



OCCUPATIONAL
PERSONALITY
APPRAISAL (OPA)[™]
EXTENDED VERSION

MANAGEMENT REPORT

2 JUNE 2018

**SAMPLE
CANDIDATE**



CANDIDATE

AGENCY : SAMPLE INC

NRIC : S1234567X

CANDIDATE : SAMPLE CANDIDATE

DATE : 2 JUNE 2018

INTRODUCTION

The Occupational Personality Appraisal (OPA) describes an individual in terms of personality traits based on the five factor model, a well researched and widely accepted framework found to be consistent across different ages and cultures.

The OPA is designed and constructed to provide a general description of personality that is relevant for work, educational and social settings. The instrument and results will be useful for multiple purposes ranging from self-development/understanding, career development/counselling, selection, assessment and screening for human capital purposes.

IMPRESSION MANAGEMENT

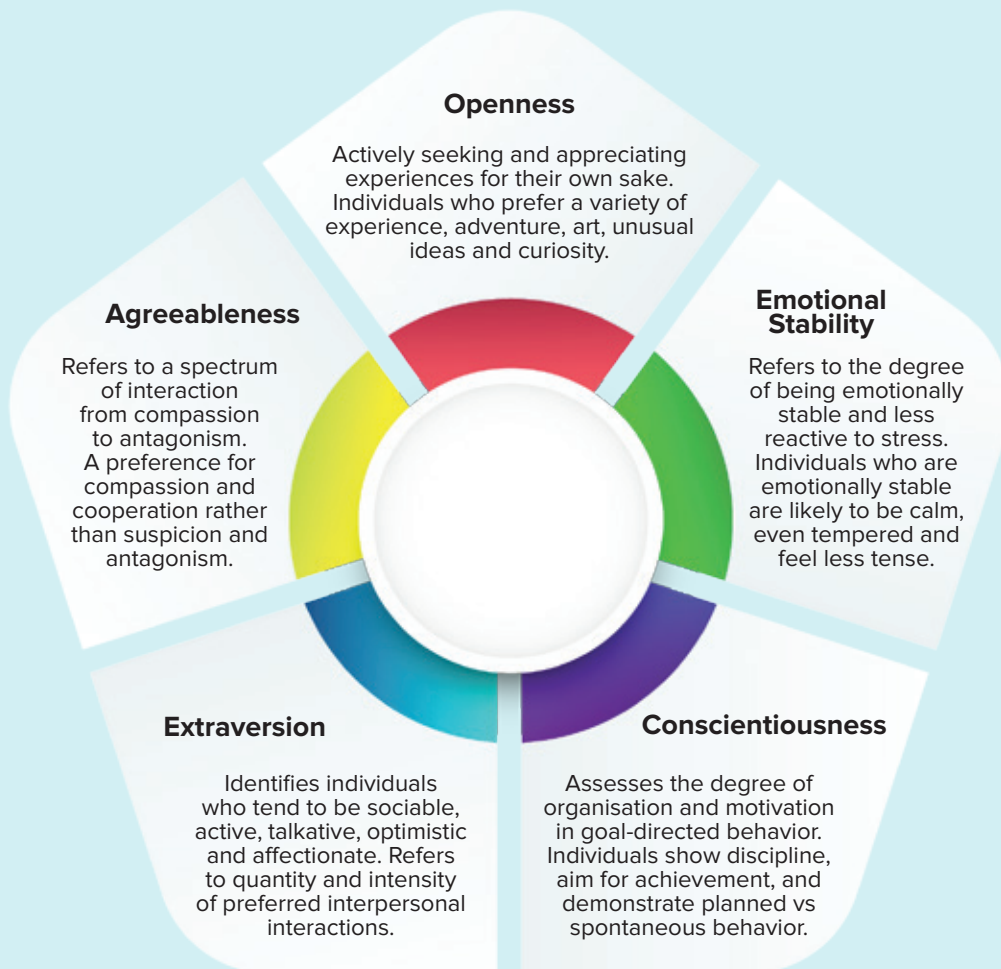
Impression Management (IM) scores highlight attempts by candidates to convey an unusually positive impression of themselves by giving socially desirable responses.

The IM score is 97. A score above [80] is considered high and hence interpretation of this profile should take the IM score into consideration.

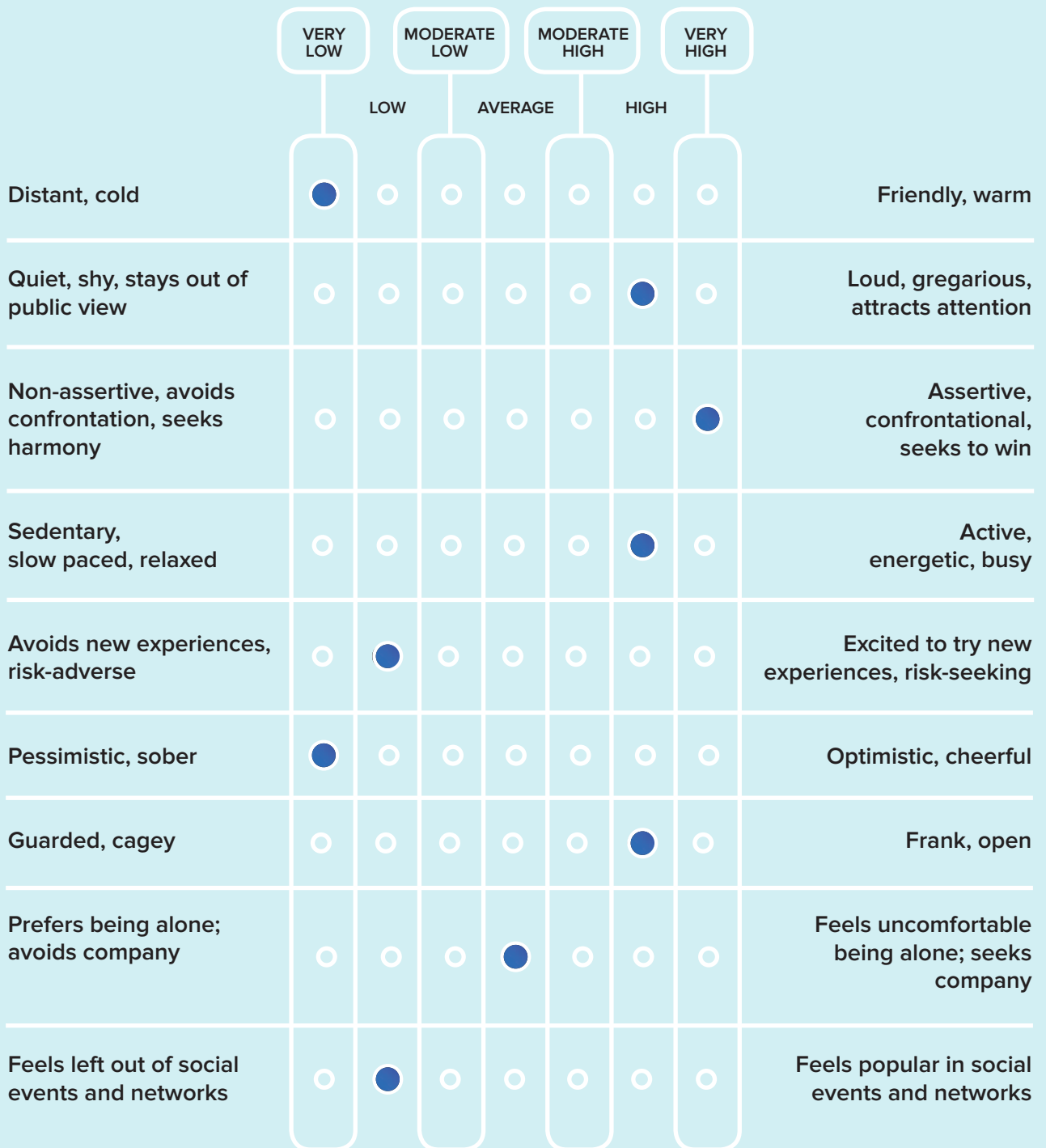
NAME: Sample Candidate **NRIC:** S1234567X **AGENCY:** Sample Inc

	VERY LOW	LOW	MODERATE LOW	AVERAGE	MODERATE HIGH	HIGH	VERY HIGH
EXTRAVERSION				●			
AGREEABLENESS				●			
OPENNESS				●			
CONSCIENTIOUSNESS		●					
EMOTIONAL STABILITY						●	

5 MAIN PERSONALITY FACTORS



EXTRAVERSION



DETAILED DESCRIPTION

The respondent demonstrates some interest in getting to know those around him and is generally able to interact and engage with those around him with ease.

● Friendliness

The respondent prefers to maintain formal and professional relationships at work as opposed to forming personal attachments to others. He is analytical, tends to make logical decisions, and is less likely to be swayed by emotions and feelings. He can come across as reserved and aloof.

Suggested Interview Questions

- Can you relate an example of what you did in a new social situation or environment?
- Do new social situations make you uncomfortable?
- Do you like to meet new people in general?
- Do you have a large group of friends or a small group of close friends?

● Sociability

The respondent draws energy from interacting with others. He proactively seeks out and enjoys social networking opportunities. On the other hand, he may feel uncomfortable working alone and tends to socialise more than necessary, which may affect his team's productivity.

Suggested Interview Questions

Please share a time when you had to single handedly work on a key project.

- What did you enjoy and dislike about it?
- What do you think is the biggest challenge working alone and working as a group?

● Dominance

The respondent will not hesitate to impress his views on others and take charge of situations when required. However, he may come across as dominant or controlling, or dismissive of others' views.

Suggested Interview Questions

Describe a time when you had to work as a team and there were differing views.

- What was your role then?
- How did you handle the situation?
- How did the team come to a consensus in the end?

● Energy

The respondent has strong self-drive and a sense of time urgency towards tasks, although he may come across as impatient when others are unable to keep up with his pace.

Suggested Interview Questions

Describe a time when you had to delay the progress of a project.

- How did you deal with the delay?
- What was the outcome?
- What could you have done better?

• Adventuresome

The respondent prefers routine and taking on familiar roles within his comfort zone. He finds it difficult to adapt to change, and may choose to forgo new experiences or learning opportunities.

Suggested Interview Questions

Share an experience when you had to undergo a major change at work.

- How did you cope with the change?
- What was the most challenging part of that experience?
- What did you learn from that experience?

• Optimism

The respondent tends to take a pragmatic and serious view on things, which may be interpreted by others to be lacking in enthusiasm.

Suggested Interview Questions

Please relate an experience when you had to sell an idea to your team.

- How did you convince them?
- What was their response?
- Was the outcome what you envisioned?
- What would you do differently if given another chance?

• Candidness

The respondent typically communicates with others in a frank and straightforward manner. While his ability to give direct feedback can help the other party improve, he may be viewed as lacking in tact in the way he gives negative feedback.

Suggested Interview Questions

Please share a time when you gave a negative feedback of something/someone at work.

- How did you feel about doing it?
- How did you give the feedback?
- How did the others respond to the feedback?
- Did you expect them to respond in this manner?
- On hindsight, what could you have done better?

• Dependency

The respondent is typical like most others in his reliability and can be counted upon in carrying out most tasks.

• Attractiveness

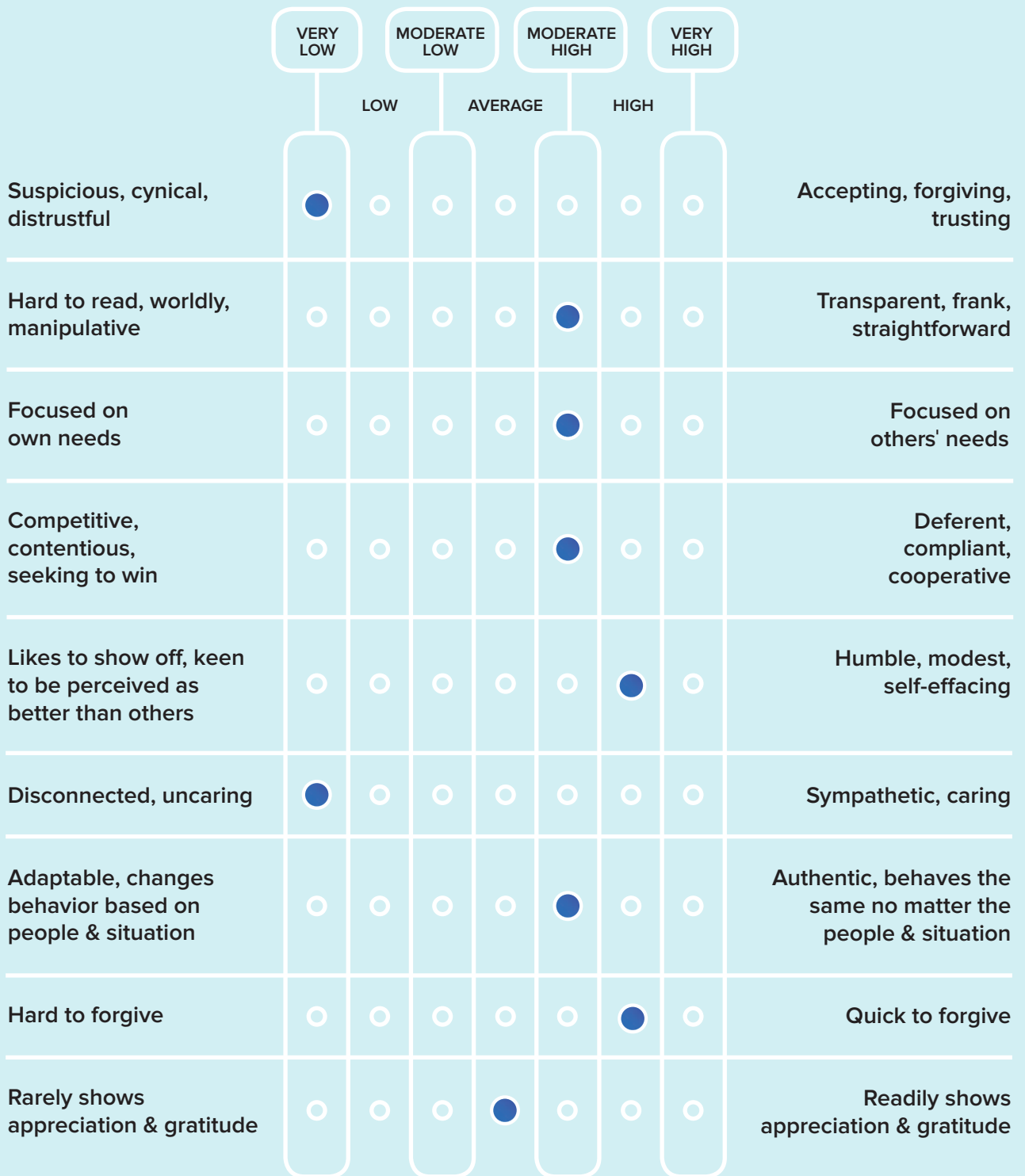
The respondent typically finds it challenging to appeal to others with his personality.

Suggested Interview Questions

Share an experience when you had to work with a new team.

- How did you feel?
- How did you get to know them better?
- How did you voice your opinions and what was the outcome?
- What was the most stressful part of the experience?
- What could you have done better?

AGREEABLENESS



DETAILED DESCRIPTION

The respondent balances his personal views with that of others. He demonstrates some empathy to others' situations but does not allow this to overly influence his decision making. In general, he is comfortable in sharing his experience and learning with others.

• Trust

The respondent is generally cynical and may distrust the actions and intentions of others. He expects others to have their own agenda and is therefore disinclined to seek help from others, preferring to work independently. This is likely to impact on his ability to create connections with others.

Suggested Interview Questions

Please share a time when you had to seek someone's help in getting a task completed.

- How did you approach for help?
- Were you comfortable doing it?
- What do you think is the most difficult part of seeking for help from others?
- Did you manage to complete the task in the end to your desired result?

• Ethicality

No narrative interpretation.

• Generosity

No narrative interpretation.

• Cooperativeness

No narrative interpretation.

• Modesty

The respondent may be reluctant to showcase his achievements and successes with others. While he may be perceived by others to be humble, he runs the danger of underselling himself and missing out on opportunities as others are not aware of his capabilities and experiences.

Suggested Interview Questions

Share a time when you achieved successful results at work.

- How did you break the news to others?
- How did they react to it?
- Was their response what you anticipated?
- If not, what were you expecting?

• Empathy

The respondent is largely result-driven and goal-oriented. He tends to make objective and logical decisions which may be at the expense of others. Others may perceive him to be overly hard-headed and business-like.

Suggested Interview Questions

Share an experience when you had to make a difficult decision at work which was not well-received by others.

- How did you feel doing it?
- How did you break the news?
- How did the others react?
- What was the easiest and most challenging part in doing it?
- What would you have done differently on hindsight?

• Sincerity

No narrative interpretation.

• Forgiveness

The respondent is highly tolerant and forgiving towards others' mistakes. As a result, he may find it difficult to ensure accountability, and others may take advantage of his high tolerance.

Suggested Interview Questions

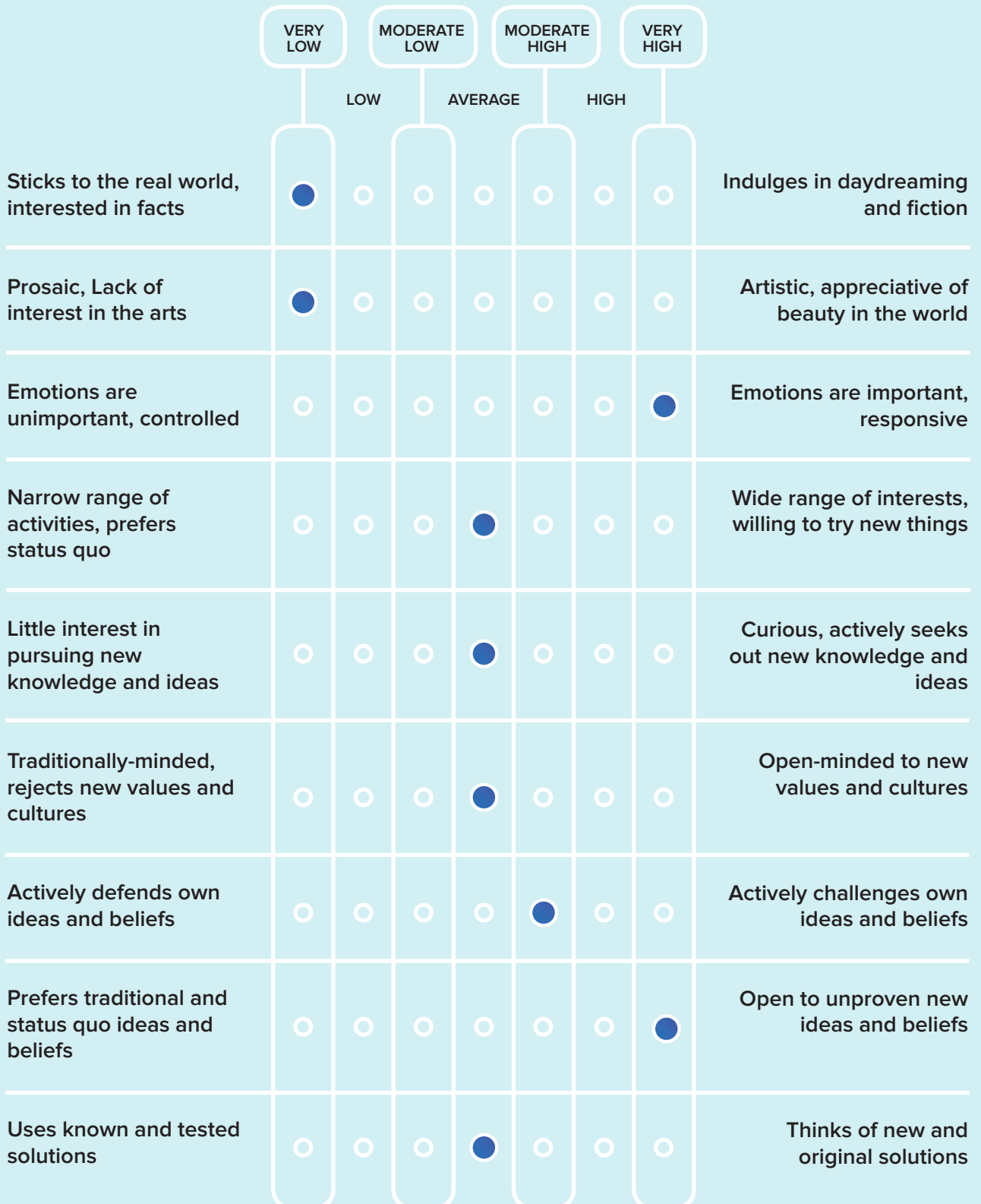
Share an experience when a team mate repeatedly made mistakes in his role.

- How did you feel? What did you do about it?
- How did he respond?
- What was the outcome?
- Was it per your expectations?
- What could you have done better?

• Gratitude

The respondent is generally appreciative of his team member's contributions, although he may not see the need to go out of his way to express his gratitude explicitly.

OPENNESS



DETAILED DESCRIPTION

The respondent is comfortable with the tried and tested ways of approaching tasks, but is also open to trying out new ways of doing things should the situation call for it. He is able to balance the need for innovation with that of functionality when deciding on his approach to tasks.

• Imaginativeness

The respondent is pragmatic and grounded and stays focused on the current agenda. He may choose to ignore information that does not seem immediately relevant, and may not give much thought in anticipating future needs or possibilities.

Suggested Interview Questions

Please share an experience when you had to offer a creative solution to a problem encountered at work.

- How did you come up with the solution?
- What was the most challenging part of that experience?
- Did you/others feel that the problem was adequately solved and why?

• Aestheticness

The respondent is typically focused on concrete deliverables and outcomes. As a result, he may overlook the presentation aspect of delivery.

Suggested Interview Questions

Please share an experience when you had to sell an idea to an audience.

- How did the others respond to it?
- How did you convince them to the idea?
- What was the most challenging part of doing this?
- What do you think you can do better to sell your idea?

• Sensitivity

The respondent is highly attuned to his own emotions and that of others. He may have difficulty making decisions that impact negatively on others, and may be viewed as letting his feelings get in the way of most things.

Suggested Interview Questions

Share an experience when you had to make a difficult decision at work involving your team mates.

- How did you make the decision?
- How did you share the news with them?
- How did they react to the decision?
- What do you think you could have done better in that situation?

• Diverseness

The respondent does not see the need to seek out newness or variety to sustain his level of engagement in work. He is equally comfortable with performing routine tasks or to take on new roles if the situation calls for it and will be well-adjusted, although he may not be proactive in seeking out new opportunities or challenges at work.

• Knowledgeability

The respondent is somewhat conservative in his thinking although he may be open to new ideas and ways of thinking. He possesses a balanced perspective, drawing both on past knowledge whilst giving due consideration to new perspectives and ideas.

• Liberalism

The respondent is generally respectful of existing organisational norms and ways of doing things in an environment. Nonetheless, should the situation call for it, he is able to suggest new perspectives or ideas that improve the existing work process.

• Objectivity

No narrative interpretation.

• Unconventionality

The respondent prides himself on being able to think out of the box and come up with new and innovative solutions to meet his objectives. However, his preference for doing things differently may cause him to neglect the practicalities of the situation or fail to leverage on past experience.

Suggested Interview Questions

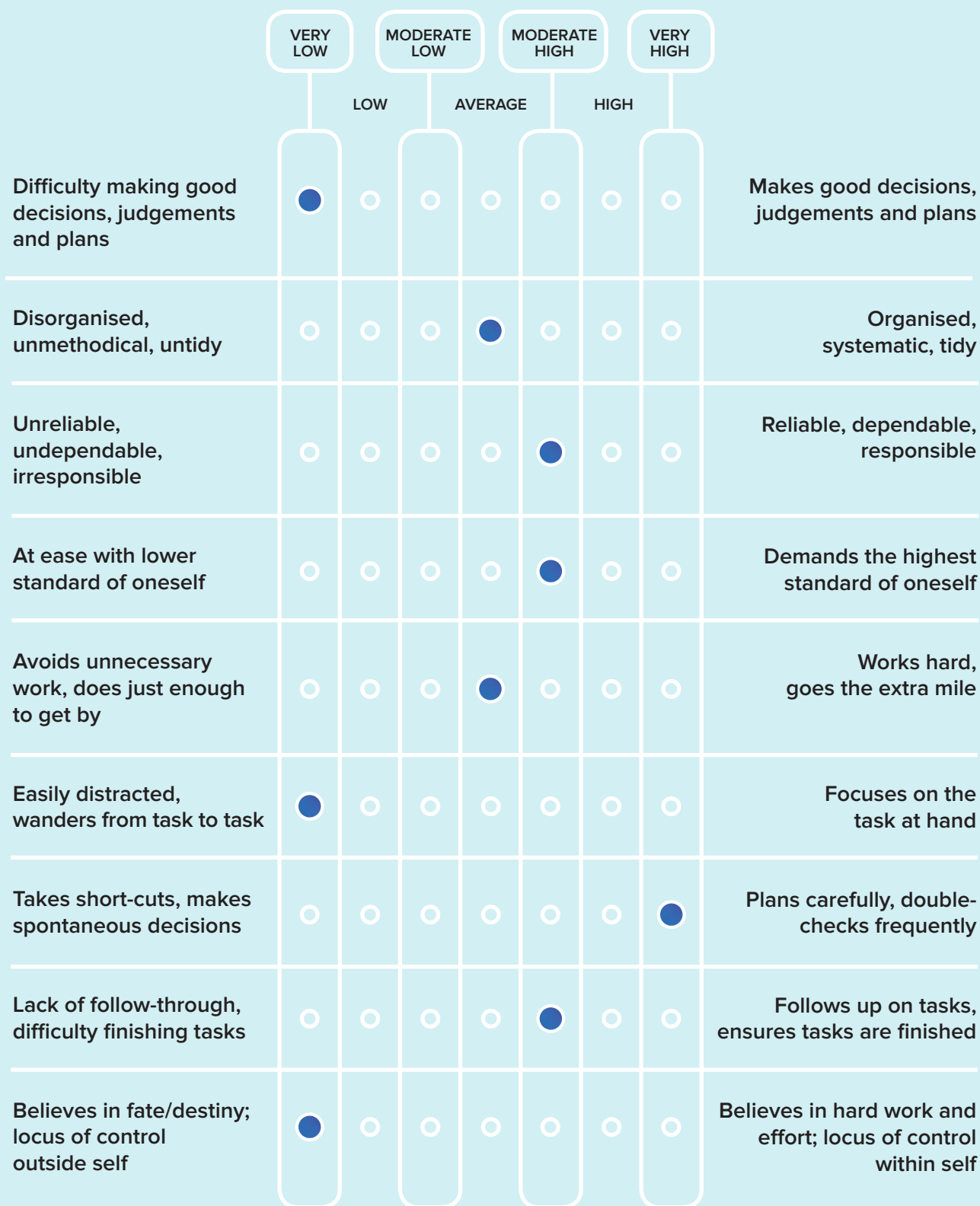
Share an experience when you had to follow an existing process at work.

- How did you feel?
- Did you feel constrained?
- Given a choice, would you have revamped the process?
- What was the outcome?

• Ingenuity

Compared to his peer group, the respondent is typical in his ability to come up with ideas and improve upon existing solutions.

CONSCIENTIOUSNESS



DETAILED DESCRIPTION

The respondent's preference is not to take on responsibilities and commitments unless the situation calls for it. He may not complete the task when he runs into difficulties, or may not do so to a high quality. The respondent is disinclined to plan ahead and may be somewhat disorganised in his thought process. On the other hand, he is comfortable thinking on his feet and is able to perform well without preparation.

● Unconventionality

The respondent generally accepts that he is unable to fully be in control in any situation. In situations when obstacles occur, he is typically able to adjust and adapt in order to deal with them.

Suggested Interview Questions

Share an experience when you encountered an unexpected problem at work.

- How did you feel when you found out about the problem?
- What did you do about it?
- What role did you play specifically in resolving the issue?
- How was the problem resolved in the end?
- What could you have done better?

● Systematicness

The respondent does a reasonable amount of planning and is generally organised in his thoughts and actions. When required, he can be flexible in his approach to tasks.

● Dutifulness

No narrative interpretation.

● Perfectionism

No narrative interpretation.

● Diligence

The respondent is comfortable either focusing on one job or handling multiple tasks at the same time. He demonstrates a moderate ability to stay engaged and see a task to completion.

● Focus

The respondent is spontaneous and will seize opportunities as they come. While he is quick to act and make things happen, he may also fail to plan ahead and consider the implications of his actions.

Suggested Interview Questions

Share an experience when you had to make a decision on short notice.

- How did you feel?
- What factors did you consider in making the decision?
- What was the outcome?
- Was there anything you could have done better on hindsight?

● Prudence

The respondent is generally cautious in his actions and does not commit to doing things without careful consideration. He may avoid taking risks and is uncomfortable with making decisions on the spot. On the other hand, he runs the risk of being too conservative or spending too much time deliberating over issues more than they merit.

Suggested Interview Questions

Share an experience when you had to make an important decision on the spot.

- How did you feel doing it?
- What factors did you consider making the decision?
- What was the easiest and most difficult part of making the decision?
- What was the outcome?
- What could you have done better on hindsight?

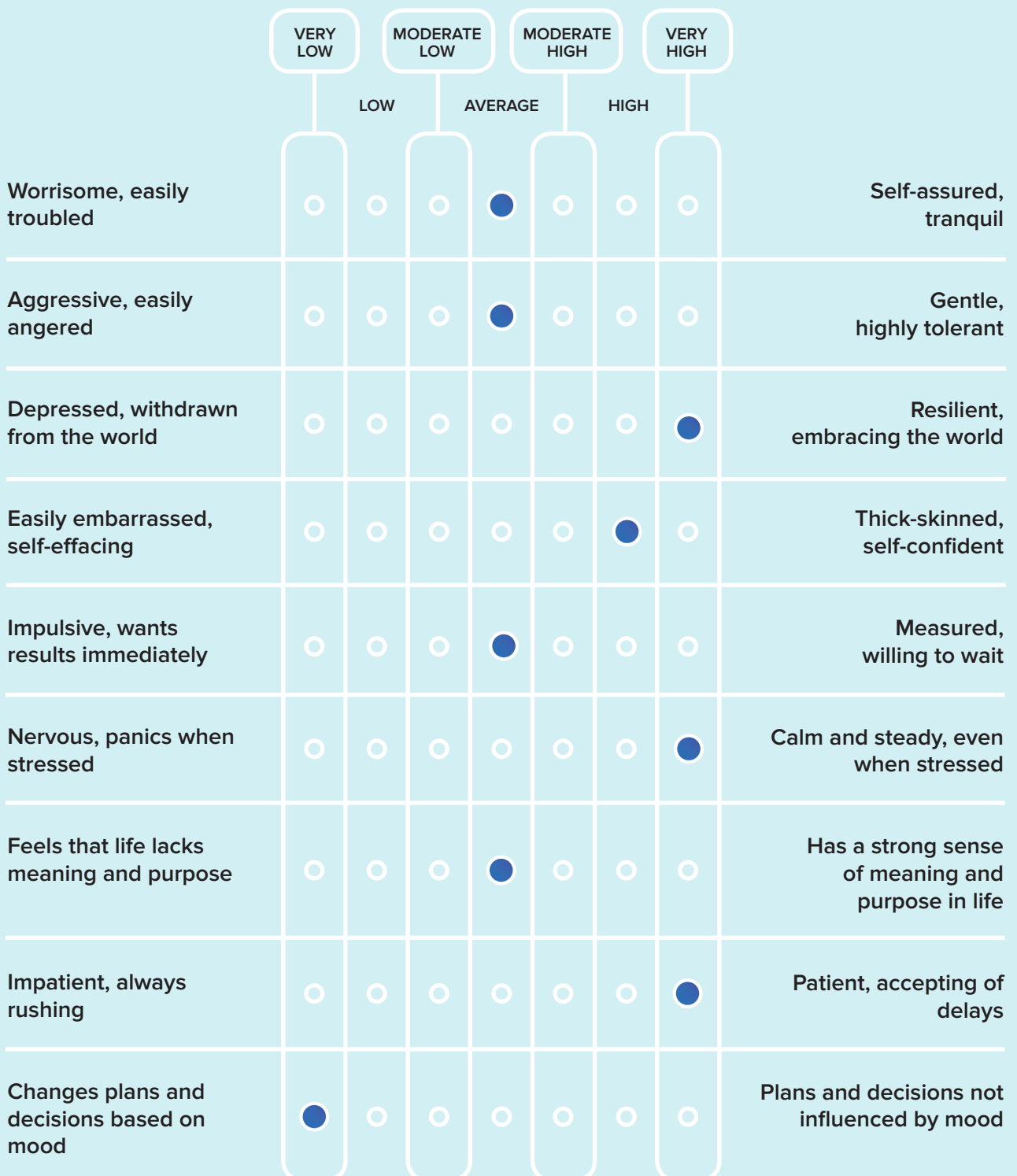
● Commitment

No narrative interpretation.

● Efficacy

The respondent lacks the resourcefulness to come up with and/or implement effective solutions to tasks. He may prefer to adhere to tried and tested approaches because he is unsure of how to improve upon them.

EMOTIONAL STABILITY



DETAILED DESCRIPTION

The respondent has a strong ability to deal with difficult or stressful situations, and is less likely than most to remain discouraged or hopeless when faced with setbacks. While he seldom experiences feelings of worry and frustration, neither is he necessarily cheerful nor carefree at all times.

● Coolheadedness

The respondent is generally subject to normal levels of worry in anticipation of tasks and when engaging in new experiences.

● Gentleness

The respondent is as likely as most to experience some level of impatience or frustration when he encounters problems, although he is able to manage and present those feelings and express them appropriately.

● Resiliency

The respondent is generally a positive person and tends to view setbacks and challenges as opportunities. This positive outlook helps him to cope effectively with challenges.

Suggested Interview Questions

Share an experience when you faced a major setback.

- How did you feel?
- What were your thoughts?
- What did you do to cope with it?
- What was the outcome?
- What was the most challenging part of the experience?
- What would you have done differently coping with it given a chance?

● Confidence

The respondent is at ease interacting with others in different social settings and is comfortable being the centre of attention. He pays little heed to how others perceive and judge him.

Suggested Interview Questions

Share an experience when you had to work with a new team.

- How did you feel?
- How did you get to know them better?
- How did you voice your opinions and what was the outcome?
- What was the most stressful part of the experience?
- What could you have done better?

● Restraint

The respondent is generally able to maintain self control against temptations, although he occasionally succumbs to distractions.

• Steadiness

The respondent has the ability to remain calm and collected even in the most challenging circumstances. He is confident in his ability to deal with such situations and may not seek help from others even when the need arises.

Suggested Interview Questions

Share an experience when it was extremely stressful at work.

- Why was it stressful?
- How did you cope with the stress?
- Did you seek help from others?
- Did you think you handled the situation well and why?

• Meaningfulness

The respondent is generally able to find meaning and purpose in his work. He is generally engaged in his job.

• Patience

The respondent prefers to take a relaxed and well-paced approach to completing tasks and is disinclined to rush to complete a task. When faced with short deadlines or time urgency, he may feel stressed.

Suggested Interview Questions

Share an experience when you were working on a project and had to accommodate some inexperienced newcomers to the team.

- How did you feel?
- What did you do to ensure the project progressed per your timeline?
- How did the others respond to it?
- What was the outcome?
- What was the most challenging part of the experience?
- What would you have done differently?

• Consistency

The respondent is easily swayed by the opinions and views of others, and may change his own position on issues or act inconsistently in varying situations. Others may view him as inconsistent and prone to changing his mind. As such, he may find it difficult to convince others of his cause.

Suggested Interview Questions

Please share with us an occasion where your ideas were different from the group but you persisted in your ideas and made the group come around to your ideas.

- What did you do to convince them?
- What was the challenging part?
- What was the outcome of the discussion?
- Were all your ideas adopted?