



OPQ Universal Competency Report

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

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

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

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

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

2. About this Report

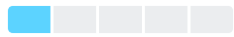


Key to the rating symbols

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

Definition	Short description	Symbol
Likely to have a positive impact	Likely strength	✓
Likely to have neither a positive nor a negative impact	Moderate	●
Likely to have a negative impact	Likely limitation	✗

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



Unlikely to be a strength



Less likely to be a strength



Moderately likely to be a strength



Quite likely to be a strength



Very likely to be a strength









3. Summary of Competency Potential



The table below provides a summary of the individual's potential performance on the twenty competencies. By selecting those competencies that are most important for the role, and probing those areas for evidence of how the individual has demonstrated effectiveness, you are more likely to recruit the best person for the job.

Competencies

Low High

 Leading and Deciding	Decision Making (1.1)	<div style="width: 80%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Leadership (1.2)	<div style="width: 60%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
 Supporting and Co-operating	Collaboration (2.1)	<div style="width: 70%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Ethics and Values (2.2)	<div style="width: 85%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
 Interacting and Presenting	Building Relationships (3.1)	<div style="width: 40%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Influence (3.2)	<div style="width: 60%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Communication (3.3)^D	<div style="width: 50%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
 Analysing and Interpreting	Writing (4.1)^D	<div style="width: 85%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Applying Expertise and Technology (4.2)^{DIN}	<div style="width: 80%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Critical Thinking (4.3)^{DIN}	<div style="width: 50%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
 Creating and Conceptualising	Learning (5.1)^{DIN}	<div style="width: 60%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Creativity and Innovation (5.2)	<div style="width: 20%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Strategic Thinking (5.3)^{DI}	<div style="width: 60%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
 Organising and Executing	Planning and Organising (6.1)	<div style="width: 80%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Delivering Results (6.2)	<div style="width: 100%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Dependability (6.3)	<div style="width: 100%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
 Adapting and Coping	Adaptability (7.1)	<div style="width: 30%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Resilience (7.2)	<div style="width: 30%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
 Enterprising and Performing	Initiative (8.1)	<div style="width: 60%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>
	Commercial Thinking (8.2)^{DI}	<div style="width: 50%;"><div style="width: 100%; height: 10px; background-color: #0070C0;"></div></div>

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^D Deductive. ^I Inductive. ^N Numerical. For further information, please refer to the "Ability Tests and Competencies" section at the end of this report.

4. Competency Potential Profile: Leading and Deciding

1. Leading and Deciding

1.1 Decision Making

Makes prompt decisions, even when they involve risk; makes difficult decisions, even when they involve tough choices; makes well-informed and considered decisions; takes responsibility for results.

- ✓ Enjoys critically evaluating relevant information when making decisions.
- ✓ Is comfortable being decisive in situations where quick decisions are needed.
- ✓ Is inclined to take control of the decision-making process.
- May at times be upset by others' criticism, and could be deterred by opposition to their decisions.
- Prefers to finish most important tasks, so is likely to follow some decisions through to the end.

1.2 Leadership

Leads groups and delegates work based on skills and potential; empowers others and motivates high performance; sets clear expectations and standards for performance; monitors work and coaches others to develop their full potential.

- ✓ Likes to be in charge and lead the work of others.
- Is generally considerate and sympathetic, so may sometimes support others' development.
- Is somewhat at ease around others, so is likely to come across as a moderately confident leader.
- Is fairly comfortable giving feedback and addressing performance issues.
- Is moderately inclined to try to understand what drives and motivates those they lead.
- Sometimes thinks about the longer term and takes a strategic approach when giving direction.

4. Competency Potential Profile: Supporting and Co-operating

2. Supporting and Co-operating

2.1 Collaboration

Accepts and appreciates other people; demonstrates courtesy and compassion; supports, encourages, and thanks others; consults, listens, and understands others; promotes diversity and builds morale, team cohesion, and collaboration.

- ✓ Strongly prioritises the group consensus, which facilitates team cohesion and collaboration.
- Is moderately sensitive to and considerate of others' needs.
- Sometimes enjoys analysing others' behaviour, and attempts to understand others' perspectives at times.
- ✗ Is inclined to be wary of others' intentions, so may struggle to build trusting relationships.
- ✗ Lacks a strong desire to be around others, which can limit opportunities to collaborate and to boost team morale.
- ✗ Prefers to make decisions alone rather than seeking diverse input from others.

2.2 Ethics and Values

Upholds ethical standards and values; maintains confidentiality; follows through on commitments; encourages responsibility towards the community and the environment.

- ✓ Consistently follows rules regardless of external pressure or inconvenience.
- Tends to be moderately interested in the welfare of people they work with and the wider community.
- Generally follows through on promises and commitments, especially when they are important.

4. Competency Potential Profile: Interacting and Presenting

3. Interacting and Presenting

3.1 Building Relationships

Develops relationships and builds networks; creates a positive impression and builds rapport; adapts approach to interact effectively with others; effectively manages conflict; helps others succeed.

- Is somewhat comfortable around new people, so may find it fairly easy to build a network of relationships.
- Tends to be moderately supportive of others, so is likely to seek to help others succeed at times.
- Has some interest in others' motives, which can help when developing and managing relationships.
- ✗ Prefers spending time alone, which can limit opportunities to build rapport with others.
- ✗ Tends to be quiet in social situations, so is likely to find it challenging to interact in group settings.
- ✗ Is not very likely to adapt behaviour when interacting with others in order to create a positive impression.

3.2 Influence

Establishes credibility and uses compelling insights to appeal to others' needs and persuade them to a different point of view; navigates political situations and negotiates to gain agreement from others and achieve desired outcomes.

- ✓ Likes to take control of influencing others.
- Is moderately comfortable in social situations, so is likely to display some confidence and credibility.
- Sometimes enjoys using negotiation or persuasive strategies to influence others.
- Is moderately inclined to consider other people's needs and motives when trying to win them over.
- ✗ Is not inclined to vary their approach to suit the situation when trying to build support across their network.
- ✗ Favours conventional ways of influencing others.

4. Competency Potential Profile: Interacting and Presenting

3. Interacting and Presenting

3.3 Communication ^D



Understands spoken information; speaks clearly and understandably; presents with confidence; gauges audience reaction, interest, and understanding, and adjusts communication style or content accordingly.

- ✓ Enjoys critically analysing information, which is likely to support understanding of spoken information.
- Sometimes enjoys using persuasion techniques to help convince others to change their point of view.
- Is sometimes inclined to analyse others' motives, which may help them to understand their audience.
- ✗ Becomes nervous before important events, which can interfere with communicating effectively.
- ✗ Tends to be reserved, and may find it challenging to seem confident when speaking to others.
- ✗ Is not inclined to change their approach across people, so is unlikely to tailor messages to suit their audience.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^D Deductive.

4. Competency Potential Profile: Analysing and Interpreting

4. Analysing and Interpreting

4.1 Writing ^D



Understands written information; writes clearly, succinctly, and correctly, avoiding jargon and complexity; structures written information to meet the audience's needs and stimulate interest.

- ✓ Is comfortable taking a methodical approach, so is likely to produce well-organised written information.
- ✓ Is inclined to look for errors and mistakes in work, which is likely to enhance the quality of written work.
- ✗ Tends to avoid thinking about high-level concepts, and may have little interest in communicating them clearly in writing.

4.2 Applying Expertise and Technology ^{DIN}



Applies functional and technical expertise to accomplish work; uses technology systems to communicate information; adopts, operates, and repairs job-related technology effectively; generates new functionality within technology systems.

- ✓ Likes working with data and numbers, and may choose to develop expertise in job tasks that require working with numerical information.
- ✓ Is comfortable critically reviewing information, and is likely to be comfortable solving problems that arise.
- Balances focusing on immediate and longer-term issues, so may think about future trends in their field at times.
- Sometimes enjoys being creative, and occasionally may apply expertise to come up with new ideas and solutions.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^D Deductive. ^I Inductive. ^N Numerical.

4. Competency Potential Profile: Analysing and Interpreting

4. Analysing and Interpreting

4.3 Critical Thinking DIN



Gains an understanding of the situation or problem; evaluates, integrates, and categorises information to identify issues, patterns, trends, and relationships; challenges assumptions and draws informed conclusions that enable effective approaches and solutions.

- ✓ Is inclined to focus on detail, so is likely to carefully check information to fully understand the situation.
- ✓ Likes working with facts and figures, and is likely to use them to make informed conclusions.
- ✓ Enjoys evaluating information, so is likely to detect potential issues and limitations.
- Sometimes likes to create innovative and workable solutions to problems.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^D Deductive. ^I Inductive. ^N Numerical.

4. Competency Potential Profile: Creating and Conceptualising

5. Creating and Conceptualising

5.1 Learning ^{DIN}



Identifies the information needed to address an issue; gathers information from routine and non-routine sources to support decision-making; assimilates new information quickly; masters new techniques easily.

- ✓ Likes to be organised and systematic, which is likely to support efforts to gather and process information.
- ✓ Is inclined to evaluate information, which is likely to help identify potential limitations of new information while learning.
- Moderately values achievement, so may sometimes strive to become an expert on new information and techniques.
- ✗ Prefers concrete tasks and is not likely to actively seek to learn about broader concepts at work.

5.2 Creativity and Innovation



Embraces new ideas; seeks out diverse perspectives; reassesses, experiments, and brainstorms to generate ideas and insights; thinks in new and different ways to create innovative approaches and solutions.

- Sometimes enjoys generating new ideas, and may create some innovative approaches and solutions.
- ✗ Prefers stability in work tasks and is not likely to seek out new, diverse approaches.
- ✗ Prefers to rely on known processes, and might not experiment with novel and unconventional ideas.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^D Deductive. ^I Inductive. ^N Numerical.

4. Competency Potential Profile: Creating and Conceptualising

5. Creating and Conceptualising

5.3 Strategic Thinking ^{DI}



Thinks broadly and considers important issues that impact success today and in the future; develops strategies to achieve critical outcomes; proactively seeks opportunities to introduce change.

- Is inclined to set moderately ambitious goals when developing strategies to achieve critical outcomes.
- Balances generating their own ideas and building on others' ideas for improving work processes and approaches.
- Strikes a balance between short-term and long-term planning.
- ✗ Prefers to focus on concrete ideas, rather than strategic ideas.
- ✗ Prefers traditional ways of working, and can be reluctant to try new methods.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^D Deductive, ^I Inductive.

4. Competency Potential Profile: Organising and Executing

6. Organising and Executing

6.1 Planning and Organising

Sets objectives that align with team and organisational goals; develops plans, commits to timelines, and uses time effectively; anticipates, allocates, and monitors resources to deliver work requirements; documents job information.

- ✓ Is inclined to closely adhere to established plans and objectives when completing work.
- ✓ Prefers to be organised and systematic, which supports planning, documenting, and monitoring work.
- Strikes a balance by focusing on both the immediate and future term when planning and setting objectives.
- Tends to try to meet deadlines, so is likely to deliver most work on time.

6.2 Delivering Results

Focuses on understanding and addressing customer needs; sets high standards for work quality and quantity; delivers high productivity in a focused and timely manner; structures and prioritises work activities; shows commitment to the organisation.

- ✓ Is likely to consistently follow rules and procedures, which can help ensure work meets relevant quality standards.
- ✓ Tends to be organised and detail-oriented, which is likely to help with delivering high quality results.
- Sometimes enjoys having a lot to do at work, so is likely to attend to and deliver on multiple tasks when necessary.
- Is generally inclined to meet deadlines, and is likely to deliver most important work tasks on time.

4. Competency Potential Profile: Organising and Executing

6. Organising and Executing

6.3 Dependability

Takes direction from others; adheres to regulations, policies, procedures, and legal obligations; is punctual and reliable; performs work in a safe and secure manner, prioritising the safety and security of individuals, materials, and information.

- ✓ Is very concerned with following rules and regulations, and is likely to be perceived as highly dependable.
- ✓ Prefers established approaches, so is likely to consistently uphold organisational policies and regulations.
- ✓ Is comfortable accepting direction from other people.
- Places a moderate focus on following through on commitments.

4. Competency Potential Profile: Adapting and Coping

7. Adapting and Coping

7.1 Adaptability

Adapts well to ambiguity, change, and different cultures; finds positive opportunities in these circumstances.

- Sometimes likes generating their own ideas in response to changing situations.
- Tends to have a moderately optimistic mindset and to search for some positive opportunities in ambiguity.
- ✗ Enjoys consistent routines and predictable work settings, so is likely to resist change.
- ✗ Is inclined to behave consistently, and is unlikely to adjust their approach to accommodate different people and situations.
- ✗ Prefers to use well-established work methods, and is likely to struggle in ambiguous situations.

7.2 Resilience

Works productively under pressure; maintains a positive outlook; controls emotions; handles failure or criticism well and learns from it.

- Sometimes avoids displaying emotions, so may seem calm in some challenging situations.
- Is inclined to have balanced and realistic expectations, which can help to maintain a generally positive outlook.
- Tends to be sensitive to some remarks from others, so may find it difficult to accept some criticism.
- ✗ Tends to get worried when things go wrong, so may struggle to work productively under pressure.

4. Competency Potential Profile: Enterprising and Performing

8. Enterprising and Performing

8.1 Initiative

Tackles demanding goals enthusiastically; seeks out progressively more difficult assignments and roles; proactively identifies and acts on opportunities and improvement areas; accomplishes work autonomously; strives to outperform others.

- Enjoys being moderately ambitious, so may identify and work to achieve challenging goals.
- Is comfortable being reasonably busy at work, and may sometimes seek additional tasks and responsibilities.
- Occasionally enjoys competitive situations, but may not be motivated to outperform others every time.
- ✗ Prefers to follow others' approaches, so may struggle to complete tasks without guidance from others.

8.2 Commercial Thinking ^{DI}

Considers revenue, cost, and risk factors that drive organisational performance; identifies and secures new business; optimises resources to deliver more with less; manages and mitigates risks; maintains awareness of external factors impacting the business.

- ✓ Is very comfortable working with numbers and facts, which facilitates a deep understanding of the market in which the business operates.
- Has some drive to achieve, which is likely to positively impact the organisation's commercial success.
- Is moderately interested in persuading others, so is likely to pursue and secure some new business.
- Occasionally enjoys competition, fostering some drive to outperform competitors.
- Takes a future-focused perspective at times, and may identify and mitigate some risks.

Competencies with these symbols were calculated with contributions from ability tests. The symbols indicate which tests were included. Test codes: ^D Deductive. ^I Inductive.

5. Ability Tests and Competencies



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

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

Competency	Checking	Deductive	Inductive	Numerical	Technical Checking
Decision Making (1.1)					●
Leadership (1.2)					
Collaboration (2.1)					
Ethics and Values (2.2)					
Building Relationships (3.1)					
Influence (3.2)					
Communication (3.3) ^D		✓			
Writing (4.1) ^D		✓			
Applying Expertise and Technology (4.2) ^{DIN}	●	✓	✓	✓	●
Critical Thinking (4.3) ^{DIN}	●	✓	✓	✓	●
Learning (5.1) ^{DIN}	●	✓	✓	✓	●
Creativity and Innovation (5.2)					
Strategic Thinking (5.3) ^{DI}		✓	✓		
Planning and Organising (6.1)					
Delivering Results (6.2)	●				●
Dependability (6.3)	●				●
Adaptability (7.1)					
Resilience (7.2)					
Initiative (8.1)					
Commercial Thinking (8.2) ^{DI}		✓	✓		

- Keys:
- ✓ The ability test is relevant to the competency, has been completed and is included in the assessment
 - The ability test is relevant to the competency but has not been completed and is not included in the assessment
 - There are no ability tests relevant to this competency

6. Assessment Methodology



This Profile is based upon the following sources of information for Evangelos Mitsakis:

Questionnaire / Ability Test	Comparison Group
Occupational Personality Questionnaire OPQ32r	Manager Composite (Europe) v1
Verify Interactive - G+	Interactive G+ General Composite (INT) v1

About this Report

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

The report herein is generated from the results of these questionnaires and tests answered by the respondent(s) and substantially reflect the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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Person Detail Section

Name	Evangelos Mitsakis
Participant Data	RP1=6, RP2=7, RP3=5, RP4=3, RP5=4, RP6=4, RP7=6, RP8=4, RP9=4, RP10=6, TS1=9, TS2=8, TS3=5, TS4=9, TS5=3, TS6=5, TS7=3, TS8=3, TS9=5, TS10=9, TS11=5, TS12=10, FE1=3, FE2=7, FE3=5, FE4=5, FE5=4, FE6=6, FE7=6, FE8=5, FE9=6, FE10=8, CNS=10.
Report	Universal Competency Report