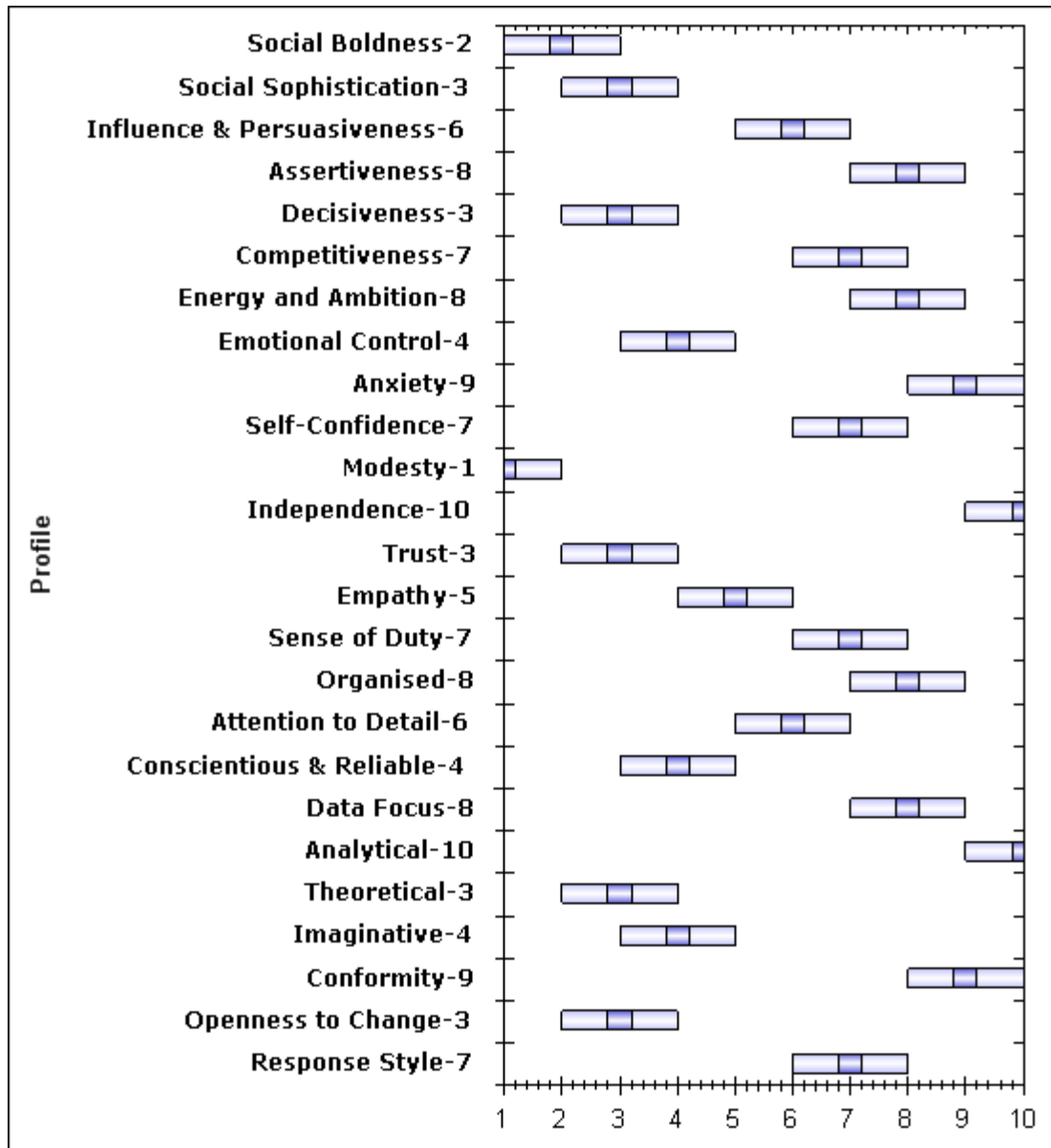


Sample Person  
Occupational Personality Inventory (OPI)  
Combined Managerial and Graduate

Test Date: 02/06/2009 GMT



The blocks represent the score achieved by the candidate and the bars the margin of error.

## **INTRODUCTION**

The conclusions reached in this report are based on a systematic comparison of Sample Person's answers to the questionnaire with those of a large group of people who have completed the OPI.

When considering this report's description of Sample Person's personality, it is important to recognise that it is based on the answers that he gave, and it is his own view of his behaviour, rather than how his personality might be described by another person. Inevitably, an individual's knowledge, experience and the pressures of the role will affect how that individual actually behaves. A self-report questionnaire can nevertheless give important clues to help us better understand the way that individuals see their preferred style at work, and it is likely to enable us to predict a good deal about behaviour in different situations.

This report links the information under six broad headings and summarises all of his responses to the questionnaire. The relative leniency with which Sample Person has rated himself is also indicated. Used sensibly by appropriately trained individuals this questionnaire can assist in the selection and development of staff and reduce the chances of making an expensive selection mistake. Any other use of the questionnaire is invalid, unfair and could lead to a contravention of employment legislation. The contents of this report are likely to be a good description of the individual's behaviour at work for up to 12 months, depending upon the work role and personal circumstances. If it is to be used in the future, consideration should be given to its continued relevance.

## **RESPONSE STYLE - 7**

This scale, whilst not functioning as a lie scale, gives an idea of the extent to which an individual had rated themselves in a lenient fashion, the extent to which they like to be seen in a positive light etc. Thus the scale gives some indication of the rigour with which an individual's responses should be probed.

- In this case Sample Person's responses suggest that he has been neither unduly harsh nor unduly lenient in the way that he has completed the questionnaire.

## **EXTROVERSION**

These scales look at how Sample Person interacts with others and the level of personal impact he has on other people.

### **Social Boldness - 2**

- Sample Person's responses suggest that he is likely to be a shy and reserved individual.
- He prefers to deal with familiar faces and situations and may become uncomfortable when asked to speak in front of a crowd.
- He likes to maintain a low-key approach and is likely to be seen as quiet and unassuming.

### **Social Sophistication - 3**

- The pattern of Sample Person's responses suggests that he prefers to take a more frank and open approach to interpersonal communication.
- He is likely to be seen as quite honest and forthright, telling people what he believes and feels regardless of the possible consequences.
- As a result, he may be seen as overly candid and somewhat lacking in tactfulness.

## **Influence and Persuasiveness - 6**

- The pattern of Sample Person's responses suggests that he is someone who is as persuasive and influential as most people.
- He is generally happy having a high profile role and whilst he can control others, it is not necessarily something he actively seeks out.
- He is likely to prefer having a say in what happens around him and is as comfortable as most when asked to sell ideas or products or negotiate with others.

## **Assertiveness - 8**

- The pattern of Sample Person's responses suggests that he is someone who is quite a forceful, dominant and strong-willed individual.
- He may have some strong views or opinions and is happy to let others know of them.
- He is likely to see himself as a leader of others - however, on some occasions others may see him as rather pushy, perhaps to the extent of stifling the involvement of other less assertive individuals.

## **ENERGY**

These scales look at Sample Person's energy levels, in terms of how energetic and career focused he perceives himself as being, how much he feels the need to compete with others and benchmark his achievements against the achievements of others, and also how decisive as opposed to measured he feels himself to be.

## **Decisiveness - 3**

- The pattern of Sample Person's responses suggests that he is someone who prefers not to have to make rapid decisions. He is generally more comfortable when given the opportunity to make decisions after a full and thorough consideration of the facts.
- He may feel that the quality of a decision will be compromised if he is unable to weigh up all of the options. He will generally find rapidly changing environments to be somewhat uncomfortable.
- Whether or not this more deliberate style is a strength or a weakness depends upon other environmental factors. For example some roles require a more decisive style in order that opportunities are not missed, whilst other roles require an individual who weighs up all of the options so as to avoid making errors. It is likely that he will avoid the worst excesses of procrastination in the face of a challenge, although he may on occasion spend more time than is necessary when coming to a conclusion.

## **Competitiveness - 7**

- The pattern of Sample Person's responses suggests that he is someone who quite likes to compete with, and beat others. Whilst he is unlikely to describe himself as a bad loser, he is still likely to be someone who is motivated more than most by the prospect of beating others. Note that these responses may also be indicative of someone who enjoys competitive activities (often sports) outside of the workplace.
- He reports being someone who generally benchmarks his achievements against the achievements of others.
- His nature suggests that he will probably enjoy competitive environments, albeit that this is unlikely to be his primary motivation.

## **Energy and Ambition - 8**

- The pattern of Sample Person's responses suggests that he is someone who is fairly ambitious and career oriented, and will often be seen to make sacrifices for the sake of his career.
- He is likely to be fairly vigorous and dynamic where his career is concerned, usually pursuing his goals in an enthusiastic fashion. Generally likely to be motivated by stretching work targets, he comes across as someone for whom a career challenge is rarely turned down.
- However, his ambition may need a degree of nurturing and management, because if ambitious individuals are not given the opportunity to further themselves and their careers it is possible that they will consider furthering their career ambitions outside of the organisation.

## **EMOTIONALITY**

These scales look at Sample Person's emotional side, including the extent to which he openly displays his emotions, his levels of anxiety, and how these factors impact on his confidence and assuredness.

## **Emotional Control - 4**

- The pattern of Sample Person's responses suggests that he is someone who would generally see himself as fairly open in the expression of his emotions, both positive and negative.
- He may tend to be somewhat candid, someone who is fairly comfortable letting others see when he is particularly happy or sad.
- He is likely to value the expression of emotion in the workplace very much, whilst tempering this with a degree of emotional self control.

## **Anxiety - 9**

- The pattern of Sample Person's responses suggests that he is someone who is generally tense, anxious or nervous.
- He may well find it quite difficult to 'switch off' after work, and may find himself dwelling on issues. He may also find that he gets particularly tense before important events.
- He may find that this high level of nervous energy acts as a motivating force. However, he should also be aware of issues relating to burnout in situations of prolonged pressure.

## **Self-Confidence - 7**

- The pattern of Sample Person's responses suggests that he is someone who is generally confident in his abilities to deal with whatever situations he may find.
- He is likely to be quite self assured, with a tendency to accept challenges that is tempered by a degree of realism about his actual capacity to meet the challenge. Generally, he is likely to be comfortable putting himself in situations that might concern others.
- However, he may nonetheless need to be aware of a tendency to over-commit to challenges that are beyond his experience or skill level, as he may on occasion run the risk of overestimating his capabilities.

## **AGREEABLENESS**

These scales look at Sample Person's level of team orientation, tolerance of and sympathy for others, and the extent to which he seeks praise and recognition.

### **Modesty - 1**

- The pattern of Sample Person's responses suggests that he is someone who is very happy letting others know about his achievements, and may indeed feel uncomfortable if he is not afforded this recognition by others.
- This suggests that he is someone for whom recognition is a clear motivational force. He is also likely to be someone who is motivated by, and indeed feels somewhat of a need for, the more visible trappings of status and success.
- The almost inevitable consequence of this is that he may be perceived by others as someone who is perhaps a little brash, or as someone who perhaps lacks sensitivity towards those who are more modest.

### **Independence - 10**

- The pattern of Sample Person's responses suggests that he is someone who feels only limited need for the support or companionship of others.
- He reports feeling very self reliant, someone who takes a very independent view and is quite happy to 'go it alone'. He will probably be very comfortable in doing things his own way if he is unable to find others to support him. Indeed he may not actually try too hard to look for consensus or agreement from others.
- However, the consequence of this style is that he may on occasion fail to seek group support when it would be beneficial, or indeed fail to be offered support by those who perceive him as deliberately distancing himself from them.

### **Trust - 3**

- The pattern of Sample Person's responses suggests that he is someone who in general tends to maintain a degree of scepticism about the capabilities and motives of others. He reports being someone who tends to be slightly sceptical about others and what they do.
- He may tend to underestimate the capabilities of others, or find it difficult to give others the leeway that they need to deliver a piece of work satisfactorily. This means that he may find it hard to let go of pieces of work, or delegate them to others to deliver.
- His more suspicious nature makes it very unlikely that others take advantage of him. However, it may also make it difficult for him to allow others the freedom they need to develop their skills.

### **Empathy - 5**

- The pattern of Sample Person's responses suggests that he is no more and no less tolerant and empathic than most .
- In terms of the way he behaves at work, he is likely to strike a balance between his concern for people and wanting to get the job done.
- This concern for others is likely to be tempered by a degree of objectivity that should enable him to make tough decisions or to take a more objective view.

## **STRUCTURE**

These scales look at Sample Person's approach to working in terms of the amount of structure that he likes to apply to his workload. Also how he goes on to organise his workload: firstly in terms of potential conflicts with his personal priorities; secondly in terms of project management issues, such as work quality and task prioritisation; and thirdly with respect to his preference for using data to inform his decisions and solutions.

### **Sense of Duty - 7**

- The pattern of Sample Person's responses suggest that he has a fairly strong sense of morals and ethics at work.
- He is likely to be rather uncomfortable if required to do something which conflicts with his personal beliefs.
- He is likely to be seen by colleagues as a fairly principled individual. However, on occasion his principles may be seen as somewhat overly idealistic.

### **Organised - 8**

- The pattern of Sample Person's responses suggests someone who likes to adopt a methodical and organised approach to his work.
- He is likely to have rather an efficient work style, and he is likely to value tasks such as planning, monitoring and organising.
- On occasion he may find that his planned approach to managing any task reduces the flexibility with which he can respond to new and unexpected events.

### **Attention to Detail - 6**

- The pattern of Sample Person's responses indicates that he is as interested in detail as most people.
- He will generally try to strike a balance between being too immersed in the minutiae of issues and taking too much of an overview, thus missing important points.
- He will be reasonably careful when completing paperwork and generally be as committed as his colleagues to maintaining standards.

### **Conscientious and Reliable - 4**

- The pattern of Sample Person's responses suggests that he will tend to find it difficult to maintain focus in the face of boring or repetitive tasks.
- He may well be more effective at getting new things started than at ensuring existing tasks are fully completed.
- Sample Person's responses suggest that he may tend to prefer pragmatic to ideal solutions, particularly if the ideal solution requires a very thorough or time consuming approach.

### **Data Focus - 8**

- The pattern of Sample Person's responses suggests that he has a preference for roles that involve some dealing with numerical and statistical data.
- He is likely to weight statistical information highly when he is making problem-solving decisions.
- As a result, he will show some aversion to making inferences or arriving at solutions purely on an intuitive basis.

## OPENNESS TO EXPERIENCE

These scales look at Sample Person's level of intellectual curiosity and his preference for change and innovation, or for stability and certainty.

### Analytical - 10

- Sample Person's responses suggest that he likes to critically evaluate an idea, plan or process.
- He is likely to avoid taking things at face value and will tend to be good at spotting the flaws in arguments.
- He may however be seen as overly critical or picky by others.

### Theoretical - 3

- The pattern of his responses in this area suggests that he tends to be quite pragmatic and down to earth.
- He will tend to dislike academic debate and may be uninterested in conceptual considerations, preferring to concentrate on more concrete issues.
- His main focus is likely to be on whether an idea will work in practice. He will tend to avoid what he sees as academic or indulgent conjecture.

### Imaginative - 4

- Sample Person's responses suggest that he does not see himself as particularly creative or imaginative.
- He may dislike situations requiring innovative solutions, possibly preferring tried and trusted methods or deferring to more creative colleagues.
- He may be able to generate some ideas and original solutions but is likely to be uncomfortable when looked to for creative ideas.

### Conformity - 9

- Sample Person's responses suggest that he may prefer to work in environments where there are rules and regulations for guidance.
- He is likely to see paperwork as vital and set procedures as necessary and a definite advantage.
- He will tend to be highly conformist in approach and as a result, is very unlikely to carry out unauthorised actions.

### Openness to Change - 3

- Sample Person's responses suggest that he likes to have some certainty and stability in his work and he may find too much change unnecessary or unsettling.
- He may avoid situations affording lots of variety, preferring environments which are more consistent and uniform.
- Whilst he can deal with a certain amount of change, he may tend to prefer more stable environments, and may find it difficult to deal with excessive ambiguity.
- Whilst he reports being someone who prefers a situation where rules are laid down, he also reports liking to analyse and evaluate proposals. When faced with suggestions or situations that are not of the norm, his critical style may result in him providing a very eloquent defence of the existing procedures.

## Summary Report for Sample Person

### Response Style - 7

- In his responses to this questionnaire, Sample Person has rated himself in a way that is neither unduly self critical nor unduly lenient.

### Social Boldness - 2

- Sample Person's responses suggest that he is likely to be a shy and reserved individual who prefers to deal with familiar faces and situations.

### Social Sophistication - 3

- He reports being someone who prefers to take a more frank and open approach to interpersonal communication. As a result, he may be seen as rather candid and occasionally somewhat lacking in tactfulness.

### Influence and Persuasiveness - 6

- His responses suggests that he is someone who is as persuasive and influential as most people. He is generally comfortable having a fairly high profile role and whilst he can control others, it is not necessarily something he actively seeks out.

### Assertiveness - 8

- He describes himself as someone who is quite a forceful, dominant and strong-willed individual.

### Decisiveness - 3

- His responses suggest someone who prefers not to have to make rapid decisions. He is generally more comfortable when given the opportunity to make decisions after a full and thorough consideration of the facts.

### Competitiveness - 7

- The pattern of Sample Person's responses suggests that he is someone who quite likes to compete with, and beat others.

### Energy and Ambition - 8

- His responses suggest someone who is fairly ambitious and career oriented, willing to make some sacrifices for the sake of his career. He is likely to be fairly vigorous and dynamic, pursuing his goals in an enthusiastic fashion.

### Emotional Control - 4

- He describes himself as someone who is generally fairly expressive of his emotions, both positive and negative, although this is tempered with a degree of emotional self control.

### Anxiety - 9

- His responses suggest someone who is generally tense, anxious or nervous. He may well find it quite difficult to 'switch off' after work. However, but he may find that this high level of nervous energy acts as a motivating force.



## **Self-Confidence - 7**

- He reports being someone who is generally confident in his abilities to deal with most situations. He is likely to be quite self assured and comfortable putting himself in situations that might concern others although his tendency to accept challenges is tempered by a degree of realism about his actual capacity to meet those challenges.

## **Modesty - 1**

- He describes himself as being very happy letting others know about his achievements, and may indeed feel uncomfortable if he is not afforded this recognition by others. As a result, he may be perceived by others as a little brash, or as lacking in sensitivity towards more modest colleagues.

## **Independence - 10**

- The pattern of Sample Person's responses suggests that he is someone who feels very self-reliant, having only limited need for the support or companionship of others. He is likely to take a very independent view and is quite happy to 'go it alone'. He may on occasion fail to seek beneficial group support or indeed fail to be offered support by those who perceive him as being less group-oriented.

## **Trust - 3**

- He reports being someone who is likely to maintain a degree of scepticism about the capabilities and motives of others. It is very unlikely that others take advantage of him. However, it may also make it difficult for him to allow others the freedom they need to develop their skills.

## **Empathy - 5**

- His responses suggest that he is no more and no less tolerant and empathic than most. His concern for others is likely to be tempered by a degree of objectivity that should enable him to make tough decisions or to take a more objective view.

## **Sense of Duty - 7**

- He reports having a fairly strong sense of ethics at work, such that he could be slightly uncomfortable if required to do something which conflicts with his personal beliefs. He is likely to be seen by colleagues as a principled individual, although on occasion may be viewed as somewhat overly idealistic.

## **Organised - 8**

- The pattern of Sample Person's responses suggests someone who quite likes to adopt a methodical and organised approach to his work. He is generally likely to value tasks such as planning, monitoring and organising. On occasion this may reduce the flexibility with which he can respond to new and unexpected events.

## **Attention to Detail - 6**

- He describes himself as being as interested in detail as most people, generally trying to strike a balance between being too immersed in the minutiae of issues and taking too much of an overview.

## **Conscientious and Reliable - 4**

- The pattern of Sample Person's responses suggests that he will tend to find it difficult to maintain focus in the face of boring or repetitive tasks. He may well be more effective at getting new things started than at ensuring existing tasks are fully completed.

## **Data Focus - 8**

- His responses suggest that he is likely to quite enjoy dealing with numerical and statistical data. He will tend to base his problem-solving decisions on data rather than making inferences or arriving at solutions on a purely intuitive basis.

## **Analytical - 10**

- He reports being someone who likes to critically evaluate an idea, plan or process. He is likely to be good at spotting the flaws in arguments although He may be seen as overly critical or picky by others.

## **Theoretical - 3**

- The pattern of his answers suggests that he tends to be quite pragmatic and down to earth. He may be uninterested in theoretical or conceptual considerations, focusing more on whether an idea will work in practice.

## **Imaginative - 4**

- Sample Person's responses suggest that he does not see himself as particularly creative or imaginative. He may dislike situations requiring innovative solutions, possibly preferring tried and trusted methods or deferring to more creative colleagues.

## **Conformity - 9**

- His responses suggest someone who prefers to work in environments where there are rules and regulations for guidance. He will tend to be highly conformist in approach, being very unlikely to carry out unauthorised actions and seeing paperwork and procedures as definite aids to his work.

## **Openness to Change - 3**

- He describes himself as someone who prefers to have some certainty, stability and consistency in his work. He may find too much change and variety unnecessary or unsettling.