



opq32[®]

>The Leadership Report

Name: Candidate Sample

Date: 07 July 2011

INTRODUCTION

The framework used in this report differentiates management and leadership in terms of the widely recognised distinction between transactional and transformational styles.

This report estimates the individual's potential using research-derived predictions from the responses they gave to the Occupational Personality Questionnaire (OPQ32).

During feedback explore with the individual how they may have utilised strengths or overcome challenges in the pursuit of success. A deeper understanding of their personal attributes will help to identify their fit to different leadership roles and appropriate approaches to further build their leadership skills.

The SHL Leadership Model

The SHL Leadership Model covers four leadership functions critical to leadership effectiveness in any organisation. Each of these four leadership functions can be considered in terms of a management focus and a leadership focus.

- **Management (transactional focus)** is focused on keeping the system running effectively and delivering dependable performance of specified objectives.
- **Leadership (transformational focus)** is focused on creating, developing or changing the system's direction and inspiring both people and the organisation to achieve beyond expectations

Each leadership function is associated with two competencies, based on the SHL Great Eight Competency Factors. One competency is more relevant to a management focus and one to a leadership focus.

		Competencies	
Leadership Function	Definition	Management Focus (Transactional)	Leadership Focus (Transformational)
Developing the Vision	This involves the critical analysis of the current situation, and the generation of ideas to move forward (Strategy).	Analysing & Interpreting <i>Analysing complex information and applying expertise.</i>	Creating & Conceptualising <i>Producing innovative ideas and thinking strategically.</i>
Sharing the Goals	This involves persuasively communicating the vision to others, as well as personally adapting to the changes that the new strategy brings (Communication).	Adapting & Coping <i>Responding and adapting well to change and pressure.</i>	Interacting & Presenting <i>Communicating with, persuading and influencing others.</i>
Gaining Support	This involves gaining other people's support by motivating and empowering them to implement the actions needed to deliver the strategy (People).	Supporting & Co-operating <i>Supporting others and working effectively with people.</i>	Leading & Deciding <i>Initiating action, giving direction and taking responsibility.</i>
Delivering Success	This involves using operational efficiency and commercial acumen to effectively implement the strategy (Operations).	Organising & Executing <i>Planning, working in an organised manner and focusing on delivery.</i>	Enterprising & Performing <i>Focusing on results and on achieving goals.</i>

EXECUTIVE SUMMARY

This report is made up of three key sections.

The **Executive Summary** provides an at-a-glance top level view of the individual's style overall and on each of the four leadership functions. This is summarised in the table below.

The **Leadership Potential Detail** section is designed for use by OPQ trained users and provides more detailed information about the individual's preferred leadership style overall and against each of the four leadership functions.

The **Leadership Potential** Summary at the back of this report is designed to be given directly to the individual who completed the OPQ, ideally as part of a feedback session

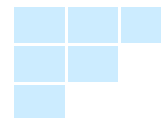
Leadership Function	Transactional	Less		More	Transformational	Less		More	Preferred Leadership Style
	OVERALL	MANAGEMENT <i>Delivering dependable performance and reaching operative objectives.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	LEADERSHIP <i>Inspiring both people and the organisation to become proactive and to achieve beyond expectations.</i>	<input type="checkbox"/>	<input type="checkbox"/>	
Developing the Vision	Analysing & Interpreting <i>Analysing complex information and applying expertise.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Creating & Conceptualising <i>Producing innovative ideas and thinking strategically.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Balanced Mix of Creating and Analysing
Sharing the Goals	Adapting & Coping <i>Responding and adapting well to change and pressure.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Interacting & Presenting <i>Communicating with, persuading and influencing others.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Adjuster
Gaining Support	Supporting & Co-operating <i>Supporting others and working effectively with people.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Leading & Deciding <i>Initiating action, giving direction and taking responsibility.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People Leader/Team Player
Delivering Success	Organising & Executing <i>Planning, working in an organised manner and focusing on delivery.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Enterprising & Performing <i>Focusing on results and on achieving goals.</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Idealist/Implementer

Key to competency symbols

This is a more preferred style, competency more likely to be a strength.

This is a moderately preferred style, competency may be a moderate strength.

This is a less preferred style, competency less likely to be a strength.



LEADERSHIP POTENTIAL DETAIL

Overall: Management Focus vs. Leadership Focus

The details of the individual's overall leadership style are presented below.

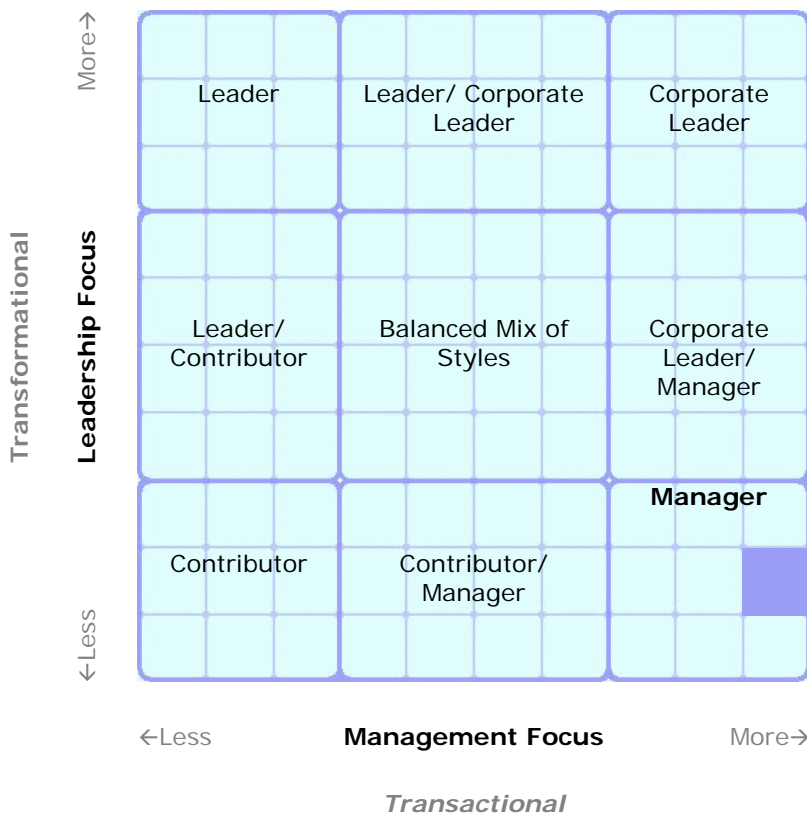
The text: describes behaviours typical of the individual's preferred leadership style. *The graphic:* shows the transactional (management) focus on the horizontal axis and transformational (leadership) focus on the vertical axis. The individual's preferred style is plotted and indicated by a **coloured square** in the grid. *The OPQ dimensions:* are shown on the following page, and give a more in-depth understanding of the individual's behavioural preferences. The same format is followed for each of the four leadership styles.

Important Note: the text is based on the individual's preferred leadership style for a given leadership function. It reflects typical behaviours/situations for that style. Use the information on the individual's specific behavioural preferences from the OPQ dimensions to drive further interpretation and understanding of how this applies to the individual.

Preferred Style: Manager

Individuals who combine technical expertise with a clear transactional management style are likely to be effective in coping with pressure, and in driving operational success, in the here-and-now. However, future success also depends on a steady flow of innovation that leads to new business propositions in response to evolving markets.

<p>Managers are at their best:</p> <ul style="list-style-type: none"> Roles with a strong focus on operational effectiveness. When involved in the more technical aspects of the role. When accountable for the delivery of specific, clearly defined, projects. In situations where a supportive approach is needed. 	<p>Managers may find challenging:</p> <ul style="list-style-type: none"> Situations where they have accountability for driving through innovation. Roles that require a strategic focus. Highly challenging targets. Where they have to make some tough people decisions.
--	--



Overall: Management Focus vs. Leadership Focus

Management Focus (Transactional)

Delivers dependable performance and reaches operative objectives.

1 2 3 4 5 6 7 8 9 10

10		
----	--	----------------------	--

Related competencies are: 1 2 3 4 5 6 7 8 9 10

7	Applies practical thinking to the resolution of problems. Less inclined towards quantitative analysis, more likely to follow intuition.	Analysing & Interpreting	Gets to the heart of complex problems and issues. Applies own expertise effectively and quickly takes on new technology.
8	Finds it harder to adapt to change and respond effectively to it. May find it difficult to cope effectively with the pressures associated with change.	Adapting & Coping	Adapts and responds well to change. Flourishes on pressure and copes well with setbacks. Projects calm and optimistic outlook.
10	Focuses more on tasks than people, may feel uncomfortable dealing with others' personal issues.	Supporting & Co-operating	Puts people issues first, supports colleagues, shows respect and positive regard towards others.
7	Prefers to work flexibly, exploring and addressing issues as they emerge. May find it uncomfortable and constraining to adopt a procedural or process orientation.	Organising & Executing	Follows directions, plans ahead, works in a systematic and organised manner. Focuses on delivering to high quality standards.

Leadership Focus (Transformational)

Inspires both people and the organisation to become proactive and to achieve beyond expectations.

1 2 3 4 5 6 7 8 9 10

2		
---	--	-----------	--

Related competencies are: 1 2 3 4 5 6 7 8 9 10

4	Tends to apply tried and tested approaches to the resolution of problems. Upholds the status quo.	Creating & Conceptualising	Is open to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems creatively.
2	Values time for personal thought and reflection. Tends to be socially reserved and may dislike public speaking.	Interacting & Presenting	Communicates and networks effectively, persuades and influences others. Relates to others confidently.
4	Generally comfortable taking direction from others. Inclined to avoid situations requiring active personal leadership.	Leading & Deciding	Naturally prefers to take control and exercise leadership. Initiates action and takes responsibility.
1	Derives satisfaction from taking part in activities, is less driven by competition and the need for personal recognition or achievement.	Enterprising & Performing	Focuses on results and the achievement of work objectives. Competitive drive may support an active interest in business and finance.

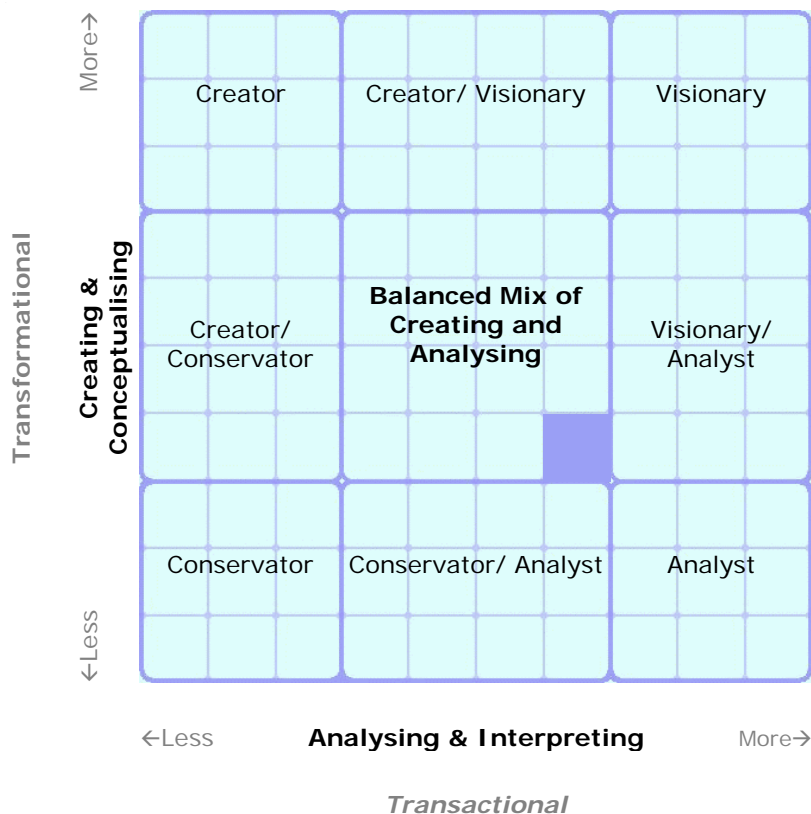
Developing the Vision

The critical analysis of the current situation and the generation of ideas to move forward are the first stages in organisational change. Leaders need to analyse the facts and identify areas with the greatest need for change. They also need to establish a mission, develop an appealing and convincing vision of the future, and outline the strategy by which it can be achieved.

Preferred Style: Balanced mix of Creating and Analysing

Individuals who demonstrate a balanced mix of styles will typically adopt a flexible approach to problem solving and the generation of new possibilities. They will balance analytical approaches with the lessons of practical experience and are comfortable alternating between new and more tried and tested approaches.

<p>Individuals with a balanced mix of Creating and Analysing are at their best:</p> <ul style="list-style-type: none"> • When having some opportunity to undertake critical analysis. • In roles where incremental changes to the strategic direction can be made. • When able to use others' ideas as the basis for further innovation. 	<p>Individuals with a balanced mix of Creating and Analysing may find challenging:</p> <ul style="list-style-type: none"> • Roles which require frequent in-depth critical analysis of information. • Organisations where the strategy needs to undergo a radical change. • Situations which require highly creative thinking.
--	--



Developing the Vision

Transactional Focus

Analysing & Interpreting

1 2 3 4 5 6 7 8 9 10

7	Applies practical thinking to the resolution of problems. Less inclined towards quantitative analysis, more likely to follow intuition.		Shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively and quickly takes on new technology. May be inclined to over analyse a situation.
---	---	--	--

Related OPQ scales are:

1 2 3 4 5 6 7 8 9 10

9	prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics	Data Rational 	likes working with numbers, enjoys analysing statistical information, bases decisions on facts and figures
3	does not focus on potential limitations, dislikes critically analysing information, rarely looks for errors or mistakes	Evaluative 	critically evaluates information, looks for potential limitations, focuses upon errors
6	prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts	Conceptual¹ 	interested in theories, enjoys discussing abstract concepts

Transformational Focus

Creating & Conceptualising

1 2 3 4 5 6 7 8 9 10

4	Works most effectively in situations requiring the application of established methods and ways of working. Tends to apply tried and tested approaches to the resolution of problems. Upholds the status quo.		Works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Supports and drives organisational change. May overlook positive aspects of the status quo.
---	--	--	---

Related OPQ scales are:

1 2 3 4 5 6 7 8 9 10

4	more likely to build on than generate ideas, less inclined to be creative and inventive	Innovative 	generates new ideas, enjoys being creative, thinks of original solutions
6	prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts	Conceptual¹ 	interested in theories, enjoys discussing abstract concepts
5	more likely to focus upon immediate than long-term issues, less likely to take a strategic perspective	Forward Thinking 	takes a long-term view, sets goals for the future, more likely to take a strategic perspective
7	favours changes to work methods, prefers new approaches, less conventional	Conventional * 	prefers well established methods, favours a more conventional approach

¹The Conceptual dimension is relevant to both "Analysing and Interpreting" (e.g. applying theories to solve complex issues or develop expertise) and "Creating and Conceptualising" (e.g. using theories to develop new ideas/innovation).

* Dimensions marked with an asterisk are treated differently to the other dimensions. For these dimensions only, a left hand side preference (lower sten) is preferable for this competency and contributes more to the overall competency potential sten. A right hand side preference (higher score) is less preferable and contributes less to the overall competency potential sten.

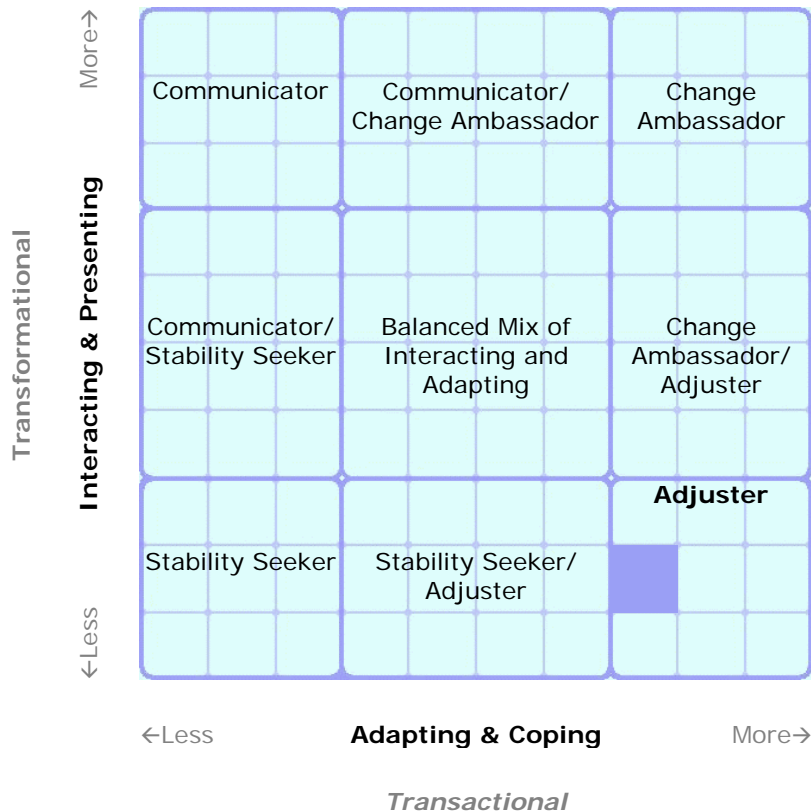
Sharing the Goals

Leaders need to communicate the vision, strategy and goals, demonstrating the benefits of these to others. They adapt their interpersonal style to persuade and influence others and successfully get them to accept and internalise the goals. They respond positively to the challenges associated with the new vision and goals and cope effectively with the increased pressure resulting from change.

Preferred Style: Adjuster

Adjusters focus on the positive aspects of the new vision and strategy, and respond well to the challenges it brings. However, being private and socially reserved, they may not effectively share their positive outlook, and miss opportunities to persuade and influence others. They prefer not to be in the centre of attention and may dislike public speaking.

<p>Adjusters are at their best:</p> <ul style="list-style-type: none"> • In informal situations where they can take a lower profile. • Where networking is not integral to success. • Responding to pressure arising from changes in strategy. 	<p>Adjusters may find challenging:</p> <ul style="list-style-type: none"> • High profile roles where they represent the organisation. • Situations where they have to influence key stakeholders. • Organisations where face-to-face communication is preferred.
--	--



Sharing the Goals

Transactional Focus

Adapting & Coping

1 2 3 4 5 6 7 8 9 10

8	Finds it harder to adapt to change and respond effectively to it. May find it difficult to cope effectively with the personal pressures often associated with organisational change.		Adapts and responds well to change. Flourishes on pressure and copes well with setbacks. Projects calm and optimistic outlook, provides stability and security to others in times of uncertainty and change. May underestimate the personal challenges experienced by others in adapting to change.
---	--	--	---

Related OPQ scales are:

1 2 3 4 5 6 7 8 9 10

7	concerned about the future, expects things to go wrong, focuses on negative aspects of a situation	Optimistic 	expects things will turn out well, looks to the positive aspects of a situation, has optimistic view of the future
6	sensitive, easily hurt by criticism, upset by unfair comments or insults	Tough Minded 	not easily offended, can ignore insults, may be insensitive to personal criticism
3	accepts majority decision, prepared to follow the consensus	Independent Minded* 	prefers to follow own approach, prepared to disregard majority decisions
6	tends to feel tense, finds it difficult to relax, can find it hard to unwind after work	Relaxed 	finds it easy to relax, rarely feels tense, generally calm and untroubled

Transformational Focus

Interacting & Presenting

1 2 3 4 5 6 7 8 9 10

2	Values time for personal thought and reflection. Tends to be somewhat private and socially reserved. May dislike public speaking and may miss opportunities to network and build personal contacts.		Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident and relaxed manner. May need to consider when it is more appropriate to step back and take time out for reflection.
---	---	--	---

Related OPQ scales are:

1 2 3 4 5 6 7 8 9 10

4	feels more comfortable in less formal situations, can feel awkward when first meeting people	Socially Confident 	feels comfortable when first meeting people, at ease in formal situations
2	rarely pressures others to change their views, dislikes selling, less comfortable using negotiation	Persuasive 	enjoys selling, comfortable using negotiation, likes to change other people's views
4	behaves consistently across situations, unlikely to behave differently with different people	Adaptable 	changes behaviour to suit the situation, adapts approach to different people
4	quiet and reserved in groups, dislikes being centre of attention	Outgoing 	lively and animated in groups, talkative, enjoys attention

* Dimensions marked with an asterisk are treated differently to the other dimensions. For these dimensions only, a left hand side preference (lower sten) is preferable for this competency and contributes more to the overall competency potential sten. A right hand side preference (higher score) is less preferable and contributes less to the overall competency potential sten.

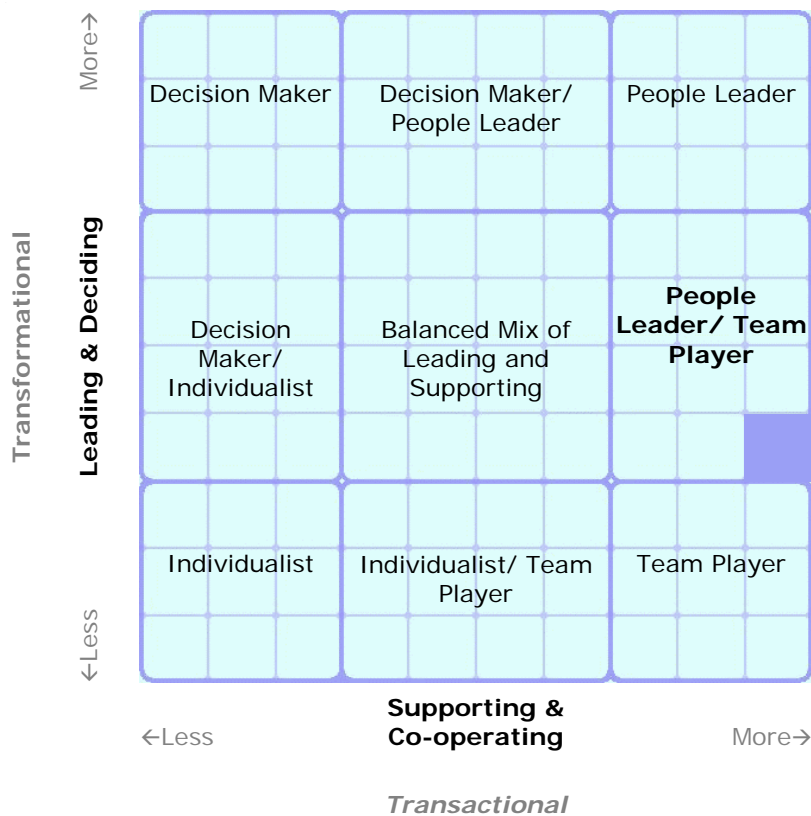
Gaining Support

Leaders need to decide how to deliver the organisation's goals and gain other people's support in implementing these. This requires recognising the concerns of people and gaining their trust in order to remove barriers to implementing change. Gaining support also involves motivating others and empowering them to take ownership of the actions needed to achieve the required objectives.

Preferred Style: People Leader/Team Player

Individuals who combine the People Leader and Team Player styles put people issues first, support colleagues and show respect and positive regard towards others. They are generally comfortable when required to take the lead, and may take a more consultative approach, encouraging others to input into the decision-making process. However, they may find it difficult to make the hard choices sometimes necessary in organisational life.

<p>People Leader/Team Players are at their best:</p> <ul style="list-style-type: none"> • Where a more consultative rather than directive leadership style is appropriate. • In roles where there is some opportunity to motivate others. • Organisations which value individuals and their views. 	<p>People Leader/Team Players may find challenging:</p> <ul style="list-style-type: none"> • Taking actions which have a negative impact on others. • Roles with little opportunity to cooperate with others. • Roles where high profile decisions need to be taken with little consultation.
--	---



Gaining Support

Transactional Focus

Supporting & Co-operating

1 2 3 4 5 6 7 8 9 10

10	More strongly focussed on task related rather than people related aspects of the job. Feels uncomfortable engaging with the personal issues and concerns of others. May find it easier to make hard choices that impact other people.		Puts people issues first, supporting colleagues and showing respect and positive regard towards others. May find it more difficult to make hard choices that impact others.
----	---	--	---

Related OPQ scales are:

1 2 3 4 5 6 7 8 9 10

9	selective with sympathy and support, remains detached from others' personal problems	Caring 	sympathetic and considerate towards others, helpful and supportive, gets involved in others' problems
9	prepared to make decisions without consultation, prefers to make decisions alone	Democratic 	consults widely, involves others in decision making, less likely to make decisions alone
3	holds back from criticising others, may not express own views, unprepared to put forward own opinions	Outspoken* 	freely expresses opinions, makes disagreement clear, prepared to criticise others
5	does not question the reasons for people's behaviour, tends not to analyse people	Behavioural 	tries to understand motives and behaviours, enjoys analysing people

Transformational Focus

Leading & Deciding

1 2 3 4 5 6 7 8 9 10

4	Generally comfortable taking direction from others. Prefers not to operate in a directive manner towards others. Inclined to avoid situations requiring active personal leadership and control.		Naturally prefers to take control and exercise personal leadership. Initiates action, gives direction and takes responsibility. May need to consider when it is more appropriate to step back and to let others take the lead.
---	---	--	--

Related OPQ scales are:

1 2 3 4 5 6 7 8 9 10

3	happy to let others take charge, dislikes telling people what to do, unlikely to take the lead	Controlling 	likes to be in charge, takes the lead, tells others what to do, takes control
5	tends to be cautious when making decisions, likes to take time to reach conclusions	Decisive 	makes fast decisions, reaches conclusions quickly, less cautious
7	feels calm before important occasions, less affected by key events, free from worry	Worrying* 	feels nervous before important occasions, worries about things going wrong

* Dimensions marked with an asterisk are treated differently to the other dimensions. For these dimensions only, a left hand side preference (lower sten) is preferable for this competency and contributes more to the overall competency potential sten. A right hand side preference (higher score) is less preferable and contributes less to the overall competency potential sten.

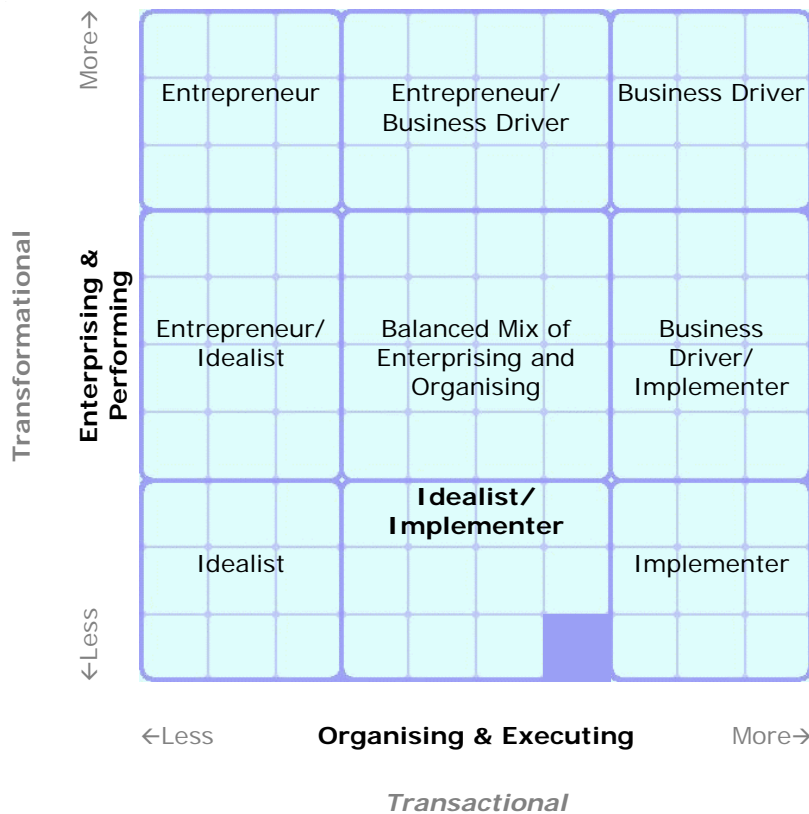
Delivering Success

The effective implementation of strategy requires operational efficiency and commercial acumen. The economic viability of the vision needs to be ensured through the achievement of operational efficiencies and by winning business in order to grow the organisation.

Preferred Style: Idealist/Implementer

Individuals who combine the Implementer and Idealist styles are less driven by commercial considerations or by the need for personal recognition or achievement. As a consequence they may fail to recognise or capitalise on potential commercial opportunities. They derive satisfaction by applying a steady and consistent focus to the task at hand and balance the need to adopt a structured approach against that of responding to changing priorities and implementing contingencies when necessary.

<p>Idealist/Implementers are at their best:</p> <ul style="list-style-type: none"> • Where plans need to be adapted according to changing priorities. • When working in a moderately structured environment. • In cooperative, non-competitive situations. 	<p>Idealist/Implementers may find challenging:</p> <ul style="list-style-type: none"> • Highly structured environments where there is little room for flexibility. • Working in a competitive environment. • Roles where their performance is benchmarked against others.
--	---



Delivering Success

Transactional Focus

Organising & Executing

1 2 3 4 5 6 7 8 9 10

7	Prefers to work flexibly, exploring and addressing issues as they emerge. May find it uncomfortable and constraining to adopt a procedural or process orientation.		Follows directions and procedures and plans ahead, working in an energetic, systematic and organised manner. Focuses on the delivery of a defined product or service to predetermined standards. May find it challenging or unsettling to accommodate deviations from the plan.
---	--	--	---

Related OPQ scales are:

1 2 3 4 5 6 7 8 9 10

6	sees deadlines as flexible, prepared to leave some tasks unfinished	Conscientious 	focuses on getting things finished, persists until the job is done
8	unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail	Detail Conscious 	focuses on detail, likes to be methodical, organised and systematic, may become preoccupied with detail
7	not restricted by rules and procedures, prepared to break rules, tends to dislike bureaucracy	Rule Following 	follows rules and regulations, prefers clear guidelines, finds it difficult to break rules
5	likes to take things at a steady pace, dislikes excessive work demands	Vigorous 	thrives on activity, likes to keep busy, enjoys having a lot to do

Transformational Focus

Enterprising & Performing

1 2 3 4 5 6 7 8 9 10

1	Derives satisfaction from taking part and is less driven by competition or by the need for personal recognition or achievement. This may make it more likely that commercial opportunities are not recognised or not acted upon.		Focuses on results and the achievement of personal work goals and objectives. Competitive drive may support an active interest in business, commerce and finance. Seeks opportunities for self-development and career advancement. May overlook opportunities to step back in order to appreciate and celebrate past achievements.
---	--	--	--

Related OPQ scales are:

1 2 3 4 5 6 7 8 9 10

2	sees career progression as less important, looks for achievable rather than highly ambitious targets	Achieving 	ambitious and career-centred, likes to work to demanding goals and targets
2	dislikes competing with others, feels that taking part is more important than winning	Competitive 	has a need to win, enjoys competitive activities, dislikes losing

DEFINITIONS

Definitions for overall leadership style (leadership versus management) and the four leadership functions are presented here. For each function, the definitions of the **four core styles** related to that function are given.

Overall: Management Focus vs. Leadership Focus	
<p>Leader</p> <p>Leaders transform organisations through innovation, drive, persuasive communication and entrepreneurial flair. However, their efforts may be less effective if they overlook transactional aspects associated with effective management.</p>	<p>Corporate Leader</p> <p>Corporate Leaders transform organisations by combining innovation, drive, persuasive communication and entrepreneurial flair with the effective execution of analysis, personal resilience, interpersonal sensitivity and structured implementation.</p>
<p>Contributor</p> <p>Contributors take pride in focusing on tasks within a defined area and using tried and tested approaches to resolve problems. They are likely to feel comfortable taking direction from others and may feel uneasy at the prospect of managing other people, preferring to focus on their own specific area of responsibility.</p>	<p>Manager</p> <p>Individuals who combine technical expertise with a clear transactional management style are likely to be effective in coping with pressure and driving operational success in the here-and-now. However, future success also depends on a steady flow of innovation that leads to new business propositions in response to evolving markets.</p>

Developing the Vision	
<p>Creator</p> <p>Creators work well in situations requiring openness to new ideas and experiences. They typically handle situations and challenges with innovation and creativity and will often support or drive organisational change. However, their enthusiasm for change may overlook positive aspects of the status quo. Given that their style is also less focussed on quantitative analysis they may also overlook the need to check the feasibility of their ideas.</p>	<p>Visionary</p> <p>Visionaries excel in developing a vision for the organisation while critically evaluating the facts, and creating the ideas and concepts that move the organisation forward. However, in certain contexts they may be inclined to over analyse a situation and to overlook positive aspects of the status quo.</p>
<p>Conservator</p> <p>Conservators thrive in environments where they can continue to use well-proven methods and discourage incompatible ideas. They are less inclined towards quantitative analysis, and typically apply established methods and ways of working to resolve practical problems and maintain the status quo.</p>	<p>Analyst</p> <p>Analysts are naturally suited to critical thinking and quickly get to the heart of complex problems and issues. They work most effectively in situations requiring the application of established methods and may struggle to create new ideas. Analysts will strive to apply tried and tested approaches to the resolution of problems and if left unguided may be inclined to over analyse a situation.</p>

Sharing the Goals

<p>Communicator</p> <p>Communicators relate to others in a confident manner, presenting a convincing case for the new vision and strategy. They enjoy public speaking, network effectively and are generally successful in persuading and influencing others. However, they can find it difficult to cope effectively with the personal pressures often associated with organisational change.</p>	<p>Change Ambassador</p> <p>Change Ambassadors inspire others to share the organisation's new vision and goals. They relate to others in a confident and relaxed manner, enjoy public speaking and network effectively. Change Ambassadors flourish on pressure and change, projecting confidence and providing re-assurance to others. However, they may underestimate the personal challenges experienced by others in adapting to change.</p>
<p>Stability Seeker</p> <p>Stability Seekers thrive in stable environments and those where networking is less important. They are likely to be socially reserved and dislike public speaking, choosing other ways of communicating. They may find the personal pressures associated with organisational change challenging, but their focus on more negative aspects of a situation could help highlight potential issues. They tend to behave consistently and not to pressure others, which can provide a counter balance to more forceful approaches.</p>	<p>Adjuster</p> <p>Adjusters focus on the positive aspects of the new vision and strategy, and respond well to the challenges it brings. However, being private and socially reserved, they may not effectively share their positive outlook, and miss opportunities to persuade and influence others. They prefer not to be in the centre of attention and may dislike public speaking.</p>

Gaining Support

<p>Decision Maker</p> <p>Decision Makers naturally seek to take control, initiate action and exercise leadership. They prefer not to engage with the personal concerns of others, which may make it easier for them to make hard choices impacting other people. As they are more strongly focussed on task-related than people-related aspects of the job, they may underestimate others' concerns about new goals. This may limit the extent to which they gain other people's support.</p>	<p>People Leader</p> <p>People leaders listen to other people's views, and are astute at judging how best to motivate and empower others. They naturally prefer to take control, initiate action and exercise leadership. Their people-focused approach, combined with their natural tendency to take responsibility, helps them to gain other people's trust. However, they may find it difficult to make tough decisions which may have a negative impact on others.</p>
<p>Individualist</p> <p>Individualists are more strongly focussed on task-related than on people-related aspects of the job. They prefer not to engage with the personal concerns of others and tend not to act in a directive manner. They are open in expressing their own opinions and may seek to take an independent advisory role within the group.</p>	<p>Team Player</p> <p>Team Players naturally put people issues first, supporting colleagues and showing respect towards others. They understand how to motivate other people and gain their support. However, they are happy for others to take the lead and this may limit the extent to which they actively direct the efforts of others.</p>

Delivering Success

Entrepreneur

Entrepreneurs are most effective in bringing a competitive edge to their work. They prefer to address issues flexibly and may find it uncomfortable and constraining to adopt a procedural or process orientation. Their competitive drive may support a strong interest in business, commerce and finance. They are inclined to focus on the pursuit of personal work goals and objectives, but may not always plan in detail how they will achieve these.

Business Driver

Business Drivers focus on results, achievement of personal work goals and objectives and career advancement. This may also mean that they show a strong interest in business, commerce and finance. They identify and act upon new opportunities by working energetically in a systematic and organised manner. While they may sometimes become preoccupied with detail, they are generally respected for running the organisation smoothly and efficiently.

Idealist

Idealists prefer to address issues flexibly. They derive satisfaction by applying steady effort to the task at hand and may find it uncomfortable and constraining to adopt a more structured approach. They are less driven by competition, or by the need for personal recognition. This means that they may fail to recognise or capitalise on potential commercial opportunities. However, their steady pace and flexible style provides a counter balance to more intense approaches.

Implementer

Implementers specialise in getting things done and derive satisfaction from having many tasks to do. They like to follow processes and procedures, working in a systematic and organised manner. Implementers focus on the delivery of a defined product or service to predetermined standards and can find it challenging to accommodate deviations from the plan. Given that they are less driven by competition and the need for personal achievement, they can fail to recognise or capitalise on potential commercial opportunities.

ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Mr Candidate Sample:

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r_EN_GB_IS01_ Managerial & Professional- 2007

Name	Mr Candidate Sample
Candidate Data	RP1=2, RP2=3, RP3=3, RP4=3, RP5=4, RP6=8, RP7=4, RP8=8, RP9=9, RP10=9, TS1=9, TS2=3, TS3=5, TS4=7, TS5=6, TS6=4, TS7=3, TS8=4, TS9=5, TS10=8, TS11=6, TS12=7, FE1=6, FE2=7, FE3=6, FE4=7, FE5=7, FE6=7, FE7=5, FE8=2, FE9=2, FE10=5, CNS=7.
Report	The Leadership Report v2.0 ^{SC}

ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire™ (OPQ32). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

SHL Group Limited and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

www.shl.com

© SHL Group Limited 2011. All rights reserved. SHL and OPQ are trademarks of SHL Group Limited which is registered in the United Kingdom and other countries.

This report has been produced by SHL for the benefit of its client and contains SHL intellectual property. As such, SHL permits its client to reproduce, distribute, amend and store this report for its internal and non-commercial use only. All other rights of SHL are reserved.

This page has been deliberately left blank.



opq32[®]

**The Leadership Report:
Leadership Potential Summary**

Name: **Candidate Sample**

Date: 07 July 2011

LEADERSHIP POTENTIAL SUMMARY

Your preferred style for each leadership function has been determined based on the responses you gave to the Occupational Personality Questionnaire (OPQ).

The information presented here summarises your preferred leadership style. It also gives examples of situations that people who display this style *typically* find themselves at their best in and areas that they may find more challenging and where they could benefit from further growth.

A space for notes is provided on each page. If you receive the report prior to a feedback session, you can use this to note down your reflections. If you receive the report during or after a feedback session, you can use this to note down key points discussed or actions identified.

Leadership Potential Summary

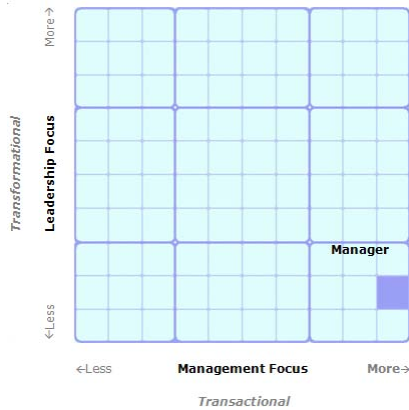
Leadership Function	Your Preferred Style:
Overall: Management vs. Leadership Focus	Manager
Developing the Vision	Balanced Mix of Creating and Analysing
Sharing the Goals	Adjuster
Gaining Support	People Leader/Team Player
Delivering Success	Idealist/Implementer

OVERALL: MANAGEMENT VERSUS LEADERSHIP FOCUS

Management is focused on keeping the system running effectively (transactional focus) and delivering dependable performance of specified objectives. **Leadership** is focused on creating, developing or changing the system's direction (transformational focus) and inspiring both people and the organisation to achieve beyond expectations.

Preferred Style: Manager

Individuals who combine technical expertise with a clear transactional management style are likely to be effective in coping with pressure, and in driving operational success, in the here-and-now. However, future success also depends on a steady flow of innovation that leads to new business propositions in response to evolving markets.



Managers are at their best:

- Roles with a strong focus on operational effectiveness.
- When involved in the more technical aspects of the role.
- When accountable for the delivery of specific, clearly defined, projects.
- In situations where a supportive approach is needed.

Managers may find challenging:

- Situations where they have accountability for driving through innovation.
- Roles that require a strategic focus.
- Highly challenging targets.
- Where they have to make some tough people decisions.

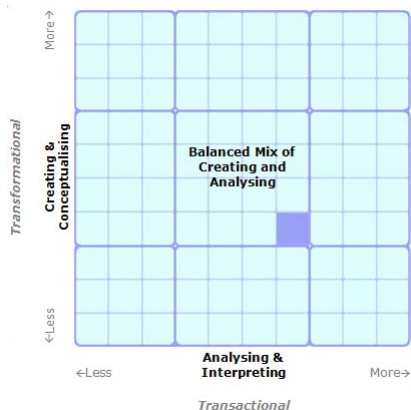
Your Notes

DEVELOPING THE VISION

The critical analysis of the current situation and the generation of ideas to move forward are the first stages in organisational change. Leaders need to analyse the facts and identify areas with the greatest need for change. They also need to establish a mission, develop an appealing and convincing vision of the future, and outline the strategy by which it can be achieved.

Preferred Style: Balanced Mix of Creating and Analysing

Individuals who demonstrate a balanced mix of styles will typically adopt a flexible approach to problem solving and the generation of new possibilities. They will balance analytical approaches with the lessons of practical experience and are comfortable alternating between new and more tried and tested approaches.



Individuals with a balanced mix of Creating and Analysing are at their best:

- When having some opportunity to undertake critical analysis.
- In roles where incremental changes to the strategic direction can be made.
- When able to use others' ideas as the basis for further innovation.

Individuals with a balanced mix of Creating and Analysing may find challenging:

- Roles which require frequent in-depth critical analysis of information.
- Organisations where the strategy needs to undergo a radical change.
- Situations which require highly creative thinking.

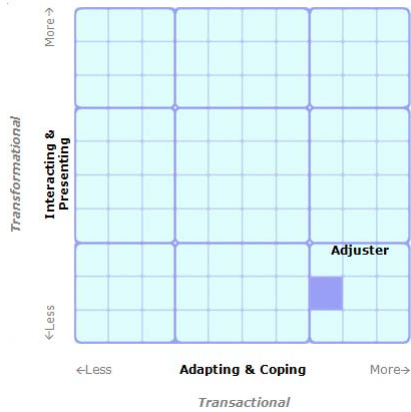
Your Notes

SHARING THE GOALS

Leaders need to communicate the vision, strategy and goals, demonstrating the benefits of these to others. They adapt their interpersonal style to persuade and influence others and successfully get them to accept and internalise the goals. They respond positively to the challenges associated with the new vision and goals and cope effectively with the increased pressure resulting from change.

Preferred Style: Adjuster

Adjusters focus on the positive aspects of the new vision and strategy, and respond well to the challenges it brings. However, being private and socially reserved, they may not effectively share their positive outlook, and miss opportunities to persuade and influence others. They prefer not to be in the centre of attention and may dislike public speaking.



Adjusters are at their best:

- In informal situations where they can take a lower profile.
- Where networking is not integral to success.
- Responding to pressure arising from changes in strategy.

Adjusters may find challenging:

- High profile roles where they represent the organisation.
- Situations where they have to influence key stakeholders.
- Organisations where face-to-face communication is preferred.

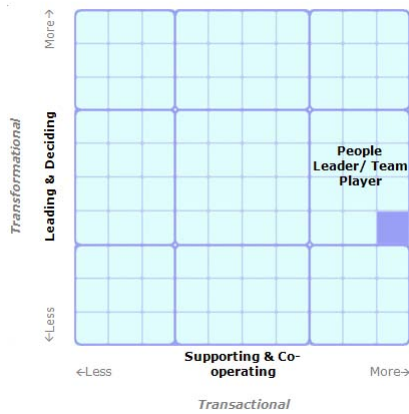
Your Notes

GAINING SUPPORT

Leaders need to decide how to deliver the organisation's goals and gain other people's support in implementing these. This requires recognising the concerns of people and gaining their trust in order to remove barriers to implementing change. Gaining support also involves motivating others and empowering them to take ownership of the actions needed to achieve the required objectives.

Preferred Style: People Leader/Team Player

Individuals who combine the People Leader and Team Player styles put people issues first, support colleagues and show respect and positive regard towards others. They are generally comfortable when required to take the lead, and may take a more consultative approach, encouraging others to input into the decision-making process. However, they may find it difficult to make the hard choices sometimes necessary in organisational life.



People Leader/Team Players are at their best:

- Where a more consultative rather than directive leadership style is appropriate.
- In roles where there is some opportunity to motivate others.
- Organisations which value individuals and their views.

People Leader/Team Players may find challenging:

- Taking actions which have a negative impact on others.
- Roles with little opportunity to cooperate with others.
- Roles where high profile decisions need to be taken with little consultation.

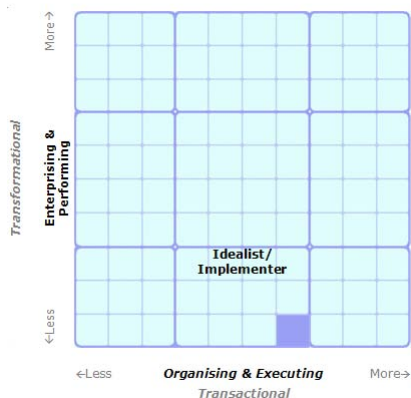
Your Notes

DELIVERING SUCCESS

The effective implementation of strategy requires operational efficiency and commercial acumen. The economic viability of the vision needs to be ensured through the achievement of operational efficiencies and by winning business in order to grow the organisation.

Preferred Style: Idealist/Implementer

Individuals who combine the Implementer and Idealist styles are less driven by commercial considerations or by the need for personal recognition or achievement. As a consequence they may fail to recognise or capitalise on potential commercial opportunities. They derive satisfaction by applying a steady and consistent focus to the task at hand and balance the need to adopt a structured approach against that of responding to changing priorities and implementing contingencies when necessary.



<p>Idealist/Implementers are at their best:</p> <ul style="list-style-type: none"> • Where plans need to be adapted according to changing priorities. • When working in a moderately structured environment. • In cooperative, non-competitive situations. 	<p>Idealist/Implementers may find challenging:</p> <ul style="list-style-type: none"> • Highly structured environments where there is little room for flexibility. • Working in a competitive environment. • Roles where their performance is benchmarked against others.
--	---

Your Notes

ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire™ (OPQ32). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

SHL Group Limited and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

SHL Group Limited and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

The Leadership Report v2.0^{SC}

www.shl.com

© SHL Group Limited 2011. All rights reserved. SHL and OPQ are trademarks of SHL Group Limited which is registered in the United Kingdom and other countries.

This report has been produced by SHL for the benefit of its client and contains SHL intellectual property. As such, SHL permits its client to reproduce, distribute, amend and store this report for its internal and non-commercial use only. All other rights of SHL are reserved.