

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

Test Date:02/06/2009 GMT

Development Report for Sample Person

INTRODUCTION

This text report should not be used for any purpose other than your own personal development.

The results are reported in terms of six dimensions of personality and focussed on the 24 scales of the OPI. These are presented in the form of a series of areas worth considering. Please note that this questionnaire looks at preferred style only, and does not focus on specific skill or competence.

The conclusions reached in this report are based on a systematic comparison of your answers to the questionnaire with those of a large group of managers in the general working population.

The following report is based on your responses to the questions contained in the Occupational Personality Inventory. As such, it is reliant on the honesty and clarity with which you answered the questions.

EXTROVERSION

These scales look at how you interact with others and the level of personal impact you have on people.

Social Boldness

Your responses here would suggest a more quiet and reserved approach. You may feel less comfortable in unfamiliar social situations, or when required to meet and interact with new people. The following points are guidance to help you apply these preferences successfully in the workplace.

- In meetings try to take an active involvement. Make recommendations about the way forward with full and clear supporting comments to justify your view. Try to set yourself targets as to the number of contributions you should make in any given meeting.
- Your responses suggest that you are likely to be rather reticent about approaching strangers at social gatherings. Try to think of such events as a learning opportunity - try approaching people and then later reflect back upon how positively your advances were received.
- It is important to ensure that your relative desire to remain in the background is not interpreted as being too laid back or lacking in interest and urgency.

Social Sophistication

Your preferences suggest a frank and honest approach to communication. You suggest that you 'say it as it is' in a straightforward and open way. The following points are guidance to help you apply these preferences successfully in the workplace.

- Remember that your communication style may not be everybody's preferred way of working so try and be mindful of others' needs. In order to ensure that there aren't any occasions where you might offend people, you could try to avoid telling it 'just like it is'.
- Review the number of times at work when you realised that your comments could have been more tactful; consider the specific circumstances that led you to make these comments and review the impact that each one had on your colleagues.
- Identify role models whom you know to be socially skilled and make a list of the underlying characteristics of each of these people.

Influence and Persuasiveness

Your responses suggest that in this particular area you have no specific development needs.

Assertiveness

Your responses to the questionnaire suggest that you are a strong willed and forceful individual with a lot of conviction in your beliefs. The following points are offered as guidance to help you apply this style successfully in the workplace.

- Remember that passive and hesitant colleagues may still have ideas and contributions to make. In meetings ensure that you ask everyone present if they have any new ideas or any feedback on your own ideas. Reinforce what is said by offering encouragement and positive feedback to those who contribute.
- On occasions there can be a fine line between assertiveness and aggression; try to be mindful that your assertion is not seen by some people as aggressive. Ensure you give other people the opportunity to put their views and points across.
- Ask close colleagues for feedback on times when your assertiveness has been ineffective. Try to trace back what you did that failed to work the way you desired. Think about how you might change the way you approach these situations in the future, trying to be more accommodating to the needs of others.

ENERGY

These scales look at your energy levels, in terms of how energetic and career focused you perceive yourself as being, how much you feel the need to compete with others and benchmark your achievements against the achievements of others, and also how decisive as opposed to measured you feel yourself to be.

Decisiveness

Your responses suggest that you are careful to weigh things up carefully looking at all the options before making decisions. The following development points are offered as guidance.

- Has there been a recent decision that you avoided making until it was too late? Review with a colleague what the disadvantages were of delaying this particular decision and try setting yourself a deadline to reach your final decision in future.
- You may be missing out on some good opportunities at work as a result of taking too much of a considered approach to decision-making. Next time that you are feeling indecisive due to the perceived risks in making the wrong decision, try to take a calculated risk by asking yourself the following question; 'What is the worst thing that can possibly happen?'
- Identify a work colleague whom you know to be very quick at making decisions; try to establish what factors they use to help with their decision-making and how elements of these can be brought to bear on your own work effectiveness.

Competitiveness

Your responses suggest that in this particular area you have no specific development needs.

Energy and Ambition

Your responses to the questionnaire suggest that you are a dynamic and energetic individual who enjoys a challenge. You are also likely to be very career focussed. The following points are guidance to help you apply these preferences successfully in the workplace.

- Be aware of the need to balance your work life and your home life. It is important to maintain a life outside work as you may regret any sacrifices you make at a later date.
- Remember that you may have to tolerate certain colleagues in the short-term in order to achieve your long-term objectives. Try to direct your energy towards business goals in general and less towards specific colleagues.
- Whilst you are keen to progress in your career, try to ensure you don't create too much conflict amongst your colleagues in doing so. Try to ensure you set realistic expectations of the developmental opportunities that are currently available to you at work.

EMOTIONALITY

These scales look at your level of day to day anxiety, how you express these emotions, and also your sense of inner confidence and self belief.

Emotional Control

Your responses suggest that in this particular area you have no specific development needs.

Anxiety

You have described yourself as someone who may be rather tense or nervous, perhaps finding it hard to 'switch off' in the evening. You also suggest that you get keyed up before important events. The following points are guidance to help you apply these preferences successfully in the workplace.

- Try to focus on completing today's tasks successfully without dwelling on the things that went wrong yesterday or worrying about areas that are outside of your personal remit. Try sharing anything that's worrying you with your colleagues - this may help to allay some of your anxiety.
- Raise your own awareness of how you tend to react to working under pressure and the type of behaviour that you exhibit in stressful situations. Discuss these stressful situations with your manager or mentor. Are there any coping strategies that you could use more effectively?
- When you feel that something is making you tense or anxious, try to put it in perspective. Even if the worst happens, ask yourself whether, in five years, anyone will remember the event.

Self-Confidence

Your responses suggest that in this particular area you have no specific development needs.

AGREEABLENESS

These scales look at your level of team orientation, your tolerance of, and sympathy for, others and the extent to which you seek praise and recognition.

Modesty

Your responses suggest that you are rather happy to discuss your achievements openly and enjoy receiving praise and recognition. The following development points are offered as guidance.

- Continually discussing your own achievements and looking for praise from others can lead to people resenting you. Consider the extent to which it would be more advantageous to take a more reserved approach with colleagues occasionally.
- Think about someone successful at work that is relatively modest about his or her achievements. What behaviours do they exhibit which could bring an added perspective to the way you approach promoting your achievements in the workplace? Practice being more modest and evaluate the response of colleagues.
- When a team in which you work next achieves something that you are proud of, make a conscious effort to acknowledge the efforts of others more than your own efforts. See what reactions this approach elicits.

Independence

Your responses to the questionnaire suggest you prefer to take an independent view, feeling limited need for the support of others. The following points are guidance to help you apply these preferences successfully in the workplace.

- When you are working as part of a team, consider the amount of effort that you make to ensure that the team is operating effectively and the level of concern that you show for the rest of the team.
- When trying to solve a tricky problem at work; ask yourself if you have all the necessary information from everyone who is likely to be affected by the decision that you are about to make. By working in isolation from others you can sometimes fail to see issues from all angles.
- Get more involved in team related work activities; these will help you to understand and appreciate the views and perspectives of colleagues that differ from your own.

Trust

Your responses to the questionnaire suggest you are relatively suspicious of the motives and capabilities of others. The following development points are offered as guidance.

- Think about why you seem somewhat suspicious of others. Compare the advantages and disadvantages of being suspicious with those of being more trusting. Have you been let down in the past? If so, what would you do differently when faced with that situation again? Do you find it difficult to let go of work, wanting to do everything yourself? Is this always the most efficient or effective way of dealing with your work?
- Try delegating more work to others. Even when you would like to have the final say, remember that once you have delegated a task or project you must allow your colleagues some freedom to make their own contributions.
- You might find that being more open with colleagues may result in more fruitful work relationships - especially with your manager. Try to treat meetings as an open forum to convey your current concerns or problems - remember that colleagues within the same working environment are likely to have had similar experiences themselves.

Empathy

Your responses suggest that in this particular area you have no specific development needs.

STRUCTURE

These scales look at your approach to working in terms of the amount of structure that you like to apply to your workload. Also how you go on to organise your workload: firstly in terms of project management issues, such as work quality and task prioritisation; and secondly in terms of potential conflicts with your personal priorities.

Sense of Duty

Your responses suggest that in this particular area you have no specific development needs.

Organised

Your responses to the questionnaire suggest that you prefer to plan ahead - you see yourself as a structured and methodical person. The following points are guidance to help you apply these preferences successfully in the workplace.

- Try to work with somebody who is less organised than yourself; not only can you help them become more organised but they may also show you when not to go to a high level of detail without compromising the quality of the output produced.
- Be mindful of the fact that other people may not like to work in as highly organised a manner as yourself; try not to insist on your own levels of perfectionism.
- It is possible that through your highly structured and organised approach that you can be seen by others as inflexible. Always ensure you have thought about alternative options and way of approaching tasks to avoid becoming too rigid in your thinking.

Attention to Detail

Your responses suggest that in this particular area you have no specific development needs.

Conscientious and Reliable

Your responses suggest that in this particular area you have no specific development needs.

Data Focus

Your responses to the questionnaire suggest you like to work with numbers and statistics and prefer to make decisions and solve problems with the aid of data. The following points are guidance to help you apply these preferences successfully in the workplace.

- Sometimes you will not have the opportunity to use data in your decisions when solving problems. Think about occasions when you have not been able to collate all the data before being asked to make a decision. How did this make you feel?
- Try to strike a balance between what you might see in data and statistics and more intuitive information when trying to solve a problem. Remember not to lose sight of the emotions of people when deciding upon the best way forward.
- Although your preference may be to use data and statistics when making decisions, how successful are you at using this data. Think about situations when you have used data to make a decision. Have there been occasions when you have come to the wrong conclusions based on your use of the statistics? Always double-check your calculations. It may be worth running your conclusions past a close colleague or mentor prior to concluding on an issue.

OPENNESS TO EXPERIENCE

These scales look at your level of intellectual curiosity and your preference for either change and innovation or stability and certainty.

Analytical

Your responses to the questionnaire suggest you avoid taking things at face value and enjoy spotting the flaws in plans. The following points are guidance to help you apply these preferences successfully in the workplace.

- Having the ability to review information to check for flaws can be a useful skill. However, you might find that your ability to spot the flaws in plans has a demotivating effect upon your colleagues. Try to temper your behaviour when working with others.
- On some occasions there may not be time available to analyse information prior to making a decision or proceeding with a course of action. How will you cope with these situations? Try to bear this in mind as different situations arise.
- Sometimes the simplest solution is the best. Try not to over analyse information.

Theoretical

Your responses to the questionnaire would suggest you have a pragmatic and 'down to earth' approach to the way you work. You are more interested in concrete issues than in theories and academic debate. The following development points are offered as guidance.

- Working with colleagues who prefer to take more of a theoretical angle on issues will bring an added perspective to your approach to people and tasks. How do they approach a situation? What can you learn from the way they handle an issue?
- Although a pragmatic and down to earth approach can be helpful to move a process forward, always ensure that the concepts and models that underpin your approach are reliable.
- By taking a practical and pragmatic approach to your activities you may rush to carry out an action without thinking about the implications of your behaviour. Always remember to consider the outcomes of your actions.

Imaginative

Your responses suggest that in this particular area you have no specific development needs.

Conformity

Your responses to the questionnaire suggest you prefer to work within the structure and support of rules and procedures. You also suggest you prefer a conventional and traditional approach to the way things are done. The following points are guidance to help you apply these preferences successfully in the workplace.

- Being conformist has its benefits but it can also be perceived as a barrier to making things happen. There are always ways to be more productive at work; sometimes this may even mean having to 'bend the rules' in order to achieve your objectives. Be more open to taking the occasional risk.
- Try to empathise with those people who challenge existing methods of doing things. People with new ideas can be disruptive but try to listen to them and to work in conjunction with them.
- Try working with somebody who is considered to be an 'ideas person'. Not only will this help you to develop your own ability to think 'outside the box', but also you can balance their ideas with your own more conventional approach.

Openness to Change

Your responses to the questionnaire would suggest you prefer to work within the support afforded by routine and dislike too much change and variety. The following development points are offered as guidance.

- Write down all the changes that you foresee happening at both work and in your home life. Think about what actions you can take now to prepare yourself for some of these eventualities.
- Try to participate in projects that will give you additional experience of having to deal with different issues/people so that you can build your confidence in unpredictable situations.
- Consider how you feel about dealing with sudden changes or with ambiguous situations? Ask colleagues/management for feedback where you have responded ineffectively and identify ways of behaving differently in future.