



Expert Report

Ms. Sample Report

July 24, 2000



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Management Competency Profile

Introduction

This report summarizes how Ms. Report's preferred style or typical way of behaving is likely to influence her potential on a range of management competencies.

The format of the behavioral questionnaire that she completed (OPQ32n) asked her to rate herself on a series of different statements, and her responses were then compared against the responses given by a specific group of respondents such as managers & professionals. The profile below therefore indicates how her preferred work behaviors are likely to impact her potential on each competency compared with how others view themselves.

The check marks, crosses and circles indicate which aspects of her style are likely to contribute positively or more negatively to each competency. The overall fit between Ms. Report's style and each competency (as outlined above) is shown in the bar graphs on the right hand side of the report.

The key explains these competency fit indicators in more detail.

The competencies are defined in greater detail on the final page of this report.

Key to Competency Fit Indicators

⊘⊘	Key Limitation	⊘	Likely Limitation		Moderate	⊘	Likely Strength	⊘⊘	Key Strength
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1 - Poor Fit	2 - Weak Fit	3 - Average Fit	4 - Good Fit	5 - Excellent Fit

Managerial Qualities							
I	Uses a degree of persuasion when motivating others.	1	2	3	4	5	Leadership
Ü	Is inclined to take charge of a group.						
I	Consults others to a reasonable degree when making decisions.						
Ü	Adopts a fairly high profile and outgoing approach.						

Ü	Takes a long term perspective when planning.	1	2	3	4	5	Planning & Organizing
I	Pays reasonable attention to detail when planning.						
Ü	Looks critically at plans for potential difficulties.						
ÜÜ	Places very high priority on completing projects to deadline.						

Ü	Occasional rule-breaking may affect quality compliance.	1	2	3	4	5	Quality Orientation
Ü	Takes a critical view when evaluating work against standards.						
I	Pays a fair degree of attention to detail when reviewing work.						
ÜÜ	Very conscientious approach, will ensure quality.						

I	Is reasonably interested in selling and negotiating.	1	2	3	4	5	Persuasive
I	Tries to balance her own views with those of others.						
Ü	Likely to feel very confident when presenting in more formal social situations.						
Ü	Persuasion of others aided by her outgoing approach.						

Professional Qualities							
I	Sees the relevance of applying theories to work activities.	1	2	3	4	5	*Specialist Knowledge
Ü	Usually evaluates technical developments before acceptance.						
ÜÜ	Very much enjoys working with numerical data.						
I	Open to developments in her area to some extent.						

Ü	Evaluates solutions and potential difficulties.	1	2	3	4	5	Problem Solving & Analysis
I	Considers concepts useful to some extent in problem solving.						
ÜÜ	Has a very strong interest in working with numerical data.						
Ü	Tends to show flexibility when implementing solutions.						

Ü	Feels very confident and at ease when speaking formally.	1	2	3	4	5	Oral Communication
I	May use persuasive arguments when talking to others.						
Ü	Tends to be outgoing and sociable.						
Ü	Generally adopts a different style to suit her audience.						

Ü	Will evaluate written work carefully for potential errors.	1	2	3	4	5	**Written Communication
I	Reasonably comfortable working with written concepts.						

* Specialist Knowledge tends to be specific to the particular job; these aspects of style may not be appropriate for some specialties.

** Written Communication is best assessed using written exercises (e.g. in-basket) or verbal tests rather than based primarily on the responses to a personality questionnaire.

Entrepreneurial Qualities							
üü	Likely to lack competitive edge in commercial situations.	1	2	3	4	5	Commercial Awareness
üü	Is very likely to be motivated by difficult business targets.	Orange bar					
I	May enjoy a role where a certain amount of selling is involved.						
ü	Can generally separate commercial from personnel issues.						
ü	Describes herself as a fairly creative individual.	1	2	3	4	5	Creativity & Innovation
ü	Tends to question traditional methods when generating ideas.	Green bar					
ü	May be willing to challenge the rules when implementing an idea.						
I	May apply some intellectual analysis to the creative process.						
ü	Decides upon a course of action quite quickly.	1	2	3	4	5	Action Orientation
I	Has reasonable energy with which to initiate action.	Green bar					
üü	Very high emphasis on targets likely to intensify need for action.						
I	Will balance a desire to check detail with a need for action.						
ü	Enjoys thinking in the longer term.	1	2	3	4	5	Strategic
I	Balances attention to detail with taking a broader overview.	Green bar					
I	Applies a degree of theory to strategic issues.						
üü	Sets very demanding long-term goals.						
Personal Qualities							
ü	Slightly less inclined to offer support to colleagues in need.	1	2	3	4	5	Interpersonal Sensitivity
I	Encourages others to contribute to some extent.	Orange bar					
I	Expresses or withholds views depending on the circumstances.						
üü	Values cooperation much more than competition.						
ü	Enjoys variety and change.	1	2	3	4	5	Flexibility
ü	Generally adjusts behavior to new circumstances.	Orange bar					
I	Moderately inclined to follow the consensus decision.						
ü	May find it difficult to view change positively.						
I	May experience a moderate degree of tension.	1	2	3	4	5	Resilience
ü	Is sensitive to criticism and may dwell on negative feedback.	Red bar					
ü	Prefers to be fairly open in expressing emotions.						
ü	Tends to feel pessimistic about the future.						
I	Has reasonable levels of energy and keeps fairly busy.	1	2	3	4	5	Personal Motivation
üü	Is extremely ambitious and seeks career progression.	Orange bar					
üü	Is very unlikely to be motivated by the prospect of winning.						

Competency Definitions

Area	Competency	Definition
Managerial Qualities	Leadership	Motivates and empowers others in order to reach organizational goals.
	Planning & Organizing	Organizes and schedules events, activities and resources. Sets up and monitors timescales and plans.
	Quality Orientation	Shows awareness of goals and standards. Follows through to ensure that quality and productivity standards are met.
	Persuasiveness	Influences, convinces or impresses others in a way that results in acceptance, agreement or behavior change.
Professional Qualities	Specialist Knowledge	Understands technical or professional aspects of work and continually maintains technical knowledge.
	Problem Solving & Analysis	Analyzes issues and breaks them down into their component parts. Makes systematic and rational judgements based on relevant information.
	Oral Communication	Speaks clearly, fluently and in a compelling manner to both individuals and groups.
	Written Communication	Writes in a clear and concise manner, using appropriate grammar, style and language for the reader.
Entrepreneurial Qualities	Commercial Awareness	Understands and applies commercial and financial principles. Views issues in terms of costs, profits, markets and added value.
	Creativity & Innovation	Creates new and imaginative approaches to work-related issues. Identifies fresh approaches and shows a willingness to question traditional assumptions.
	Action Orientation	Demonstrates a readiness to make decisions, take the initiative and originate action.
	Strategic	Demonstrates a broad-based view of issues, events and activities and a perception of their longer term impact or wider implications.
Personal Qualities	Interpersonal Sensitivity	Interacts with others in a sensitive and effective way. Respects and works well with others.
	Flexibility	Successfully adapts to changing demands and conditions.
	Resilience	Maintains effective work behavior in the face of setbacks or pressure. Remains calm, stable and in control of themselves.
	Personal Motivation	Commits self to work hard towards goals. Shows enthusiasm and career commitment.