



OCCUPATIONAL
PERSONALITY APPRAISAL (OPA)[™]
EXTENDED VERSION

LEADERSHIP POTENTIAL REPORT



14 MAY 2018

**SAMPLE
CANDIDATE**

CANDIDATE

AGENCY : TEST ACCOUNT 1

NRIC :-

CANDIDATE : SAMPLE CANDIDATE

DATE : 14 MAY 2018

INTRODUCTION

The Occupational Personality Appraisal (OPA) is a psychometric instrument contextualised to the workplace. It provides a perspective of an individual in terms of five main factors of personality - Extraversion, Agreeableness, Conscientiousness, Openness and Emotional Stability. The five-factor model has been extensively researched and found to be consistent and applicable across different cultures and ages.

This OPA Leadership Potential Report links the candidate's personality traits to fifteen key leadership competencies that are relevant in a work, educational or social settings. Possible uses for this report include talent recruitment, selection interviews, leadership development, executive coaching as well as self and professional development.

USE OF REPORT

The OPA Leadership Potential Report outlines the leadership potential of the candidate by linking the candidate's personality style to the fifteen key leadership competencies shown in the LEADRE framework below. To maximise the use of this report, the following steps are recommended:

- From the LEADRE competency framework, identify the key competencies for the job role being considered
- Review the candidate's strengths and concerns in each of the key competencies identified below
- Interview the candidate on the key competencies using the Suggested Interview Questions
- Review other competencies that may have an influence on expected future roles for the candidate

BENCHMARK

The reference group selected for this report comprises of working professionals who are managers, leaders and supervisors. The candidate's results are referenced against this group using standardised scores and reflected in the tables below for each competency.

Very Low	Low	Moderate Low	Average	Moderate High	High	Very High
Very likely to be a concern	Likely to be a concern	Somewhat likely to be a concern	Neither a strength nor concern	Somewhat likely to be a strength	Likely to be a strength	Very likely to be a strength

LEADERSHIP COMPETENCY FRAMEWORK



The Leadership Competency Framework (LEADRE) is illustrated in the diagram above. Six key leadership competencies are identified and each has its associated sub-competency factors totalling fifteen. These leadership competencies have been found to be relevant and appropriate to work, educational or other settings where leadership competencies are required. The detailed descriptions of the leadership competencies are found in the glossary.

IMPRESSION MANAGEMENT

Impression Management (IM), also known as self-presentation, occurs when candidates attempt to convey an unusually positive impression of themselves by providing socially desirable responses (i.e. attempting to reveal only positive aspects of himself or herself).

The IM score is 26. If the score is above [80], it is considered High. Hence, the interpretation of this report should take that score into consideration.

The candidate's responses suggest that he does not have a high tendency to convey a positive impression of himself (i.e. he reveals a mixture of positive and negative aspects and is less likely to distort his responses). Nevertheless, it is still suggested that an interview be conducted to validate the strengths and concerns that are highlighted here.

INTERPRETATION

Personality questionnaires have been established as a useful source of information. However, they are best used in conjunction with other available information including biographical data, behavioural assessments, performance ratings, 360-feedback, and so forth.

As a self-report questionnaire similar to most personality instruments of this nature, the profile obtained should be viewed as indicative only. Where possible, it should be supplemented with other information to confirm or refute the candidate's tendencies that have been identified.

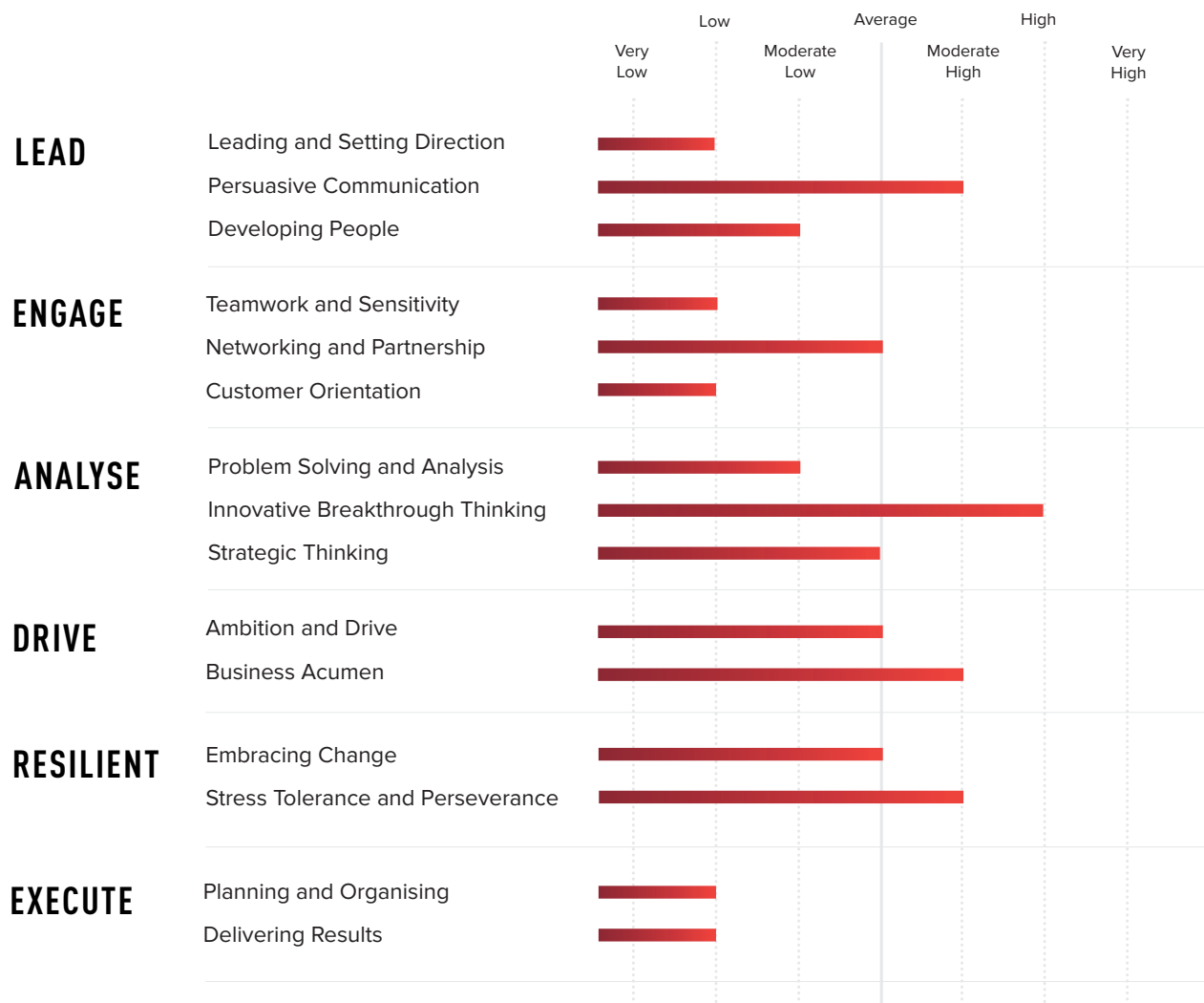
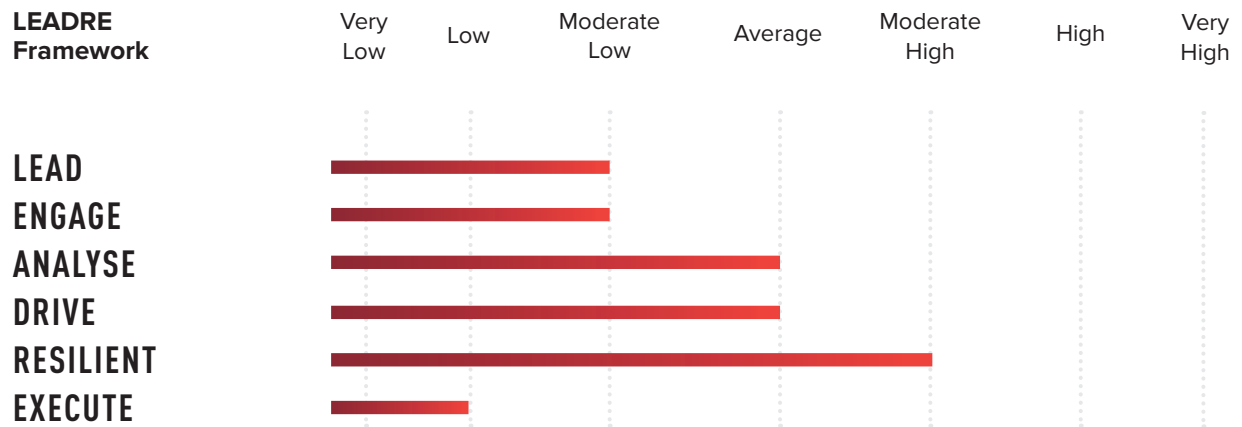
Personality profiles are neither good nor bad, and there are no right or wrong answers to the questions. The OPA is focused on tendencies and not abilities, hence there is no "perfect" profile. Different people have different tendencies, and the OPA value adds by accurately reflecting those tendencies as indicated by the candidates themselves. This report is valid for 12 months from date of assessment.

CONFIDENTIALITY

This report is confidential and is meant for use by personnel who are appropriately authorised. It should not be distributed without permission or proper security controls.

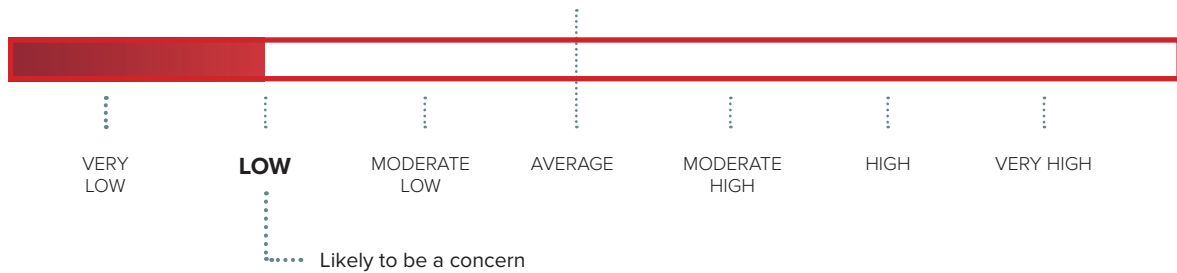
PROFILE SUMMARY

The tables below summarise the profile of the candidate in terms of the LEADRE competency framework, and the fifteen underlying leadership competencies.



LEADING AND SETTING DIRECTION

Takes charge of the team and sets a clear direction. Manages and monitors team performance and drives team to achieve results.



Potential Strength

- Likely to take charge and lead teams

Potential Concern

- Somewhat disinclined to take action to improve team performance
- Very likely to lean towards using authority to gain some advantage
- Is very likely to be cautious to praise or recognise others for their good effort

Suggested Interview Questions

Give me an example of when you successfully motivated a group of people who were disengaged to accomplish a challenging task.

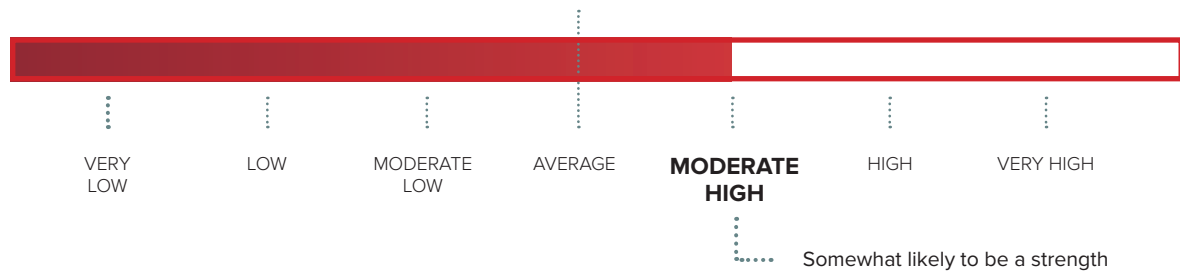
- When did you notice the problem?
- What were your objectives for the team?
- What did you do to motivate the team?
- Who was most difficult to manage? What did you do?
- How did you get the team to focus on the key task?
- How did you make sure that the team continued to produce good quality work?
- What would you do differently next time?

Tell me about a time when you were new to a team and had difficulties leading a group of people, who were not cooperative, to accomplish an important task.

- How did you introduce and assert your authority on the team?
- What was the main goal of the task?
- How did you organise the team for the tasks?
- How did you engage and gain their support?
- What did you do to ensure strong team performance?
- Any problems? How did you overcome them?
- What did you learn from this experience?

PERSUASIVE COMMUNICATION

Convincingly persuades and influences others to get buy-in. Considers others' points of view and persists in selling ideas, lobbying for support and countering resistance.



Potential Strength

- Likely to influence others assertively
- Somewhat likely to be uncomfortable selling own ideas to others
- Somewhat likely to engage others and seek social interaction

Potential Concern

- Likely to provide responses that project a positive impression

Neither a Strength nor Concern

- Neither welcomes nor rejects opposing views

Suggested Interview Questions

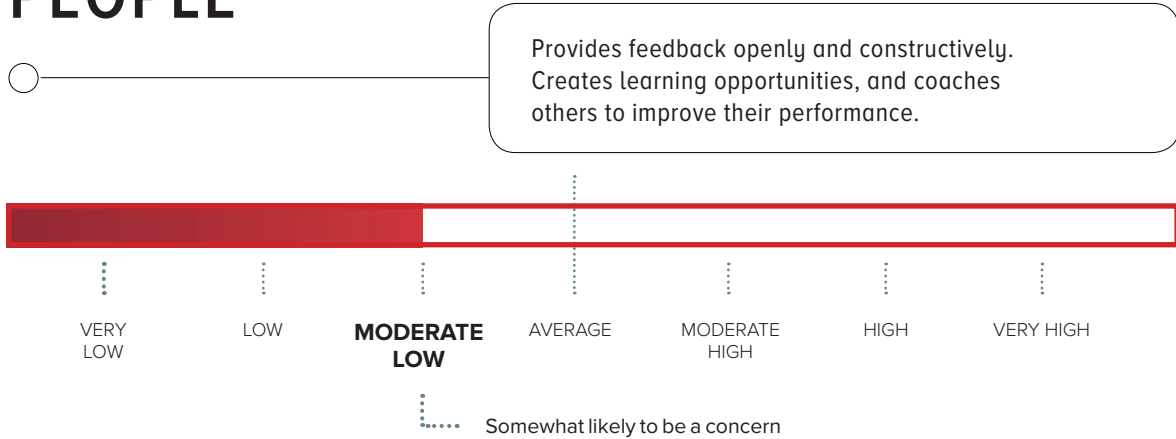
Give an example of an incident in which you were able to persuade others through your sincerity and honesty.

- What was the situation?
- What was the outcome you wanted to achieve?
- How did you engage or persuade those around you?
- What challenges did you face?
- What did you learn from this experience?

Share an example when you did not anticipate/agree with challenging and opposing views from others which resulted in difficulties reaching a group consensus.

- What was the decision to be made?
- What was your role in the team?
- What was your thought process at the time?
- How did you garner team consensus and buy-in?
- What challenges did you face? How did you overcome them?
- How satisfied were you with the final decision?

DEVELOPING PEOPLE



Potential Concern

- Somewhat likely to feel hesitant and uncomfortable giving honest feedback
- Somewhat likely to distrust and micromanage others
- Likely to react strongly or assign responsibility away

Neither a Strength nor Concern

- Has a moderate inclination to plan and work to achieve goals for development of self or others

Suggested Interview Questions

Share an example in which your team member made an error which had a significant impact on you or your team and you were able to handle the situation such that they were able to learn from their mistake and improve.

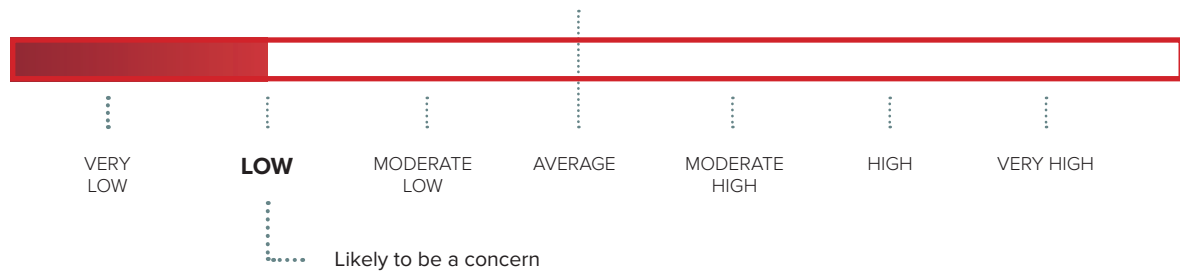
- Briefly describe the situation, what happened?
- What approach did you take to handle the situation?
- How did you feel about your team member's error?
- How did you communicate with your team member?
- What problems did you encounter? How did you resolve them?
- What did you do (if any) to empower your team member to take responsibility to learn?
- What did you learn from this situation?

Share an example where you had to delegate or assign an important piece work to another team member, which did not have a good outcome.

- What prompted you to do so?
- What considerations did you have in assigning the work to the team member?
- What were you trying to achieve?
- What was your role in this scenario?
- What did you do to assist the team member after assigning the work? (if any)
- What was the outcome?
- What would you change, if you were to do it again?

TEAMWORK AND SENSITIVITY

Works collaboratively with others, builds positive relationships and encourages contribution. Is emotionally sensitive, shows empathy, anticipates and addresses others' concerns and resistance proactively.



Potential Concern

- Somewhat likely to keep personal information and thoughts private
- Very likely to be less responsive to the needs and feelings of others
- Very likely to have a preference to be competitive

Neither a Strength nor Concern

- Is reasonably open to discussion and others' inputs
- Is moderately patient and tolerant of others
- Is moderately willing to offer assistance to those who need help

Suggested Interview Questions

Share an incident where you brought together a group with competing objectives and got them to collaborate towards achieving a common goal.

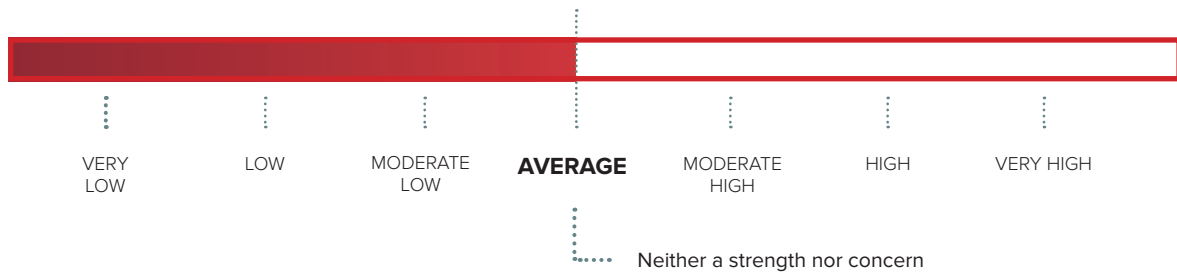
- What approach did you take?
- What were you trying to achieve?
- How did you organise the team for the task? How did you share the required information?
- What did you do to gain the buy-in of the team?
- Any objections? What did you do?
- What did you do to ensure a solid outcome?
- What would you change, if you were to do it again?

Share about a time when you faced difficulties mentoring/managing a team member with an inexplicable drop in performance

- What steps did you take to handle the situation?
- How did you feel about the team member's sudden drop in performance?
- When and how did you become aware of the team member's needs? What did you do in response?
- How did you communicate with the other party?
- What problems did you face? How did you handle them?
- What did you do to ensure a successful outcome?
- What did you learn from this experience?

NETWORKING AND PARTNERSHIP

Networks confidently to start new relationships with people from different levels and effectively builds long-term partnership.



Potential Strength

- Somewhat likely to be open to people from different cultures and background
- Somewhat likely to network proactively and seek social connections

Potential Concern

- Somewhat likely to prefer to be alone

Neither a Strength nor Concern

- Feels reasonably well-liked by others
- Is reasonably likely to engage and connect with others

Suggested Interview Questions

Tell me about a time where you had to work on a project alone and independently, and were able to deliver a strong outcome.

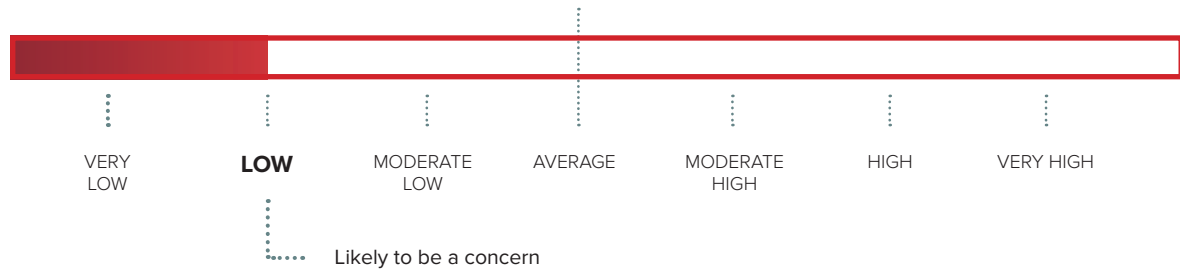
- How did the situation make you feel? Why?
- What did you do in the situation?
- What challenges did you face? How did you handle them?
- Given a choice, do you prefer to work alone or as part of a team?

Tell me about your experience when working with a new team where you had difficulties building connections and engage your team members.

- How did the situation make you feel? Why?
- What did you do in the situation?
- How did others respond to you?
- How did you build connections and engage others?
- What challenges did you face? How did you handle them?
- In a non-work context, do you prefer to take a proactive approach to engaging others or take the lead from those around you?

CUSTOMER ORIENTATION

Places a strong focus on customers' needs and develops solutions to meet their requirements. Strives to impress customers by enhancing their experience.



Potential Concern

- Likely to be emotive when faced with difficult customers
- Very unlikely to adhere strictly with regulations and procedures
- Very likely to be less sensitive to the needs of customers

Neither a Strength nor Concern

- Generally maintains patience when dealing with difficult customers
- Moderately likely to offer assistance to customers

Suggested Interview Questions

Tell me about a time in which you successfully delivered a solution to meet your customer's needs.

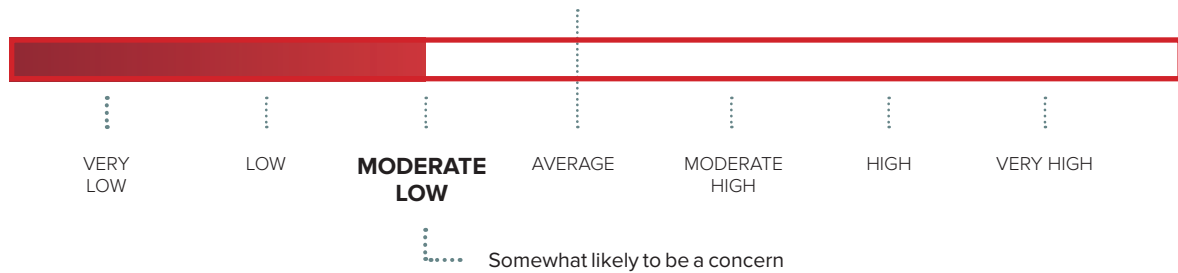
- What needs did the customer have? When and how did you become aware of these?
- What approach did you take to assist the customer?
- What challenges did you face? How did you handle them?
- What was your main takeaway from this episode?

Share an experience in which you failed to deliver a promise to the customer and meet his/her expectations.

- Describe the situation briefly and why it occurred
- What were the promises/expectations from the customer?
- What was your personal contribution in this situation?
- What difficulties did you face? How did you handle them?
- What was your main takeaway from this episode?

PROBLEM SOLVING AND ANALYSIS

Quickly digests complex issues and accurately identifies the root cause through a systematic review of the situation. Scrutinises information; explores options critically to develop sound solutions. Makes timely decisions.



Potential Concern

- Somewhat disinclined to perform careful analysis before making decisions
- Disinclined to anticipate problems and check for mistakes

Neither a Strength nor Concern

- Moderately likely to be objective when beliefs and thinking are challenged

Suggested Interview Questions

Share about a time where you made an important decision which had a significant and positive impact on your company.

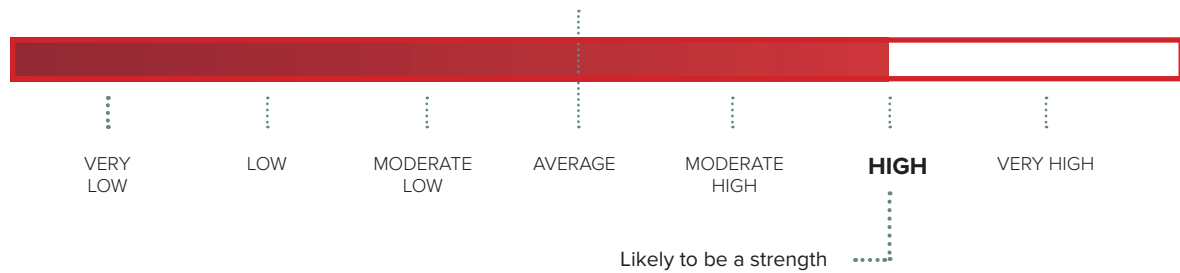
- What was the decision that had to be made?
- What was your thought process in making the decision
- What considerations did you have?
- What were some challenges you anticipated that you would face in making this decision?
- What other alternatives did you consider? Why did you choose your approach over the other possibilities?

Share about a time when you faced difficulty analysing a complex issue and coming to a decision that you were confident about.

- What was the situation or decision that had to be made?
- What sort of information needed to be processed?
- Why did you find this a complex issue?
- Why did you lack confidence in your decision? What were the potential consequences you considered?
- What other alternatives did you consider?
- What problems did you face? How did you resolve them?
- What was the outcome?

INNOVATIVE BREAKTHROUGH THINKING

Challenges the status quo and generates innovative solutions to solve problems and to improve performance. Explores different options to gain fresh perspectives.



Potential Strength

- Very likely to challenge the status quo and try out radical approaches
- Likely to conceptualise imaginative or innovative ideas
- Somewhat likely to generate out-of-the-box ideas

Neither a Strength nor Concern

- Is moderately inclined to explore new experiences and ways of doing things

Suggested Interview Questions

Share with me a time when you pursued an opportunity to learn a new area of knowledge/skill, or to engage in a new activity/experience.

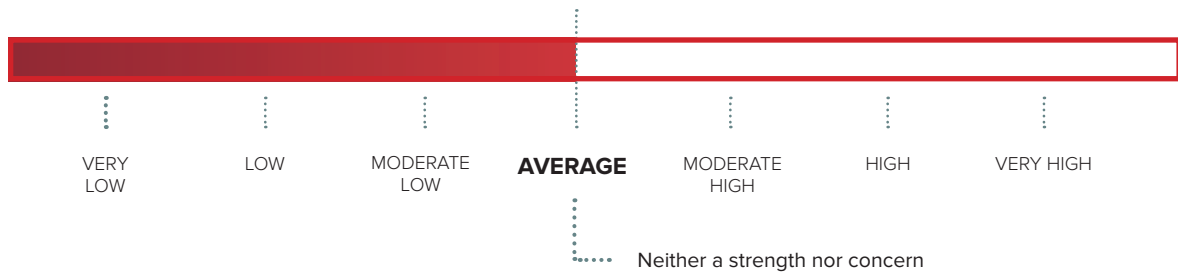
- What was the nature of the opportunity offered to you?
- What was your level of interest in this opportunity?
- What was the outcome of pursuing this opportunity?
- To what extent did you pursue this opportunity?

Give an example where you were successful in generating an out-of-the-box idea but was not accepted by your team members.

- What was your impetus for coming up with this idea?
- Why did you consider this an innovative solution? What made you propose this rather than sticking to the status quo?
- How did you come up with such an unconventional idea?
- How did you implement your idea?
- What other alternatives did you consider?
- How did you persuade others to accept your idea? How did people respond?

STRATEGIC THINKING

Integrates organisational and business issues to form a coherent overview of the situation and develops long-term strategies that build sustainable advantage



Potential Strength

- Somewhat likely to draw connections across different issues and apply this knowledge

Potential Concern

- Somewhat unlikely to consider long-term plans and implications in working towards goals

Neither a Strength nor Concern

- Has moderate inclination to conceptualise strategies and solve complex problems

Suggested Interview Questions

Give an example where you made a sound plan to address long term considerations and concerns for your organisation.

- What were the long-term issues and considerations that your organisation faced?
- Summarise the plan in brief.
- What information or issues did you consider to come up with the solution.
- What were the pros and cons of the plan and alternatives you considered?
- What challenges did you face? How did you address them?
- What was the outcome?
- How was the plan received?

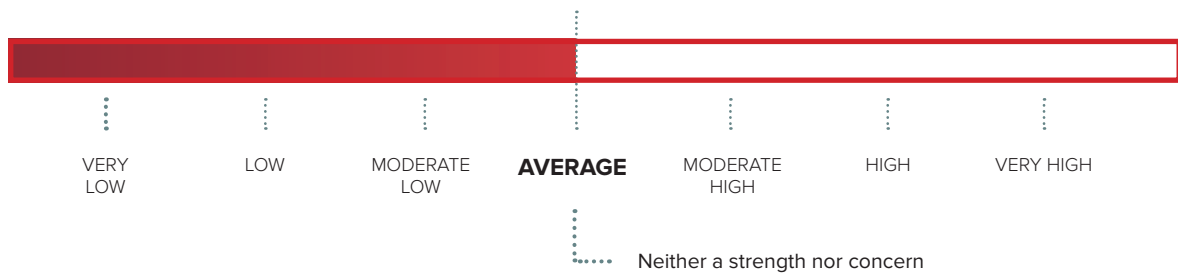
Describe a time in which you attempted to conceptualise a strategic plan but found it difficult to solve a complex problem.

- What was the nature of the problem? Why did you consider it complex?
- Summarise the plan in brief.
- What information or issues did you consider to come up with the solution.
- What were the pros and cons of the plan and alternatives you considered?
- What challenges did you face? How did you address them?
- What was the outcome?

AMBITION AND DRIVE



Has strong personal drive and ambition to achieve high standards and exceed expectations. Takes proactive action to initiate activities to improve performance.



Potential Strength

- Somewhat inclined to strive towards making an impact at work and the organisation

Potential Concern

- Somewhat disinclined to set high standards above and beyond minimum requirements
- Somewhat unlikely to take a proactive approach to improve performance

Neither a Strength nor Concern

- Has a moderate inclination to take an energetic and fast-paced approach towards tasks

Suggested Interview Questions

Share an instance in which you made a decision to proactively take steps to improve your performance.

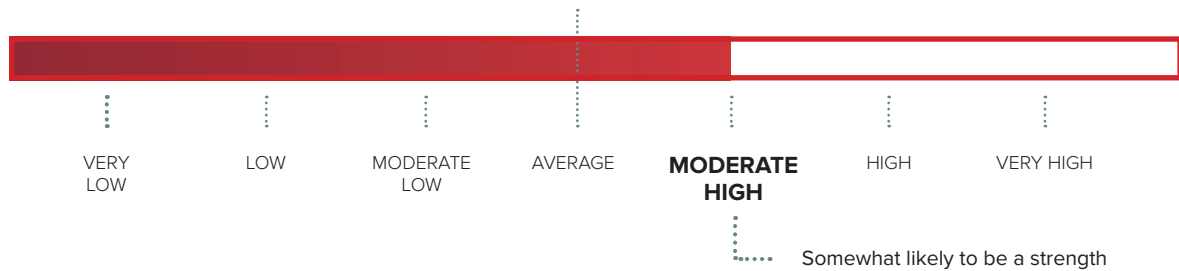
- What were you trying to achieve?
- What triggered your decision to take such a proactive approach?
- What outcomes did you achieve?
- What feedback did you receive from others?

Tell me about a time where you faced difficulties hitting/exceeding a performance goal/target.

- What was the goal or target that you had to meet?
- What role did you play in setting the target?
- At the time, how achievable did you think the target was? How did you feel about having been assigned such a challenging goal?
- What did you have to do to meet this goal?

BUSINESS ACUMEN

Shows entrepreneurial spirit to grow business and make an impact on financial performance. Takes action to capitalise on market trends and competitor activities to be the market leader.



Potential Strength

- Very likely to be cooperative and work with others
- Likely to be bold in taking business risks

Potential Concern

- Somewhat likely to settle for easy-to-meet targets and minimum requirements

Neither a Strength nor Concern

- Is moderately open to learning new knowledge and keeping updated with business developments

Suggested Interview Questions

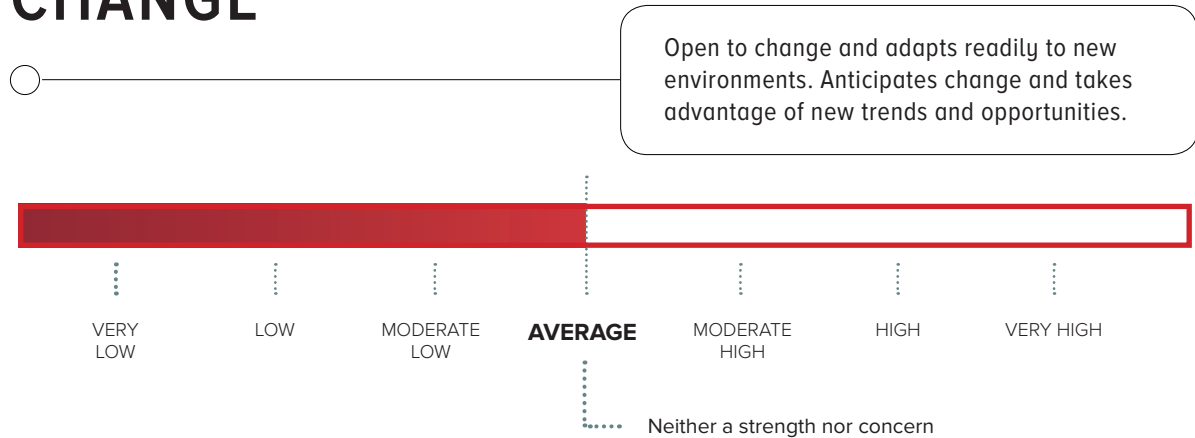
Tell me about a time where you successfully hit/exceeded an ambitious business goal/target.

- What was the goal or target that you had to meet?
- What role did you play in setting the target?
- At the time, how achievable did you think the target was? How did you feel about having been assigned such a challenging goal?
- What did you have to do to meet this goal?

Share a time when you were unable to resolve a business issue that you had little experience/expertise in.

- What was the issue that you were facing?
- What steps did you take?
- What type of information did you use to help you solve the problem?
- Where did you get this information to help you make your decision?
- How did you use this information to help you make your decision?
- How did others view this idea?

EMBRACING CHANGE



Potential Strength

- Somewhat likely to be open and adaptable to different cultures and organisational practices
- Somewhat likely to stay positive and hopeful when facing difficult change situations

Neither a Strength nor Concern

- Is moderately likely to be open to changes, new experiences and environments
- Has an average tendency of focusing on acquiring knowledge about new changes or organisations

Suggested Interview Questions

Share a time when you successfully resolved a business issue that you had little experience/expertise in.

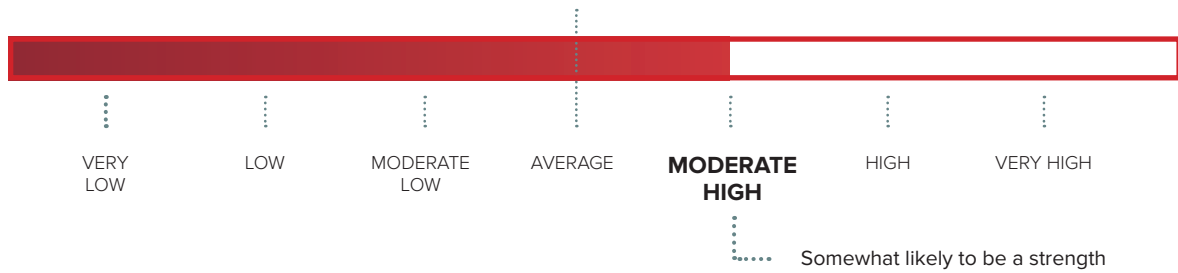
- What was the issue that you were facing?
- What steps did you take?
- What type of information did you use to help you solve the problem?
- Where did you get this information to help you make your decision?
- How did you use this information to help you make your decision?
- How did others view your effort?

Share with me a time when you turned down an opportunity to pick up a new area/knowledge/skill, or to engage in a new activity/experience.

- What was the nature of the opportunity offered to you?
- What was your level of interest in this opportunity?
- How did you decide against pursuing this opportunity?
- What were the consequences of you turning down this opportunity (if any)?

STRESS TOLERANCE AND PERSEVERANCE

Stays composed and maintains a proactive and positive approach to dealing with difficult / stressful situations. Shows perseverance to perform under pressure.



Potential Strength

- Likely to remain calm and cope well under pressure
- Somewhat likely to be confident of self-performance and ability to overcome obstacles
- Somewhat likely to maintain an optimistic outlook and stay upbeat even when things don't go well
- Somewhat likely to recover quickly from setbacks and criticisms

Potential Concern

- Somewhat likely to worry in difficult situations

Suggested Interview Questions

Please share an example of a high stakes project or a decision that you faced.

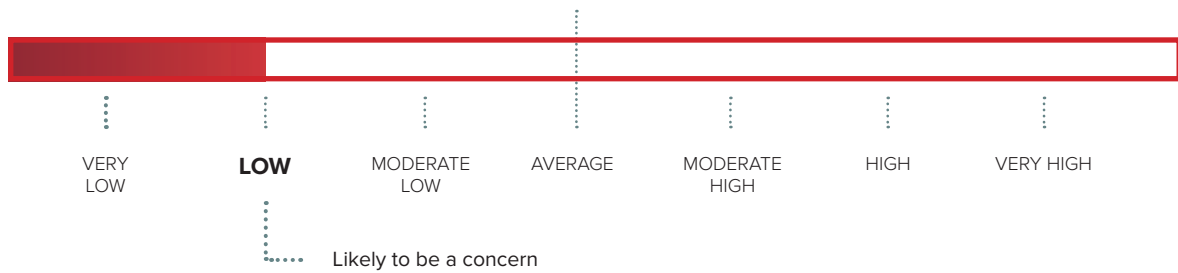
- What were the stakes involved and challenges?
- What were your thoughts and what did you do?
- Why did you do what you did?

Please share an example of a setback that you faced.

- What was the setback?
- What was your response?
- Why did you do what you did?

PLANNING AND ORGANISING

Plans ahead and prepares in advance by developing comprehensive action plans and contingencies to meet objectives. Maximises use of resources and establishes clear timelines to ensure smooth delivery of results.



Potential Concern

- Somewhat likely to allow emotions to sway decision-making and planning
- Somewhat unlikely to be prepared in advance or exercise sound judgement for deadlines or resources
- Unlikely to anticipate problems and develop back-up plans
- Likely to act spontaneously without considering consequences
- Likely to be less organised and systematic in planning

Suggested Interview Questions

Please share an experience of where you successfully planned and executed a project.

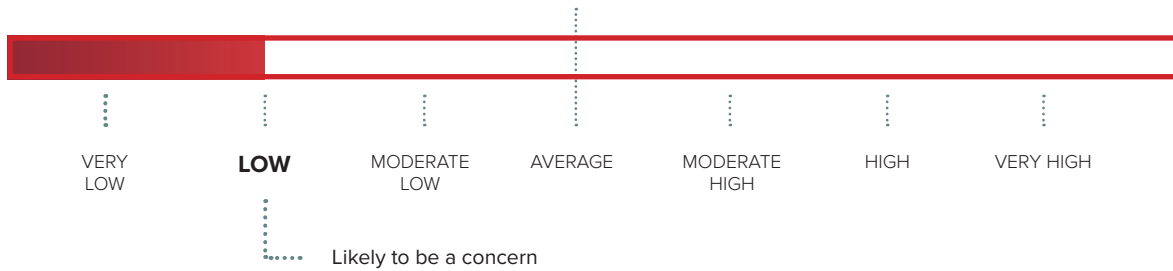
- What specifically did you do?
- What was accomplished?
- Why did you do what you did?

Please tell us what do you do before taking action?

- What do you think about before acting on your decisions?
- What do you look out for in your decisions and actions?
- Share with us your rationale

DELIVERING RESULTS

Diligently follows through tasks conscientiously to ensure successful accomplishment. Systematically monitors work progress and quality. Takes prompt action to overcome obstacles.



Potential Concern

- Somewhat unlikely to put in extra effort beyond what is expected
- Unlikely to maintain clear focus on the task at hand
- Very unlikely to adhere to rules or fulfil obligations as promised

Neither a Strength nor Concern

- Average tendency to work hard to achieve goals

Suggested Development Guide

Please tell us about a time when you successfully achieved your performance goal/target.

- What was the goal or target that you had to meet?
- What role did you play in setting the target?
- At the time, how achievable did you think the target was? How did you feel about having been assigned such a goal?
- What did you have to do to meet this goal?

Please share an experience of where focus was required in spite of multiple distractions.

- What specifically did you do?
- What was accomplished?
- Why did you do what you did?

CLUSTER

COMPETENCY

DEFINITION

LEAD

**Leading and Setting Direction**

Takes charge of the team and sets a clear direction. Manages and monitors team performance and drives team to achieve results.

Persuasive Communication

Convincingly persuades and influences others to get buy-in. Considers others' points of view and persists in selling ideas, lobbying for support and countering resistance.

Developing People

Provides feedback openly and constructively. Creates learning opportunities, and coaches others to improve their performance

ENGAGE

**Teamwork and Sensitivity**

Works collaboratively with others, builds positive relationships and encourages contribution. Is emotionally sensitive, shows empathy, anticipates and addresses others' concerns and resistance proactively.

Networking and Partnership

Networks confidently to start new relationships with people from different levels and effectively builds long-term partnership.

Customer Orientation

Places a strong focus on customers' needs and develops solutions to meet their requirements. Strives to impress customers by enhancing their experience.

ANALYSE

**Problem Solving and Analysis**

Quickly digests complex issues and accurately identifies the root cause through a systematic review of the situation. Scrutinises information; explores options critically to develop sound solutions. Makes timely decisions.

Innovative Breakthrough Thinking

Challenges the status quo and generates innovative solutions to solve problems and to improve performance. Explores different options to gain fresh perspectives.

Strategic Thinking

Integrates organisational and business issues to form a coherent overview of the situation and develops long-term strategies that build sustainable advantage.

DRIVE

**Ambition and Drive**

Has strong personal drive and ambition to achieve high standards and exceed expectations. Takes proactive action to initiate activities to improve performance.

Business Acumen

Shows entrepreneurial spirit to grow business and has impact on financial performances. Takes action to capitalise on market trends and competitor activities to be market leader.

RESILIENT

**Embracing Change**

Open to change and adapts readily to new environments. Anticipates change and takes advantage of new trends and opportunities.

Stress Tolerance and Perseverance

Stays composed and maintains a proactive and positive approach to dealing with difficult / stressful situations. Shows perseverance to perform under pressure.

EXECUTE

**Planning and Organising**

Plans ahead and prepares in advance by developing comprehensive action plans and contingencies to meet objectives. Maximises use of resources and establishes clear timelines to ensure smooth delivery of results.

Delivering Results

Diligently follows through tasks conscientiously to ensure successful accomplishment. Systematically monitors work progress and quality. Takes prompt action to overcome obstacles.