



OPP

OCCUPATIONAL PERSONALITY PROFILE

Fred Sample

**Arabian Assessment &
Development Centre**

23/03/2002

N.B. This is a CONFIDENTIAL report, containing personal information to be shown only to decision-makers on a 'NEED-TO-KNOW' basis with the understanding of Fred Sample. If you are unauthorised to read this report, please return it immediately to a qualified test user.

PERSONALITY ASSESSMENT

The 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. When interpreting this profile due weight should be given to other relevant factors such as: attitudes, previous experience, personal circumstances, education and training etc.

VALIDITY SCALES

The questionnaire contains a measure of the extent to which the respondent is attempting to present himself in a socially desirable or favourable way. Fred appears to have answered the questions slightly more favourably than most people. He has attempted to present himself in a fairly positive light. This tendency remains within acceptable limits.

INTERPERSONAL STYLE

Fred is rather more genuine and sincere than most people. Inclined to base his decisions upon his own personal views rather than upon the demands of the situation he may at times be a little insensitive to social expectations. Finding it somewhat difficult to hide his true feelings and opinions, he may need to be personally convinced of something before he can persuade others of its value. Given his rather genuine and somewhat forthright nature he may have to work hard in situations that require a high degree of tact and calculated behaviour.

Fred is a fairly sociable and outgoing person who enjoys working within a team. When working on a problem, he performs best when surrounded by convivial people with whom he can exchange ideas, and is at his most constructive when there is an opportunity to discuss issues with others. As he likes meeting new people, he is likely to be seen as a fairly friendly, talkative person. Fred is a fairly active communicator who is not inclined to melt into the background at parties and social events. He enjoys talking to others, has a fairly large circle of friends. Given his high need for affiliation he may however become a little restless if he has to be by himself for long periods of time.

Fred is slightly less assertive than most people. Not a particularly forceful or dominant person he is unlikely to try to force his own views on others. While he will want to try to achieve a balance between being sensitive to the needs of colleagues, and ensuring that his objectives are met, he may at times be a little too accommodating. Although he will try to avoid criticising others, he may do so if he feels it is really necessary. Fred's management style is likely to focus a little more upon avoiding interpersonal conflicts, than achieving specific objectives.

THINKING STYLE

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

Fred 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. He does however, see no 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.

Fred is a very practical, pragmatic person who thinks in concrete, rather than abstract ways. He likes to avoid theorising, which he is inclined to see as a waste of time, preferring instead to focus upon the practical aspects of a task. Consequently he often has little time for intellectual people, whom he may wish to bring down to earth. Lacking aesthetic sensitivity he is not particularly interested in the arts and other creative activities, which he is inclined to think are a waste of time. Often pouring cold water on other people's ideas he is inclined to remind people of what is feasible and realistic.

COPING STYLE

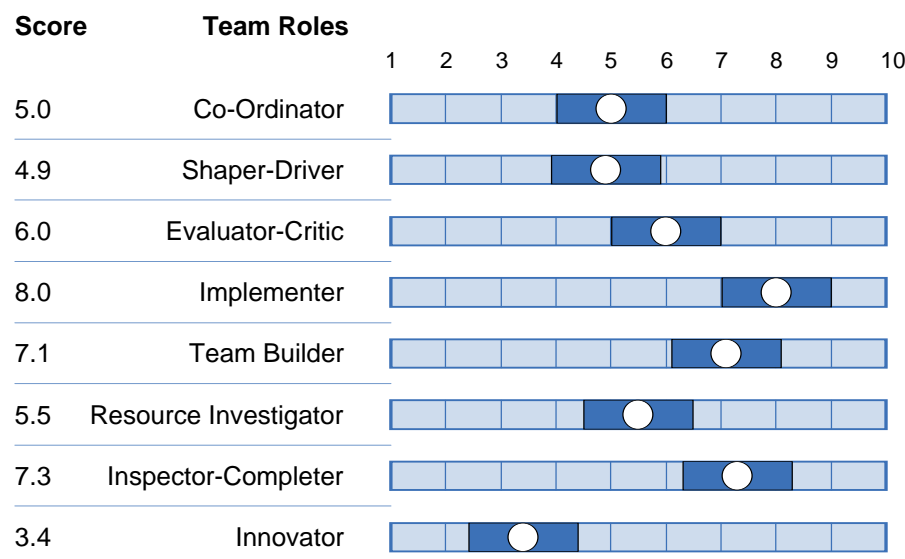
Fred is a relaxed, composed person with a fairly uncontesting nature. He dislikes being put under great pressure, and will want to organise his work to avoid this happening. Lacking a tense competitive nature, he will be relatively patient even with slow or indecisive colleagues. Even though he may seem calm and collected when working under pressure, he does not respond well to such situations and will tend to do his best work when there are no immediate deadlines to meet. He has little difficulty relaxing, and will want to keep his work separate from his social life. A relaxed, fairly composed person, Fred is moderately satisfied with his life and his achievements.

Fred is a little more optimistic than most, being inclined to anticipate success rather than failure. Approaching problems in a relatively positive and constructive way, he is not likely to be disheartened by normal setbacks. Consequently he is not unduly prone to periods of depression or pessimism. While he believes that he is fundamentally in control of his life, and that his actions are likely to determine the course of his life, he nonetheless recognises that there are aspects of his life that are out of his control.

Fred has an average level of emotional stability. Although Fred is not a particularly touchy or moody person, he may be capable of occasional emotional outbursts. At times he may be inclined to worry, though this tendency is no more marked than in most people. As prone to feelings of anxiety as most, he should be more than able to cope with the normal pressures and demands of life. He is not particularly likely to be distracted from his goals by unimportant details although he may have difficulty concentrating in very noisy surroundings.

TEAM ROLES

The Team Roles describe how Fred is likely to interact with his colleagues in a team situation. The specific ways in which he will express his preferred team style may however vary according to the situation. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions. The scores below indicate Fred'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 Fred's predominant and secondary team styles is provided.

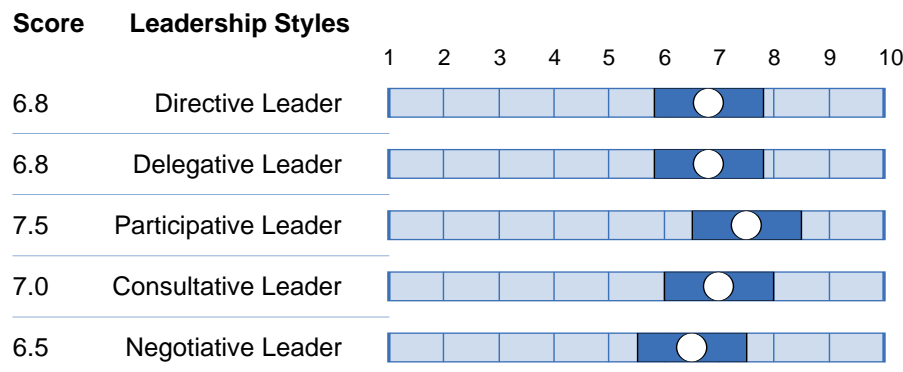


TEAM ROLE COMBINATION - INSPECTOR-COMPLETER \ IMPLEMENTER

Fred should be a team member who provides the backbone of efficient systems and administration that holds an organisation together. He will be reliable in meeting deadlines, scrupulous in ensuring that established procedures and regulations are followed at all times, and have high standards for the quality of all work. He will do this whatever the cost in effort and stress. However, his efficiency and focus on procedures will mean that he may neglect the human side of management. He may irritate colleagues by his rigidity, lack of flexibility, and interference in their area of responsibility. He may not consider the expenditure of effort to be made by other staff when planning. On the other hand, because of his concern for quality, he will take personal responsibility for tasks being done properly and will make up wherever possible for shortcomings in the work of colleagues by his own extra effort. Unfortunately this concern with quality and detail may mean that he may lose sight of overall perspectives in the face of immediate pressures and may not respond to changing conditions and cut losses when necessary. Nevertheless, when paired with others and when he can provide innovation, consider human motivation, and evaluate priorities, he will be extremely effective in channelling the energies of a team.

LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Fred is most likely to adopt. This may be of interest in a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Fred's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



PRIMARY LEADERSHIP STYLE: PARTICIPATIVE LEADER

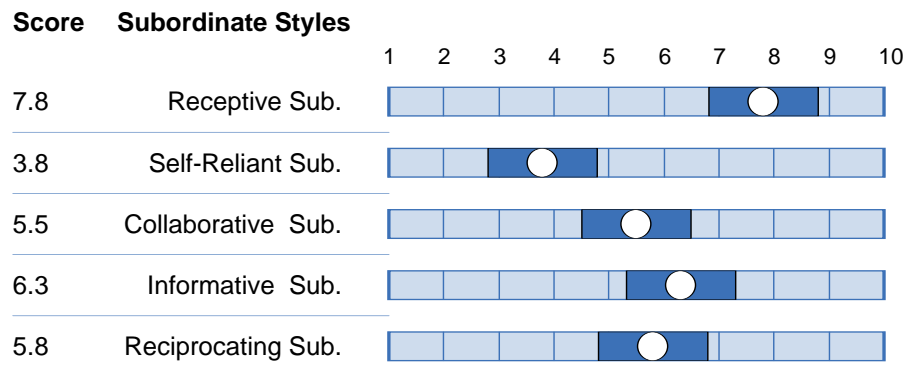
Participative leaders are primarily concerned with getting the best out of a team as a whole rather than the individuals within that team. Hence, they will encourage contributions from all members of a team and believe that by pooling ideas and coming to a consensus view the best solutions to problems will naturally arise. They will tend not to impress their own wishes and opinions onto the other members of the group but will see their own role as an overseer governing the democratic process. This will involve ensuring each member of the group is given the opportunity to express their opinion and that no one member imposes a disproportionate influence on group decisions.

SECONDARY LEADERSHIP STYLE: CONSULTATIVE LEADER

The Consultative Leadership Style combines elements of both democratic and directive leadership orientations. They will value group discussion and will encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature Consultative Leaders will typically make the final decision as to which of the varying proposals should be accepted. Hence, the effectiveness of this type of leadership style will be very much dependent upon the individuals ability to weigh up the advantages and disadvantages of each of the varying ideas produced by the members of the group. This final decision may not necessarily be that favoured by the majority of group members.

SUBORDINATE STYLES

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



PRIMARY SUBORDINATE STYLE: RECEPTIVE SUBORDINATE

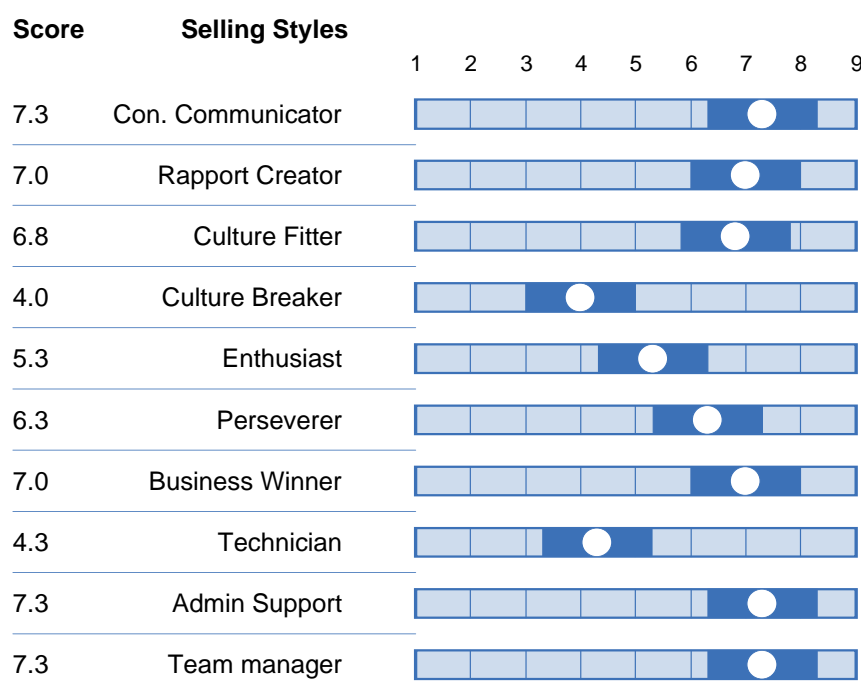
Receptive Subordinates are typically very accommodating individuals who are eager to complete the work that is assigned to them in accordance to pre-specified procedures. Being traditional and lacking some independence will mean they will rarely produce innovative ideas of their own and would rather work under the direction of others. They will rarely criticise or question the nature of their work believing that their own role is to execute the ideas of others to the best of their ability.

SECONDARY SUBORDINATE STYLE: INFORMATIVE SUBORDINATE

Managers will approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. They will generally produce creative ideas and innovative solutions. Such solutions will rarely have any major flaws due to their ability to apply a critical analysis to their own ideas and the ideas of others. Consultative Leaders will value such individuals within their team viewing them as a useful and reliable source of information.

SELLING STYLES

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



PRIMARY STYLE: TEAM MANAGER

The Team Manager's primary concern is to motivate the individual members of the sales team. Typically they will have a good sales track record and will draw upon their experience in order to optimise the performance of the team. This will typically be achieved through the effective delegation of accounts to suitable members of the sales team, and by using appropriate rewards to maintain the morale and enthusiasm of each of the individual team members.

SECONDARY STYLE: CONFIDENT COMMUNICATOR

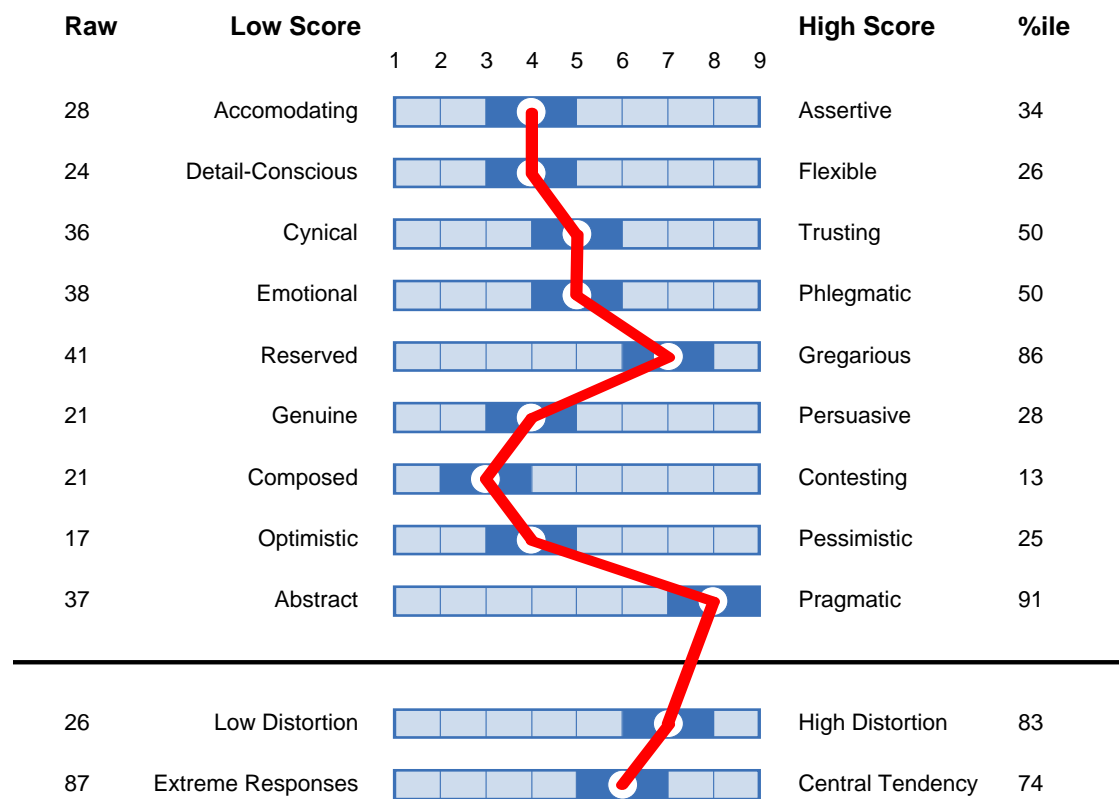
Very much the classic sales person the Confident Communicator is a persuasive, sociable individual. They will appear poised and in control in social situations and will be able to convey information clearly and with confidence. Not suffering from social anxiety or 'stage fright' they will be confident when giving presentations and are likely to be effective in formal selling situations with clients in senior positions.

ADDITIONAL COMMENTS

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

- Highly communicative, he may have difficulty distancing himself from subordinates and will not enjoy working alone.
- May prefer not to work under pressure
- May lack interest in conceptual issues and be inattentive to the global aspects of a task

OPPRO PROFILE CHART



Norms based on a sample of 2727 General Population

