

# OPP

OCCUPATIONAL  
PERSONALITY PROFILE

Martin Smith

27/02/2011

Report produced by...

Management Sanctuary Ltd

[www.managementsanctuary.com](http://www.managementsanctuary.com)

*N.B. This is a CONFIDENTIAL report, containing personal information to be shown only to decision-makers on a 'NEED-TO-KNOW' basis with the understanding of Martin Smith. If you are unauthorised to read this report, please return it immediately to a qualified test user.*

## **PERSONALITY ASSESSMENT**

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The OPP is a general personality profile designed to assess a broad range of personality traits. These traits assess the candidate's characteristic ways of behaving across a wide range of situations. When interpreting this profile due weight should be given to other relevant factors such as: attitudes, previous experience, personal circumstances, education and training etc.

### **VALIDITY SCALES**

The questionnaire contains a measure of the extent to which the respondent is attempting to present himself in a socially desirable or favourable way. Martin appears to have answered the questions slightly more favourably than most people. He has attempted to present himself in a fairly positive light. This tendency remains within acceptable limits.

### **INTERPERSONAL STYLE**

Martin is rather more genuine and sincere than most people. Inclined to base his decisions upon his own personal views rather than upon the demands of the situation he may at times be a little insensitive to social expectations. Finding it somewhat difficult to hide his true feelings and opinions, he may need to be personally convinced of something before he can persuade others of its value. Given his rather genuine and somewhat forthright nature he may have to work hard in situations that require a high degree of tact and calculated behaviour.

Martin is a little more sociable and gregarious than most people and will prefer to be part of a team rather than work on his own. There will however be some situations when he may choose to work alone, away from the distraction of other people. This, however, is likely to be the exception rather than the rule.

Although Martin is not inclined to be shy or reserved at parties and social events he is also unlikely to be the centre of activity. Generally being quite at ease when talking to people, he has achieved a balance between a reliance on others and a degree of self-sufficiency. When presented with a choice, however, he will generally prefer company to being by himself.

Martin is a fairly assertive person who has the capacity for dominance in many interpersonal relationships. Rather forceful and at times somewhat confrontative he does not easily take no for an answer. He is quite quick to challenge, and is inclined to speak his mind, even if it means upsetting people. Consequently some people might think that Martin is a little too direct at times. Quite task-oriented, he is likely to focus upon getting things done and on occasion might give insufficient regard to other people's feelings.

### **THINKING STYLE**

Martin is likely to lack spontaneity, placing importance instead on self-discipline and self-control. Inclined to enjoy jobs that require following set procedures and systems he will tend to prefer to work within well-defined structures and rules. While he is a little more conscientious and persevering than most, he is not unduly obsessive about attending to fine detail. Somewhat conservative by nature, he is likely to be relatively traditional in his attitudes, having a fair respect for authority and the status quo.

Martin is as trusting as most people. Aware that people cannot always be taken at face value, he recognises the need to be relatively circumspect when dealing with new colleagues and clients. He does however, see no need to continually question others' motives and as such is not unduly prone to paranoia. Not particularly suspicious and sceptical he has a realistic view of human nature, being neither too cynical nor too trusting and credulous.

Martin is a very practical, pragmatic person who thinks in concrete, rather than abstract ways. He likes to avoid theorising, which he is inclined to see as a waste of time, preferring instead to focus upon the practical aspects of a task. Consequently he often has little time for intellectual people, whom he may wish to bring down to earth. Lacking aesthetic sensitivity he is not particularly interested in the arts and other creative activities, which he is inclined to think are a waste of time. Often pouring cold water on other people's ideas he is inclined to remind people of what is feasible and realistic.

### **COPING STYLE**

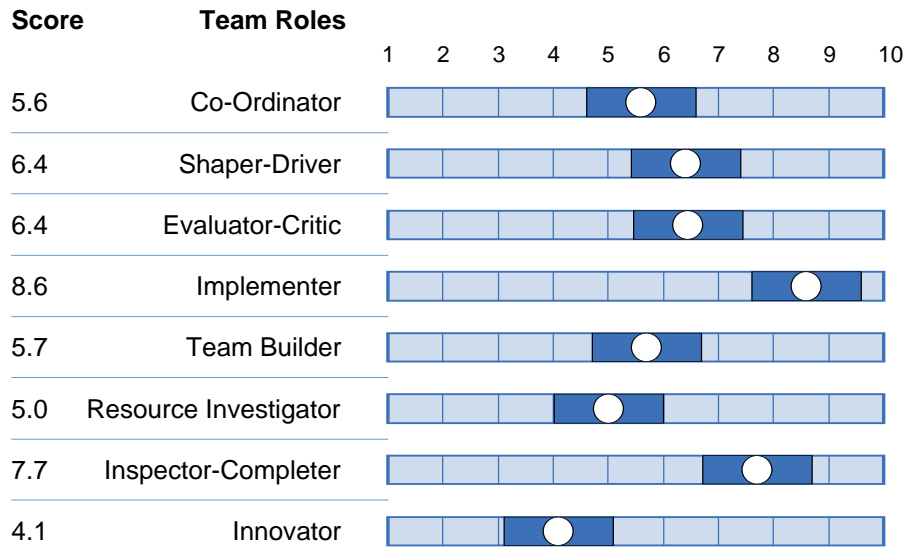
Martin is somewhat more relaxed than most people and has a fairly uncompetitive nature. He finds it quite easy to relax and forget the day's events when he gets home, and is able to keep his work separate from his social life. He is a little less tense and contesting than most, and is likely not to want to work in a situation where he is continually under pressure, always having to rush to meet deadlines. A fairly relaxed, and relatively composed person, he will be reasonably satisfied with his life and achievements.

Martin lacks a basic faith in his own ability to determine the course his life takes. If things go wrong he is prone to feel somewhat dejected, and may even think of giving up the task in hand. Less optimistic than most he may be troubled by feelings of self-doubt which are likely to come to the fore when things go wrong. At such times he is likely to feel somewhat fatalistic and depressed, believing that his life is not under his control, and that success depends mostly upon luck and good fortune.

Martin is marginally less emotionally stable than most people. He is a slightly moody person who has a tendency to be touchy. Somewhat temperamental, at times he may be easily upset by others thoughtless comments. Sensitive, and a little more easily hurt than most, he may have some difficulty accepting criticism, even if it is constructive. Inclined to worry, and at times prone to feelings of anxiety he may doubt his ability to cope with new demands.

## TEAM ROLES

The Team Roles describe how Martin is likely to interact with his colleagues in a team situation. The specific ways in which he will express his preferred team style may however vary according to the situation. In addition, this behavioural style takes no account of his intellectual approach to problems and the quality of his decisions. The scores below indicate Martin's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Martin's predominant and secondary team styles is provided.



### TEAM ROLE COMBINATION - INSPECTOR-COMPLETER \ IMPLEMENTER

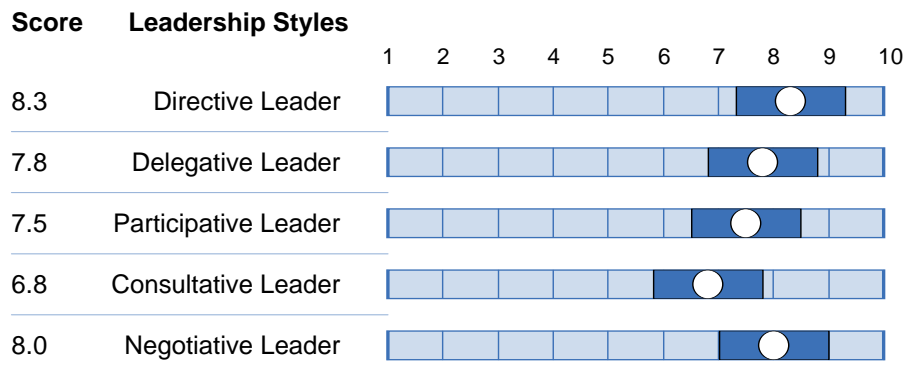
Martin should be a team member who provides the backbone of efficient systems and administration that holds an organisation together. He will be reliable in meeting deadlines, scrupulous in ensuring that established procedures and regulations are followed at all times, and have high standards for the quality of all work. He will do this whatever the cost in effort and stress. However, his efficiency and focus on procedures will mean that he may neglect the human side of management.

He may irritate colleagues by his rigidity, lack of flexibility, and interference in their area of responsibility. He may not consider the expenditure of effort to be made by other staff when planning. On the other hand, because of his concern for quality, he will take personal responsibility for tasks being done properly and will make up wherever possible for shortcomings in the work of colleagues by his own extra effort.

Unfortunately this concern with quality and detail may mean that he may lose sight of overall perspectives in the face of immediate pressures and may not respond to changing conditions and cut losses when necessary. Nevertheless, when paired with others and when he can provide innovation, consider human motivation, and evaluate priorities, he will be extremely effective in channelling the energies of a team.

## LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Martin is most likely to adopt. This may be of interest in a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Martin's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



### PRIMARY LEADERSHIP STYLE: DIRECTIVE LEADER

Directive Leaders are characterised by having firm views about how and when things should be done. As such they will leave little leeway for subordinates to display independence believing that they should adhere to the methods and schedules as originally laid down. Having a high goal-orientation and being particularly concerned with results the Directive Leaders will have a tendency to closely monitor the behaviour and performance of others.

This may lead them to be perceived as a rather cool and detached individuals. Such an impression may be reinforced by the fact that they will be lead by their own opinions rather than inviting others to contribute their ideas. Being a particularly self-directed leader may lead to the ideas of others to be excluded from consideration at the expense of their own. However, this will only prove to be problematic should their own judgement and abilities be called into question.

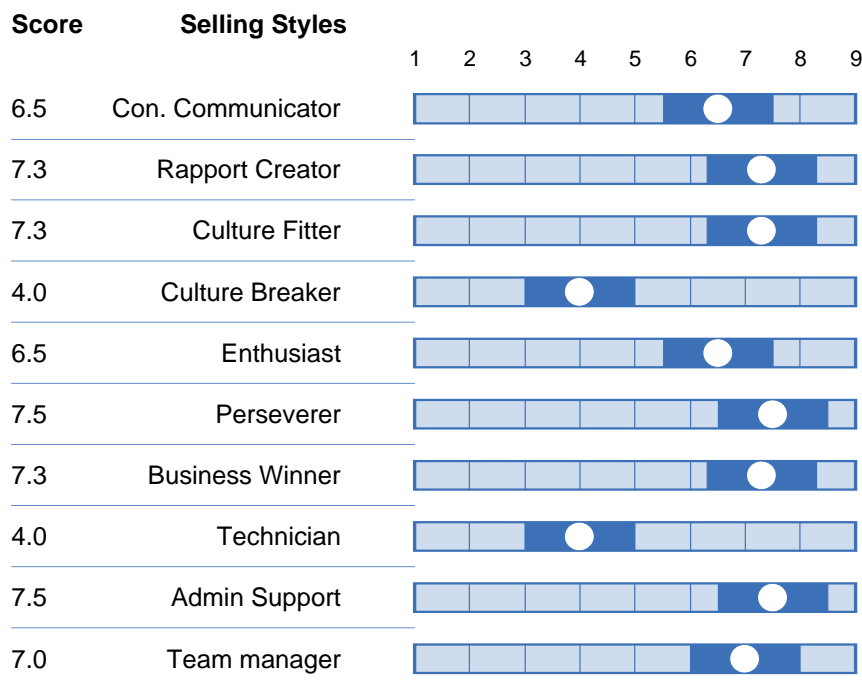
### SECONDARY LEADERSHIP STYLE: NEGOTIATIVE LEADER

Negotiative Leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to coax them to work in a particular way.

Negotiative Leaders will rely heavily upon their skills of persuasion to achieve their stated goals. They will also use their well-developed image management skills to enable them to modify their approach depending upon the circumstances in which they find themselves. This ability coupled with a strong desire to achieve will mean that they may on occasion use unconventional methods to achieve their desired objectives.

## INFLUENCING / SELLING STYLES

The Selling Styles describe which of a range of styles Martin is most likely to adopt. This may be of interest in a variety of situations where there is a requirement to influence others or sell a product or idea. In a sales context, where there may be a need to match individuals to particular client or product areas, the selling profile may provide a useful indicator in conjunction with other relevant information. As with most personality characteristics, the profile only describes Martin's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the selling situation and the organisational culture in which the individual is operating. Equally different styles may be adopted according to the demands of the situation and consequently a description of Martin's predominant and secondary selling style is provided.



**PRIMARY STYLE: ADMIN SUPPORTER**

Preferring to work behind the scenes the Admin Supporter provides a valuable service to the rest of the sales team by co-ordinating client visits and ensuring promotional materials etc. are kept up to date and sent out promptly. Consequently the Admin Supporter will typically have good organisational skills and will not mind 'doing all of the work yet taking little of the credit'. Occasionally the Admin Supporter may assume a more direct sales role, especially with the more pedantic clients for whom detail and precision is important.

**SECONDARY STYLE: PERSEVERER**

The Perseverer is a resilient and tenacious individual who creates selling opportunities through persistently making contacts and following up leads. Any rejections which are experienced will not be viewed with too much concern as they believe that if enough contacts are made and if they are followed up methodically then sales will eventually come.

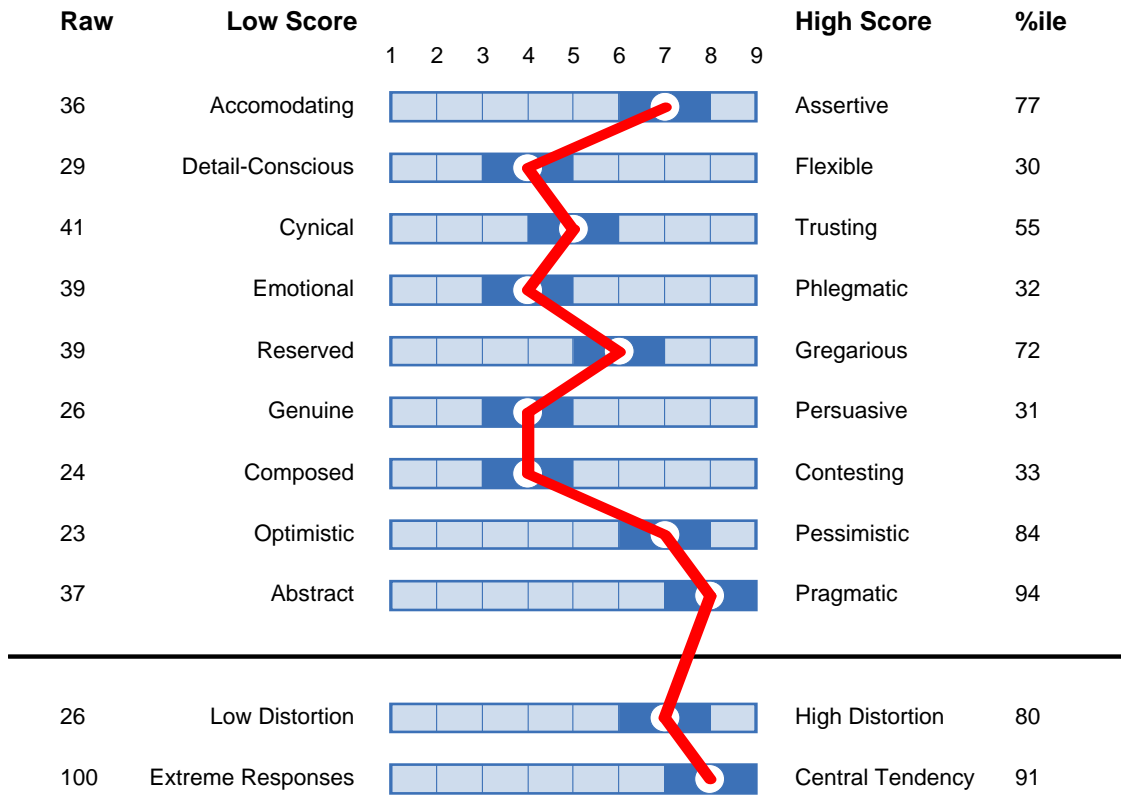
## ADDITIONAL COMMENTS

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The following section lists a number of points which can be inferred from Martin's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

- May be forceful and inattentive to the needs of others
- May not persevere when confronted with set-backs
- May lack interest in conceptual issues and be inattentive to the global aspects of a task

## OPP PROFILE CHART



Norms based on a sample of 1165 Management Applicants, UK, 2001