

Sample Sam
24 Jul 2013

EXPERT

DRIVED DIMENSIONS REPORT

OCCUPATIONAL PERSONALITY PROFILE





REPORT STRUCTURE

The Derived Dimensions Report presents Sample Sam's profile results in the following sections:

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DISCLAIMER

This is a strictly confidential assessment report on Sample Sam which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sample Sam.

This profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



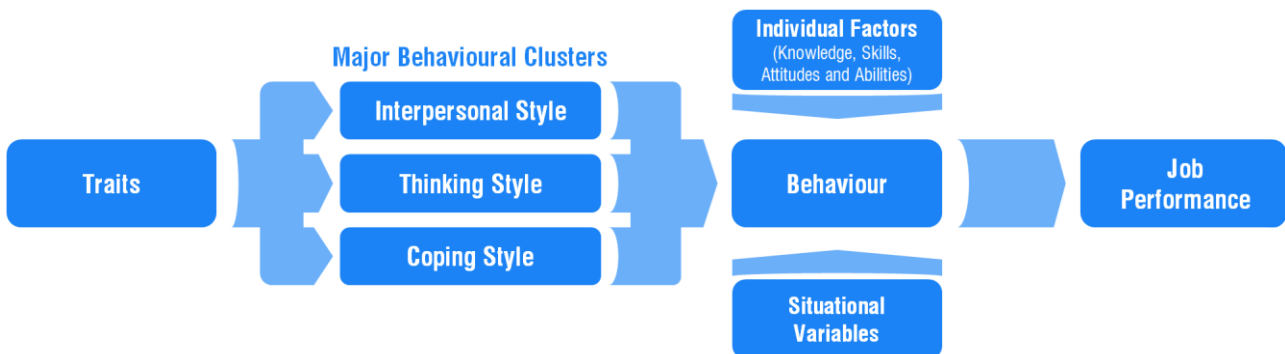
GUIDE TO USING THIS REPORT

INTRODUCTION

The Occupational Personality Profile (OPPro) is a general personality profile designed to assess a broad range of personality traits. These traits assess the candidate's characteristic ways of behaving across a wide range of situations. Identifying behaviour preferences across 9 major personality constructs as well as the big five personality traits (McCrae and Costa, 1987). These provide insight into how people typically think, feel and interact in ways that may be productive or counter-productive for an organisation:

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

Extensive research, conducted over many years, has consistently demonstrated that 10-30% of the variance in job performance is attributable to personality differences. Moreover, a person's potential for burnout, their trainability and subsequent job satisfaction, have all been shown to be strongly influenced by personality. Thus personality assessment forms a central part of most careers guidance and counselling programmes, with the aim of helping individuals maximise their potential by finding an optimal match between their personality and their choice of career. The model below illustrates the relationship between behavioural preferences and job performance:



THE DERIVED DIMENSIONS REPORT

The Derived Dimensions Report provides information on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Selling Styles and Career Themes.



SUPPLEMENTARY REPORTS

The information gained from this report can be used in conjunction with other supplementary reports. The supplementary reports available for the OPPro are:

Extended Report

The Extended Report is the most comprehensive of the OPPro expert reports. The main narrative is broken down into three major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. Further information is provided on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Selling Styles and Career Themes. This is followed by a brief summary of potential strengths and development areas. The report also provides an appendix of profile charts which covers the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Standard Report

The Standard Report provides the main narratives of the OPPro profile under 3 major behavioural clusters: Interpersonal Style, Thinking Style and Coping Style. This is following by a brief summary of potential strengths and development areas. The report also provides an appendix of profile charts which covers the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Profile Report

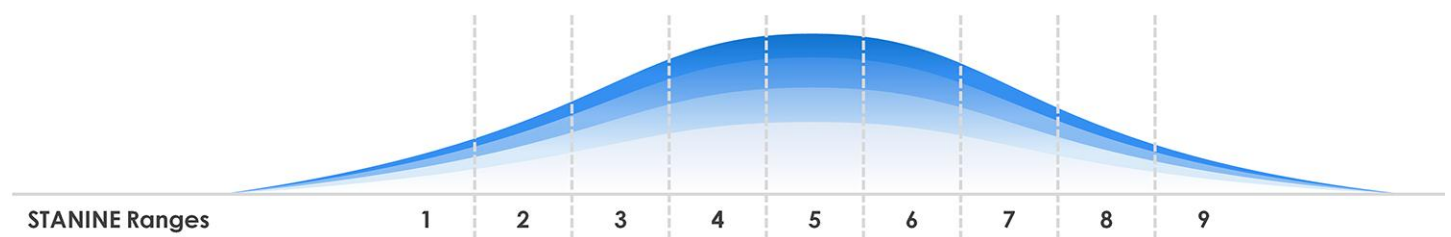
The Profile Report provides profile charts which cover the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Respondent Feedback Report

The Feedback Report is intended for sharing directly with respondents for their personal insight. Similar to this report, it provides descriptions of the individual's most likely behaviours within the three major behavioural clusters. It does not, however, provide potential strengths and development areas, derived work-related behavioural styles or scale scores.

REFERENCE GROUP (NORM) USED

A reference group is used to evaluate Sample Sam's results. His results are presented as standardised STANINE scores with Mean=5.0 and SD=2 as demonstrated in the following chart.



The following norm was used to generate this report:

Test	Norm Used	Sample Size
Occupational Personality Profile (OPPro)	SA General Population updated 2010	60663



DERIVED DIMENSIONS

This section provides scores and brief descriptions for a variety of derived criterion scales. These include criterion scores for: Team Roles, Leadership Styles, Subordinate Styles and Career Themes. The derived criterion scales are designed to add further useful insight into the candidate's character and most likely work place behaviour. Test users should consider these criterion scores to be hypotheses about the respondent's likely work based behaviour, which should be tested with reference to the OPPro profile and other sources of information.

TEAM ROLES

The Team Roles describe how Sample Sam is likely to interact with his colleagues in a team situation. The scores below indicate Sample Sam'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 Sample Sam's predominant and secondary team styles is provided. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions.

TEAM ROLE CHART

Scale	Score	1	2	3	4	5	6	7	8	9
Co-Ordinator	5.9					5.9				
Shaper-Driver	6.9						6.9			
Evaluator-Critic	5.2				5.2					
Implementer	3.4		3.4							
Team Builder	4.9				4.9					
Resource-Investigator	6.6						6.6			
Inspector-Completer	3		3							
Innovator	8.1								8.1	

Team Role Combination – Innovator/Shaper-Driver

Sample Sam is likely to generate a number of ideas that he will want to push into action as quickly as possible. He will tend to come across as intense, hard working, and productive. He is likely to strongly assert his own ideas, probably seeking individual responsibility and recognition for them. The combination of imagination and drive, are likely to mean that the product will be of high quality. He may prefer working with others on a project but, along the way, he may disrupt smooth working relationships if people prevent him from reaching his objectives. Therefore, he may need encouragement to value the contribution of others and delegate responsibility. He is likely to make a valuable contribution in a role that does not constrain him by demands to fit in with organisational rules and regulations and that allows him to use his creativity and forcefulness toward a particular end. Given the right circumstances, he is likely to be effective in pushing through reforms in an organisation since he is unlikely to allow personal considerations get in the way. He probably will bring to an organisation a great deal of innovation and energy for getting a job done.



LEADERSHIP STYLES

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

LEADERSHIP STYLES CHART

Scale	Score	1	2	3	4	5	6	7	8	9
Directive Leader	5.8									
Delegative Leader	7									
Participative Leader	7									
Consultative Leader	6									
Negotiative Leader	7.8									

Primary Leadership Style: Negotiative Leader

Negotiative leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to motivate them to work in a particular way. Negotiative leaders tend to rely on their skills of persuasion to achieve their stated goals. Many Negotiative leaders have well developed image management skills and they typically utilise these to moderate their approach according to the circumstances in which they find themselves. This capability, coupled with a desire to achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.

Secondary Leadership Style: Participative Leader

Participative leaders are primarily concerned with getting the best out of a team as a whole. Hence, they 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 are unlikely to impress their own wishes and opinions onto the other members of the group but see their role as an overseer of 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.



SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sample Sam is most likely to adopt. This may be of relevance to a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which Sample Sam is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

SUBORDINATE STYLES CHART

Scale	Score	1	2	3	4	5	6	7	8	9
Receptive Subordinate	3.5									
Self-Reliant Subordinate	9									
Collaborative Subordinate	8.5									
Informative Subordinate	7.2									
Reciprocating Subordinate	8.8									

Primary Subordinate Style: Self-Reliant Subordinate

Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented and irritable. It would therefore be inappropriate to pair them with a manager with a directive style as this will invariably result in a mismatch of approaches.

Secondary Subordinate Style: Reciprocating Subordinate

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



SELLING STYLES

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

SELLING STYLES CHART

Scale	Score	1	2	3	4	5	6	7	8	9
Confident Communicator	6.8									
Rapport Creator	6.2									
Culture Fitter	7.2									
Culture Breaker	8.5									
Enthusiast	6.5									
Perseverer	6.5									
Business Winner	7.8									
Technician	9									
Admin. Support	3.2									
Team Manager	6.5									

Primary Style: Technical Advisor

The Technical Advisor usually has talents or expertise in one or more specific area. As such, they can often be found working with ideas, goods and services that are 'hi-tech' in nature. The Technical Advisor derives significant satisfaction by using their knowledge of their area to help clients define their needs. More often than not, this enables the Technical Advisor to identify a sound solution that is appropriate for the needs of their client. Temperamentally, Technical Advisors have the ability to gain the trust of their audience who will tend to feel assured that they on the receiving end of solid and impartial advice.

Secondary Style: Culture Breaker

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