

OPQ

Universal Competency Report



Name
Test Candidate

Date
07 July 2016

Introduction

This report is intended for use by managers and HR professionals. It summarises how the individual's preferred style or typical way of behaving is likely to influence their potential performance on twenty universal competencies. This potential is based on the individual's responses to the Occupational Personality Questionnaire (OPQ). Their responses have been compared against those of a large relevant comparison group to give a description of the individual's preferred approach to work.

The responses the individual gave show the way they see their own behaviour, rather than how another person might describe them. This report describes preferred ways of behaving, rather than actual skills levels. The accuracy of this report depends on the frankness with which the individual answered the questions as well as their self-awareness. Nevertheless, this report provides important indicators of the individual's style at work. This report links the information from the personality questionnaire to the twenty universal competencies.

This report has a shelf-life of 18-24 months and should be treated confidentially. If there are major changes in their life or work they should complete the OPQ again.

If you require support in interpreting this report, please contact a person in your organisation who has received full training in the use of the OPQ.

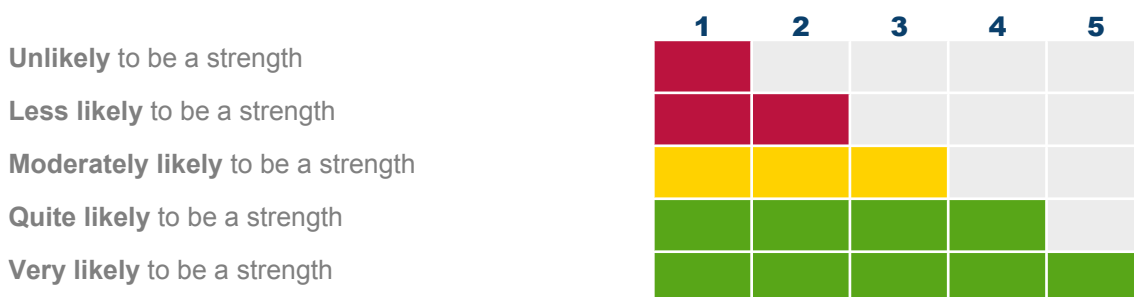
When using this report it is important to consider which of the twenty universal competencies measured are most relevant to successful performance in the job that is being considered.

Report Key:

The ticks, crosses and discs indicate which aspects of the individual's style are likely to contribute positively or more negatively to each competency.

Symbol	Short Description	Definition
✓✓	Key Strength	Very likely to have a positive impact
✓	Likely Strength	Likely to have a positive impact
●	Moderate	Likely to have neither a positive nor a negative impact
×	Likely Limitation	Likely to have a negative impact
××	Key Limitation	Very likely to have a negative impact

The overall likelihood of the individual displaying strength in each competency is shown in the bar graphs on the right hand side of the report.



Summary of Competency Potential

The table below provides a summary of the individual's potential performance on the twenty competencies. By selecting those competencies that are most important for the role, and probing those areas for evidence of how the individual has demonstrated effectiveness, you are more likely to recruit the best person for the job. Definitions of the twenty competencies can be found towards the back of this report. Recommended interview questions for each of the competencies are provided in the Universal Competency Framework™ Interview Guide. Competency profiling cards are also available to help in identifying essential or desirable competencies. Please note that the Interview Guide and Competency Profiling Cards are available in a limited range of languages. For more information contact your CEB representative.

Competency	1	2	3	4	5	Important for success? (tick)
Leading and Deciding						
1.1 Deciding and Initiating Action						
1.2 Leading and Supervising						
Supporting and Co-operating						
2.1 Working with People						
2.2 Adhering to Principles and Values ¹						
Interacting and Presenting						
3.1 Relating and Networking						
3.2 Persuading and Influencing						
3.3 Presenting and Communicating Information ^{NV}						
Analysing and Interpreting						
4.1 Writing and Reporting ^V						
4.2 Applying Expertise and Technology ^{DNV}						
4.3 Analysing ^{DNV}						
Creating and Conceptualising						
5.1 Learning and Researching ^{DNV}						
5.2 Creating and Innovating ^{DNV}						
5.3 Formulating Strategies and Concepts ^{DNV}						
Organising and Executing						
6.1 Planning and Organising						
6.2 Delivering Results and Meeting Customer Expectations						
6.3 Following Instructions and Procedures ^{DNV}						
Adapting and Coping						
7.1 Adapting and Responding to Change						
7.2 Coping with Pressures and Setbacks						
Enterprising and Performing						
8.1 Achieving Personal Work Goals and Objectives						
8.2 Entrepreneurial and Commercial Thinking ^N						

The index numbers refer to the 20 competency dimensions from the CEB Universal Competency Framework™.

¹ OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

Competency Potential Profile

	1	2	3	4	5
1. Leading and Deciding					
1.1 Deciding and Initiating Action					
✓ Is keen to take charge of situations.					
✓ Places quite a high emphasis on achieving difficult targets.					
✓ Holds quite strong views and is comfortable with acting independently.					
✗ Is likely to be cautious and slow when making decisions.					
1.2 Leading and Supervising					
✓ Is keen and comfortable to lead a group.					
● As likely as most to understand what motivates others.					
✗✗ Is highly unlikely to use persuasion when motivating others.					
✗✗ Is very unlikely to trust, and thus empower, others.					
2. Supporting and Co-operating					
2.1 Working with People					
✓ Is likely to enjoy spending time with other people.					
✓ Is likely to sometimes provide support and sympathy to colleagues.					
● Chooses between co-operation and competition depending on the situation.					
● Occasionally seeks to understand the reasons for others' behaviour.					
● Is as prepared and as comfortable as most others to seek contributions from others in order to make a decision.					
2.2 Adhering to Principles and Values ¹					
● Is as likely as most to adhere to rules and regulations.					
● Is as likely as others to seek a diverse range of views.					
3. Interacting and Presenting					
3.1 Relating and Networking					
✓ Is likely to adapt personal style when relating to others.					
● Is likely to feel as confident as most others in formal business situations.					
● Is as likely as most to seek to understand what motivates others.					
● Is as likely as most to be lively and open in groups.					
3.2 Persuading and Influencing					
✓✓ Is extremely likely to be comfortable with promoting own credentials.					
● May occasionally seek to understand other peoples' needs and motives.					
● Is as likely as most to feel confident when influencing others, including strangers.					
● May be outgoing in group situations when required.					
✗✗ Strongly dislikes selling and negotiating.					
3.3 Presenting and Communicating Information ^{NV}					
✓ Adapts comfortably to the needs of the audience.					
● Is likely to feel moderately confident when formally presenting.					
✗ May usually feel tense before important occasions.					
✗✗ Strongly dislikes using persuasion when putting forward an argument.					

¹ OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

^{NV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. N: numerical. V: verbal.

4. Analysing and Interpreting		1	2	3	4	5
4.1 Writing and Reporting ^V						
✓✓	May evaluate the content of written information very critically.					
✓	Is likely to produce documents that are well structured.					
•	Is as inclined as most others to understand the needs of an audience.					
•	Is as likely as most others to see the relevance of abstract concepts in written work.					
4.2 Applying Expertise and Technology ^{DNV}						
✓✓	May look very critically at technical information.					
✓	Is likely to enjoy working with numerical data.					
•	Will be as comfortable as most with theory and abstract concepts.					
4.3 Analysing ^{DNV}						
✓✓	May look very critically at information for potential errors in analysis.					
✓	Is likely to enjoy analysing numerical information.					
•	Is as likely as most to enjoy dealing with abstract concepts.					
5. Creating and Conceptualising		1	2	3	4	5
5.1 Learning and Researching ^{DNV}						
✓✓	May look very critically for potential limitations when reviewing new information.					
✓	May enjoy working with numerical data.					
•	Is moderately interested in learning about abstract concepts.					
×	Is quite likely to follow conventional approaches when learning new tasks.					
5.2 Creating and Innovating ^{DNV}						
✓	Enjoys variety and change.					
•	Sees themselves as creative as most others.					
•	Sees some relevance in applying theories to problem solving.					
×	Is quite likely to favour traditional methods.					
5.3 Formulating Strategies and Concepts ^{DNV}						
✓✓	Places a high degree of importance upon long term strategy.					
•	Is as likely as most to see the relevance of thinking conceptually when developing strategy.					
×	Is fairly likely to follow traditional approaches when establishing the vision.					
×	May become preoccupied by details.					

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

6. Organising and Executing	1	2	3	4	5
6.1 Planning and Organising					
✓✓ Places a high degree of importance upon strategic planning.					
✓ Is keen to manage others.					
✓ Pays attention to detail when planning.					
✓ Places a fairly high priority on completing plans to deadline.					
6.2 Delivering Results and Meeting Customer Expectations					
✓ Likely to adopt a methodical and organised approach.					
✓ Places a fairly high priority on completing tasks in line with expectations.					
✓ Is quite likely to set stretching goals for themselves or others.					
• As likely as most to adhere to rules, regulations and set procedures.					
6.3 Following Instructions and Procedures ^{DNV}					
✓ Tends to place a relatively high priority on keeping to agreed schedules.					
• Is as likely to follow rules and procedures as most.					
✗ May hold quite strong views and challenge instructions from others.					
7. Adapting and Coping	1	2	3	4	5
7.1 Adapting and Responding to Change					
✓ Is likely to adapt an interpersonal style across situations.					
✓ Tends to quite enjoy new experiences.					
• Is as likely as most to seek to understand differences in motives and behaviours of others.					
✗ Is quite likely to prefer well-established work methods.					
7.2 Coping with Pressures and Setbacks					
✓ May find it easy to switch off from work pressures.					
✗ May be a little sensitive to criticism or negative feedback.					
✗ Tends to be fairly open in expressing emotions.					
✗ May find it difficult to maintain a positive outlook.					
8. Enterprising and Performing	1	2	3	4	5
8.1 Achieving Personal Work Goals and Objectives					
✓✓ Very likely to take a strategic approach to their own development.					
✓ Is quite likely to be driven to progress their career.					
• Is as comfortable with a demanding schedule as most others.					
• Is likely to be as comfortable as most in competitive situations.					
8.2 Entrepreneurial and Commercial Thinking ^N					
✓ Tends to enjoy working with financial information.					
✓ Is quite likely to be motivated by stretching financial targets.					
• Is as comfortable as most with the competitive element in commercial situations.					

^{DNV} Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. D: diagrammatic/inductive N: numerical. V: verbal.

Competency definitions

1. Leading and Deciding

1.1 Deciding and Initiating Action

Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.

1.2 Leading and Supervising

Provides others with a clear direction; motivates and empowers others; recruits staff of a high calibre; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

2. Supporting and Co-operating

2.1 Working with People

Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.

2.2 Adhering to Principles and Values

Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organisational and individual responsibility towards the community and the environment.

3. Interacting and Presenting

3.1 Relating and Networking

Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others.

3.2 Persuading and Influencing

Gains clear agreement and commitment from others by persuading, convincing and negotiating; makes effective use of political processes to influence and persuade others; promotes ideas on behalf of oneself or others; makes a strong personal impact on others; takes care to manage one's impression on others.

3.3 Presenting and Communicating Information

Speaks fluently; expresses opinions, information and key points of an argument clearly; makes presentations and undertakes public speaking with skill and confidence; responds quickly to the needs of an audience and to their reactions and feedback; projects credibility.

4. Analysing and Interpreting	
4.1 Writing and Reporting	Writes convincingly; writes clearly, succinctly and correctly; avoids the unnecessary use of jargon or complicated language; writes in a well-structured and logical way; structures information to meet the needs and understanding of the intended audience.
4.2 Applying Expertise and Technology	Applies specialist and detailed technical expertise; uses technology to achieve work objectives; develops job knowledge and expertise (theoretical and practical) through continual professional development; demonstrates an understanding of different organisational departments and functions.
4.3 Analysing	Analyses numerical data and all other sources of information, to break them into component parts, patterns and relationships; probes for further information or greater understanding of a problem; makes rational judgements from the available information and analysis; demonstrates an understanding of how one issue may be a part of a much larger system.
5. Creating and Conceptualising	
5.1 Learning and Researching	Rapidly learns new tasks and commits information to memory quickly; demonstrates an immediate understanding of newly presented information; gathers comprehensive information to support decision making; encourages an organisational learning approach (i.e. learns from successes and failures and seeks staff and customer feedback).
5.2 Creating and Innovating	Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.
5.3 Formulating Strategies and Concepts	Works strategically to realise organisational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organisation's future potential; takes account of a wide range of issues across, and related to, the organisation.
6. Organising and Executing	
6.1 Planning and Organising	Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.
6.2 Delivering Results and Meeting Customer Expectations	Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; works in a systematic, methodical and orderly way; consistently achieves project goals.
6.3 Following Instructions and Procedures	Appropriately follows instructions from others without unnecessarily challenging authority; follows procedures and policies; keeps to schedules; arrives punctually for work and meetings; demonstrates commitment to the organisation; complies with legal obligations and safety requirements of the role.
7. Adapting and Coping	
7.1 Adapting and Responding to Change	Adapts to changing circumstances; tolerates ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.
7.2 Coping with Pressures and Setbacks	Maintains a positive outlook at work; works productively in a pressurised environment; keeps emotions under control during difficult situations; handles criticism well and learns from it; balances the demands of a work life and a personal life.

8. Enterprising and Performing

8.1 Achieving Personal Work Goals and Objectives	Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increased responsibility and influence; identifies own development needs and makes use of developmental or training opportunities.
8.2 Entrepreneurial and Commercial Thinking	Keeps up to date with competitor information and market trends; identifies business opportunities for the organisation; maintains awareness of developments in the organisational structure and politics; demonstrates financial awareness; controls costs and thinks in terms of profit, loss and added value.

Ability tests and competencies

The relationship between UCF competencies and ability tests is shown in the table below.

For some competencies, a number of ability tests may be relevant. However, this does not mean that all of these ability tests need to be completed. The choice of ability tests should be driven by an understanding of the **job requirements** (please consult with a qualified person within your organisation for further guidance if needed). Competency predictions are still robust if only OPQ or OPQ with one or two ability tests have been used.

Competency	Diagrammatic / Inductive	Numerical	Verbal
1.1 Deciding and Initiating Action			
1.2 Leading and Supervising			
2.1 Working with People			
2.2 Adhering to Principles and Values			
3.1 Relating and Networking			
3.2 Persuading and Influencing			
3.3 Presenting and Communicating Information		✓	✓
4.1 Writing and Reporting			✓
4.2 Applying Expertise and Technology	✓	✓	✓
4.3 Analysing	✓	✓	✓
5.1 Learning and Researching	✓	✓	✓
5.2 Creating and Innovating	✓	✓	✓
5.3 Formulating Strategies and Concepts	✓	✓	✓
6.1 Planning and Organising			
6.2 Delivering Results and Meeting Customer			
6.3 Following Instructions and Procedures	✓	✓	✓
7.1 Adapting and Responding to Change			
7.2 Coping with Pressures and Setbacks			
8.1 Achieving Personal Work Goals and Objectives			
8.2 Entrepreneurial and Commercial Thinking		✓	

Key

✓: The ability test is relevant to the competency, has been completed and is included in the assessment

●: The ability test is relevant to the competency but has not been completed and is not included in the assessment

[Greyed out]: There are no ability tests relevant to this competency

Assessment Methodology

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

Questionnaire / Ability Test	Comparison Group
OPQ32r UK English v1 (Std Inst)	OPQ32r UK English Finance and Insurance 2011 (IND)
Graduate/University Verbal Reasoning UAE	Saudi British Bank Graduate Verbal Reasoning UAE
Graduate/University Numerical Reasoning UAE	General Population 2006
Graduate/University Inductive Reasoning UAE	General Population 2007

Person Detail Section

Name	Test Candidate
Candidate Data	RP1=2, RP2=8, RP3=9, RP4=7, RP5=5, RP6=7, RP7=6, RP8=1, RP9=5, RP10=7, TS1=8, TS2=9, TS3=6, TS4=7, TS5=5, TS6=6, TS7=7, TS8=8, TS9=9, TS10=8, TS11=7, TS12=6, FE1=8, FE2=7, FE3=4, FE4=3, FE5=2, FE6=4, FE7=6, FE8=5, FE9=7, FE10=3, CNS=9 N=Sten 1/1 %ile V=Sten 7/84 %ile D=Sten 10/99 %ile
Report	The Universal Competency Report v1 ^{TC}

About This Report

This report was generated using CEB's Online Assessment System. It includes information from the Occupational Personality QuestionnaireTM (OPQ32). The use of these questionnaires and tests are limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of these questionnaires and tests answered by the respondent(s) and substantially reflect 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.

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