

competency potential questionnaire

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Introduction

The CPQ questionnaire is based on two models from the science of psychology - the Big Five factor model of personality and the SHL Universal Competency Framework. The Big Five factor model of personality emerged in the 1970s and is now widely accepted as covering the key dimensions of personality. SHL Universal Competency Framework was developed in 2002 by SHL to support a wide area of personality assessment based on a clearly defined competency model firmly limited to desirable behaviours.

The theory is that job performance potential is influenced by cognitive ability, achievement and power motivation and the main personality dimensions - extroversion, agreeableness, conscientiousness, openness to experience and emotional stability. Each of these factors, individually and in combination with other factors, has a critical impact on an individual's competency potential.

This report covers your profile on these critical psychological factors and the implications for your competency potential. The first section gives your scores on eight scales covering your personality, the factors that motivate you and your cognitive ability / intelligence. In the second section, we look at how these dimensions are likely to affect your approach to work.

Please bear the following points in mind as you consider the report. First, please remember that the report is based on a self-perception questionnaire, which is not infallible. Second, although we give you a single score for each dimension, it is better to think of your score lying in a range of one point either side of the score reported. Third, remember that this assessment is intended to help you clarify your view of yourself and help you to develop and improve yourself. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers and direct reports.

A common criticism of behavioral style questionnaires is that people fake the results especially when they are used as part of selection procedures. We measure the presence of "faking good" by looking at the degree to which people present the impression of being at the same time very extrovert, very agreeable, very open to change, very conscientious and very emotionally stable. Although such a profile has obvious attractions, it is in point of fact a very uncommon profile in the general population. Less than one in a hundred people present such a profile. Our analysis of your results indicates that you seem to have generally answered the questionnaire in a pretty candid way.

Personality and Motivation

Compared with the responses of other people, your responses to the questionnaire indicate that your behavioral style at work can be summarized in the following terms.

- **Conscientiousness**

How conscientious or easygoing a person is tends to affect their motivation at work as well as how organized and disciplined they are. Your responses to the questionnaire indicate that you are more conscientious and methodical than the average person. About sixteen percent of people score 8 or more on this scale. You scored 8. You come across as painstaking and efficient. You have high standards and always do your best to achieve your goals.

- **Cognitive Ability**

A person's general reasoning ability has an obvious impact on their job performance. This scale just indicates how able you perceive yourself to be. Your responses to the questionnaire indicate that you are about as bright, clued-up and on-the-ball as the average person. About two thirds of people score between 4 and 7 on this scale. You scored 7.

- **Achievement Motivation**

This scale measures how far you are motivated to achieve success either at work or in another area of your life. Your responses to the questionnaire indicate that you are about as determined to achieve success as the average person. About two thirds of people score between 4 and 7 on this scale. You scored 7. You want to get on and do well but you are not driven to achieve a standard of excellence.

- **Agreeableness**

How agreeable a person is tends to affect how well they work with people and how they respond to other people's needs and concerns. Your responses to the questionnaire indicate that, like the majority of people, you are neither very accommodating nor very independent but somewhat in between. About two thirds of people score between 4 and 7 on this scale. You scored 7. You are generally warm, trusting and amenable, but you can sometimes be inflexible and demanding.

Personality and Motivation (... Cont)

- **Emotional stability**

Emotional stability measures whether you are the cool/calm/collected type or the worrying type. Your responses to the questionnaire indicate that you are as emotionally stable as the average person. About two thirds of people score between 4 and 7 on this scale. You scored 6. You are generally calm and able to deal with stress, but you sometimes experience feelings of guilt, anger or sadness.

- **Power Motivation**

This scale measures whether you are motivated to achieve power and control over other people. Your responses to the questionnaire indicate that you are as motivated by power as the average person. About two thirds of people score between 4 and 7 on this scale. You scored 4. You are prepared to take charge and control if the job or situation requires it but you are not driven to have control over other people's lives.

- **Openness to Experience**

A person's openness to experience has an influence on the sorts of ideas they produce and how they respond to change. Your responses to the questionnaire indicate that, like the majority of people, you are neither very creative nor very pragmatic but somewhat in between. About two thirds of people score between 4 and 7 on this scale. You scored 4. You are realistic but willing to consider new ways of doing things. You usually seek a balance between established methods and new approaches.

- **Extroversion**

Extroverts and introverts represent the opposite ends of a key personality trait that affects how people form and manage relationships with others and how they communicate. Your responses to the questionnaire indicate that you are quieter and more reserved than the average person. About sixteen percent of people score 3 or less on this scale. You scored 2. You tend to be somewhat shy and earnest. You seem to prefer to be with a few close friends rather than surrounded by lots of people.

Competency Potential

The potential impact of cognitive ability, motivation and personality on particular competencies is illustrated in the table below. The influence of different factors and factor combinations can either be positive, neutral or negative. An extrovert disposition will help in competency areas such as relating and networking, persuading and influencing and presenting and communicating whereas an introvert disposition will tend to get in the way. This does not mean that introverts cannot make, for example, good communicators and presenters because they can but they will tend to need more support, development and experience.

SHL Universal Competency Framework (UCF)

Psychological Factor	Dimension	Competency
cognitive ability	reasoning	investigating and analyzing
motivation	excellence power	delivering and performing leading and deciding
personality	extroversion agreeableness conscientiousness openness to experience emotional stability	interacting and presenting supporting and cooperating organizing and implementing creating and innovating coping and adjusting

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Our assessment of how your psychological profile may influence your competency potential is as follows.

- **Delivering and Performing**

You have a higher than average score on conscientiousness and an average score on achievement motivation. You describe yourself as being as motivated to get on, do well, make a success of your life as the majority of your colleagues. You also present the profile of someone who is very efficient, organized and competent. This is the profile of a conscientious company worker rather than an obsessively driven high achiever.

- **Investigating and Analyzing**

You have an average score on cognitive ability and a higher than average score on conscientiousness. You present yourself as painstaking, systematic and as clued-up and on-the-ball as the next person. A methodical disposition and above-average intelligence are useful traits in scientific investigations.

Competency Potential (... Cont)

- **Organizing and Implementing**

You have a higher than average score on conscientiousness and an average score on stability. You present an image of dependability and calm efficiency. You seem to be the sort of person who can usually be relied on to plan ahead, follow instructions and procedures, and deliver results on time and to agreed quality standards.

- **Coping and Adjusting**

You have average scores on emotional stability and agreeableness. Your emotional stability score indicates that you are as capable as the majority of your colleagues of staying calm and collected under pressure. In other words, you will try to stay unruffled but there will be times when you lose your composure. Your average level of agreeableness suggests that you will usually continue to be pleasant with colleagues but there will be times when you become obstinate and difficult.

- **Creating and Innovating**

You have average scores on cognitive ability and openness to experience. You have presented yourself as someone who is as bright, intelligent and creative as the next person. If you are asked to come up with ideas for improvements, you will mainly generate ideas for incremental change but you will also try to look outside the box and identify a few radical suggestions for change.

- **Leading and Deciding**

You have average scores on power motivation and agreeableness. This indicates that you are as motivated to achieve power as the average person is. You enjoy having control, influence and authority as much as the next person. It also suggests that as a manager or leader, you strive for a balanced approach which takes account of the task in hand and the people in the team. You will endeavour to take account of other people's views and concerns in reaching decisions about work activities and priorities.

Competency Potential (... Cont)

- **Interacting and Presenting**

You have an average score on cognitive ability and a lower than average score on extroversion. You present yourself as someone who is as clued-up and on-the-ball as the average person but who has some difficulty establishing rapport with people and communicating with them. Your natural reticence probably holds you back from expressing your views and ideas.

- **Supporting and Cooperating**

You have a lower than average score on extroversion and an average score on agreeableness. This indicates that although you are by nature rather quiet and reserved, you are as considerate and understanding as the average person. As a manager, you may be reluctant to lead from the front, but you will be fairly caring and attentive. The way to handle this is to recognise this trait and through learning and experience work on developing presentational social skills.

CPQ Profile Chart

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		Average					Higher							
1	2	3	4	5	6	7	8	9	10					
Personality											Relevant Competency			
<	...	>	Interacting and Presenting	
Extroversion : Friendly, outgoing, assertive, energetic														
.	.	.	.	<	...	>	Coping and Adjusting		
Emotional stability : Relaxed, contented, self-assured, resilient														
.	<	...	>	.	.	.	Organizing and Implementing		
Conscientiousness : Competent, organised, achieving, proactive														
.	<	...	>	.	.	.	Supporting and Cooperating		
Agreeableness : Trusting, genuine, considerate, unassuming														
.	.	<	...	>	Creating and Innovating		
Openness to Experience : Imaginative, innovative, rule-breaking, adaptable														
Motivation														
1	2	3	4	5	6	7	8	9	10					
.	<	...	>	Delivering and Performing		
Achievement : Motivated to achieve, sets challenging goals, career-minded, ambitious														
.	.	<	...	>	Leading and Deciding		
Power : Motivated by power and status, enjoys exercising control, wants to be in charge														
Cognitive Ability														
1	2	3	4	5	6	7	8	9	10					
.	<	...	>	Investigating and Analysing		
Intelligence : Bright, clever, clued-up, sharp, on the ball, quick-witted, perceptive														
Impression Management														
1	2	3	4	5	6	7	8	9	10					
.	.	.	<	...	>	Faking Good: Manages self-presentation to convey positive impact		