



# SHL Leadership Report

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Generated on 16 May 2005

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## Introduction

This framework reflects the best of the current leadership literature and views “leadership” as a dynamic, contextually sensitive component of corporate strategy. Management and leadership are addressed in terms of the widely recognized distinction between transactional and transformational styles, in which management is about keeping the system running efficiently and effectively, while leadership is about creating it, developing it or changing its direction. While conceptually distinct, management and leadership are essential and in practice interdependent.

This report estimates your potential using research derived predictions from the responses you gave to the Occupational Personality Questionnaire (OPQ). It provides insights into your unique style of operating and the challenges and opportunities you face as a manager and leader. This report can help you benchmark your leadership potential against other senior managers and professionals.

During feedback you are encouraged to explore how you may have utilized strengths or overcome personal limitations and contextual challenges in the pursuit of success. Whatever your objectives in undertaking this process, a deeper understanding of your unique personal attributes and time spent reflecting on the lessons of your own successes and failures to date will help you to choose the appropriate approach to build your leadership competence and success.

## The SHL Leadership Model

The SHL Leadership Model covers four functions critical to leadership effectiveness in any organization:

### Developing the Vision

The first stages in organizational change involve the critical analysis of the current situation, and the generation of ideas to move forward. Leaders need to accurately analyze the facts and to establish a sense of urgency where change is required. They also need to establish a mission, develop a convincing and appealing vision of the future and outline the strategy by which it can be achieved.

### Sharing the Goals

Corporate leaders need to communicate the vision, set goals and objectives and take decisions that embody the strategic direction of the organization. In presenting their strategy they need to interact with internal and external stakeholders. They have to establish coalitions and networks and influence people to get goals accepted and internalized.

### Gaining Support

Leaders need to support others in order to gain their trust and support. This requires leaders to recognize concerns and reconcile them with the change agenda. Leaders need to empower broad-based action and generate early short-term wins to demonstrate the benefits of change. Failure to do so may mean that others within the organization continue to fear or resist change and, believing that they will not benefit, only half-heartedly support the new vision and strategy.

### Delivering Success

The effective implementation of strategy requires operational efficiency and commercial acumen. The economic viability of the vision needs to be ensured through operational efficiency and by winning business to grow the organization.

## Management Focus vs. Leadership Focus

Management is about keeping an existing system running, whereas leadership is about creating it, developing it or changing its direction. It is a common assumption that a person who has leadership skills will also have management skills. Although they are found side by side in practice, they are conceptually distinct, and any assessment of leadership must account for both.

The core of this report is based on the SHL Great Eight Competency Model, designed to apply across a wide range of organizations and industry sectors. It consists of eight factors that describe Management and Leadership competencies.

- **Analyzing & Interpreting** comprises analysis and learning competencies.
- **Creating & Conceptualizing** requires openness to new ideas, innovation and creativity.
- **Interacting & Presenting** focuses on oral communication and influence on others.
- **Leading & Deciding** includes initiating action, giving direction and taking responsibility.
- **Supporting & Co-operating** is about respect and positive regard towards others.
- **Adapting & Coping** deals with response to change and pressure.
- **Organizing & Executing** focuses on working in a systematic and organized manner.
- **Enterprising & Performing** requires the focus on results and personal achievement.

Some of these eight competency factors are more relevant to the role of management and others to leadership. Management competency factors are related to a transactional style that provides rewards for dependable performance to specified objectives. Leadership factors are related to a transformational style that inspires both people and the organization to become proactive and to achieve beyond expectations.

Leadership Function	Management Focus (Transactional)	Leadership Focus (Transformational)
Developing the Vision	Analyzing & Interpreting	Creating & Conceptualizing
Sharing the Goals	Interacting & Presenting	Leading & Deciding
Gaining Support	Supporting & Co-operating	Adapting & Coping
Delivering Success	Organizing & Executing	Enterprising & Performing

## Narrative Summary

**This table describes David Brookmire's Leadership Potential.**

Management Focus vs. Leadership Focus	
<p style="text-align: center;"><i><b>Corporate Leader / Leader</b></i> (p. 5)</p>	<p>Great leaders manage to transform organizations through innovation, drive, personal resilience and entrepreneurial flair. Combined with elements of a more transactional managerial style this can prove a powerful combination for effective organizational leadership.</p>
Developing the Vision	
<p style="text-align: center;"><i><b>Creator / Visionary</b></i> (p. 7)</p>	<p>Individuals combining the Creator and Visionary styles work well in situations requiring openness to new ideas and experiences. They typically handle situations and problems with innovation and creativity and support and drive organizational change. Such individuals adopt a flexible approach to problem solving, balancing logical analytical approaches alongside to the lessons of practical experience. In their enthusiasm for change they may be inclined to overlook the positive aspects of the status quo.</p>
Sharing the Goals	
<p style="text-align: center;"><i><b>Decision Maker / Communicator</b></i> (p. 9)</p>	<p>Individuals who combine the Decision Maker and Communicator styles naturally prefer to take control and exercise personal leadership. They are comfortable when required to network and relate to others and are as likely as most to be socially influential and persuasive. While they initiate action, provide direction and take responsibility, they typically seek to balance a desire to interact with the need to make time for private reflection. Given a strong desire to take personal control they can benefit from consideration of when it may be more appropriate to step back and to let others take the lead.</p>
Gaining Support	
<p style="text-align: center;"><i><b>Defender</b></i> (p. 11)</p>	<p>Defenders are strongly focused on pragmatic task related aspects of the job and maintain effective elements of the status quo by stamping out distracting experiments and diversions. They are uncomfortable about the prospect of change and are less inclined to try new approaches for their own sake. While they find it easy to make the hard choices sometimes necessary in organizational life they can feel uncomfortable engaging with the personal issues and concerns of others.</p>
Delivering Success	
<p style="text-align: center;"><i><b>Entrepreneur / Business Driver</b></i> (p. 13)</p>	<p>Individuals who combine the Entrepreneur and Business Driver styles show an active interest in business, commerce and finance. They balance the need to adopt a planned and structured approach against that of responding to contingencies as they emerge. They focus on results, achievement of personal objectives and personal career advancement but may overlook opportunities to celebrate past achievements.</p>

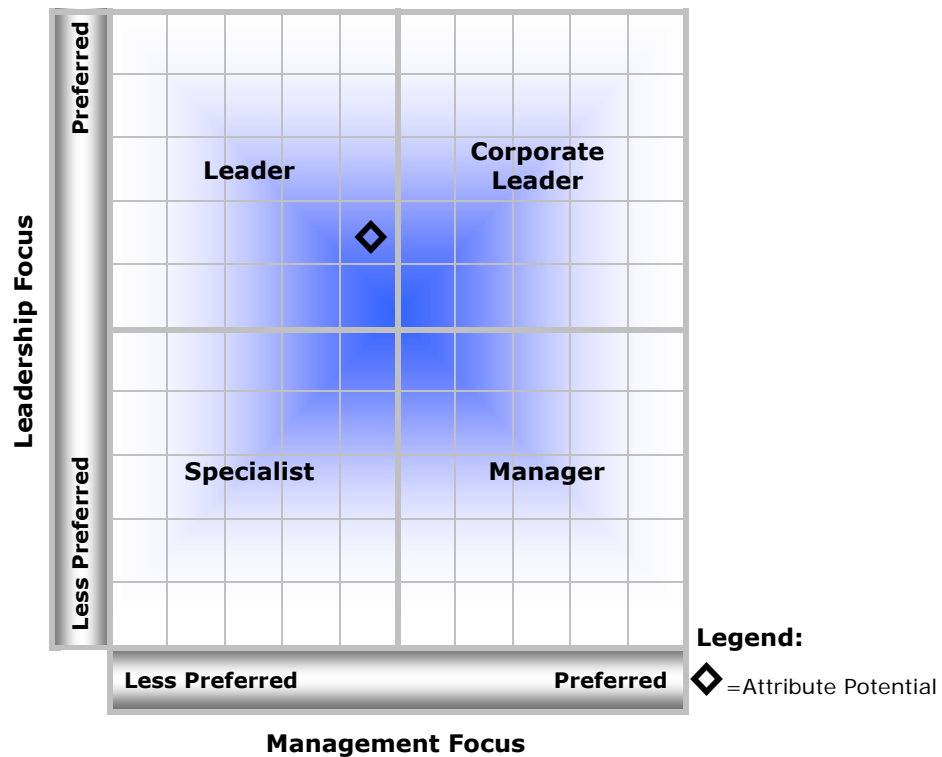
## Management Focus vs. Leadership Focus

The four leadership functions of the SHL Corporate Leadership Model are each comprised of a management (transactional) and leadership (transformational) factor.

The graphic below provides a high level summary of the results of your assessment by contrasting the transactional focus and transformational focus.

**Leader** - Great leaders transform organizations through innovation, drive, personal resilience and entrepreneurial flair. However, their efforts may be rendered less effective if they overlook transactional aspects associated with effective management.

**Corporate Leader** - Great leaders transform organizations through innovation, drive, personal resilience and entrepreneurial flair. Effective execution of corporate leadership combines this with the transactional managerial elements of analysis, communication, interpersonal sensitivity and structured implementation.



**Specialist** - Specialists who take pride in applying and honing their expertise within a defined area are important in any organization. Such individuals may feel uncomfortable at the prospect of becoming generalists with more wide-ranging responsibilities at the expense of excellence in their own specialization.

**Manager** - Individuals who combine technical expertise with a clear transactional management style are likely to be effective in driving operational success in the here-and-now. However, future success also depends on a steady flow of innovation that leads to new business propositions in response to evolving markets.

## Management Focus vs. Leadership Focus

Management Focus		1	2	3	4	5	6	7	8	9	10	
5		.	.	.	.	■	■	.	.	.	.	Dependable performance and reaches operative objectives.
Related competencies are:		1	2	3	4	5	6	7	8	9	10	
5	Applies expertise and established technologies. Less inclined towards quantitative analytical styles of thinking.	.	.	.	.	■	■	.	.	.	.	<b>Analyzing &amp; Interpreting</b> Gets to the heart of complex problems and issues. Applies own expertise effectively and quickly takes on new technology.
6	Values time for personal thought and reflection. Tends to be socially reserved. Prefers to work independently.	.	.	.	.	■	■	.	.	.	.	<b>Interacting &amp; Presenting</b> Communicates and networks effectively, persuades and influences others. Relates to others confidently.
4	Finds it easy to make hard choices, may feel uncomfortable dealing with others' personal issues.	.	.	.	.	■	■	.	.	.	.	<b>Supporting &amp; Co-operating</b> Puts people issues first, supports colleagues, shows respect and positive regard towards others.
6	Prefers to explore and address issues flexibly as they emerge. More concerned with quality than with deadlines.	.	.	.	.	■	■	.	.	.	.	<b>Organizing &amp; Executing</b> Follows directions, plans ahead, works in a systematic and organized manner. Focuses on the delivery.

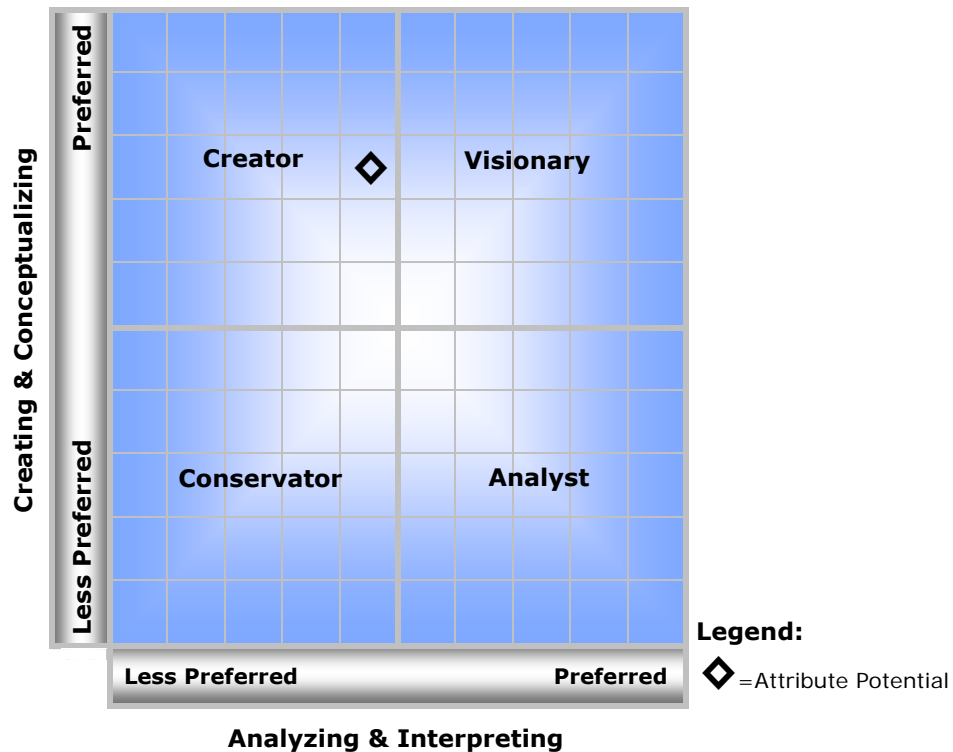
Leadership Focus		1	2	3	4	5	6	7	8	9	10	
7		.	.	.	.	.	.	■	■	.	.	Inspires both people and the organization to become proactive and to achieve beyond expectations.
Related competencies are:		1	2	3	4	5	6	7	8	9	10	
8	Tends to apply tried and tested approaches to the resolution of problems. Upholds the status quo.	.	.	.	.	.	.	■	■	.	.	<b>Creating &amp; Conceptualizing</b> Is open to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems creatively.
8	Generally comfortable following the instructions of others. Seeks to adopt an advisory role within the group.	.	.	.	.	.	.	■	■	.	.	<b>Leading &amp; Deciding</b> Naturally prefers to take control and exercise leadership. Initiates action and takes responsibility.
1	Less inclined to try new ideas. May find it difficult to cope effectively with organizational change.	■	■	.	.	.	.	.	.	.	.	<b>Adapting &amp; Coping</b> Adapts and responds well to change. Flourishes on pressure and copes well with setbacks. Provides stability.
7	Derives satisfaction by applying a steady and consistent approach to the task at hand.	.	.	.	.	.	.	■	■	.	.	<b>Enterprising &amp; Performing</b> Focuses on results and the achievement of work objectives. Shows an active interest in business and finance.

## Developing the Vision

The critical analysis of the current situation and the generation of ideas to move forward are the first stages in organizational change. Leaders need to analyze the facts and establish a sense of urgency for the need for change. They also need to establish a mission, develop an appealing and convincing vision of the future, and outline the strategy by which it can be achieved.

**Creator** - Creators work well in situations requiring openness to new ideas and experiences. They typically handle situations and challenges with innovation and creativity and will often support or drive organizational change. However, their enthusiasm for change may overlook positive aspects of the status quo. Given that their style is also less focused on quantitative analysis they also tend to overlook the need to check the practical feasibility of their ideas.

**Visionary** - Visionaries excel in developing a vision for the organization while critically evaluating the facts, and creating the ideas and concepts that move the organization forward. However, in certain contexts they may be inclined to over analyze a situation and to overlook positive aspects of the status quo.



**Conservator** - Conservators thrive in environments where they can continue to use well-proven methods and discourage incompatible ideas. While they are less inclined towards quantitative analysis, they apply established methods and ways of working to resolve practical problems and maintain the status quo.

**Analyst** - Analysts are naturally suited to critical thinking and quickly get to the heart of complex problems and issues. They work most effectively in situations requiring the application of established methods and ways of working and may struggle to create new ideas and concepts. Analysts will strive to apply tried and tested approaches to the resolution of problems and if left unguided may be inclined to over analyze a situation.

## Developing the Vision

Analyzing & Interpreting		1	2	3	4	5	6	7	8	9	10	
5	Applies learned expertise and established technologies to the resolution of practical problems. Less inclined towards quantitative analytical styles of thinking.	•	•	•	■■■■■			•	•	•	•	Shows evidence of clear analytical thinking. Gets to the heart of complex problems and issues. Applies own expertise effectively and quickly takes on new technology. May be inclined to over analyze a situation.
<b>Related competencies are:</b>		1	2	3	4	5	6	7	8	9	10	
6	Does not focus on potential limitations, dislikes critically analyzing information, rarely looks for errors or mistakes.	•	•	•	■■■■■			•	•	•	•	<b>Evaluative</b> Critically evaluates information, looks for potential limitations, focuses upon errors.
3	Prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts.	•	■■■■■			•	•	•	•	•	•	<b>Conceptual</b> Interested in theories, enjoys discussing abstract concepts.
5	Prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics.	•	•	•	■■■■■			•	•	•	•	<b>Data Rational</b> Likes working with numbers, enjoys analyzing statistical information, bases decisions on facts and figures.
7	Accepts majority decisions, prepared to follow the consensus.	•	•	•	■■■■■			•	•	•	•	<b>Independent Minded</b> Prefers to follow own approach, prepared to disregard majority decisions.
8	More likely to build on than generate ideas, less inclined to be creative and inventive.	•	•	•	■■■■■			•	■■■■■		•	<b>Innovative</b> Generates new ideas, enjoys being creative, thinks of original solutions.

Creating & Conceptualizing		1	2	3	4	5	6	7	8	9	10	
8	Works most effectively in situations requiring the application of established methods and ways of working. Tends to apply tried and tested approaches to the resolution of problems. Upholds the status quo.	•	•	•	•	•	•	■■■■■			•	Works well in situations requiring openness to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems with innovation and creativity. Supports and drives organizational change. May overlook positive aspects of the status quo.
<b>Related competencies are:</b>		1	2	3	4	5	6	7	8	9	10	
3	Prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts.	•	■■■■■			•	•	•	•	•	•	<b>Conceptual</b> Interested in theories, enjoys discussing abstract concepts.
4	Favors changes to work methods, prefers new approaches, less conventional.	•	•	■■■■■			•	•	•	•	•	<b>Conventional*</b> Prefers well established methods, favors a more conventional approach.
6	Does not focus on potential limitations, dislikes critically analyzing information, rarely looks for errors or mistakes.	•	•	•	■■■■■			•	•	•	•	<b>Evaluative</b> Critically evaluates information, looks for potential limitations, focuses upon errors.
8	More likely to build on than generate ideas, less inclined to be creative and inventive.	•	•	•	■■■■■			■■■■■		•	•	<b>Innovative</b> Generates new ideas, enjoys being creative, thinks of original solutions.
6	More likely to focus upon immediate than long-term issues, less likely to take a strategic perspective.	•	•	•	■■■■■			•	•	•	•	<b>Forward Thinking</b> Takes a long-term view, sets goals for the future, more likely to take a strategic perspective.
5	Prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics.	•	•	•	■■■■■			•	•	•	•	<b>Data Rational</b> Likes working with numbers, enjoys analyzing statistical information, bases decisions on facts and figures.

\* Scales marked with an asterisk are rated inversely, meaning higher scores contribute less.



## Sharing the Goals

<b>Interacting &amp; Presenting</b>		1	2	3	4	5	6	7	8	9	10
6	Values time for personal thought and reflection. Tends to be somewhat private and socially reserved. Prefers to work independently and to involve others only when it is essential to do so. May miss opportunities to network and build personal contacts.	•	•	•	•	•	•	•	•	•	•
Communicates and networks effectively. Successfully persuades and influences others. Relates to others in a confident and relaxed manner. May need to consider when it is more appropriate to step back and take time out for reflection.											

<b>Related competencies are:</b>		1	2	3	4	5	6	7	8	9	10
7	Feels more comfortable in less formal situations, can feel awkward when first meeting people.	•	•	•	•	•	•	•	•	•	•
<b>Socially Confident</b>											
7	Rarely pressures others to change their views, dislikes selling, less comfortable using negotiation.	•	•	•	•	•	•	•	•	•	•
<b>Persuasive</b>											
5	Behaves consistently across situations, unlikely to behave differently with different people.	•	•	•	•	•	•	•	•	•	•
<b>Adaptable</b>											
5	Does not question the reasons for people's behavior, tends not to analyze people.	•	•	•	•	•	•	•	•	•	•
<b>Behavioral</b>											
5	Quiet and reserved in groups, dislikes being the centre of attention.	•	•	•	•	•	•	•	•	•	•
<b>Outgoing</b>											
6	Does not focus on potential limitations, dislikes critically analyzing information, rarely looks for errors or mistakes.	•	•	•	•	•	•	•	•	•	•
<b>Evaluative</b>											

<b>Leading &amp; Deciding</b>		1	2	3	4	5	6	7	8	9	10
8	Generally comfortable following the instructions of others. Seeks to adopt an advisory role within the group. Prefers not to operate in a directive manner towards others. Inclined to avoid situations requiring active personal leadership and control.	•	•	•	•	•	•	•	•	•	•
Naturally prefers to take control and exercise personal leadership. Initiates action, gives direction and takes responsibility. May need to consider when it is more appropriate to step back and to let others take the lead.											

<b>Related competencies are:</b>		1	2	3	4	5	6	7	8	9	10
8	Happy to let others take charge, dislikes telling people what to do, unlikely to take the lead.	•	•	•	•	•	•	•	•	•	•
<b>Controlling</b>											
7	Tends to be cautious when making decisions, likes to take time to reach conclusions.	•	•	•	•	•	•	•	•	•	•
<b>Decisive</b>											
7	Rarely pressures others to change their views, dislikes selling, less comfortable using negotiation.	•	•	•	•	•	•	•	•	•	•
<b>Persuasive</b>											
5	Does not question the reasons for people's behavior, tends not to analyze people.	•	•	•	•	•	•	•	•	•	•
<b>Behavioral</b>											
6	Wary of others' intentions, finds it difficult to trust others, unlikely to be fooled by people.	•	•	•	•	•	•	•	•	•	•
<b>Trusting</b>											
4	Selective with sympathy and support, remains detached from others' personal problems.	•	•	•	•	•	•	•	•	•	•
<b>Caring</b>											
5	Prepared to make decisions without consultation, prefers to make decisions alone.	•	•	•	•	•	•	•	•	•	•
<b>Democratic</b>											

## Gaining Support

Leaders need to support others to gain their trust and support in return. This requires recognizing the concerns of people and reconciling them with the agenda for change. Leaders need to empower broad-based action and generate early short-term wins to prove the benefit of change. Otherwise their followers may only half-heartedly support the vision and strategy as they are afraid of change, or feel that they will not benefit.

**Adventurer** – Adventurers respond well to the challenges of change and do not worry too much about the possible consequences of trying new approaches. They are strongly focused on pragmatic task related aspects of the job and feel uncomfortable engaging with personal issues and concerns of others. While their personal confidence can provide others with stability and security they tend to underestimate the personal challenges experienced by others in adapting to change and can unintentionally hurt others or fail to get their buy-in.

**Change Agent** – Change Agents listen to people's views and concerns, and are astute at judging how much change is feasible in a particular situation. They behave consistently with a clear sense of personal values and show respect and positive regard towards others. They flourish on pressure and provide stability and security to others in times of uncertainty and change. However, they may find it difficult to make the hard choices and may underestimate the personal challenges experienced by others in adapting to change.



**Defender** – Defenders are strongly focused on pragmatic task related aspects of the job and maintain effective elements of the status quo by stamping out distracting experiments and diversions. They are uncomfortable about the prospect of change and are less inclined to try new approaches for their own sake. While they find it easy to make the hard choices sometimes necessary in organizational life, they can feel uncomfortable engaging with the personal issues and concerns of others.

**Team Player** – Team Players naturally put people issues first, supporting colleagues and showing respect and positive regard towards others. Less inclined to try new approaches for their own sake, they can find it difficult to cope effectively with the personal pressures often associated with organizational change, preferring to focus on maintaining effective aspects of the status quo. They behave consistently with a clear sense of personal values and can find it difficult to make hard choices.

## Gaining Support

Supporting & Co-operating		1	2	3	4	5	6	7	8	9	10
4	Strongly focused on pragmatic task related aspects of the job. Finds it easy to make the hard choices sometimes necessary in organizational life. May feel uncomfortable engaging with the personal issues and concerns of others.	•	•			•	•	•	•	•	•
<b>Related competencies are:</b>											
5	Prepared to make decisions without consultation, prefers to make decisions alone.	•	•	•							
4	Selective with sympathy and support, remains detached from others' personal problems.	•	•								
5	Does not question the reasons for people's behavior, tends not to analyze people.	•	•	•							
8	Dislikes competing with others, feels that taking part is more important than winning.	•	•	•							
6	Wary of others' intentions, finds it difficult to trust others, unlikely to be fooled by people.	•	•	•	•						
5	Comfortable spending time away from people, values time spent alone, seldom misses the company of others.	•	•	•							

Adapting & Coping		1	2	3	4	5	6	7	8	9	10
7	Focuses on maintaining effective aspects of the existing system or process. Less inclined to try new approaches for their own sake. May find it difficult to cope effectively with the personal pressures often associated with organizational change.			•	•	•	•	•	•	•	•
<b>Related competencies are:</b>											
5	Behaves consistently across situations, unlikely to behave differently with different people.	•	•	•							
2	Concerned about the future, expects things to go wrong, focuses on negative aspects of a situation.										
3	Tends to feel tense, finds it difficult to relax, can find it hard to unwind after work	•									
2	Sensitive, easily hurt by criticism, upset by unfair comments or insults.										
9	Prefers routine, is prepared to do repetitive work, does not seek variety.	•	•	•	•	•	•	•			
5	Openly expresses feelings, finds it difficult to conceal feelings, displays emotion clearly.	•	•	•							

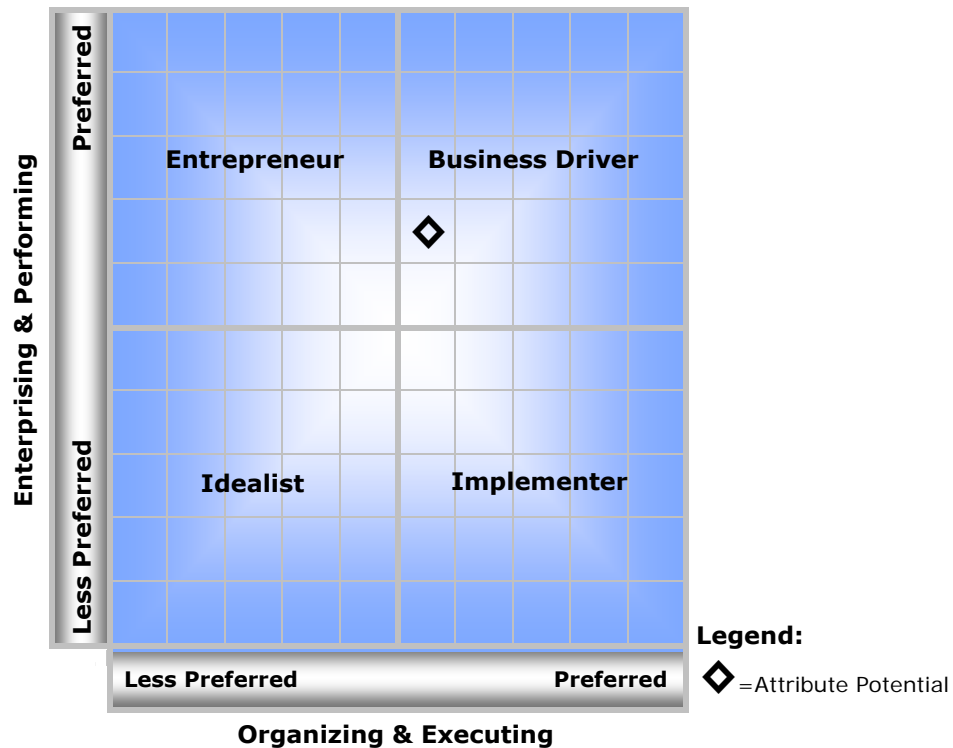
\* Scales marked with an asterisk are rated inversely, meaning higher scores contribute less.

## Delivering Success

The effective implementation of strategy requires operational efficiency and commercial acumen. The economic viability of the vision needs to be ensured through the achievement of efficiencies and by winning business in order to grow the organization.

**Entrepreneur** - Entrepreneurs are most effective in getting things started. They prefer to explore and address issues flexibly as they emerge and may find it uncomfortable and artificially constraining to adopt a procedural or process orientation. They show an active interest in business, commerce and finance and, being highly competitive and ambitious, can overlook opportunities to celebrate past achievements. They are inclined to focus on the pursuit of personal work goals and objectives, rather than corporate priorities and commitments.

**Business Driver** - Business Drivers show an active interest in business, commerce and finance. They focus on results, achievement of personal work goals and objectives and career advancement. They identify and act upon new opportunities, planning ahead and working in a systematic and organized manner. Generally, they are respected for running the organization smoothly and efficiently. However, they can find it unsettling when required to deviate from the plan and may overlook opportunities to appreciate past achievements.



**Idealist** - Idealists prefer to explore and address issues flexibly as they emerge. They derive satisfaction by applying steady effort to the task at hand and may find it uncomfortable and artificially constraining to adopt a more structured approach. They are less driven by commercial considerations, or by the need for personal recognition or achievement, being more concerned with producing a 'high-quality' outcome. While they may fail to recognize or capitalize on potential commercial opportunities, their detached and flexible style provides a counter balance to the restless activity of organizational life.

**Implementer** - Implementers specialize in getting things done. They follow directions and procedures and plan ahead, working in a systematic and organized manner and deriving satisfaction by applying a steady and consistent approach to the task at hand. Implementers focus on the delivery of a defined product or service to predetermined standards and can find it challenging to accommodate deviations from the plan. Given that they are less driven by commercial considerations, or by the need for personal recognition or achievement, they can fail to recognize or capitalize on potential commercial opportunities.

## Delivering Success

<b>Organizing &amp; Executing</b>		1	2	3	4	5	6	7	8	9	10	
6	Prefers to explore and address issues flexibly as they emerge. More concerned with producing a high quality solution than in meeting a predetermined timeframe for delivery. May find it uncomfortable and artificially constraining to adopt a procedural or process orientation.	•	•	•	•	•	•	•	•	•	•	Follows directions and procedures and plans ahead, working in a systematic and organized manner. Focuses on the delivery of a defined product or service to predetermined standards. May find it challenging or unsettling to accommodate deviations from the plan.
Related competencies are:		1	2	3	4	5	6	7	8	9	10	
5	Sees deadlines as flexible, prepared to leave some tasks unfinished.	•	•	•	•	•	•	•	•	•	•	<b>Conscientious</b> Focuses on getting things finished, persists until the job is done.
6	Unlikely to become preoccupied with detail, less organized and systematic, dislikes tasks involving detail.	•	•	•	•	•	•	•	•	•	•	<b>Detail Conscious</b> Focuses on detail, likes to be methodical, organized and systematic, may become preoccupied with detail.
3	Not restricted by rules and procedures, prepared to break rules, tends to dislike bureaucracy.	•	•	•	•	•	•	•	•	•	•	<b>Rule Following</b> Follows rules and regulations, prefers clear guidelines, finds it difficult to break rules.
6	More likely to focus upon immediate than long-term issues, less likely to take a strategic perspective.	•	•	•	•	•	•	•	•	•	•	<b>Forward Thinking</b> Takes a long-term view, sets goals for the future, more likely to take a strategic perspective.
8	Happy to let others take charge, dislikes telling people what to do, unlikely to take the lead.	•	•	•	•	•	•	•	•	•	•	<b>Controlling</b> Likes to be in charge, takes the lead, tells others what to do, takes control.
5	Sees career progression as less important, looks for achievable rather than highly ambitious targets.	•	•	•	•	•	•	•	•	•	•	<b>Achieving</b> Ambitious and career-centered, likes to work to demanding goals and targets.

<b>Enterprising &amp; Performing</b>		1	2	3	4	5	6	7	8	9	10	
7	Derives satisfaction by applying a steady and consistent focus to the task at hand. Less driven by commercial considerations or by the need for personal recognition or achievement. May fail to recognize or capitalize on potential commercial opportunities.	•	•	•	•	•	•	•	•	•	•	Focuses on results and the achievement of personal work goals and objectives. Shows an active interest in business, commerce and finance. Seeks opportunities for self-development and career advancement. May overlook opportunities to step back in order to appreciate and celebrate past achievements.
Related competencies are:		1	2	3	4	5	6	7	8	9	10	
5	Sees career progression as less important, looks for achievable rather than highly ambitious targets.	•	•	•	•	•	•	•	•	•	•	<b>Achieving</b> Ambitious and career-centered, likes to work to demanding goals and targets.
8	Dislikes competing with others, feels that taking part is more important than winning.	•	•	•	•	•	•	•	•	•	•	<b>Competitive</b> Has a need to win, enjoys competitive activities, dislikes losing.
8	Likes to take things at a steady pace, dislikes excessive work demands.	•	•	•	•	•	•	•	•	•	•	<b>Vigorous</b> Thrives on activity, likes to keep busy, enjoys having a lot to do.
7	Rarely pressures others to change their views, dislikes selling, less comfortable using negotiation.	•	•	•	•	•	•	•	•	•	•	<b>Persuasive</b> Enjoys selling, comfortable using negotiation, likes to change other people's views.
6	More likely to focus upon immediate than long-term issues, less likely to take a strategic perspective.	•	•	•	•	•	•	•	•	•	•	<b>Forward Thinking</b> Takes a long-term view, sets goals for the future, more likely to take a strategic perspective.
5	Prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics.	•	•	•	•	•	•	•	•	•	•	<b>Data Rational</b> Likes working with numbers, enjoys analyzing statistical information, bases decisions on facts and figures.
7	Tends to be cautious when making decisions, likes to take time to reach conclusions.	•	•	•	•	•	•	•	•	•	•	<b>Decisive</b> Makes fast decisions, reaches conclusions quickly, less cautious.

## About this report

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Comparison Group: US Managerial & Professional 2001

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