employee's preferred style or typical way of behaving is likely to influence their performance on twenty universal competencies. It also summarises how they are likely to interact with colleagues and the impact the individual will have on a team. It is highly user-friendly, making it suitable to be shared with a line manager as part of an assessment process.

When to use this report?

- To gain key insights through a user-friendly language, which avoids jargon or technical details
- To help line managers understand the results from the OPQ and how an individual's preferences may impact others and the work environment

Candidate Plus Report

Description

The Candidate Plus Report provides a short narrative overview of an individual's responses to the OPQ32 and is designed to be given directly to the respondent as part of the feedback process, whether they are successful or unsuccessful candidates.

When to use this report?

- To provide candidates with a personalised, written report to support the feedback process
- To foster candidate buy-in to the assessment process
- To streamline the time spent on feedback to unsuccessful applicants
- To offer candidates added insight into their preferred behaviour at work

1. About this Report



Universal Competency Report

Description

The SHL Universal Competency FrameworkTM is a single overarching framework of competencies for all jobs, at all levels, in all industries, across all countries.

The Universal Competency Report provides a succinct and highly graphical overview of how an individual's preferred style is likely to influence performance against the 20 competencies from the SHL Universal Competency Framework TM .

When to use this report?

- To quickly identify the strengths and development areas against key job competencies
- To assess performance against SHL's Universal Competency Framework™, the most up-to-date model of competencies and job behaviours available
- To assist line managers in quickly understand the relevance of the assessment to the job competencies and assist them with subsequent interviewing or feedback
- To use the results in conjunction with the Universal Competency Framework Interview Guide and provide a complete selection kit for managers

Team Impact Selection Report

Description

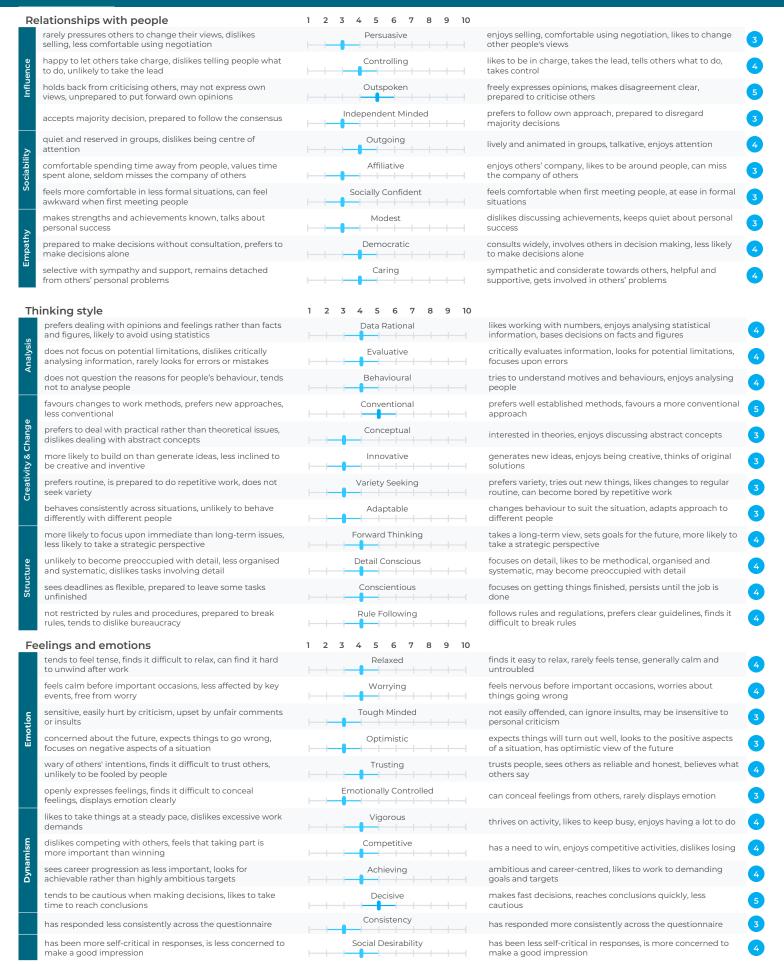
The Team Impact Selection Report helps managers, supervisors, and HR specialists select, manage, and develop workplace teams and the individuals that form these teams. It describes individual's strengths and weaknesses in a team setting plus a Competency Based Interview Guide focused around eight key team behaviours.

When to use this report?

- To analyse an individual's strengths and limitations in a team setting and understand the role they are likely to adopt in a team
- To help an interviewer explore how a candidate might contribute to an existing team.

2. OPQ Profile





3. User Report



Introduction

This report is designed for those who have completed OPQ training. It represents a powerful interpretation aid when preparing for a feedback interview, writing an assessment report, or interpreting OPQ32 information across a range of other contexts.

The report explores Sample Candidate's responses to the OPQ32 questionnaire. This therefore provides a profile of his relative preferences and behaviours when at work. The report explores Sample Candidate's responses to the OPQ32r questionnaire. This gives a profile of Sample Candidate's perceived preferences for different ways of behaving at work.

Each section presents an area of the OPQ32 profile, together with a narrative interpretation of these scales and the links between them. Further links with other sections of the profile (where these offer more in-depth understanding of the individual) are then presented. Remember, when considering the results of the personality questionnaire, it is important to recognise that the responses given were Sample Candidate's own view, and represent the way he sees his own behaviour, rather than how his personality might be described by another person. The accuracy of this report depends on the frankness and honesty with which the questionnaire was completed, as well as, in part, his level of self-awareness.

It should be noted that he has tended to respond as consistently as most when completing the questionnaire. It would appear however that he has been as self-critical as most when completing the questionnaire.

This report should be treated confidentially. To ensure relevance, the profile and its interpretation should always be directly related to the individual's current or future role. If there are major changes in their life or work they should complete the OPQ again.

3.1. Relationship with People



Relationships with people

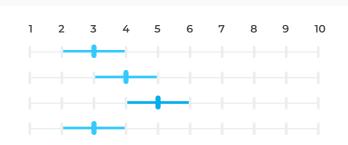
Influence

Persuasive

Controlling

Outspoken

Independent Minded



Sample Candidate seems to have little interest in negotiating with others or persuading them, though he is a little more prepared to take the lead or take charge of a situation. Even this preference, however, is slightly less pronounced than in most others. He is likely to avoid positions, such as sales, where the focus is on persuading others, but he may prefer some kind of managerial or supervisory role.

Sample Candidate is unlikely to follow an unpopular line and go his own way when others disagree, preferring, in the end, to follow the decisions of the group. At the same time, he is as likely to argue a case and provide outspoken views as others.

His overall impact when trying to influence others may be diminished to some extent by his lower level of confidence and ease with others.

3.1. Relationship with People





Sample Candidate does not appear to enjoy the company of others to any great extent, preferring to spend longer periods of time alone, perhaps because he sees himself as somewhat shy or nervous when meeting strangers or having to address a group. When he does find himself in company, however, he is only a little less lively and talkative than most. Contrasted with the lack of confidence and negligible need for company, when Sample Candidate is being talkative, he may sometimes come across as slightly awkward or under-confident.

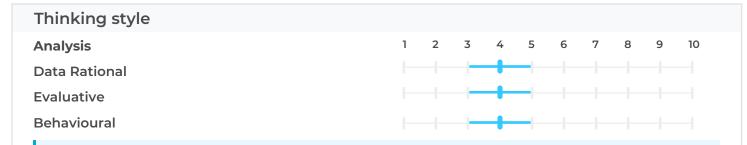
3.1. Relationship with People





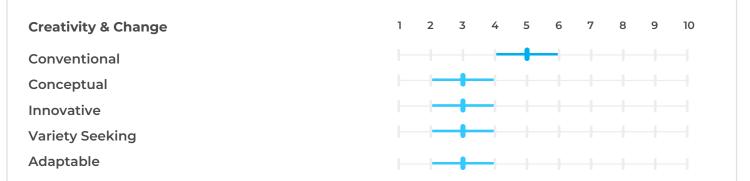
Sample Candidate is someone who enjoys talking about his achievements and successes, though when it comes to being compassionate and supportive towards others with problems, he comes across as a little less likely than most to help. When making decisions, he probably consults others a little less than most. The fact that he talks about himself may make some people think that he focuses solely on himself but this should not detract from the fact that he is reasonably concerned about the welfare of others.





Overall, Sample Candidate's interest in analytical thinking is quite moderate, with no particular preferences for one focus over another. In particular, he seems a little less interested than most in working with numerical or statistical information, with a similar level of interest in analysing people issues. Across both of these areas he is likely to undertake a certain amount of critical analysis, but overall analytical thinking is likely to be a moderate rather than outstanding aspect of his approach.





Sample Candidate's profile suggests a disinclination towards producing inventive ideas to any great degree. He couples this with low interest in hypothetical or theoretical issues. However, he reports a moderate preference for new ways of working. Clearly, he does not see himself as an ideas person nor someone who wants to explore the theory or complexity of issues. Nonetheless, he seems moderately open to new work methods, perhaps those suggested by others. Sample Candidate is likely to be most comfortable in a practical role where it is the responsibility of others to produce the vast majority of ideas.

Sample Candidate reports a strong preference for routine over variety and novelty in his work. In addition, he is less likely than most to adapt his behaviour to meet the changing demands of the situations or people he is dealing with. Thus, his approach to changing situations may be described as somewhat conservative, both in terms of the perceived negative impact on his routines and in his unwillingness to adapt his behaviour to deal with them. He would probably be most comfortable in a consistent, predictable environment.

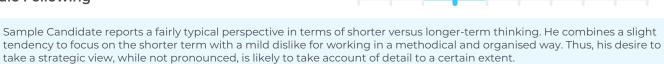
His tendency to adopt the same behaviour across the majority of different situations may shed some light onto his quite low preference in terms of having other people around him. It may well be that he chooses a smaller, select group of friends that he feels at ease with, and where he feels comfortable being himself without the need to change his behaviour in order to fit in.





Conscientious

Rule Following



Sample Candidate's emphasis on seeing tasks through to completion is moderate, being only slightly lower than his peers. This is coupled with an equal willingness to stick to the rules and follow guidelines. It is likely then that he will approach task deadlines and rules and regulations with a degree of flexibility rather than with a highly rigid approach.

3.3. Feelings and Emotions



Feelings and emotions

Emotion

Relaxed

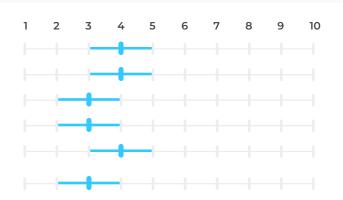
Worrying

Tough Minded

Optimistic

Trusting

Emotionally Controlled



Sample Candidate's anxiety levels are not extreme; he considers himself only a little more anxious than most people. Similarly, when it comes to important events he is slightly less likely than most to get nervous.

Sample Candidate is rather more sensitive to criticism and insults than most people as well as describing himself as a pessimist. He tends to expect negative outcomes to events. In addition his views about the reliability and integrity of other people are a little more negative than most people's.

He is someone who is prepared to show his emotions openly and people are likely to be able to tell how he is feeling. When these emotions are positive or expressed as enthusiasm, others may well find this endearing or motivating. However, if the emotions are negative or hostile this expression of emotion might have a rather negative impact.

Despite his considerable sensitivity to criticism and negative feedback, he nonetheless feels able on occasion to speak up and make his disagreement clear to others. However, he would appear to avoid excessive confrontation on account of not having especially strong views of his own.

It is possible that his rather negative view of the future translates into a degree of resignation when it comes to his anxiety levels. He reports that he does not feel especially worried when facing important events.

3.3. Feelings and Emotions



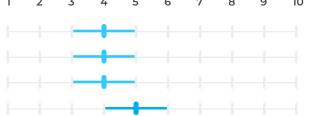


Vigorous

Competitive

Achieving

Decisive



Sample Candidate presents quite a consistent and typical picture when it comes to his sources of energy and drive. His level of career ambition is only a little lower than most. His desire to win within competitive situations is very similar. In addition, he expresses a slighter lower level of interest than most in keeping busy and occupied at work. Overall, although not especially low, his levels of drive and energy are likely to come across as moderate rather than highly dynamic.

When summing up a situation and making a decision, he seems to be balanced between speed and caution.

4. Manager Plus Report



Introduction

This report is intended for use by line managers and HR professionals. It contains a range of information which is useful to support selection decisions.

It shows:

- How the respondent prefers to work (for example whether they like following rules or are prepared to break them).
- How the respondent is likely to interact with their colleagues in a team.
- Their likely performance against a range of competencies is proven to be important at work (e.g., Leading and Supervising).

Using this Report

This report is based on the individual's responses to the Occupational Personality Questionnaire (OPQ). The individual's responses have been compared against those of a large relevant comparison group to give a description of their preferred approach to work.

The responses the individual gave show their attitude to their own behaviour, rather than how another person might describe them. This report describes preferred ways of behaving, rather than actual skills levels. The accuracy of this report depends on the frankness with which they answered the questions as well as their self-awareness. Nevertheless, this report provides important indicators of the respondent's style at work. This report links the information from the personality questionnaire to the twenty universal competencies.

If you require support in interpreting this report, please contact a person in your organisation who has received full training in the use of the OPQ.

Report Key:

The overall likelihood of the individual displaying strength in each competency is shown in the bar graphs on the right hand side of the report.

Unlikely to be a

strength

Less likely to be a strength

Moderately likely to be a strength

Quite likely to be a strength

Very likely to be a strength

4.1 Behaviour at Work



This section is based on the respondent's responses to the Occupational Personality Questionnaire (OPQ) and describes their preferred style at work in three key areas: interacting with people, approaching tasks, and managing feelings and emotions.

How is the respondent likely to interact with people?

- Describes themselves as disliking selling and negotiating
- Is a little reluctant to take charge
- Prepared to express their own opinions or criticize others in some situations
- Is inclined to go along with the group consensus
- Slightly reserved in group situations
- Comfortable spending time alone
- Not at ease in formal situations or when meeting new people
- Enjoys talking about their own achievements
- Has a slight preference for making decisions alone without consultation
- A little selective with support and sympathy for colleagues

How is the respondent likely to approach tasks at work?

- Has a slight dislike for working with numerical data
- Reports a slight inclination toward taking information or plans that are proposed to them at face value
- Is slightly less interested than most in the motivations and behaviours of people
- Considers themselves as liking to have a balance between new approaches and tried and tested ways of working
- The individual is likely to be predominantly practical and definitely less interested in theories
- Has a definite preference for building on the ideas of others rather than coming up with new ideas
- Describes themselves as having a markedly stronger preference for a routine and persisting with repetitive work than most of their peers
- Has a strong tendency to behave the same way in different situations and with different people
- Likely to take a fairly short-term perspective and think less of the longer-term implications
- Shows slightly less concern for order and detail than most of their peers
- Their emphasis on completing tasks is slightly lower than most people
- Has a slight tendency to treat rules as flexible and feel frustrated by bureaucracy

4.1 Behaviour at Work



How are the respondent's feelings and emotions likely to impact their work?

- Considers themselves to be a slightly tense and worried person in their general work life
- Tends to experience a little less tension than most before important events
- Is likely to be sensitive and strongly affected by criticism
- Has a moderately pessimistic attitude toward the future
- Is slightly cautious when judging the reliability and honesty of others
- Describes themselves as someone who has a strong tendency to show their emotions openly
- Describes a slight preference for approaching work at a steady pace
- Competition is likely to be of slightly less importance to them than most people
- Describes themselves as slightly less ambitious than most
- When making decisions, they balance speed with caution

Additional comments about the respondent's likely behaviour at work:

- Will not set out to convince others, instead preferring compromise, or may be readily won over by another opinion
- Avoids sales situations and is not persuasive, particularly in unfamiliar situations or with unfamiliar people
- Is likely to be the most comfortable in a practical role where it is the responsibility of others to produce the vast majority of ideas
- Is sensitive to criticism and expresses these feelings easily

4.2 Working in a Team



Successful teams share common tasks or projects and work collectively towards the same goals. Within the team each individual makes a specific contribution to the process and thereby affects the success of the team. To achieve their goals the members of a team need to complete a number of key tasks.

The respondent's likely impact within a team is summarised below. This focuses on their strengths and weaknesses across team tasks.

Overall, the respondent has a strong preference for relating to others on the team and may focus less on task-related aspects.

The respondent is likely to be as capable as most in:

- Identifying possible solutions for team tasks
- Having an energising impact on other team members
- Building relationships inside and outside the team
- Maintaining a positive team climate
- Planning team work and sustaining team productivity
- · Helping the team to maintain their workload and reach their goals

Their weaker areas are likely to lie in:

- Helping the team to evaluate ideas and concepts which contribute to team success
- Steering team activities

4.3. Summary of Competency Potential



The table below provides a summary of the individual's potential performance on the twenty competencies. By selecting those competencies that are most important for the role, and probing those areas for evidence of how the individual has demonstrated effectiveness, you are more likely to recruit the best person for the job.

Competencies	Low 1 2 3 4 5 High	
Leading and Deciding	Decision Making [™] Leadership	
Supporting and Cooperating	Collaboration Ethics and Values	
Interacting and Presenting	Building Relationships Influence Communication	
Analysing and Interpreting	Writing D Applying Expertise and Technology CDINTC Critical Thinking CDINTC	
© Creating and Conceptualising	Learning CDINTC Creativity and Innovation Strategic Thinking DI	
Organising and Executing	Planning and Organising Delivering Results CTC Dependability CTC	
Adapting and Coping	Adaptability Resilience	
Enterprising and Performing	Initiative Commercial Thinking	

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: $^{\circ}$ Checking. $^{\circ}$ Deductive. $^{\circ}$ Numerical. $^{\circ}$ Technical Checking. For further information, please refer to the "Ability Tests and Competencies" section at the end of this report.



Leading and Deciding

Decision Making TC

Makes prompt decisions, even when they involve risk; makes difficult decisions, even when they involve tough choices; makes well-informed and considered decisions; takes responsibility for results.

Leadership

Leads groups and delegates work based on skills and potential; empowers others and motivates high performance; sets clear expectations and standards for performance; monitors work and coaches others to develop their full potential.

Supporting and Co-operating

Collaboration

Accepts and appreciates other people; demonstrates courtesy and compassion; supports, encourages, and thanks others; consults, listens, and understands others; promotes diversity and builds morale, team cohesion, and collaboration.

Ethics and Values

Upholds ethical standards and values; maintains confidentiality; follows through on commitments; encourages responsibility towards the community and the environment.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: TC Technical Checking.



Interacting and Presenting

Building Relationships

Develops relationships and builds networks; creates a positive impression and builds rapport; adapts approach to interact effectively with others; effectively manages conflict; helps others succeed.

Influence

Establishes credibility and uses compelling insights to appeal to others' needs and persuade them to a different point of view; navigates political situations and negotiates to gain agreement from others and achieve desired outcomes.

Communication D

Understands spoken information; speaks clearly and understandably; presents with confidence; gauges audience reaction, interest, and understanding, and adjusts communication style or content accordingly.

Analysing and Interpreting

Writing D

Understands written information; writes clearly, succinctly, and correctly, avoiding jargon and complexity; structures written information to meet the audience's needs and stimulate interest.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: $^{\text{D}}$ Deductive.



Applying Expertise and Technology CDINTC

Applies functional and technical expertise to accomplish work; uses technology systems to communicate information; adopts, operates, and repairs job-related technology effectively; generates new functionality within technology systems.

Critical Thinking CDINTC

Gains an understanding of the situation or problem; evaluates, integrates, and categorises information to identify issues, patterns, trends, and relationships; challenges assumptions and draws informed conclusions that enable effective approaches and solutions.

Creating and Conceptualising

Learning CDINTC

Identifies the information needed to address an issue; gathers information from routine and non-routine sources to support decision-making; assimilates new information quickly; masters new techniques easily.

Creativity and Innovation

Embraces new ideas; seeks out diverse perspectives; reassesses, experiments, and brainstorms to generate ideas and insights; thinks in new and different ways to create innovative approaches and solutions.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: $^{\circ}$ Checking. $^{\circ}$ Deductive. $^{\circ}$ Inductive. $^{\circ}$ Numerical. $^{\circ}$ C Technical Checking.



Strategic Thinking DI

Thinks broadly and considers important issues that impact success today and in the future; develops strategies to achieve critical outcomes; proactively seeks opportunities to introduce change.

Organising and Executing

Planning and Organising

Sets objectives that align with team and organisational goals; develops plans, commits to timelines, and uses time effectively; anticipates, allocates, and monitors resources to deliver work requirements; documents job information.

Delivering Results CTC

Focuses on understanding and addressing customer needs; sets high standards for work quality and quantity; delivers high productivity in a focused and timely manner; structures and prioritises work activities; shows commitment to the organisation.

Dependability CTC

Takes direction from others; adheres to regulations, policies, procedures, and legal obligations; is punctual and reliable; performs work in a safe and secure manner, prioritising the safety and security of individuals, materials, and information.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^C Checking. Deductive. Inductive. ^C Technical Checking.



Adapting and Coping

Adaptability

Adapts well to ambiguity, change, and different cultures; finds positive opportunities in these circumstances.

Resilience

Works productively under pressure; maintains a positive outlook; controls emotions; handles failure or criticism well and learns from it.

Enterprising and Performing

Initiative

Tackles demanding goals enthusiastically; seeks out progressively more difficult assignments and roles; proactively identifies and acts on opportunities and improvement areas; accomplishes work autonomously; strives to outperform others.

Commercial Thinking DI

Considers revenue, cost, and risk factors that drive organisational performance; identifies and secures new business; optimises resources to deliver more with less; manages and mitigates risks; maintains awareness of external factors impacting the business.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: Deductive. Inductive.

5. Candidate Plus Report



Introduction

This report is confidential and is intended for the sole use of the person who completed the questionnaire.

It has been given to you to provide some feedback about the analysis of your responses to the questionnaire which you recently completed.

The self-report personality questionnaire invited you to describe your behaviour, preferences and attitudes in relation to different aspects of your working life. It was chosen to give a broad picture of your current style. Your responses have been compared with a large group of people who have filled in the same questionnaire.

When considering this report's description of your personality, it is important to recognise that it is based on the answers you gave and is your own view, representing the way you see your behaviour, rather than how your personality might be described by another person. This self-report can nevertheless give important clues to understanding the way you see your style at work and it is likely to enable us to predict a good deal about your behaviour in different situations. This report links the information under three broad headings and summarises all of your responses to the questionnaire.

The specific application of the information will influence which sections of the report are most relevant. You may have already received personal feedback of these results, or had this offered to you. Whoever gave you feedback and/or this report should be qualified to answer your queries about any aspect of the report and provide a more detailed analysis of what the results mean for you.

The contents of this report are likely to be a good description of your behaviour at work. If it is to be used in the future, consideration should be given to its continued relevance.

5.1. Relationships with People



☆ Influence

You describe yourself as someone who dislikes getting involved in persuading or negotiating, and would prefer not to sell ideas to other people. You have a slight preference to allow someone else to take the lead. When it comes to group decision making, you tend to accept a consensus decision rather than maintaining your own view in the face of opposition. When it comes to expressing your views, you prefer a relatively balanced approach, expressing your views or criticising others only when you feel it is appropriate.

Sociability

You are generally someone who is likely to be slightly more reserved than others. While you are only a little less conversational than other people, you have less need to spend time in the company of others and you generally feel uncomfortable meeting people for the first time or in relatively formal situations.

Empathy

You are likely to be willing to discuss your successes and openly proud of your achievements. You also express a slight preference for an individual rather than a consensus approach to decision making. You are slightly less prepared than others to get involved in people's personal problems, probably preferring to keep a professional distance from colleagues at work.



Analysis

On balance, you slightly prefer not to work with numerical information, relying more on opinions and feelings. You are slightly less likely than most people to evaluate information and arguments critically. When it comes to understanding others, you have slightly less interest than others in the motives that underlie people's behaviour.

Creativity and Change

You describe yourself as being willing to adopt a common-sense approach to tasks and as someone with a readiness to act upon the ideas of others rather than generating your own. You appear to prefer to maintain a balance between traditional and more radical approaches to tasks. This combination suggests that you are more likely to support practical, rather than the more theoretical, ideas of others. You consider yourself more comfortable with a set routine rather than having lots of variety and novelty in your work and you try to behave in a similar manner with everyone rather than adopting a different style for each situation.

& Structure

You slightly favour dealing with issues as they arise rather than planning ahead. You also, on balance, slightly prefer to leave the detail and checking of work to others. You prefer to remain reasonably flexible to deadlines, understanding that a deadline will not always be met. You also describe yourself as fairly willing to ignore rules and regulations at work.

5.3. Feelings and Emotions



8 Emotion

You may find you are slightly less likely than others to feel calm and worry-free on a day-to-day basis. You also tend to remain fairly calm before important events. You may be easily hurt or offended by insults and criticism and are someone who strongly believes that it is better to anticipate the worst to avoid disappointment. You may also be someone who sometimes doubts the motives and intentions of others. You are likely to display your feelings and emotions at work openly. You may find it difficult to hide from colleagues how you feel.

Energy and Drive

You appear to have a slight tendency to be less active than other people and may dislike having too much to do. This suggests that you may prefer to avoid taking on more than you are sure you can complete. You are generally a little more focused on enjoying taking part in an activity for its own sake rather than feeling that you always have to win. This implies that you may not have to beat others to feel that you have done well. You consider yourself as a little less ambitious than most and prefer to set targets which are achievable. You are likely to take about the same length of time over decision making as others.

5.4. Working with Others



Successful teams share common tasks or projects and work collectively towards the same goals. Within the team each individual makes a specific contribution to the process and thereby affects the success of the team. To achieve their goals the members of a team need to complete a number of key tasks.

Your likely impact within a team is summarised below. This focuses on your likely strengths and weaknesses across key team tasks.

Overall, you have a strong preference for building relationships and tend to focus less on the tasks when working with others.

You are as likely to be as capable as most in:

- Identifying possible solutions for team tasks
- Having an energising impact on other team members
- Building relationships inside and outside the team
- Maintaining a positive team climate
- Planning team work and sustaining team productivity
- Helping the team to maintain their workload and reach their goals

Your weaker areas are likely to lie in:

- Helping the team to evaluate ideas and concepts which contribute to team success
- Steering team activities

6. Universal Competency Report



Introduction

This report is intended for use by managers and HR professionals. It summarises how the individual's preferred style or typical way of behaving is likely to influence their potential performance on twenty universal competencies. This potential is based on the individual's responses to the Occupational Personality Questionnaire (OPQ). Their responses have been compared against those of a large relevant comparison group to give a description of the individual's preferred approach to work.

The responses the individual gave show the way they see their own behaviour, rather than how another person might describe them. This report describes preferred ways of behaving, rather than actual skills levels. The accuracy of this report depends on the frankness with which the individual answered the questions as well as their self-awareness. Nevertheless, this report provides important indicators of the individual's style at work. This report links the information from the personality questionnaire to the twenty universal competencies.

This report has a shelf-life of 18-24 months and should be treated confidentially. If there are major changes in their life or work they should complete the OPQ again.

If you require support in interpreting this report, please contact a person in your organisation who has received full training in the use of the OPQ.

When using this report it is important to consider which of the twenty universal competencies measured are most relevant to successful performance in the job that is being considered.

6.1. Competency Potential Profile: Leading and Deciding

Leading and Deciding

Decision Making TC



- Balances the need to make quick decisions with the need to make the right decisions.
- Dislikes critically evaluating information, which may sometimes lead to making uninformed decisions.
- Is comfortable leaving some tasks unfinished, so is not likely to follow all decisions through to the end.
- X Is inclined to let others take control of the decision-making process.
- Tends to be easily upset by others' criticism, and is likely to be deterred by opposition to their decisions.

Leadership

Leads groups and delegates work based on skills and potential; empowers others and motivates high performance; sets clear expectations and standards for performance; monitors work and coaches others to develop their full potential.

- Is fairly comfortable giving feedback and addressing performance issues.
- X Dislikes being in charge and leading the work of others.
- Is not very inclined to show concern for colleagues, so may not often taken an active role in supporting others' development.
- X Is not very inclined to try to understand what drives and motivates those they lead.
- Prefers to focus on the immediate situation rather than taking a strategic approach when giving direction.
- Tends to be uncomfortable around others, especially new people, so may not come across as a confident leader.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: Technical Checking.

6.2. Competency Potential Profile: Supporting and Co-operating

Supporting and Co-operating

Collaboration

Accepts and appreciates other people; demonstrates courtesy and compassion; supports, encourages, and thanks others; consults, listens, and understands others; promotes diversity and builds morale, team cohesion, and collaboration.

- ✓ Strongly prioritises the group consensus, which facilitates team cohesion and collaboration.
- Dislikes analysing people's behaviour and is likely to struggle to understand others' perspectives.
- X Is inclined to be wary of others' intentions, so may struggle to build trusting relationships.
- X Prefers to make decisions alone rather than seeking diverse input from others.
- X Tends to be selective with sympathy, and reserve support for serious problems.
- Lacks a strong desire to be around others, which can limit opportunities to collaborate and to boost team morale.

Ethics and Values

Upholds ethical standards and values; maintains confidentiality; follows through on commitments; encourages responsibility towards the community and the environment.

- Is inclined to leave some tasks unfinished, so may not always fulfil promises or commitments.
- X Is prepared to bend or break rules when they think it is appropriate.
- X Tends to remain detached from the people they work with and the wider community.

6.3. Competency Potential Profile: Interacting and Presenting

Interacting and Presenting

Building Relationships



- Doesn't have a strong interest in others' motives, which can hinder developing and managing relationships.
- Tends to be quiet in social situations, so is likely to find it challenging to interact in group settings.
- Tends to be selective with their support, so is not likely to proactively seek to help others succeed.
- Is not very likely to adapt behaviour when interacting with others in order to create a positive impression.
- Is uncomfortable around new people, so may find it difficult to build a broad network of relationships.
- X Prefers spending time alone, which can limit opportunities to build rapport with others.

Influence

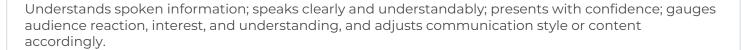
Establishes credibility and uses compelling insights to appeal to others' needs and persuade them to a different point of view; navigates political situations and negotiates to gain agreement from others and achieve desired outcomes.

- Sometimes favours creative and unconventional ways to influence others.
- Is not inclined to consider other people's needs and motives when attempting to win them over.
- **X** Is not very likely to take control of influencing others.
- Can be uncomfortable in social situations, so may not always project confidence and credibility.
- X Does not enjoy using negotiation or persuasive strategies when trying to influence others.
- Is not inclined to vary their approach to suit the situation when trying to build support across their network.

6.3. Competency Potential Profile: Interacting and Presenting

Interacting and Presenting

Communication D



- ✓ Is calm and collected before important events, which may support effective communication.
- Dislikes critically analysing information, which might limit understanding of spoken information.
- Tends not to analyse other people's motives, which may make it difficult to understand their audience.
- Tends to be reserved, and may find it challenging to seem confident when speaking to others.
- X Dislikes using persuasion techniques to help convince others to change their point of view.
- Is not inclined to change their approach across people, so is unlikely to tailor messages to suit their audience.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: $^{\circ}$ Deductive.

6.4. Competency Potential Profile: Analysing and Interpreting

Analysing and Interpreting

Writing D



Understands written information; writes clearly, succinctly, and correctly, avoiding jargon and complexity; structures written information to meet the audience's needs and stimulate interest.

- Is not very likely to take a methodical approach, so may not always produce well-organised written information.
- Is rarely inclined to look for errors and mistakes in work, which is likely to negatively impact the quality of written work.
- Tends to avoid thinking about high-level concepts, and may have little interest in communicating them clearly in writing.

Applying Expertise and Technology CDINTC



Applies functional and technical expertise to accomplish work; uses technology systems to communicate information; adopts, operates, and repairs job-related technology effectively; generates new functionality within technology systems.

- Dislikes working with data and numbers, and may avoid developing expertise in job tasks that require working with numerical information.
- Tends not to enjoy critically reviewing information, so may not be comfortable solving problems that arise.
- X Tends to focus on immediate issues and may not consider longer-term trends in their field.
- Is not very inclined to be creative, so may not apply expertise to come up with new ideas and solutions.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: $^{\circ}$ Checking. $^{\circ}$ Deductive. $^{\circ}$ Inductive. $^{\circ}$ Numerical. $^{\circ}$ C Technical Checking.

6.4. Competency Potential Profile: Analysing and Interpreting

Analysing and Interpreting

Critical Thinking CDINTC



Gains an understanding of the situation or problem; evaluates, integrates, and categorises information to identify issues, patterns, trends, and relationships; challenges assumptions and draws informed conclusions that enable effective approaches and solutions.

- X Dislikes evaluating information, so may not identify potential issues or limitations.
- Prefers to avoid working with facts and figures, which could detract from making informed conclusions.
- X Tends to be unconcerned with checking detailed information, so may miss key factors of the situation.
- X Is not very inclined to create innovative and workable solutions to problems.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: $^{\text{C}}$ Checking. $^{\text{D}}$ Deductive. $^{\text{I}}$ Inductive. $^{\text{N}}$ Numerical. $^{\text{TC}}$ Technical Checking.

6.5. Competency Potential Profile: Creating and Conceptualising

Creating and Conceptualising

Learning CDINTC

Identifies the information needed to address an issue; gathers information from routine and non-routine sources to support decision-making; assimilates new information quickly; masters new techniques easily.

- Does not particularly value achievement, so may not strive to become an expert on new information and techniques.
- Is inclined to accept things at face value, so is likely to not fully evaluate all of the information gathered while learning.
- Is unlikely to be organised and systematic, which can hinder efforts to gather and process information.
- Prefers concrete tasks and is not likely to actively seek to learn about broader concepts at work.

Creativity and Innovation



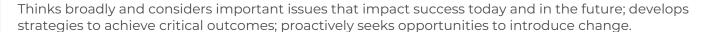
- Occasionally enjoys experimenting with novel and unconventional ideas.
- X Is not inclined to be creative, so may not generate innovative approaches and solutions.
- X Prefers stability in work tasks and is not likely to seek out new, diverse approaches.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: $^{\circ}$ Checking. $^{\circ}$ Deductive. $^{\circ}$ Inductive. $^{\circ}$ Numerical. $^{\circ}$ Technical Checking.

6.5. Competency Potential Profile: Creating and Conceptualising

Creating and Conceptualising

Strategic Thinking DI



- Is sometimes open to trying new ways of working, and sometimes prefers to keep things as they are.
- Is likely to focus on achievable rather than stretch goals when developing strategies to achieve outcomes.
- \mathbf{X} Tends to focus on short-term plans rather than taking a long-term strategic perspective.
- Prefers to build on others' ideas rather than generate their own ideas for improving work processes and approaches.
- X Prefers to focus on concrete ideas, rather than strategic ideas.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: Deductive. Inductive.

6.6. Competency Potential Profile: Organising and Executing

Organising and Executing

Planning and Organising



- X Is inclined to deviate from established plans and objectives when completing work.
- X Is not always concerned with delivering work on schedule, so may not meet deadlines.
- Is not very likely to be organised and systematic, which could hinder planning and monitoring work.
- Prefers focusing on immediate tasks and is not likely to plan ahead and set longer-term objectives.

Delivering Results CTC

Focuses on understanding and addressing customer needs; sets high standards for work quality and quantity; delivers high productivity in a focused and timely manner; structures and prioritises work activities; shows commitment to the organisation.

- **X** Enjoys a slower pace and is unlikely to enjoy demanding work.
- Is inclined to interpret deadlines as flexible and may not fully deliver important work tasks on time.
- Prefers to interpret rules and procedures as general guidelines, which could compromise quality standards.
- Tends not to focus on details or work systematically, which could negatively impact work quality.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^C Checking. ^C Technical Checking.

6.6. Competency Potential Profile: Organising and Executing

Organising and Executing

Dependability CTC



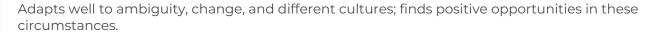
- ✓ Is comfortable accepting direction from other people.
- Sometimes prefers established approaches, so may generally uphold organisational policies and regulations.
- Tends not to be restricted by rules and regulations, and so may be perceived as less dependable than others.
- Tends to interpret commitments as flexible, so may not completely follow through on responsibilities.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: C Checking. C Technical Checking.

6.7. Competency Potential Profile: Adapting and Coping

Adapting and Coping

Adaptability



- Sometimes prefers new ways of working, so is likely to be moderately comfortable in some ambiguous situations.
- X Enjoys consistent routines and predictable work settings, so is likely to resist change.
- Is inclined to behave consistently, and is unlikely to adjust their approach to accommodate different people and situations.
- Likes implementing others' ideas rather than generating their own during changing situations.
- Tends to focus on the negative aspects of a situation, so may not identify positive opportunities in ambiguity.

Resilience

Works productively under pressure; maintains a positive outlook; controls emotions; handles failure or criticism well and learns from it.

- Tends to get worried when things go wrong, so may struggle to work productively under pressure.
- X Is inclined to expect things to go wrong, so may struggle to maintain a positive outlook.
- Prefers to openly express emotions, so is likely to struggle to seem calm in challenging situations.
- Tends to be sensitive to others' remarks, and is likely to struggle to accept and learn from criticism.

6.8. Competency Potential Profile: Enterprising and Performing

Enterprising and Performing

Initiative

Tackles demanding goals enthusiastically; seeks out progressively more difficult assignments and roles; proactively identifies and acts on opportunities and improvement areas; accomplishes work autonomously; strives to outperform others.

- X Avoids competitive situations and rarely tries to outperform others.
- X Dislikes excessive work demands, and is unlikely to look for extra responsibilities or tasks.
- Is not driven by ambition, and is unlikely to proactively identify and tackle demanding goals.
- Prefers to follow others' approaches, so may struggle to complete tasks without guidance from others.

Commercial Thinking DI



- X Dislikes competition, and may have a low drive to outperform competitors.
- Is uncomfortable working with numbers and facts, so may struggle to understand the market in which the business operates.
- Prefers to set achievable rather than ambitious goals, which may limit their contribution to the organisation's commercial success.
- X Tends to focus on the present, so may not identify and mitigate risks.
- X Dislikes persuading others, so is unlikely to pursue and secure new business.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: Deductive. Inductive.

7. Team Impact Selection Report



Introduction

Sample Candidate has recently completed an occupational personality questionnaire called OPQ32. This report is based on the responses he provided to this questionnaire.

This Selection Report will help determine Sample Candidate's strengths and weaknesses in a team context and provide a structured competency-based interview guide which will help to further explore the candidate's contribution to a team process.

For most teams the ideal is to be well balanced across all eight Team Impacts. If you are planning to bring a candidate into an existing team, ideally it would be someone whose skills complement the weaknesses of the current team. To identify the weaknesses of the existing team, review the team's "Team Development Report."

7.1. About Team Impact

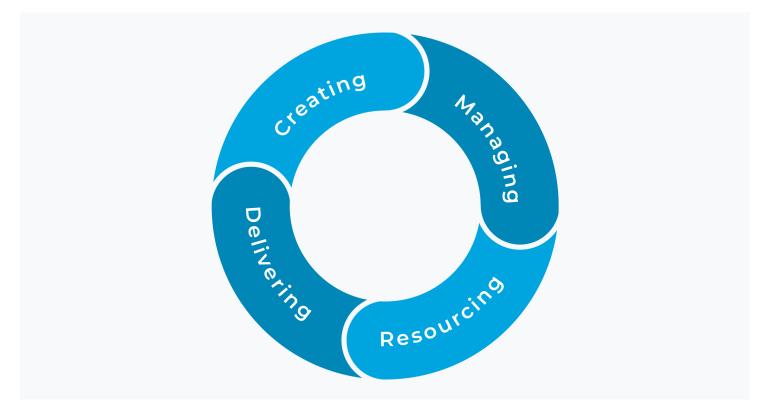


About Team Impact

Teams share common tasks or projects and need to work collectively towards the same goals. To achieve these goals, teams can be described as working through four critical stages:

- **Creating** a vision for the path to a solution
- Managing the activities of the team
- **Resourcing** the tasks and getting the work done
- **Delivering** on time against goals and objectives

These stages interact with one another in a cyclical pattern as shown in the diagram below. Of course, the work of a team may go through several cycles to achieve a particular goal or task or to deliver a project.



7.1. About Team Impact



The following table shows the four project stages (column 1) and the Team Impacts that a person can have on each stage (column 2). A description of the critical behaviours needed to achieve each Team Impact is also shown (column 3).

Project Stage	Team Impact	Critical Behaviours for this Team Impact	
Cura atim m	Exploring Possibilities	Producing new ideas, approaches and insights, taking account of a wide range of issues across, and related to, the task or project.	
Creating	Evaluating Options	Probing for further information and greater understanding of a problem. Making rational judgements from the available information. Evaluating ideas quickly to determine feasibility.	
Managing	Setting Directions	Providing others with a clear direction. Motivating and empowering others. Tasking team members according to their performance level. Managing team activities.	
Managing	Committing to Action	Making prompt decisions, which may involve considered risks. Taking responsibility for actions and people. Acting under own direction. Initiating and promoting activity.	
December of	Using Networks	Establishing strong relationships with staff at all levels. Building effective networks inside and outside the organisation. Knowing how to tap into resources outside of own team.	
Resourcing	Maintaining Cohesion	Adapting personal approach to the team's needs and contributing positively to team spirit. Listening and communicating actively. Supporting and caring for others.	
Delivering	Staying Focused	Working in a systematic, methodical and orderly way. Following procedures and policies. Keeping to schedules. Producing high quality output in a timely manner.	
Delivering	Resisting Pressure	Keeping emotions under control even in difficult situations. Modifying approach in face of new demands. Staying optimistic and resilient. Being unaffected by pressure.	

Profile Ratings

Rati	ng	Defining Term	ıs			
~	Strong	Outstanding	Exceptional	Distinctive	Exemplary	Notable
•	Capable	Adequate	Okay	Able	Competent	Suitable
×	Weak	Lacking	Fair	Wanting		

This report consists of two parts.

- Part 1: Team Impact Results describes Sample Candidate's behaviour in a team setting.
- Part 2: Interview Guide lists competency based interview questions and provides a form for taking notes during an interview.

7.2. Part 1: Team Impact Results



The Team Impact profile for Sample Candidate is shown below. A narrative description of the results follows. Sample Candidate's Team Impact strengths are shown where the profile is located towards the outer circle; his weaknesses in Team Impact are shown where the profile is closer to the centre.

Team Impact Profile

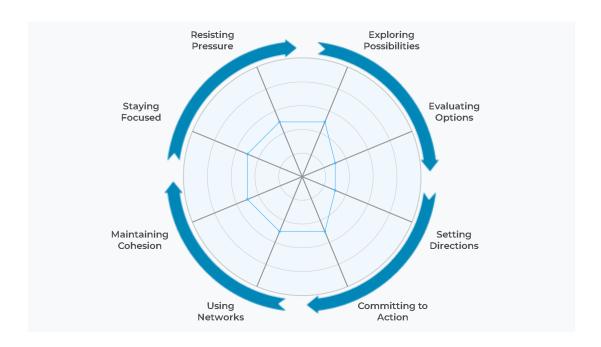


Table 1: Team Impact Strengths Table for Sample Candidate

Associated Project Stage	Team Impact	Sample Candidate's Strength Rating	
Creating	Exploring Possibilities	Adequate Behaviour	
Creating	Evaluating Options	X Weakness	
Managing	Setting Directions	X Weakness	
Managing	Committing to Action	Adequate Behaviour	
Resourcing	Using Networks	Adequate Behaviour	
Resourcing	Maintaining Cohesion	Adequate Behaviour	
Delivering	Staying Focused	Adequate Behaviour	
Delivering	Resisting Pressure	Adequate Behaviour	

7.2. Part 1: Team Impact Results



Team Impact Summary

Sample Candidate has a strong preference for relating to others on the team and focuses less on the task related aspects of the project.

Detailed Results

Exploring Possibilities

Sample Candidate shows about the same level of imagination and interest in understanding the concepts behind issues as most other individuals in teams.

Evaluating Options

Sample Candidate is less likely to contribute in situations where the critical evaluation of information and the assessment of options are essential.

Setting Directions

Sample Candidate is unlikely to help coordinate others or set the direction of the team. He is not likely to be someone who creates co-ordinated time plans for the team.

Committing to Action

Sample Candidate is a rather active team member, but typically does not go out of his way to push the team to meet its objectives.

Detailed Results

Using Networks

Sample Candidate has well-developed social skills and possesses the capability to make many outside contacts. Sample Candidate is likely to contribute contacts for, and knowledge of, resources outside the team as much as most other team members.

Maintaining Cohesion

Sample Candidate tends not to have any problems integrating himself into most teams and he is able to develop effective relationships with most other team members. Sample Candidate typically has an opinion about which tasks he would like to work on. However, Sample Candidate makes an effort to perform well also on those tasks that he does not prefer.

Staying Focused

Sample Candidate tends to structure his work effectively and makes an effort to ensure the quality of his output. Sample Candidate is usually aware of procedural guidelines and rules and follows them most of the time.

Resisting Pressure

Sample Candidate deals constructively with a certain amount of pressure and can generally cope with the pressures involved in meeting a team deadline. In situations where the course of action changes abruptly Sample Candidate does not feel overly frustrated.



Use this form to write down this candidate's answers to the interview questions. Please follow your company's selection process to rate and compare individuals.

Exploring Possibilities

Producing new ideas, approaches and insights, taking account of a wide range of issues across, and related to, the task or project.

Evidence of strength

- Has a large number of creative contributions.
- Shows detailed understanding of the greater problem context.
- Is very curious and solution-oriented.

Evidence of weakness

- Promotes ideas of others.
- Shows little understanding of the greater problem context.
- Shows little curiosity.

Interview questions

- In a recent team project, tell me about a problem that you had to solve.
- What suggestions did you contribute to the team?
- Can you give me another example of when you had to solve a difficult problem facing a team?

Evaluating Options

Probing for further information and greater understanding of a problem. Making rational judgements from the available information. Evaluating ideas quickly to determine feasibility.

Evidence of strength

- Makes clear judgements about the quality of ideas and solutions.
- Evaluates feasibility of new ideas.
- Strives to minimise risk.

Evidence of weakness

- Does not have clear opinions.
- Has little understanding of problem details.
- Does not develop a critical view.

- Tell me about a situation where you had to do research for a team project.
- How did you make sure you gathered all the appropriate information?
- When the team had a choice about how to pursue a goal, how did you come to a conclusion about which option to take?

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Providing others with a clear direction. Motivating and empowering others. Tasking team members according to their performance level. Managing team activities.

Evidence of strength

- Has a clear picture on how to move forward.
- Relates to others and knows how to motivate them.
- Understands differences in team members.
- Has a good understanding of team dynamics.

Evidence of weakness

- Is unsure about how to move forward.
- Is not concerned with the feelings of others.
- Does not relate to the needs of team.

Interview questions

- In a recent project, tell me how the team decided how to structure the work.
- How did you contribute to leading the team?

Committing to Action

Making prompt decisions, which may involve considered risks. Taking responsibility for actions and people. Acting under own direction. Initiating and promoting activity.

Evidence of strength

- Prepared to make decisions with limited information.
- Drives the team to deliver.
- High energy.
- Reacts strongly to external pressures.

Evidence of weakness

- Not particularly energetic.
- Not decisive.
- Is passive.

- Please give me an example of a team situation, when it was up to you to take the lead.
- How did you initiate action?
- How did it feel to make quick decisions?



Using Networks

Establishing strong relationships with staff at all levels. Building effective networks inside and outside the organisation. Knowing how to tap into resources outside of own team.

Evidence of strength

- Establishes rapport quickly.
- Talks in an engaging fashion.
- Has a large network of contacts.
- Knows about most projects and initiatives inside own organisation.

Evidence of weakness

- Does not create a strong rapport with the interviewer.
- Comes across as boring.
- Has a small set of contacts.

Interview questions

- Can you give some examples of how you keep yourself informed about the activities of other people or groups?
- How do you find out about what is going on in groups or departments outside those that you belong to?

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Maintaining Cohesion

Adapting personal approach to the team's needs and contributing positively to team spirit. Listening and communicating actively. Supporting and caring for others.

Evidence of strength

- Is not very particular about own role in team.
- Contributes to team harmony.
- Shows a lot of respect for other team members.
- Is open about own shortcomings.

Evidence of weakness

- Is quite particular about own role in team.
- Is not concerned about team harmony.

- Tell me about a situation where you were working in a team that experienced tension and conflict.
- How did you contribute to a resolution?



/ing		

Working in a systematic, methodical and orderly way. Following procedures and policies. Keeping to schedules. Producing high quality output in a timely manner.

Evidence of strength

- Structures own work extremely well.
- Is punctual.
- Produces high quality work.
- Follows a systematic approach.
- Strictly follows procedures and guidelines.

Evidence of weakness

- Not very conscientious.
- Not very detail conscious.
- Does not always follow rules.

Interview questions

- In a recent team project, tell me more about how you structured your work.
- What kind of detail was essential for success?
- Where you have worked with other people how considerate did you find them in terms of time keeping and keeping to schedule?
- How do you feel about that?

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Resisting Pressure

Keeping emotions under control even in difficult situations. Modifying approach in face of new demands. Staying optimistic and resilient. Being unaffected by pressure.

Evidence of strength

- Unaffected by pressure.
- Able to relax.
- Adapts own views when presented with new information.
- Optimistic and resilient.
- Works comfortably with little direction or guidance.

Evidence of weakness

- Allows pressure to get to them.
- Finds it hard to relax.
- Does not alter own views when presented with new information.
- Pessimistic.
- Suffers stress in the absence of clear direction.

- Tell me about the single most stressful team project in which you have been involved.
- What sources of stress can you identify?
- How did you cope?

8. Ability Tests and Competencies



The relationship between UCF competencies and ability tests is shown in the table below.

For some competencies, a number of ability tests may be relevant. However, this does not mean that all of these ability tests need to be completed. The choice of ability tests should be driven by an understanding of the job requirements (please consult with a qualified person within your organisation for further guidance if needed). Competency predictions are still robust if OPQ has been used by itself, or along with one or two ability tests.

Competency	Checking	Deductive	Inductive	Numerical	Technical Checking
Decision Making $(1.1)^{TC}$					~
Leadership (1.2)					
Collaboration (2.1)					
Ethics and Values (2.2)					
Building Relationships (3.1)					
Influence (3.2)					
Communication (3.3)		~			
Writing (4.1) ^D		~			
Applying Expertise and Technology (4.2)CDINTC	~	~	~	~	~
Critical Thinking (4.3)CDINTC	~	~	~	~	~
Learning (5.1)CDINTC	~	~	~	~	~
Creativity and Innovation (5.2)					
Strategic Thinking (5.3) ^{D1}		~	~		
Planning and Organising (6.1)					
Delivering Results (6.2) ^{CTC}	~				~
Dependability (6.3) ^{CTC}	~				~
Adaptability (7.1)					
Resilience (7.2)					
Initiative (8.1)					
Commercial Thinking (8.2)		~	~		

The ability test is relevant to the competency, has been completed and is included in the assessment

There are no ability tests relevant to this competency

The ability test is relevant to the competency but has not been completed and is not included in the assessment

OPQ Premium Plus Report

Keys:

9. Assessment Methodology



This Profile is based upon the following sources of information for Sample Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999
OPQ32i French v1	OPQ32i French Professionals 1999

About this Report

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire TM (OPQ32). The use of these questionnaires and tests are limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of these questionnaires and tests answered by the respondent(s) and substantially reflect the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

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Person Detail Sec	tion
Name	
Participant Data	RP1=3, RP2=4, RP3=5, RP4=3, RP5=4, RP6=3, RP7=3, RP8=3, RP9=4, RP10=4, TS1=4, TS2=4, TS3=4, TS4=5, TS5=3, TS6=3, TS7=3, TS8=3, TS9=4, TS10=4, TS11=4, TS12=4, FE1=4, FE2=4, FE3=3, FE4=3, FE5=4, FE6=3, FE7=4, FE8=4, FE9=4, FE10=5, CNS=3.
Report	OPQ32 Premium Plus V2.0