



OPQ Universal Competency Report

Name **Panos Michailidis**

Date **23.02.2026**

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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

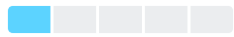


Key to the rating symbols

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

- ✓ Tends not to be upset by others' criticism, so is unlikely to be deterred by opposition to their decisions.
- Moderately enjoys critically evaluating relevant information when making decisions.
- ✗ Is inclined to let others take control of the decision-making process.
- ✗ Tends to be cautious when making decisions, and may find it challenging to act decisively.
- ✗ Is comfortable leaving some tasks unfinished, so is not likely to follow all 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.

- ✓ Is inclined to try to understand what drives and motivates those they lead.
- ✓ Tends to be sympathetic and care about people, so is likely to support others' development.
- ✗ Dislikes being in charge and leading the work of others.
- ✗ Prefers to focus on the immediate situation rather than taking a strategic approach when giving direction.
- ✗ Tends to be uncomfortable around others, especially new people, so may not come across as a confident leader.
- ✗ Prefers to hold back from expressing own views, so may be hesitant to address performance issues.

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.

- ✓ Enjoys observing and considering others' behaviour in order to understand others' perspectives.
- ✓ Tends to be sensitive to and considerate of the needs of others.
- ✓ Strongly prioritises the group consensus, which facilitates team cohesion and collaboration.
- Enjoys being around other people at times, supporting opportunities to collaborate and boost team morale.
- ✗ Prefers to make decisions alone rather than seeking diverse input from others.
- ✗ Is inclined to be wary of others' intentions, so may struggle to build trusting relationships.

2.2 Ethics and Values

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

- ✓ Tends to be interested in the welfare of people they work with and the wider community.
- ✗ Is prepared to bend or break rules when they think it is appropriate.
- ✗ Is inclined to leave some tasks unfinished, so may not always fulfil promises or commitments.

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 very interested in others' motives, which helps when developing and managing relationships.
- ✓ Tends to be supportive of others, so is likely to seek to help others succeed.
- ✓ Is comfortable adapting behaviour when interacting with others in order to create a positive impression.
- Moderately enjoys the company of others, creating some opportunities to build rapport with others.
- ✗ Is uncomfortable around new people, so may find it difficult to build a broad network of relationships.
- ✗ Tends to be quiet in social situations, so is likely to find it challenging to interact in group settings.

3.2 Influence

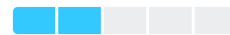
Establishes credibility and uses compelling insights to appeal to others' needs and persuade them to a different point of view; navigates political situations and negotiates to gain agreement from others and achieve desired outcomes.

- ✓ Is inclined to understand other people's needs and motives when trying to win them over.
- ✓ Varies their approach to suit the situation in order to build support across their network.
- ✗ Can be uncomfortable in social situations, so may not always project confidence and credibility.
- ✗ Favours conventional ways of influencing others.
- ✗ Is not very likely to take control of influencing others.
- ✗ Does not enjoy using negotiation or persuasive strategies when trying to influence 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.

- ✓ Tends to analyse other people's motives, which is likely to help them to understand their audience.
- ✓ Enjoys changing their approach with different people, so is likely to tailor messages to suit their audience.
- Sometimes enjoys critically analysing information, which may support understanding of spoken information.
- ✗ Becomes nervous before important events, which can interfere with communicating effectively.
- ✗ Dislikes using persuasion techniques to help convince others to change their point of view.
- ✗ Tends to be reserved, and may find it challenging to seem confident when speaking to others.

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 somewhat comfortable thinking about high-level concepts, and may be moderately comfortable communicating them clearly in writing.
- Is moderately inclined to look for errors and mistakes in work, which may enhance the quality of written work.
- ✗ Is not very likely to take a methodical approach, so may not always produce well-organised written information.

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.

- Sometimes enjoys being creative, and occasionally may apply expertise to come up with new ideas and solutions.
- Is moderately comfortable critically reviewing information, so is likely to be comfortable solving problems that arise.
- ✗ Dislikes working with data and numbers, and may avoid developing expertise in job tasks that require working with numerical information.
- ✗ Tends to focus on immediate issues and may not consider longer-term trends in their field.

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.

- Sometimes likes to create innovative and workable solutions to problems.
- Moderately enjoys evaluating information, so is likely to detect some potential issues and limitations.
- ✗ Prefers to avoid working with facts and figures, which could detract from making informed conclusions.
- ✗ Tends to be unconcerned with checking detailed information, so may miss key factors of the situation.

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.

- Is somewhat interested in abstract ideas, so may sometimes seek opportunities to learn about broader concepts at work.
- Is moderately inclined to evaluate new information, which may help identify potential limitations of new information while learning.
- ✗ Does not particularly value achievement, so may not strive to become an expert on new information and techniques.
- ✗ Is unlikely to be organised and systematic, which can hinder efforts to gather and process information.

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.

- ✓ Enjoys variety in work tasks and likes to seek out new, diverse approaches.
- Sometimes enjoys generating new ideas, and may create some innovative approaches and solutions.
- ✗ 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.

- Balances a tendency to think about concrete ideas with a tendency to consider a strategic vision.
- Balances generating their own ideas and building on others' ideas for improving work processes and approaches.
- ✘ Prefers traditional ways of working, and can be reluctant to try new methods.
- ✘ Tends to focus on short-term plans rather than taking a long-term strategic perspective.
- ✘ Is likely to focus on achievable rather than stretch goals when developing strategies to achieve outcomes.

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 deviate from established plans and objectives when completing work.
- ✘ Prefers focusing on immediate tasks and is not likely to plan ahead and set longer-term objectives.
- ✘ Is not always concerned with delivering work on schedule, so may not meet deadlines.
- ✘ Is not very likely to be organised and systematic, which could hinder planning and monitoring work.

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.

- ✘ Prefers to interpret rules and procedures as general guidelines, which could compromise quality standards.
- ✘ Enjoys a slower pace and is unlikely to enjoy demanding work.
- ✘ Is inclined to interpret deadlines as flexible and may not fully deliver important work tasks on time.
- ✘ Tends not to focus on details or work systematically, which could negatively impact work quality.

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 comfortable accepting direction from other people.
- ✓ Prefers established approaches, so is likely to consistently uphold organisational policies and regulations.
- ✗ Tends not to be restricted by rules and regulations, and so may be perceived as less dependable than others.
- ✗ Tends to interpret commitments as flexible, so may not completely follow through on responsibilities.

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.

- ✓ Enjoys changing their behaviour, and is likely to adjust their approach to accommodate different people and situations.
- ✓ Enjoys variety in their work and flexibility in their routines, so is likely to embrace change.
- Sometimes likes generating their own ideas in response to changing situations.
- ✗ Prefers to use well-established work methods, and is likely to struggle in ambiguous situations.
- ✗ Tends to focus on the negative aspects of a situation, so may not identify positive opportunities in ambiguity.

7.2 Resilience

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

- ✓ Prefers to avoid showing emotions, so tends to seem very calm even in challenging situations.
- ✓ Tends not to be easily offended by others' remarks, and is likely to accept and learn from criticism.
- ✗ Is inclined to expect things to go wrong, so may struggle to maintain a positive outlook.
- ✗ 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.

- ✘ Prefers to follow others' approaches, so may struggle to complete tasks without guidance from others.
- ✘ Dislikes excessive work demands, and is unlikely to look for extra responsibilities or tasks.
- ✘ Is not driven by ambition, and is unlikely to proactively identify and tackle demanding goals.
- ✘ Avoids competitive situations and rarely tries to outperform 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 uncomfortable working with numbers and facts, so may struggle to understand the market in which the business operates.
- ✘ Tends to focus on the present, so may not identify and mitigate risks.
- ✘ Dislikes persuading others, so is unlikely to pursue and secure new business.
- ✘ Prefers to set achievable rather than ambitious goals, which may limit their contribution to the organisation's commercial success.
- ✘ Dislikes competition, and may have a low drive to outperform competitors.

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 Panos Michailidis:

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	Panos Michailidis
Participant Data	RP1=3, RP2=4, RP3=3, RP4=4, RP5=3, RP6=5, RP7=4, RP8=10, RP9=4, RP10=8, TS1=4, TS2=5, TS3=8, TS4=7, TS5=6, TS6=6, TS7=7, TS8=7, TS9=4, TS10=1, TS11=1, TS12=4, FE1=1, FE2=8, FE3=8, FE4=3, FE5=1, FE6=8, FE7=3, FE8=1, FE9=3, FE10=4, CNS=10.
Report	Universal Competency Report