

Sam Sample
03 Oct 2017

EXPERT

EXTENDED REPORT

OCCUPATIONAL PERSONALITY PROFILE





REPORT STRUCTURE

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

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DISCLAIMER

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

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



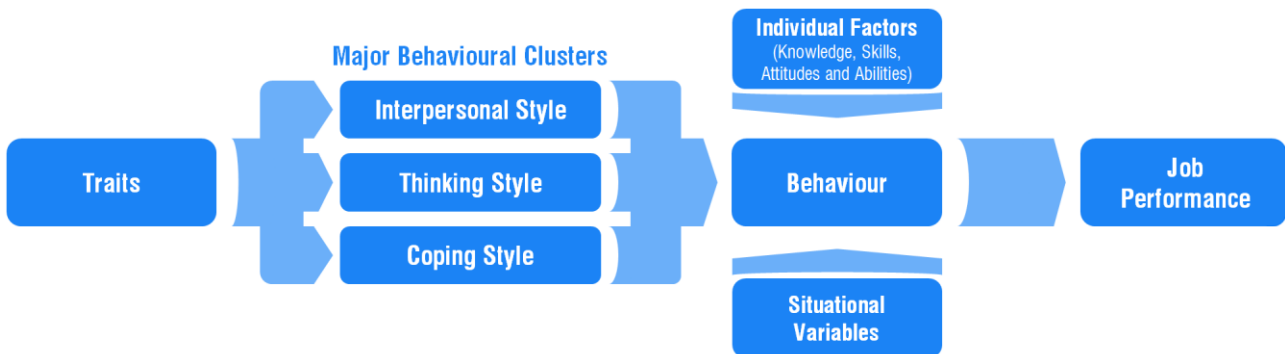
GUIDE TO USING THIS REPORT

INTRODUCTION

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

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

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



THE EXTENDED REPORT

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



SUPPLEMENTARY REPORTS

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

Standard Report

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

Derived Dimensions Report

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

Profile Report

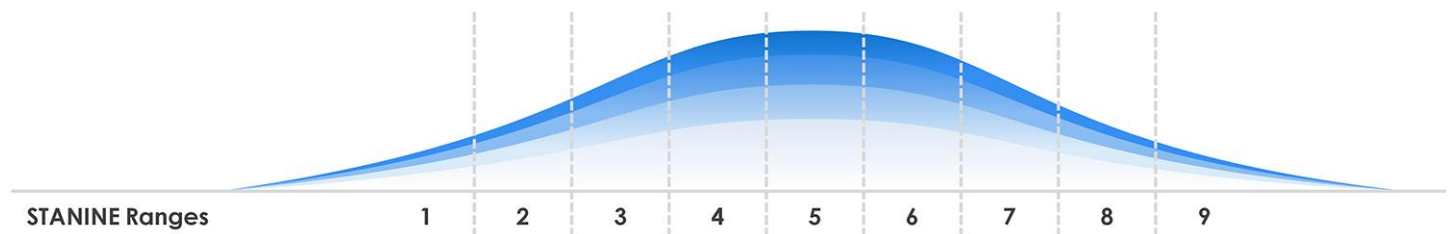
The Profile Report provides profile charts which cover the primary and secondary factors of the test as well as criterion derived scales and response style scales.

Respondent Feedback Report

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

REFERENCE GROUP (NORM) USED

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



The following norm was used to generate this report:

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



UNDERSTANDING THE CHARTS AND TABLES

Much of the information provided in this report is presented in the form of charts or tables, which is why it is important to be able to read them accurately and make use of the information contained within them. The following elements are used to present the data in the charts and tables:

Element	Description
Raw	The Raw score is simply the (un-scaled) sum of item scores in the 'keyed' direction.
STANINE Score	The STANINE score is a standardised scale used to compare respondent results. The score has a Mean of 5.0 and Standard Deviation of 2. This score is presented as a 9-point scale in the results chart.
Standard Error of Measurement (SEm)	The Standard Error of Measurement is a measure of the range within which an individual's hypothetical 'true' score is likely to fall within 68% probability. It is presented as blue error bar surrounding the respondent's obtained STEN score in the results chart.
Percentile Score (%ile)	A value which reflects the percentage of people in a sample who score below a given raw score. This score is presented as a numerical value between 0 and 100 in the results chart.



PERSONALITY ASSESSMENT

RESPONSE STYLE

The OPPro contains a measure that examines the way in which the respondent has approached the questionnaire. The questionnaire contains a measure of the extent to which the respondent is attempting to present himself in a socially desirable or favourable way. Sam Sample appears to have answered the questions as realistically as possible. He has attempted to present a very accurate picture of himself.

INTERPERSONAL STYLE

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

Sam Sample is a little more sociable and gregarious than most people and will prefer to be part of a team rather than work on his own. There will however be some situations when he may choose to work alone, away from the distraction of other people. This, however, is likely to be the exception rather than the rule. Although Sam Sample is not inclined to be shy or reserved at parties and social events he is also unlikely to be the centre of activity. Generally being quite at ease when talking to people, he has achieved a balance between a reliance on others and a degree of self-sufficiency. When presented with a choice, however, he will generally prefer company to being by himself.

Sam Sample is a fairly assertive person who has the capacity for dominance in many interpersonal relationships. His apparent confidence may be achieved by overcoming, and sometimes overcompensating for, his own insecurities. Rather forceful and at times somewhat confrontative he does not easily take no for an answer, and he may experience some difficulty in controlling his anger. He is quite quick to challenge, and is inclined to speak his mind, even if it means upsetting people. Consequently some people might think that Sam Sample is a little too direct at times. Quite task-oriented, he is likely to focus upon getting things done and on occasion might give insufficient regard to other people's feelings.



THINKING STYLE

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

Extremely suspicious, Sam Sample is not at all inclined to trust other people. While he may view this as simply being realistic, others may see him as quite cynical and jaded. Prone to questioning people's motives, he thinks it is extremely important to be cautious in one's dealings with others. Extremely sceptical, he is prone to mistrust other people and may feel that unless he is constantly on his guard, people may take advantage of his good will.

Sam Sample is slightly more abstract in his approach to problems than most people and will be inclined to think in theoretical as opposed to concrete terms. To some extent interested in academic debate he may on occasion become involved in theoretical aspects of a problem to the exclusion of practical realities. He has an above average level of aesthetic sensitivity and is inclined to be interested in creative, artistic activities. In general, he will prefer to be involved in developing new approaches to problems, rather than attending to the practical issues surrounding their implementation.

COPING STYLE

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

A fairly optimistic person, Sam Sample has a basic belief in his own abilities and will generally expect to be successful in most things he does. He feels in charge of his life and able to shape what happens to him, having learnt from experience that he is generally able to make his plans come to fruition. Not particularly prone to depression or pessimism, he will approach most problems in a fairly positive and constructive way, persevering when things go wrong, and expecting success in the long term.

Sam Sample is a relatively moody person who tends to be rather excitable and can be quick to take offence. Somewhat lacking in emotional stability he may at times be irritated by fairly trivial matters. He is inclined to worry, is easily distracted, and at times may have difficulty concentrating on his work. A fairly sensitive person, he may not find it easy to accept criticism, even if it is constructive. At times troubled by feelings of anxiety and apprehension he is likely to worry whether his work is up to standard and may have difficulty coping with new demands.



DERIVED DIMENSIONS

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

TEAM ROLES

The Team Roles describe how Sam Sample is likely to interact with his colleagues in a team situation. The scores below indicate Sam Sample's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Sam Sample's predominant and secondary team styles is provided. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions.

TEAM ROLE CHART

Role	Score	1	2	3	4	5	6	7	8	9
Co-Ordinator	5.1					5.1				
Shaper-Driver	7.4						7.4			
Evaluator-Critic	6					6				
Implementer	5.4					5.4				
Team Builder	4.3				4.3					
Resource-Investigator	6					6				
Inspector-Completer	5.7					5.7				
Innovator	6.4					6.4				

Team Role Combination – Shaper-Driver/Innovator

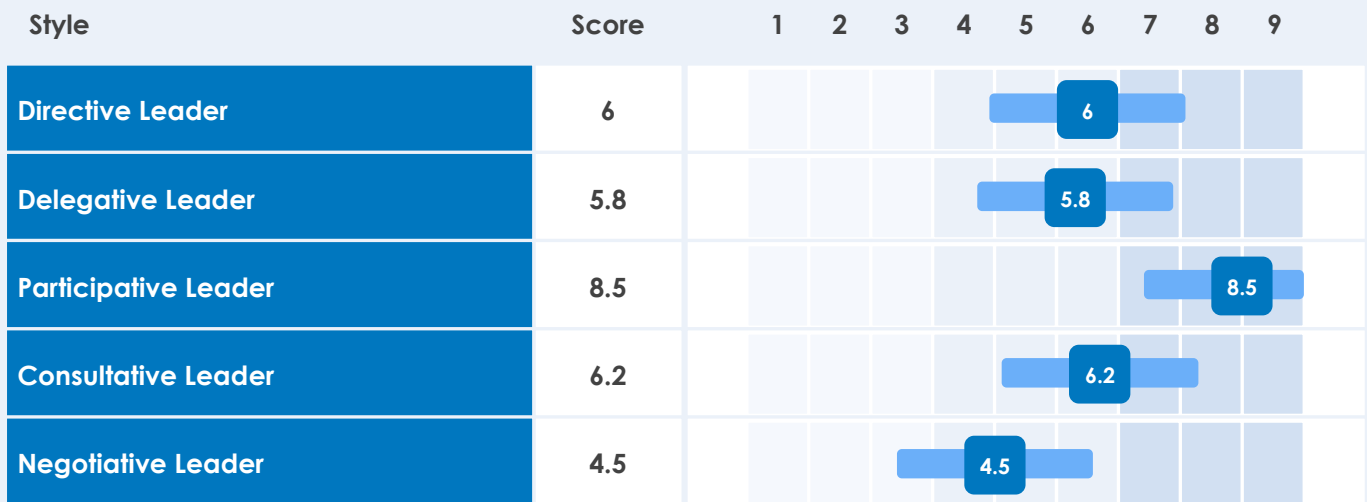
Sam Sample will be particularly good at convincing others about the value of an idea or product. He will probably be seen as a sociable, physically restless person who can, when necessary, argue quite forcefully about his point of view. Although he likes people and enjoys working in a group, he may at times be more interested in his own ideas rather than listening to others or being supportive of their contributions. He will enjoy shaping a project to his own design and pushing it to completion without being constrained by organisational rules, procedures or regulations. His success as a team member/team leader, therefore, may depend on his ability to involve others in a group and inspire enthusiasm for his plans. On occasion, he may utilise a strong imaginative and intellectual streak in a sociable manner with the result that he may well be appreciated for his wit and drive. He is likely to be at his most effective in a role where difficult goals need to be achieved and where he can use creative ability and flexibility to overcome obstacles in his path.



LEADERSHIP STYLES

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

LEADERSHIP STYLES CHART



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

SUBORDINATE STYLES CHART

Style	Score	1	2	3	4	5	6	7	8	9
Receptive Subordinate	4.8					4.8				
Self-Reliant Subordinate	7							7		
Collaborative Subordinate	7.5							7.5		
Informative Subordinate	8							8		
Reciprocating Subordinate	7.5							7.5		

Primary Subordinate Style: Informative Subordinate

Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis usually means that their proposed solutions rarely have any major flaws. Consultative leaders will value such individuals within their team, viewing them as a useful and reliable source of information.

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 Reciprocatve 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 Sam Sample is most likely to adopt. This may be of interest in a variety of situations where there is a requirement to influence others or sell a product or idea. In a sales context, where there may be a need to match individuals to particular client or product areas, the selling profile may provide a useful indicator in conjunction with other relevant information. As with most personality characteristics, the profile only describes Sam Sample's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the selling situation and the organisational culture in which the individual is operating. Equally different styles may be adopted according to the demands of the situation and consequently a description of Sam Sample's predominant and secondary selling style is provided.

SELLING STYLES CHART

Style	Score	1	2	3	4	5	6	7	8	9
Confident Communicator	5					5				
Rapport Creator	5.2					5.2				
Culture Fitter	4.5					4.5				
Culture Breaker	7.5							7.5		
Enthusiast	4					4				
Perseverer	4.2					4.2				
Business Winner	5.2					5.2				
Technician	7.5							7.5		
Admin. Support	5					5				
Team Manager	5					5				

Primary 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.

Secondary 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.



ADDITIONAL COMMENTS

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

COMMENTS

- May be forceful and inattentive to the needs of others.
- Due to his suspicious nature, he might have difficulty integrating himself within a team.
- May have difficulty working under pressure.
- May be unrealistic in his expectations of success, persevering against all odds.
- At times he may have difficulty controlling his temper.



OPPRO PROFILES

CLASSIC PROFILE

Scale	Raw	Left Description	1 2 3 4 5 6 7 8 9	Right Description	%ile
ASSERTIVE	37	Accommodating Empathic, People oriented, Accepting, Avoids confrontation	7	Assertive Dominant, Task oriented, Challenging, Confrontative	87
FLEXIBLE	20	Detail-Conscious Deliberating, Controlled, Rigid, Enjoys attending to detail	6	Flexible Spontaneous, Lacks self-discipline and self-control	65
TRUSTING	20	Cynical Suspicious, Cynical, Sceptical, May distrust other people	1	Trusting Trusting, Philanthropic, Takes people at face value	3
PHLEG	30	Emotional Prone to worry, Moody, Easily takes offense	3	Phlegmatic Self-assured, Emotionally stable, Socially confident	13
GREGAR	37	Reserved Cool and introspective, Prefers to work alone	6	Gregarious Outgoing and sociable, Talkative, Enjoys group work	69
PERSUAS	28	Genuine Forthright, Honest and open	6	Persuasive Diplomatic, Shrewd, Sensitive to 'political' issues	60
CONTEST	35	Composed Calm and composed, Able to unwind and relax	6	Contesting Ambitious and competitive, Has difficulty relaxing, Impatient	74
EXTERNAL	17	Optimistic Achieving and striving, Positive approach to setbacks	3	Pessimistic Resigned, Prone to feelings of helplessness	14
PRAGMATIC	26	Abstract Imaginative, Aesthetically sensitive, Creative and artistic	4	Pragmatic Down to earth and concrete, Practical and realistic	31
CONFORM	18	Low Distortion Presents a realistic positive self-image	2	High Distortion Presents an unrealistic positive self-image	7
MIDRESP	80	Extreme Responses	5	Central Tendency	53



BIG FIVE PROFILE

Scale	Score	Left Description	1 2 3 4 5 6 7 8 9	Right Description
E	6	Introversion Tends to feel uncomfortable in social situations.		Extraversion Strong predisposition to social interaction.
N	6	Low aNxiety Calm, Composed and satisfied with life and ability to cope.		High aNxiety Problems in coping with day to day situations. Concerned about the future.
O	4	Pragmaticism Realistic, practical and conservative in attitudes.		Openness Enjoy innovation, interested in artistic expression.
A	1	Independence Alert, Quick to respond to situations, challenging, self-assured.		Agreeableness People orientated, empathic, accommodating.
C	6	Low Self-Control Free from constraints of social rules.		High Self-Control Conscious of group standards of behaviour.