



opq32

> Emotional and Social Competence Report

Name: **Mr Peter Sample**

Date: 17 March 2010

Competency Profile Charts

Emotional Competency Profile													
5	Emotional Awareness Recognising one's emotions and their effects. Listening to one's intuitions and incorporating these in decision making.	1	2	3	4	5	6	7	8	9	10	Average	Self - Awareness
6	Accurate Self Assessment Knowing one's strengths and limitations. Being open to candid feedback, continuous learning, and self development.	1	2	3	4	5	6	7	8	9	10	Average	
6	Self Confidence Having a strong sense of self-worth and capabilities. Demonstrating self assurance and the ability to make sound decisions despite uncertainties and pressures.	1	2	3	4	5	6	7	8	9	10	Average	
6	Self Control Keeping disruptive emotions and impulses in check. Displaying resilience in the face of set-backs and staying focussed under pressure.	1	2	3	4	5	6	7	8	9	10	Average	
6	Conscientiousness Taking responsibility for personal performance. Meeting commitments and adopting an organised approach to one's work.	1	2	3	4	5	6	7	8	9	10	Average	
6	Adaptability Being flexible in responding to change. Adapting one's responses to fit fluid circumstances with shifting priorities.	1	2	3	4	5	6	7	8	9	10	Average	
9	Achievement Drive Striving to improve or meet a standard of excellence. Being focussed on achieving results, setting challenging goals and taking calculated risks.	1	2	3	4	5	6	7	8	9	10	Very Likely	
8	Initiative Displaying proactivity. Being prepared to act on opportunities and bend the rules when necessary to get the job done.	1	2	3	4	5	6	7	8	9	10	Very Likely	
8	Persistence Persevering with an activity despite obstacles and setbacks. Operating from hope of success rather than fear of failure.	1	2	3	4	5	6	7	8	9	10	Very Likely	

Social Competency Profile

6	Understanding Others Sensing others' feelings and perspectives, and taking an active interest in their concerns. Sensitivity and understanding.	1 2 3 4 5 6 7 8 9 10	Average	Empathy
4	Service Orientation Anticipating, recognising, and meeting customer needs. Understanding customer needs and matching to services/products.	1 2 3 4 5 6 7 8 9 10	Less Likely	
6	Organisational Awareness Reading social and political currents. Showing political savvy by accurately gauging organisational/external realities.	1 2 3 4 5 6 7 8 9 10	Average	
8	Influence Having effective tactics for persuasion. Being skilled at winning people over and adapting presentations to suit the listener.	1 2 3 4 5 6 7 8 9 10	Very Likely	
8	Communication Listening openly and sending convincing messages. Being effective in 'give and take' situations.	1 2 3 4 5 6 7 8 9 10	Very Likely	
5	Conflict Management Negotiating and resolving disagreements. Handling conflict to achieve win-win solutions.	1 2 3 4 5 6 7 8 9 10	Average	
9	Leadership Inspiring and guiding individuals and groups. Leading by example and arousing enthusiasm for a shared vision.	1 2 3 4 5 6 7 8 9 10	Very Likely	Social Skills
7	Change Catalyst Initiating or managing change. Recognising and championing the need for change.	1 2 3 4 5 6 7 8 9 10	Quite Likely	
6	Building Bonds Nurturing instrumental relationships. Cultivating/maintaining informal networks, seeking out mutually beneficial relationships.	1 2 3 4 5 6 7 8 9 10	Average	
3	Developing Others Sensing others' development needs and bolstering their abilities. Sincere interest in mentoring and coaching.	1 2 3 4 5 6 7 8 9 10	Unlikely	
1	Teamwork and Collaboration Creating group synergy in pursuing collective goals. Participating enthusiastically; being helpful and sharing with the team.	1 2 3 4 5 6 7 8 9 10	Unlikely	

Competency Ratings Summary

The following table provides a rating summary for the skills and attributes associated with emotional and social competencies.

Area	Unlikely	Less Likely	Average	Quite Likely	Very Likely
Self Awareness			Emotional Awareness Accurate Self Assessment Self Confidence		
Self Regulation			Self Control Conscientiousness Adaptability		
Motivation					Achievement Drive Initiative Persistence
Empathy		Service Orientation	Understanding Others Organisational Awareness		
Social Skills	Developing Others Teamwork and Collaboration		Conflict Management Building Bonds	Change Catalyst	Influence Communication Leadership

PLEASE NOTE: The competencies are personality-based inferences only. They are not definitive measures of actual managerial performance, which is determined by many factors in addition to personality. The above table may help to prioritise possible development needs.

NormGroup: OPQ32r_EN_GB_IS01_Manual & Professional- 2007

Self Awareness

Overall								Average
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Emotional Awareness								Average
<ul style="list-style-type: none"> ✓ Is likely to pay attention to objective information when making decisions but without neglecting intuitions and feelings. • Is moderately interested in analysing people's behaviour. • Is reasonably aware of the complexities behind emotions and their effects on other people. • Is reasonably relaxed, enabling him to put his feelings into perspective. 								

Accurate Self Assessment								Average
<ul style="list-style-type: none"> ✓ Is likely to be fairly open to feedback from others. ✓ Tends to critically evaluate information, including information about himself. • Is reasonably focused on understanding himself and others. ? May not pay much attention to his own intuitions. ? Tends to be a little sceptical, and may doubt what others say about him. 								

Self Confidence								Average
<ul style="list-style-type: none"> ✓ Feels at ease when first meeting people. • Is moderately inclined to speak out and express his views openly and constructively. • Feels moderately calm and confident before an important event. • Is moderately inclined to bend the rules when necessary. ? Is fairly cautious when making decisions, needing an abundance of evidence before committing himself. 								

- ✓ Positive
- Moderate
- ? Negative

Self Regulation

Overall											Quite Likely
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Self Control											Average
<ul style="list-style-type: none"> ✓ Usually expects things to work out well; focuses more on positives than negatives. • Is moderately calm, relaxed and patient. • Exercises moderate restraint in the display of emotions as the situation requires. • Is moderately sensitive to criticism. 											

Conscientiousness											Average
<ul style="list-style-type: none"> ✓ Focuses on finishing a job on time and honouring deadlines. • Is moderately inclined to follow rules and regulations. • Is as meticulous with detail as the next person. ? Is inclined to be highly selective in helping colleagues who have difficulties. 											

Adaptability											Average
<ul style="list-style-type: none"> ✓ Has a largely positive attitude toward the future. • Likes some variety and change against a backdrop of routine and familiarity. • Feels moderately comfortable when required to work without clear guidelines. • Is as inclined as the next person to let go of detail in favour of other priorities. ? Tends not to adjust his behaviour to suit the situation. 											

- ✓ Positive
- Moderate
- ? Negative

Motivation

Overall		Very Likely
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Achievement Drive		Very Likely
<ul style="list-style-type: none"> ✓ Very ambitious; likes having challenging goals and targets to work toward. ✓ Is very open to experimenting with unconventional work methods, leading to progress. ✓ Tends to base decisions largely on facts and figures. • Is reasonably energetic in pursuing goals. ? May not be prepared to make a quick decision without taking considerable time to weigh up options. 		

Initiative		Very Likely
<ul style="list-style-type: none"> ✓ Strives to pursue goals that may be beyond what is required. ✓ Takes a longer-term view, setting goals for the future. ✓ Sees himself as someone who comes up with a fair number of new ideas and suggestions. • Is reasonably inclined to bend the rules occasionally to push through an initiative. ? May miss some opportunities through cautiousness. 		

Persistence		Very Likely
<ul style="list-style-type: none"> ✓ Is likely to focus on the positives and the expectation of succeeding. ✓ Is driven by a strong desire to attain challenging goals. ✓ Is likely to be focused on seeing things through to the end. • Enjoys being kept busy but also likes working at a steady pace. • Copes reasonably well with others' criticisms, not being too easily discouraged. 		

- ✓ Positive
- Moderate
- ? Negative

Empathy

Overall								Average
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Understanding Others								Average
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- ✓ Pays a fair degree of attention to what others say.
- Makes a reasonable attempt to understand people's behaviour.
- His moderate tendency to be less outspoken may enhance his capacity for empathy.
- ? Has difficulty giving sympathy and support to people who have problems.
- ? Is not particularly gregarious; may not always enjoy other people's company.

Service Orientation								Less Likely
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- ✓ Is likely to adopt a fairly conscientious attitude toward service delivery.
- Makes a reasonable attempt to understand the customer's needs.
- Likes to be moderately busy; is as inclined as the next person to put extra effort into serving customers.
- Is likely to be moderately attentive to the finer details of service delivery.
- ? Tends to prefer working on his own rather than intensively with other people.
- ? May come across to the customer as disinterested, formal and uncaring.

Organisational Awareness								Average
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- ✓ Is strongly inclined to make his accomplishments known in the right quarters.
- ✓ Is likely to be a good listener and will probably take the time to find out what others think.
- Is moderately attuned to detecting key power relationships.
- ? May not particularly enjoy interacting with colleagues less formally, thereby reducing the probability that he will pick up on social undercurrents.
- ? His preference for dealing with facts and figures rather than opinions and feelings may reduce his ability to read the political climate accurately.

- ✓ Positive
- Moderate
- ? Negative

Social Skills

Overall		Quite Likely
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Influence		Very Likely
<ul style="list-style-type: none"> ✓ Is fairly relaxed and poised on social occasions. ✓ Is quite likely to come across in a lively and animated manner. ✓ Is more than happy to talk about his past successes and triumphs. • Has a reasonable level of enjoyment of winning people over to his point of view. • Is moderately inclined to usefully express own opinions. • Is moderately inclined to take responsibility for outcomes. 		

Communication		Very Likely
<ul style="list-style-type: none"> ✓ Tends to be a good listener and makes an attempt to encourage the sharing of information. ✓ Is fairly talkative and outgoing and should have little difficulty contributing to group discussions. • Derives some enjoyment from putting his ideas across in a convincing manner. • Is as emotionally composed as the next person. 		

Conflict Management		Average
<ul style="list-style-type: none"> ✓ Encourages debate and open discussion. ✓ Is generally accommodating of different viewpoints and can usually accept a majority decision. • Is reasonably capable of maintaining control over his feelings when necessary. ? His need to win may hinder attempts to de-escalate conflict. ? May state his point of view rather bluntly at times. 		

Leadership		Very Likely
<ul style="list-style-type: none"> ✓ Enjoys being in charge but is happy to allow others to take the lead when necessary. ✓ Favours involving others in decision making. ✓ Is very sociable and likely to be popular and 'fun to be with'. ✓ Is fairly strongly inclined to take a long-term view, planning for the future. • Is reasonably inclined to sell his suggestions to secure others' 'buy in'. 		

- ✓ Positive
- Moderate
- ? Negative

Social Skills

Change Catalyst		Quite Likely
<ul style="list-style-type: none"> ✓ Strongly advocates experimentation with unconventional methods. • Is moderately understanding of people's likely reaction to change. • Has a reasonable need for pace and action in implementing change. • Is reasonably likely to be a good role model for others in this domain given his enjoyment of variety against a backdrop of stability. • Is reasonably able to cope with basic criticism of his actions. 		

Building Bonds		Average
<ul style="list-style-type: none"> ✓ Is generally quite comfortable meeting new people and building rapport with them. ✓ Is fairly good at asking questions and listening actively in order to get to know people better. • Is as prepared as the next person to use networks for business purposes. • Is reasonably adept at identifying other people's strengths and areas of expertise. ? Does not appear to have a particularly strong desire to keep in touch with people. 		

Developing Others		Unlikely
<ul style="list-style-type: none"> ✓ Will strive to work together with others when designing a suitable program. • Is reasonably likely to develop a feel for how best to meet others' needs. • Is reasonably likely to take responsibility for developing others. ? May not spend enough time holding development discussions with others. ? Tends to be very formal and detached when helping others. ? He may be a little wary about entering into an atmosphere of trust and openness with others. 		

Teamwork and Collaboration		Unlikely
<ul style="list-style-type: none"> ✓ Strives to meet deadlines that are set by the team in a timely manner. ? Remains detached from others' problems in the team. ? May over-emphasise own contribution to a team. ? Is inclined to be wary of other people, perhaps seeing them as largely self-serving. ? A strong desire to win may greatly reduce a willingness to cooperate. ? May not identify all that strongly with the team and may be happier contributing as an individual than as a team member. 		

- ✓ Positive
- Moderate
- ? Negative

Caution when interpreting the results

This report has been designed to summarise how the candidate's preferred style or typical way of behaving is likely to have influenced the extent to which they may or may not have developed a range of social and emotional competencies.

The report is based on information obtained from the Occupational Personality Questionnaire (OPQ32). Due consideration must be given to the subjective nature of questionnaire based ratings in interpreting this data.

The format of the OPQ32 required the candidate to make choices between a range of different statements. It is important to appreciate that, due to the nature of the questionnaire, it is not possible to achieve a high potential rating for all competencies. The profile is therefore best viewed as indicating their likely relative strengths and limitations across the competencies considered.

PLEASE NOTE:

The competencies are inferences only. They are not definitive measures of actual social and emotional competence. They merely provide the candidate with an indication of the degree to which their particular combination of personality traits might be predictive of a range of social and emotional competencies.

Since actual social and emotional competence is determined by many factors other than personality (e.g., aptitude, attitude, experience, opportunity, job demands) it is unusual to find a perfect match between personality and social and emotional competencies. The candidate may, for instance, have developed a particular competency well ahead of what would be predicted from their personality alone.

Competencies that have been rated as Very Likely in the summary table on page 4 represent a 'natural fit' to the candidate's personality profile. If their actual competence in these areas is not particularly strong (i.e. if, in reality, they have a need to develop these competencies further) then they may find it relatively easy and 'effortless' to develop these competencies. On the other hand, those competencies that have been rated as Unlikely or Less Likely may be more difficult for the candidate to develop (if, in reality, they are below standard) because they would not come that naturally to them.

Background to the Report

"The rules for work are changing. We're being judged by a new yard-stick: not just by how smart we are, or by our training and experience, but also by how well we handle ourselves and each other."

(Goleman, 1999, p.3)

As recently as 30 years ago, the yardstick for career success was quite different in some respects, although the key qualities of handling oneself and handling others were important then, as now, and probably have been important throughout human history.

Thirty to forty years ago, the rigidly hierarchical nature of most organisations and the relatively stable economy produced organisational climates where qualities such as high intellect, firm but fair directive leadership, respect for authority and tradition, cautious decision making, attention to detail, modesty and humility were not only admired but encouraged and rewarded. Today, the 'hard skills' associated with general intelligence, problem solving ability, planning, quality assurance and allied areas – skills of a professional and semi-professional nature – do not assume the same degree of prominence in the work arena compared with yesteryear. Skills of this nature, whilst still crucial to job success, are assumed to be 'part of the package' of having hired someone with the right formal qualifications, training and experience. Furthermore, much of the effort and skill that previously went into painstaking problem solving and analysis, data management and manipulation, report preparation and presentation and the like has been reduced quite considerably as a result of rapid IT advances in word processing, spread-sheeting, forecasting and modelling, and data collection and search. The spotlight today has shifted away from judging career success largely by proficiency in such hard skills and is now being centred increasingly on the 'soft skills' associated with democratic, flexible, team based

work cultures. Such skills include getting on with others in the organisation, adapting to the fast changing external environment, and handling stressful situations.

Lack of interpersonal sensitivity, personal flexibility and emotional resilience have tremendous capacity today to wreck the career prospects of highly intelligent, qualified and experienced professionals. Being able to perform intellectual gymnastics, being able to get to the nub of an issue in a logical and incisive manner, demonstrating excellent project management skills, and being task driven count for little if the individual is a source of friction in the team, has difficulty dealing with ambiguity and uncertainty, and is emotionally ill equipped to handle stress and criticism.

The 'softer skills' associated with social and emotional competence have been clustered together conceptually under the umbrella of 'emotional intelligence' (Eq/Ei). There have been many attempts to assess Eq/Ei over the past ten years, mostly through self-report questionnaires. We have taken the approach that social and emotional competence is embedded in personality, but is modifiable nonetheless. Consequently, our predictions regarding social and emotional competence are based on one of the leading personality questionnaires, the Occupational Personality Questionnaire, Concept Model 32 (OPQ32). We have taken, as our theoretical framework, Goleman's (1999) model of Emotional Intelligence.

References:

Goleman, D (1999) *Working with Emotional Intelligence*. London: Bloomsbury Publishing.

Saville, P et al. (1999) *Occupational Personality Questionnaire (OPQ32)*. Thames Ditton, Surrey: Saville & Holdsworth Ltd

ASSESSMENT METHODOLOGY

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

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

PERSON DETAIL SECTION

Name	Mr Peter Sample
Date	17 March 2010
Candidate Data	RP1=6, RP2=6, RP3=5, RP4=3, RP5=7, RP6=4, RP7=7, RP8=1, RP9=8, RP10=2, TS1=7, TS2=8, TS3=5, TS4=2, TS5=5, TS6=8, TS7=6, TS8=3, TS9=8, TS10=6, TS11=7, TS12=6, FE1=5, FE2=5, FE3=5, FE4=7, FE5=3, FE6=6, FE7=5, FE8=9, FE9=10, FE10=4, CNS=9
	ESCR=1.00 11231 / 11 / 2060

ABOUT THIS REPORT

The Emotional and Social Competence Report was developed in association with Kendall Want Associates.

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.

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