



opq32

> The SHL Leadership Report

Name: **Ms Sample Candidate**

Comparison group: OPQ32i Managerial & Professional 1999

Date: 20/04/2005

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 recognised 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. Whilst 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 utilised 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 organisation:

Developing the Vision

The first stages in organisational change involve the critical analysis of the current situation, and the generation of ideas to move forward. Leaders need to accurately analyse 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 organisation. 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 internalised.

Gaining Support

Leaders need to support others in order to gain their trust and support. This requires leaders to recognise 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 organisation 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 organisation.

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 organisations and industry sectors. It consists of eight factors that describe Management and Leadership competencies.

- **Analysing & Interpreting** comprises analysis and learning competencies.
- **Creating & Conceptualising** 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.
- **Organising & Executing** focuses on working in a systematic and organised 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 organisation to become proactive and to achieve beyond expectations.

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

NARRATIVE SUMMARY

This table describes Ms Sample Candidate's Leadership Potential.

Management Focus vs. Leadership Focus	
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.
Developing the Vision	
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 analyse a situation.
Sharing the Goals	
Presenter / Communicator	Individuals who combine the Presenter and Communicator styles typically communicate and network effectively and relate to others in a confident and relaxed manner. They choose when to exercise decisiveness and personal control and when called upon to take control of the group are generally successful in attempts at persuading and influencing others. They may benefit from considering when it is more appropriate to step back and to take time out for reflection.
Gaining Support	
Defender	Defenders are strongly focussed 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. Whilst they find it easy to make the hard choices sometimes necessary in organisational life they can feel uncomfortable engaging with the personal issues and concerns of others.
Delivering Success	
Implementer / Business Driver	Individuals who combine the Implementer and Business Driver styles follow directions and procedures and plan ahead, working in a systematic and organised manner. They are moderately concerned with the achievement of personal and business targets and focus on the delivery of a defined product or service to predetermined standards. They are generally commercially minded but may find it challenging or unsettling to accommodate deviations from the plan.

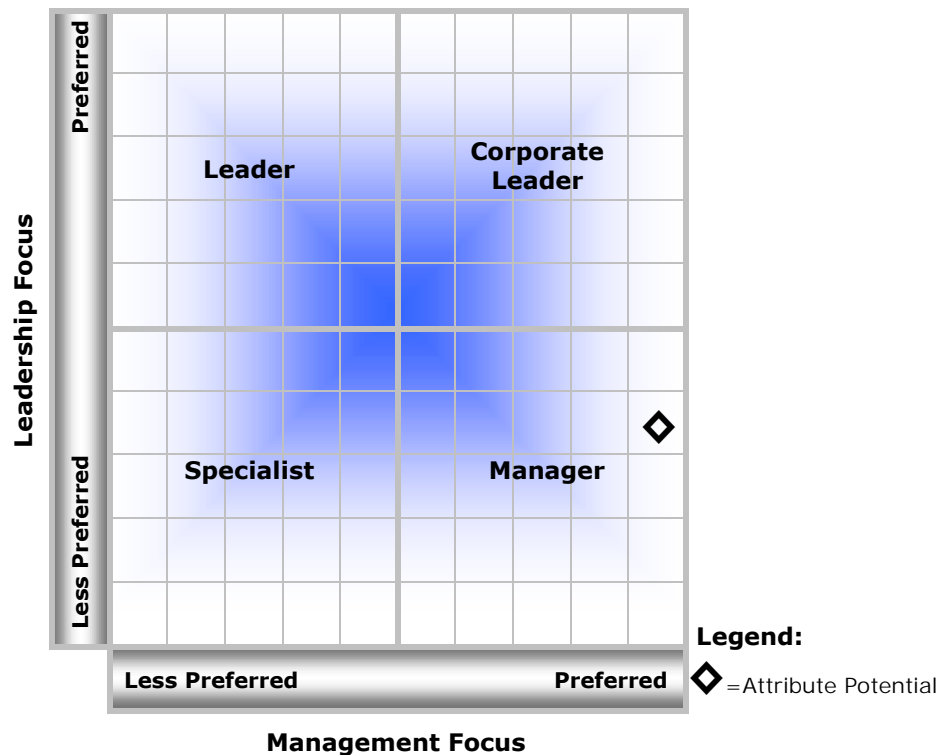
Management Focus vs. Leadership Focus

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 organisations 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 organisations 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 organisation. Such individuals may feel uncomfortable at the prospect of becoming generalists with more wide-ranging responsibilities at the expense of excellence in their own specialisation.

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

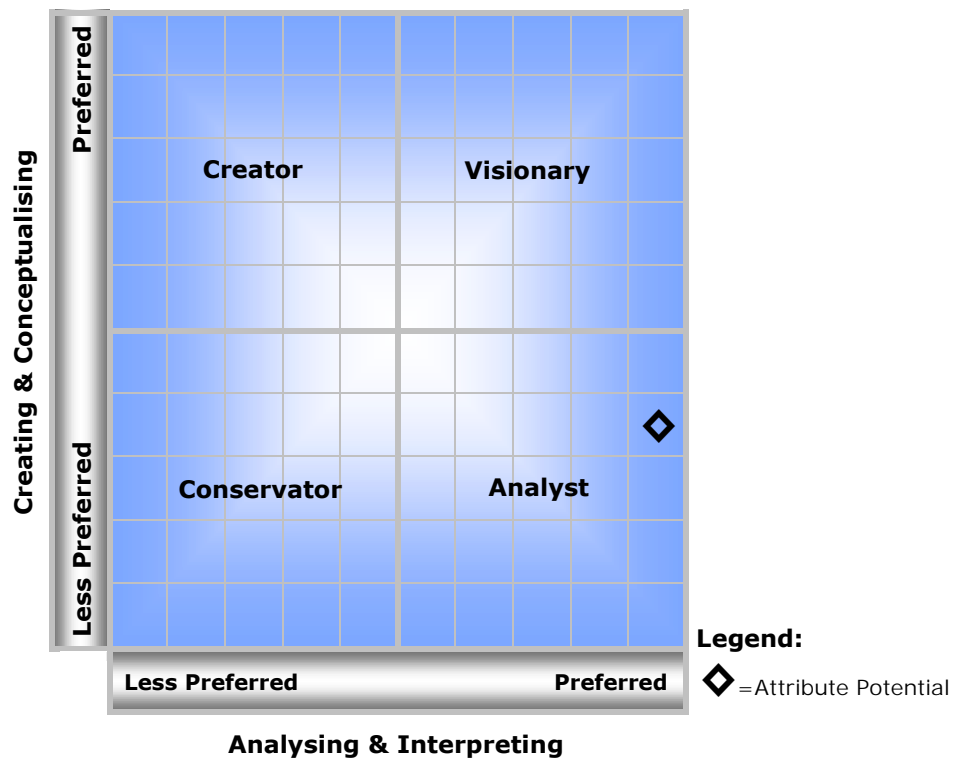
Leadership Focus		1	2	3	4	5	6	7	8	9	10	
4		.	.	■	■	
Related competencies are:		1	2	3	4	5	6	7	8	9	10	
4	Tends to apply tried and tested approaches to the resolution of problems. Upholds the status quo.	Creating & Conceptualising ■										Is open to new ideas and experiences. Seeks out learning opportunities. Handles situations and problems creatively.
5	Generally comfortable following the instructions of others. Seeks to adopt an advisory role within the group.	Leading & Deciding ■										Naturally prefers to take control and exercise leadership. Initiates action and takes responsibility.
3	Less inclined to try new ideas. May find it difficult to cope effectively with organisational change.	Adapting & Coping ■										Adapts and responds well to change. Flourishes on pressure and copes well with setbacks. Provides stability.
6	Derives satisfaction by applying a steady and consistent approach to the task at hand.	Enterprising & Performing ■										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 organisational change. Leaders need to analyse 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 organisational change. However, their enthusiasm for change may overlook positive aspects of the status quo. Given that their style is also less focussed 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 organisation whilst critically evaluating the facts, and creating the ideas and concepts that move the organisation forward. However, in certain contexts they may be inclined to over analyse 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. Whilst 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 analyse a situation.

Developing the Vision

Analysing & Interpreting		1	2	3	4	5	6	7	8	9	10
10	Applies learned expertise and established technologies to the resolution of practical problems. Less inclined towards quantitative analytical styles of thinking.	•	•	•	•	•	•	•	•	•	•
Related OPQ scales are:		1	2	3	4	5	6	7	8	9	10
10	Does not focus on potential limitations, dislikes critically analysing information, rarely looks for errors or mistakes.	•	•	•	•	•	•	•	•	•	•
		Evaluative									
8	Prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts.	•	•	•	•	•	•	•	•	•	•
		Conceptual									
10	Prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics.	•	•	•	•	•	•	•	•	•	•
		Data Rational									
8	Unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail.	•	•	•	•	•	•	•	•	•	•
		Detail Conscious									
3	Concerned about the future, expects things to go wrong, focuses on negative aspects of a situation.	•	•	•	•	•	•	•	•	•	•
		Optimistic*									

Creating & Conceptualising		1	2	3	4	5	6	7	8	9	10
4	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.	•	•	•	•	•	•	•	•	•	•
Related OPQ scales are:		1	2	3	4	5	6	7	8	9	10
4	More likely to build on than generate ideas, less inclined to be creative and inventive.	•	•	•	•	•	•	•	•	•	•
		Innovative									
5	Favours changes to work methods, prefers new approaches, less conventional.	•	•	•	•	•	•	•	•	•	•
		Conventional*									
4	Accepts majority decisions, prepared to follow the consensus.	•	•	•	•	•	•	•	•	•	•
		Independent Minded									
6	Not restricted by rules and procedures, prepared to break rules, tends to dislike bureaucracy.	•	•	•	•	•	•	•	•	•	•
		Rule Following*									
5	Prefers routine, is prepared to do repetitive work, does not seek variety.	•	•	•	•	•	•	•	•	•	•
		Variety Seeking									

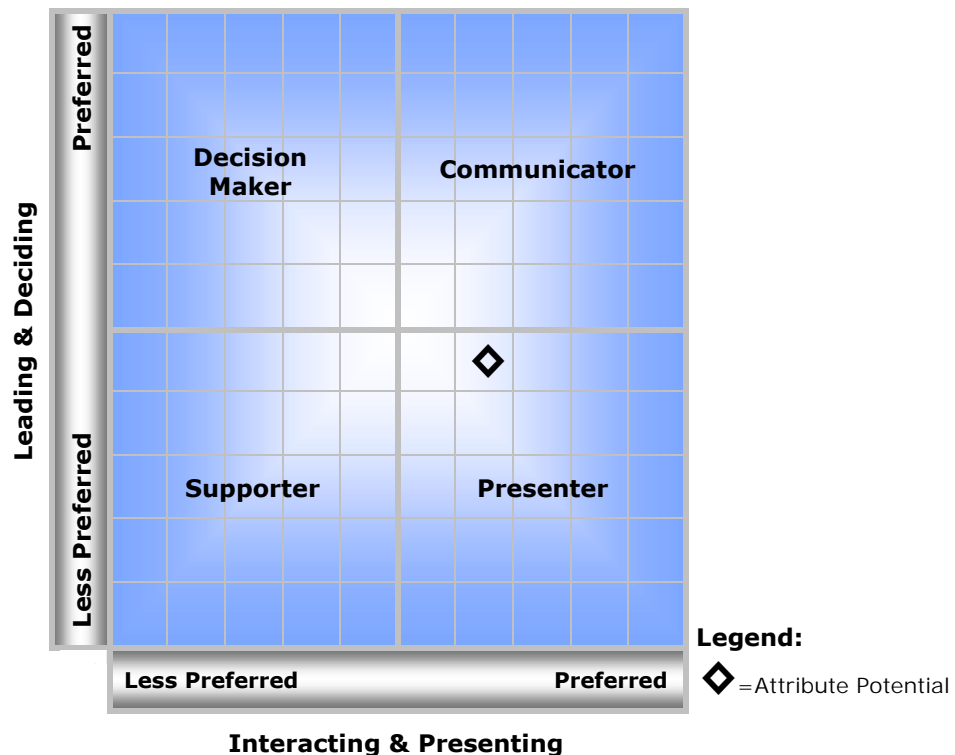
* Scales marked with an asterisk are rated inversely, meaning higher scores contribute less.

Sharing the Goals

Corporate Leaders need to communicate the vision, set goals and objectives and take decisions that embody the strategic direction. They need to present the strategy and interact with people inside and outside the organisation. They have to establish coalitions and networks, and influence people to get the goals accepted and internalised.

Decision Maker – Decision Makers naturally seek to take control, initiate action and exercise leadership. They generally value time for personal thought and reflection and can surprise colleagues when they choose to exhibit forceful action. Consequently they benefit from careful consideration of how best to influence others through the deployment of trusted colleagues. Typically somewhat private and socially reserved they may need to focus on opportunities to build a wider network of personal business contacts.

Communicator – Communicators relate to others in a confident and relaxed manner, presenting a convincing case and taking action that is in line with the vision and strategy. By inspiring and persuading others they overcome barriers and get people on board. They naturally prefer to take control and exercise personal leadership and can benefit from considering when it is more appropriate to take time out for reflection and to let others take the lead.



Supporter – Organisations need supporters who can take on a vision as their own and implement the solution to drive change. Supporters prefer not to operate in a directive manner towards others and seek to adopt an independent advisory role within the group. They are somewhat private and socially reserved, valuing time for personal thought and reflection. They may miss opportunities to network and build personal contacts.

Presenter – Presenters relate to others in a confident and relaxed manner and are superb public speakers and ambassadors for the organisation. They network effectively and are generally successful in persuading and influencing others. They can benefit from considering when it is most appropriate to step back and take time out for reflection. Presenters are most comfortable following the instructions of others and are inclined to avoid situations requiring active personal leadership and responsibility.

Sharing the Goals

Interacting & Presenting		1	2	3	4	5	6	7	8	9	10	
7	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.
Related OPQ scales are:		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.	<p style="text-align: center;">Socially Confident</p>										Feels comfortable when first meeting people, at ease in formal situations.
3	Quiet and reserved in groups, dislikes being the centre of attention.	<p style="text-align: center;">Outgoing</p>										Lively and animated in groups, talkative, enjoys attention.
2	Makes strengths and achievements known, talks about personal success.	<p style="text-align: center;">Modest*</p>										Dislikes discussing achievements, keeps quiet about personal success.
4	Openly expresses feelings, finds it difficult to conceal feelings, displays emotion clearly.	<p style="text-align: center;">Emotionally Controlled</p>										Can conceal feelings from others, rarely displays emotion.
5	Holds back from criticising others, may not express own views, unprepared to put forward own opinions.	<p style="text-align: center;">Outspoken</p>										Freely expresses opinions, makes disagreement clear, prepared to criticise others.

Leading & Deciding		1	2	3	4	5	6	7	8	9	10	
5	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.
Related OPQ scales are:		1	2	3	4	5	6	7	8	9	10	
5	Happy to let others take charge, dislikes telling people what to do, unlikely to take the lead.	<p style="text-align: center;">Controlling</p>										Likes to be in charge, takes the lead, tells others what to do, takes control.
4	Tends to be cautious when making decisions, likes to take time to reach conclusions.	<p style="text-align: center;">Decisive</p>										Makes fast decisions, reaches conclusions quickly, less cautious.
7	Rarely pressures others to change their views, dislikes selling, less comfortable using negotiation.	<p style="text-align: center;">Persuasive</p>										Enjoys selling, comfortable using negotiation, likes to change other people's views.
6	Feels calm before important occasions, less affected by key events, free from worry.	<p style="text-align: center;">Worrying*</p>										Feels nervous before important occasions, worries about things going wrong.
2	Selective with sympathy and support, remains detached from others' personal problems.	<p style="text-align: center;">Caring*</p>										Sympathetic and considerate towards others, helpful and supportive, gets involved in others' problems.

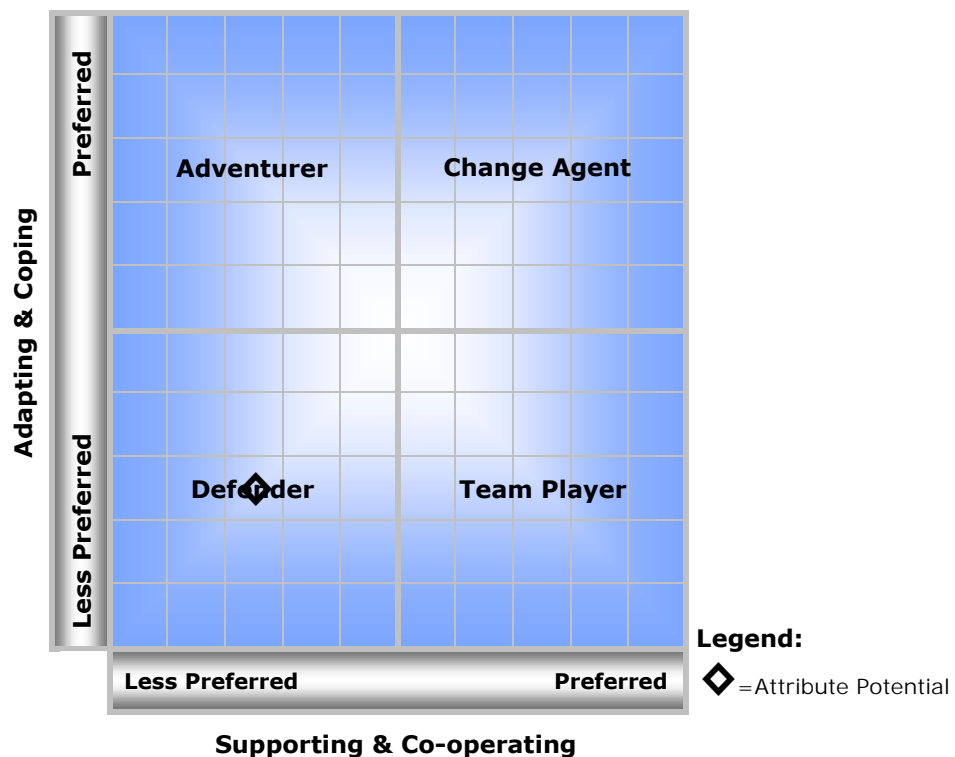
* Scales marked with an asterisk are rated inversely, meaning higher scores contribute less.

Gaining Support

Leaders need to support others to gain their trust and support in return. This requires recognising 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 focussed on pragmatic task related aspects of the job and feel uncomfortable engaging with personal issues and concerns of others. Whilst 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 focussed 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. Whilst they find it easy to make the hard choices sometimes necessary in organisational 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 organisational 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
3	Strongly focussed on pragmatic task related aspects of the job. Finds it easy to make the hard choices sometimes necessary in organisational life. May feel uncomfortable engaging with the personal issues and concerns of others.	•	•	•	•	•	•	•	•	•	•
Related OPQ scales are:		1	2	3	4	5	6	7	8	9	10
2	Selective with sympathy and support, remains detached from others' personal problems.	•	•	•	•	•	•	•	•	•	•
		Caring									
6	Comfortable spending time away from people, values time spent alone, seldom misses the company of others.	•	•	•	•	•	•	•	•	•	•
		Affiliative									
6	Prepared to make decisions without consultation, prefers to make decisions alone.	•	•	•	•	•	•	•	•	•	•
		Democratic									
8	Prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts.	•	•	•	•	•	•	•	•	•	•
		Conceptual									

Adapting & Coping		1	2	3	4	5	6	7	8	9	10
3	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 organisational change.	•	•	•	•	•	•	•	•	•	•
Related OPQ scales are:		1	2	3	4	5	6	7	8	9	10
3	Sensitive, easily hurt by criticism, upset by unfair comments or insults.	•	•	•	•	•	•	•	•	•	•
		Tough Minded									
5	Tends to feel tense, finds it difficult to relax, can find it hard to unwind after work	•	•	•	•	•	•	•	•	•	•
		Relaxed									
3	Concerned about the future, expects things to go wrong, focuses on negative aspects of a situation.	•	•	•	•	•	•	•	•	•	•
		Optimistic									
6	Feels calm before important occasions, less affected by key events, free from worry.	•	•	•	•	•	•	•	•	•	•
		Worrying*									

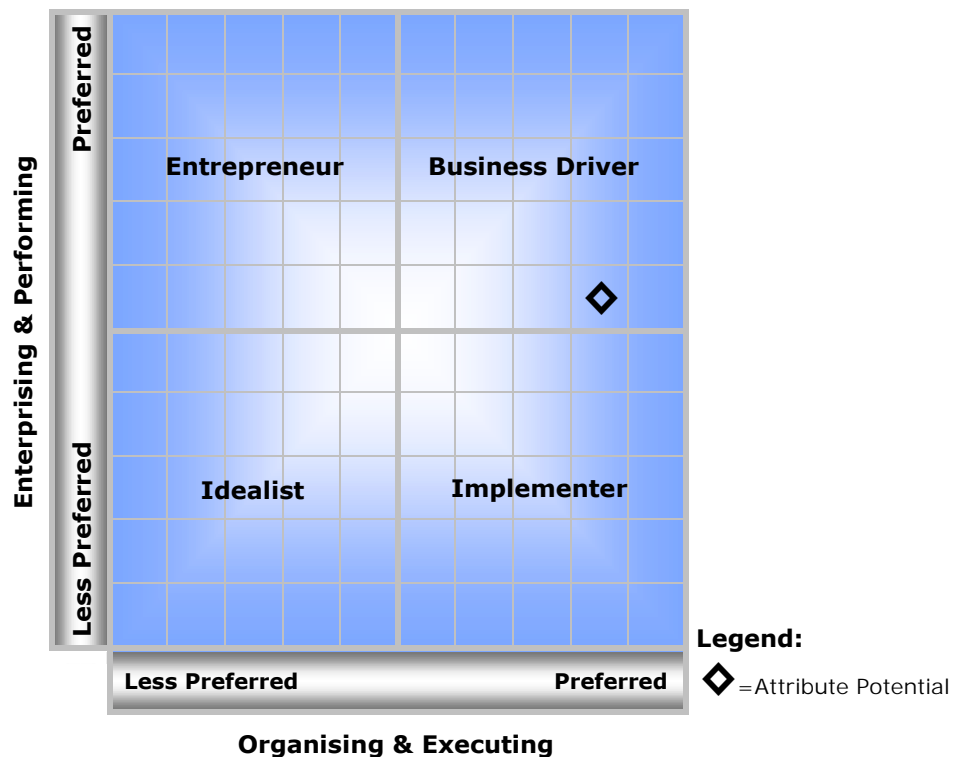
* Scales marked with an asterisk are rated inversely, meaning higher scores contribute less.

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 organisation.

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 organised manner. Generally, they are respected for running the organisation 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. Whilst they may fail to recognise or capitalise on potential commercial opportunities, their detached and flexible style provides a counter balance to the restless activity of organisational life.

Implementer - Implementers specialise in getting things done. They follow directions and procedures and plan ahead, working in a systematic and organised 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 recognise or capitalise on potential commercial opportunities.

Delivering Success

Organising & Executing		1	2	3	4	5	6	7	8	9	10
9	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.	•	•	•	•	•	•	•	•	•	•
Related OPQ scales are:		1	2	3	4	5	6	7	8	9	10
9	Sees deadlines as flexible, prepared to leave some tasks unfinished.	•	•	•	•	•	•	•	•	•	•
		Conscientious									
8	Unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail.	•	•	•	•	•	•	•	•	•	•
		Detail Conscious									
6	More likely to focus upon immediate than long-term issues, less likely to take a strategic perspective.	•	•	•	•	•	•	•	•	•	•
		Forward Thinking									
6	Does not question the reasons for people's behaviour, tends not to analyse people	•	•	•	•	•	•	•	•	•	•
		Behavioural									

Enterprising & Performing		1	2	3	4	5	6	7	8	9	10
6	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 recognise or capitalise on potential commercial opportunities.	•	•	•	•	•	•	•	•	•	•
Related OPQ scales are:		1	2	3	4	5	6	7	8	9	10
6	Sees career progression as less important, looks for achievable rather than highly ambitious targets.	•	•	•	•	•	•	•	•	•	•
		Achieving									
7	Likes to take things at a steady pace, dislikes excessive work demands.	•	•	•	•	•	•	•	•	•	•
		Vigorous									
5	Dislikes competing with others, feels that taking part is more important than winning.	•	•	•	•	•	•	•	•	•	•
		Competitive									
5	Happy to let others take charge, dislikes telling people what to do, unlikely to take the lead.	•	•	•	•	•	•	•	•	•	•
		Controlling									

ABOUT THIS REPORT

This report was generated using the SHL Expert Assessment System. It includes information from the Occupational Personality Questionnaire (OPQ32). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects 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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Comparison Group Used: OPQ32i Managerial & Professional 1999
The SHL Leadership Report Version Number: 3.2

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