

# OPTO

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CEO search for global headquarter, Transcorp

ANNA ALLEN

ANNA.ALLEN@NEWLINE-HR.COM



**OPTO** (21/04/2017 12:53)

+ Leadership Report

# INTRODUCTION

This report is generated from the responses to one or more tests developed by Master™. The report does not include information given in a feedback session or from any other sources.

## ABOUT THE TEST

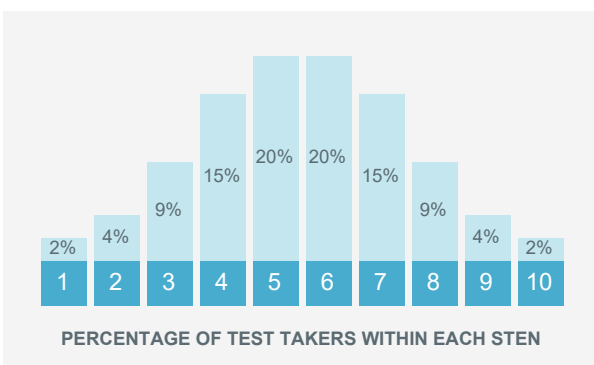
OPTO is a personality test that measures 8 Dimensions of personality which are essential to behaviour and performance at work. Each Dimension is comprised of two or three underlying Aspects. The Dimensions and Aspects are characteristics that individuals exhibit to a greater or lesser extent, and that are in themselves neither positive nor negative.

Each of the Dimensions and Aspects describe, relative to other people, the frequency or intensity of a person's feelings, thoughts, or behaviours. They are traits that exist on a continuum rather than as attributes that a person does or does not have.

The quality of OPTO is well documented and meets international standards for test quality.

## SCORES

The results of the test are visualised using an intuitive scale ranging from 1 to 10, with 10 being the highest. The scale is commonly referred to as a STEN scale, with test takers normally distributed across the levels as illustrated in the figure below.



## NORM GROUP

The scores in this report are calculated by comparing the test taker's responses with those of a group of individuals who have also taken the test, referred to as a norm group.

The norm group consists of a representative sample of the working population in a specific region.

This allows for a comparable interpretation and practical understanding of the scores.

Selected norm: **International norm**

## SPOTLIGHT

In this report, a Spotlight graphic illustrates a suggestion for further exploration.

Spotlight technology tracks whether the respondent, when asked to consider their responses in a more deliberate and thorough manner, consistently ranks up low scores or ranks down high scores.

The number of Spotlights in the report is not fixed. On average, each report will contain 2-3 spotlights.



# OPTO LEADERSHIP

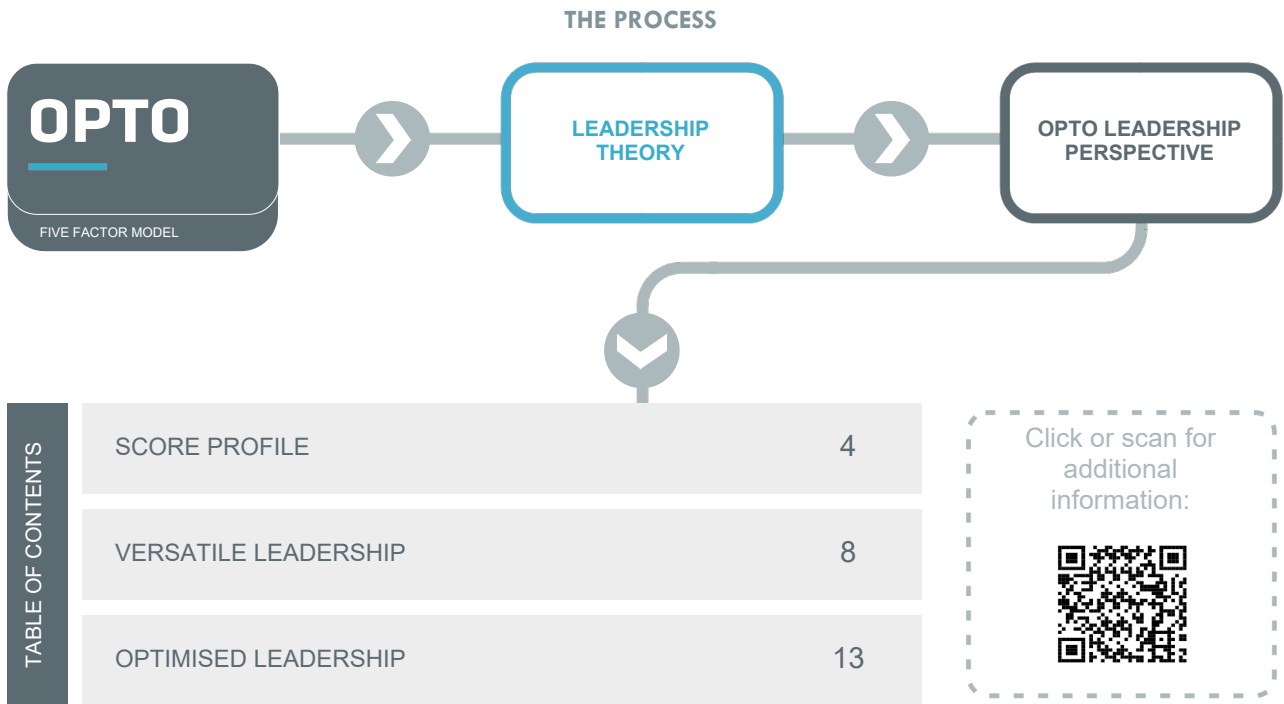
## ABOUT THE REPORT

This report interprets the leader's OPTO scores using established leadership theory, inspired by Emotional Intelligence. The outcome centres around three topics: Score Profile, Versatile Leadership, and Optimised Leadership.

The report and the results presented here should be interpreted in context, with the job criteria required for a specific job role in mind.

OPTO is based on the Five Factor Model. The robustness of OPTO is further substantiated by extensive documentation and adherence to international standards for test quality.

The accuracy of the scores is reliant on how open and honest the respondent has been when completing the questionnaire.



## TEST TAKER RIGHTS

The test taker has the right to receive feedback on the results of all completed tests. This can either be in the form of a written report or personal interview. Master™ strongly recommends that the test taker is informed of the purpose of the test, including how the results are used.

Should you have any questions about this report, please contact your test administrator. See the beginning of this report to find the name of the person who administered the test.

# SCORE PROFILE

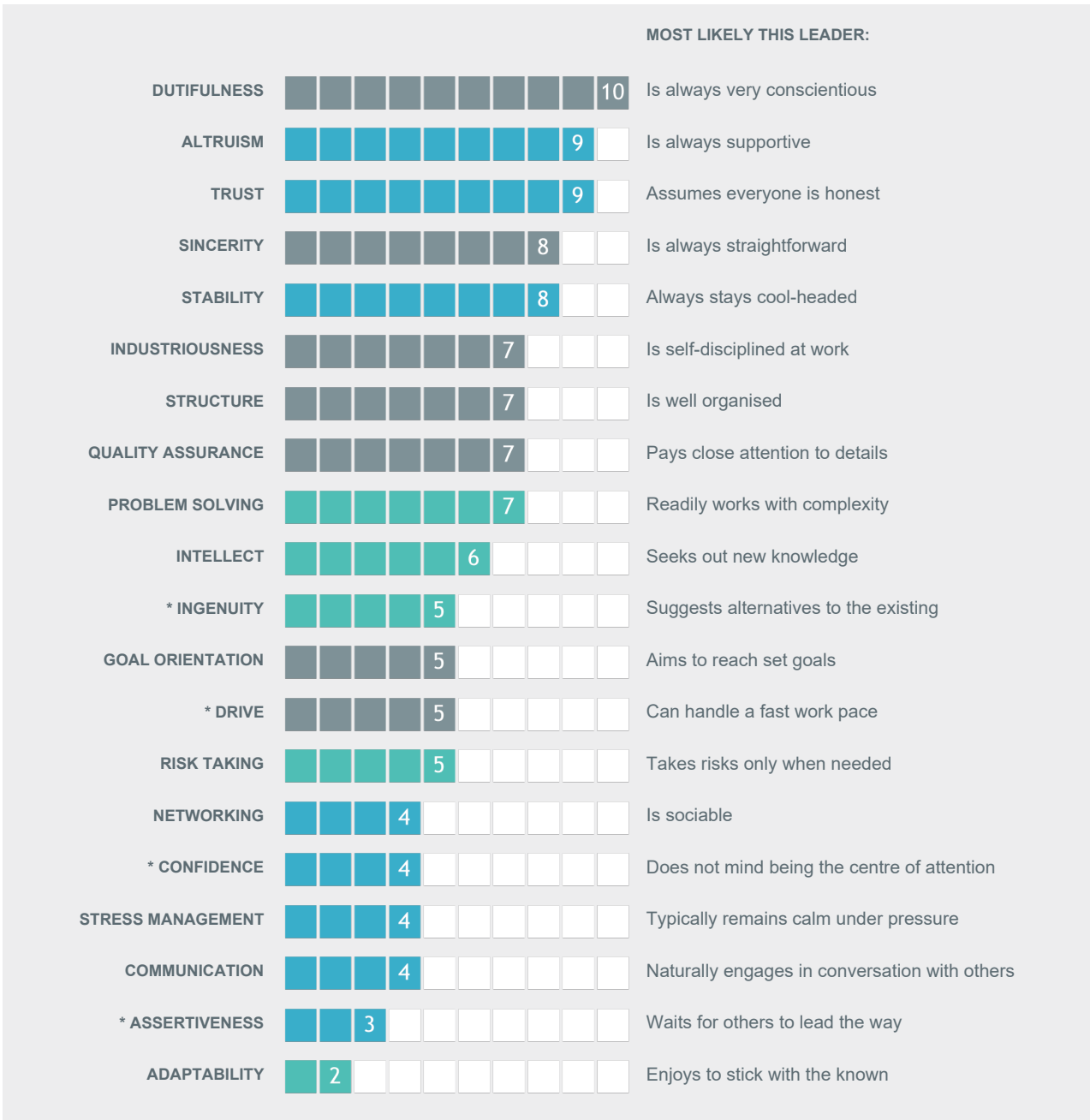
Anna.Allen@newline-hr.com  
 Questionnaire Completed: 21/04/2017

SCORE PROFILE

PEOPLE	INFLUENCE	<b>ASSERTIVENESS</b>	measures the degree to which one takes the lead.	3	
		<b>COMMUNICATION</b>	measures the degree to which one is expressive.	4	
		<b>CONFIDENCE</b>	measures the degree to which one is self-assured.	4	
	RESILIENCE	<b>STABILITY</b>	measures the degree to which one keeps composure.	8	
		<b>STRESS MANAGEMENT</b>	measures how high pressure is handled.	4	
	COOPERATION	<b>ALTRUISM</b>	measures the degree to which one is supportive.	9	
		<b>NETWORKING</b>	measures how one cultivates relationships.	4	
		<b>TRUST</b>	measures belief in the honesty of others.	9	
	OPERATIONS	EFFICIENCY	<b>DRIVE</b>	measures commitment to ensuring progression.	5
<b>GOAL ORIENTATION</b>			measures focus on achieving results.	5	
<b>INDUSTRIOUSNESS</b>			measures diligence and self-discipline.	7	
DELIVERY		<b>STRUCTURE</b>	measures the degree to which one is organised.	7	
		<b>QUALITY ASSURANCE</b>	measures thoroughness and attention to details.	7	
COMPLIANCE		<b>DUTIFULNESS</b>	measures the degree to which one does what is expected.	10	
		<b>SINCERITY</b>	measures the degree to which one is genuine and honest.	8	
EXPLORATION		AGILITY	<b>INTELLECT</b>	measures openness to new knowledge.	6
			<b>PROBLEM SOLVING</b>	measures belief in one's ability to work with complexity.	7
	INNOVATION	<b>ADAPTABILITY</b>	measures adjustment to change.	2	
		<b>RISK TAKING</b>	measures willingness to be enterprising.	5	

# SCORE PROFILE

OPTO Aspect scores from the previous page sorted from highest to lowest.



\* Aspects where leaders typically score higher than employees in non-leadership roles. See page 8 for more information.

# THREE HIGHEST SCORES

The three OPTO Aspects with the highest scores from the previous page are here in focus. The relevance of these Aspects should be evaluated in relation to the Job Criteria for the leadership position. As a result, other Aspects may emerge as more relevant to the specific role.

Aspects with very high scores, which are defined as 9-10, should be looked at more closely to better understand their potential pitfalls. Intuitively, we understand high scores as strengths in a person. However, these very strong Aspects carry behavioural risks that can have a negative impact on other people, tasks and working environments.

HIGHEST ASPECT SCORES

**VERY HIGH SCORES:**

<b>DUTIFULNESS</b>	<div style="display: flex; gap: 5px;"> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> <div style="width: 10px; height: 10px; background-color: #ccc;"></div> </div>	10
<b>ALTRUISM</b>	<div style="display: flex; gap: 5px;"> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> </div>	9
<b>TRUST</b>	<div style="display: flex; gap: 5px;"> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> <div style="width: 10px; height: 10px; background-color: #0070c0;"></div> </div>	9

This indicates a leader with an extremely strong focus on doing what is expected, being supportive and believing in the honesty of others.

**MOST LIKELY THIS LEADER:**

- Consistently upholds all commitments
- Shows active concern for other people’s problems
- Is very trusting

**ON THE OTHER HAND, THIS LEADER:**


- May often have difficulties saying no
- Has a tendency to become overly involved in others’ problems
- Can be naïve

**Challenge yourself:** Reflect on the statements above. Identify potential pitfalls that may arise from overusing your strengths and consider alternative strategies to mitigate these risks and achieve more balanced leadership behaviour. For further details, refer to the additional information link on page 3.

# THREE LOWEST SCORES

The three OPTO Aspects with the lowest scores from page 5 are here in focus. The relevance of these Aspects should be evaluated in relation to the Job Criteria for the leadership position. As a result, other Aspects may emerge as more relevant to the specific role.

Aspects with the lowest scores are not to be interpreted as a person’s weakness, but as Aspects that are less prominent in their personality compared to other people. In fact, low Aspects can reflect behaviours which have a positive impact on other people, tasks, and surroundings.


LOWEST ASPECT SCORES

**VERY LOW SCORES:**

<b>ADAPTABILITY</b>	<div style="display: flex; align-items: center;"><div style="width: 20px; height: 10px; background-color: #007060; margin-right: 5px;"></div><div style="display: flex; align-items: center;"><span style="background-color: #007060; color: white; padding: 2px 5px; border-radius: 3px;">2</span><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div></div></div>	<p>This indicates a leader with a minimal focus on adjusting to change.</p>
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**LOW SCORES:**

<b>ASSERTIVENESS</b>	<div style="display: flex; align-items: center;"><div style="width: 20px; height: 10px; background-color: #007060; margin-right: 5px;"></div><div style="width: 20px; height: 10px; background-color: #007060; margin-right: 5px;"></div><div style="display: flex; align-items: center;"><span style="background-color: #007060; color: white; padding: 2px 5px; border-radius: 3px;">3</span><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div></div></div>	<p>Also, a leader with a moderate focus on taking the lead and being expressive.</p>
<b>COMMUNICATION</b>	<div style="display: flex; align-items: center;"><div style="width: 20px; height: 10px; background-color: #007060; margin-right: 5px;"></div><div style="width: 20px; height: 10px; background-color: #007060; margin-right: 5px;"></div><div style="width: 20px; height: 10px; background-color: #007060; margin-right: 5px;"></div><div style="display: flex; align-items: center;"><span style="background-color: #007060; color: white; padding: 2px 5px; border-radius: 3px;">4</span><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div><div style="width: 15px; height: 10px; background-color: #ccc; margin-left: 5px;"></div></div></div>	

**MOST LIKELY THIS LEADER:**

- Can have a hard time adapting to new situations
- Prefers letting others make the decisions
- Prefers to let others do most of the talking

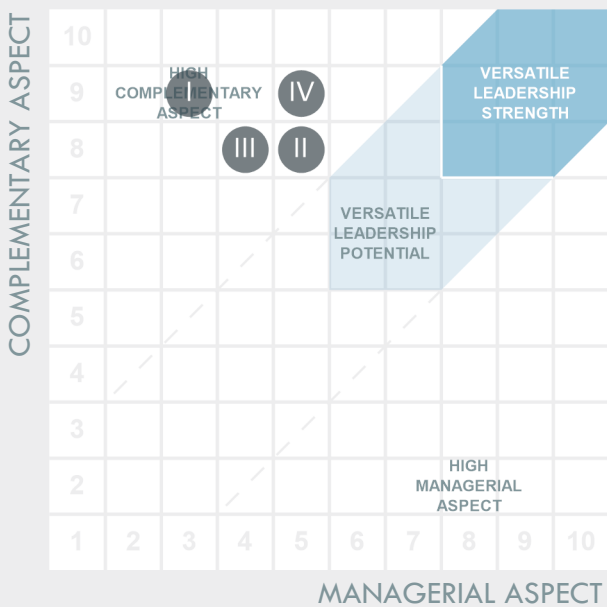
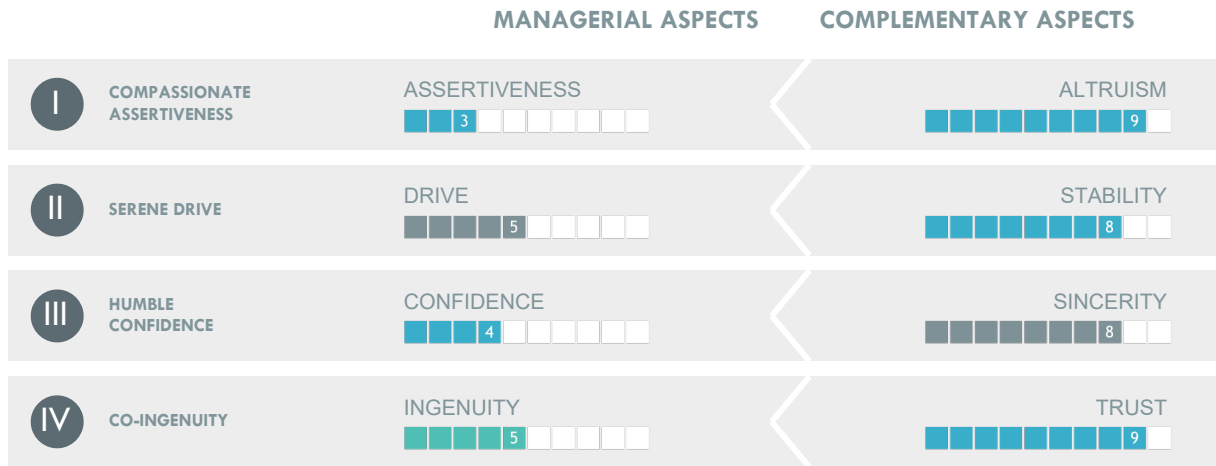
**ON THE OTHER HAND, THIS LEADER:**

- Does not tire of routine tasks
- Naturally gives teams the space for autonomy

**Challenge yourself:** Think of situations where these lower scores can be an advantage for the organisation, the team, the task, or yourself. Work with the positive side of this behaviour to create a more balanced leadership approach.

# VERSATILE LEADERSHIP

Research reveals several OPTO Aspects where leaders typically score higher than employees. The largest differences are found on the four Managerial Aspects; Assertiveness, Drive, Confidence, and Ingenuity. Each Managerial Aspect has a Complementary Aspect, which can enhance Versatile Leadership. Strong Versatile Leadership will most likely create long-term value in organisations.



**VERSATILE LEADERSHIP**  
The blue areas highlighted in the graph illustrate where there is balance between the scores on the Managerial Aspect and the Complementary Aspect.

Darker blue: Versatile Leadership Strength  
Lighter blue: Versatile Leadership Potential

**HIGH COMPLEMENTARY ASPECT**  
A leader with a high Complementary Aspect but without a balance from the Managerial Aspect does not indicate Versatile Leadership behaviour.

**HIGH MANAGERIAL ASPECT**  
A leader with a high Managerial Aspect but without a balance from the Complementary Aspect risks delivering less on long-term accomplishments by applying more dominant leadership behaviour.

On the following pages, the balances between Managerial and Complementary Aspect scores are analysed using a graph like the one shown above.



# VERSATILE LEADERSHIP



## COMPASSIONATE ASSERTIVENESS

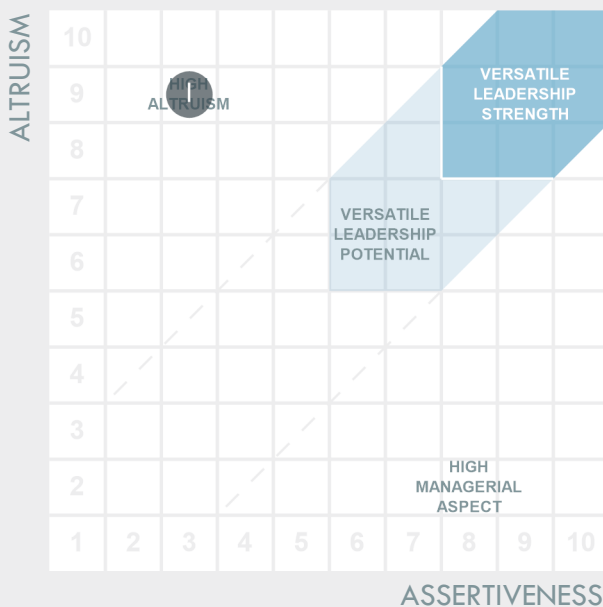
Leaders with strong Compassionate Assertiveness score high on both the Managerial Aspect, **Assertiveness**, and the Complementary Aspect, **Altruism**. These versatile leaders show a strong balance between being convincing and taking charge, while also knowing when to step back and make space for others.

### ASSERTIVENESS

- Seeks impact
- Takes charge
- Convincing

### ALTRUISM

- Supportive
- Considerate
- Empathetic



### HIGH ALTRUISM

**Anna Allen** has a preference for Altruism over Assertiveness.

The score on Assertiveness is significantly lower than the score on Altruism, which suggests a lower level of Versatile Leadership in terms of Compassionate Assertiveness.

**Anna Allen** prefers letting others make the decisions and feels highly responsible for making others feel comfortable. There is Versatile Leadership potential in being better at shifting behaviour consciously towards Assertiveness.

While Altruism is essential for ensuring a supportive environment, without Assertiveness, the leader has a risk of struggling to set clear directions and taking decisive actions.

This leader has a preference for Altruism and it can therefore be beneficial to incorporate behaviours such as taking charge and being convincing.

Through a deliberate focus on Versatile Leadership, this leader will most likely benefit from teaming up with others who are more assertive.

# VERSATILE LEADERSHIP



## SERENE DRIVE

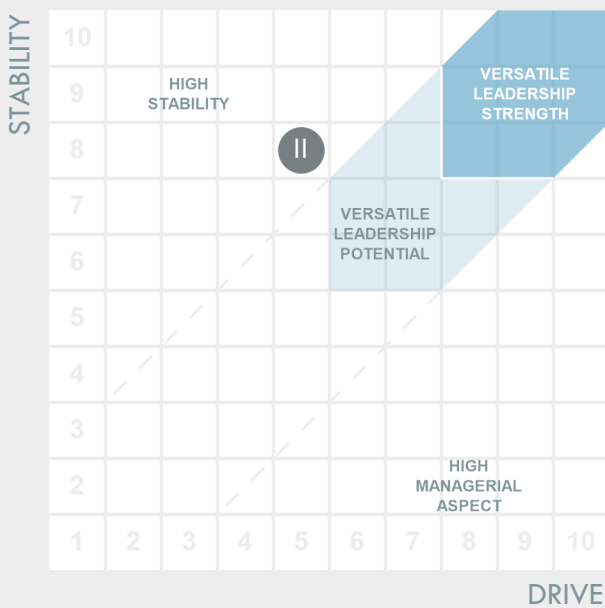
Leaders with strong Serene Drive score high on both the Managerial Aspect, **Drive**, and the Complementary Aspect, **Stability**. These versatile leaders show a strong balance between thriving with a fast pace while also staying cool-headed.

### DRIVE

- Vigorous
- Prefers a fast pace
- Forces progression

### STABILITY

- Cool-headed
- Emotionally controlled
- Composed



### HIGH STABILITY

**Anna Allen** has a preference for Stability over Drive.

The score on Drive is significantly lower than the score on Stability, which suggests a lower level of Versatile Leadership in terms of Serene Drive.

**Anna Allen** engages in tasks with energy and keeps composure even when frustrated. There is Versatile Leadership potential in being better at shifting behaviour consciously towards Drive.

While Stability is essential for ensuring staying cool-headed, without Drive, Stability has the risk of leading to procrastination and putting off tasks.

This leader has a preference for Stability and can therefore benefit from incorporating behaviours such as ensuring progression and working at a faster pace.

With awareness and focus on working with Versatile Leadership, this leaders can benefit from teaming up with others who have higher Drive.

# VERSATILE LEADERSHIP



## HUMBLE CONFIDENCE

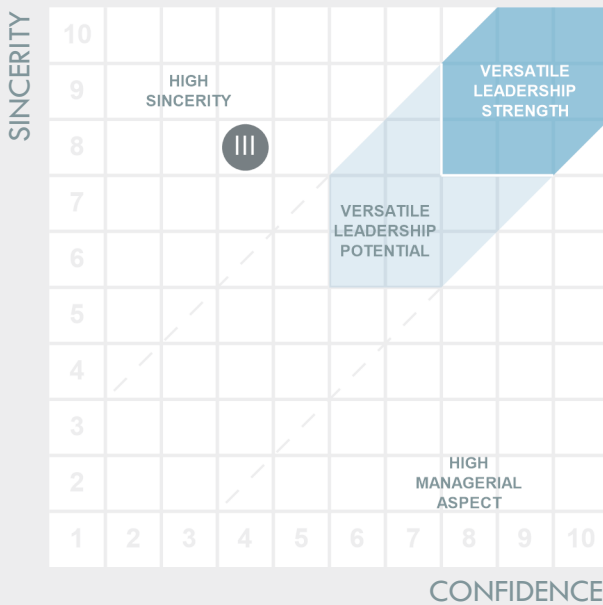
Leaders with strong Humble Confidence score high on both the Managerial Aspect, **Confidence**, and the Complementary Aspect, **Sincerity**. These versatile leaders show a strong balance between feeling confident in social situations while also being genuine.

### CONFIDENCE

- Socially confident
- Enjoys attention
- Visible

### SINCERITY

- Sincere
- Authentic
- Straightforward



### HIGH SINCERITY

**Anna Allen** has a preference for Sincerity over Confidence.

The score on Confidence is significantly lower than the score on Sincerity, which suggests a lower level of Versatile Leadership in terms of Humble Confidence.

**Anna Allen** feels comfortable in social situations and values authenticity very highly. There is Versatile Leadership potential in being better at shifting behaviour consciously towards Confidence.

While Sincerity has a positive impact on leadership, a lack of balance with Confidence can hinder the ability to lead effectively with presence and visibility in meetings and public settings.

This leader has a preference for Sincerity and can benefit from working towards behaviours that create visibility and demonstrate social-confidence.

Through deliberate work with Versatile Leadership, this leader can benefit from teaming up with others who enjoy more attention.

# VERSATILE LEADERSHIP



## CO-INGENUITY

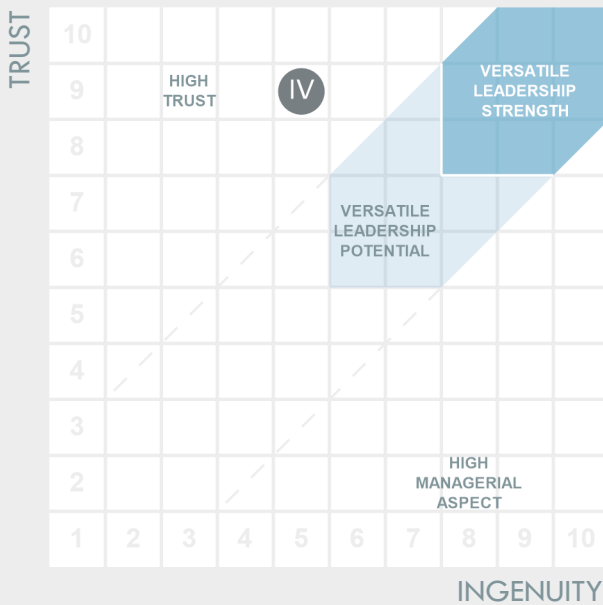
Leaders with strong Co-Ingenuity score high on both the Managerial Aspect, **Ingenuity** and the Complementary Aspect, **Trust**. These versatile leaders show a strong balance between challenging existing approaches while also trusting what other people say.

### INGENUITY

- Creative
- Full of ideas
- Challenges the existing

### TRUST

- Trusting
- Unsceptical
- Shows credence



### HIGH TRUST

**Anna Allen** has a preference for Trust over Ingenuity.

The score on Ingenuity is significantly lower than the score on Trust which suggests a lower level of Versatile Leadership in terms of Co-Ingenuity.

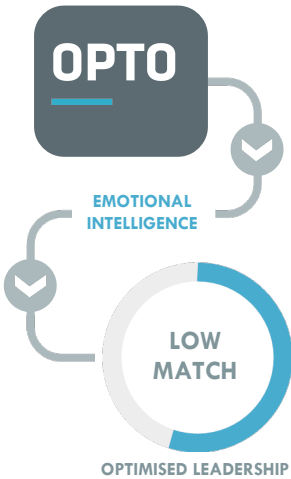
**Anna Allen** likes to be part of generating ideas and believes others have good intentions. There is Versatile Leadership potential in being better at shifting behaviour consciously towards Ingenuity.

While Trust is essential for showing credence, without Ingenuity there is a risk of limited innovation leading to stagnation, missed opportunities, and a failure to adapt to changing circumstances.

This leader has a preference for Trust and will therefore likely benefit from working with generating new ideas and challenging the existing.

Through focused continuous work with Versatile Leadership, this leader will most likely benefit from teaming up with others who are more creative.

# OPTIMISED LEADERSHIP



Optimised Leadership maps OPTO Aspects to four Emotional Intelligence areas: Executive Well-Being, Sociability, Grounded Support, and Self-Regulation. These qualities are essential for leaders to optimise performance and enhance psychological safety in teams and organisations.

**Anna Allen** shows an overall average across the four areas that indicates a low match with Optimised Leadership relative to other leaders.

**EXECUTIVE WELL-BEING:** Low match

**Executive Well-Being** measures the degree to which a leader is a pillar of strength, emotionally resilient, and socially confident.

**SOCIABILITY:** Low match

**Sociability** measures the degree to which a leader is socially adept with focus on building positive relations.

**GROUNDING SUPPORT:** Good match

**Grounded Support** measures the degree to which a leader is composed, understanding and appreciative towards others.

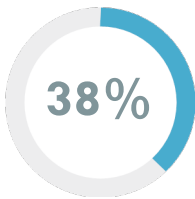
**SELF-REGULATION:** Good match

**Self-Regulation** measures the degree to which a leader is consistent, diligent and has control over their own emotions, reactions and stress.

- The blue dots indicate this leader's match to the Optimised Leadership areas.
- ▬ The grey distribution shows a reference group of a large sample of leaders worldwide.

# OPTIMISED LEADERSHIP

## EXECUTIVE WELL-BEING



**Anna Allen** shows a low match with Executive Well-Being, highlighting opportunities for development in emotional resilience and social confidence.

This leader might benefit from focussing on these areas to enhance their leadership capabilities and professional networks.

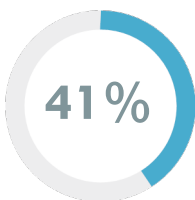
### Main characteristics of Executive Well-Being:

- Self-assurance
- Keeping composure
- Handling high pressure
- Taking the lead
- Cultivating relationships

**Description of perfect match:** A leader with a perfect match will most likely be perceived as:

- A calm yet out-going leader
- An emotionally strong leader who is good at cultivating relationships with the aim of creating professional networks

## SOCIABILITY



**Anna Allen** shows a low match with Sociability, highlighting opportunities for growth in building and maintaining positive relationships within the team.

This leader might benefit from focussing on improving their social skills and communication in daily interactions to better connect with their team.

### Main characteristics of Sociability:

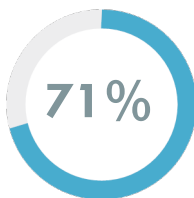
- Being supportive
- Cultivating relationships
- Being expressive
- Self-assurance
- Handling high pressure

**Description of perfect match:** A leader with a perfect match will most likely be perceived as:

- A positive and sociable leader
- A leader who is good at cultivating relationships with the aim of creating great teamwork

## OPTIMISED LEADERSHIP

### GROUNDING SUPPORT



**Anna Allen** shows a good match with Grounded Support, indicating potential in empathy and composure.

This leader will likely benefit from developing their emotional awareness to be able to foster an environment rich in feedback and enhance interpersonal dynamics.

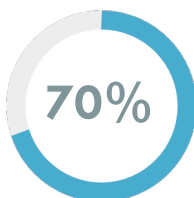
#### Main characteristics of Grounded Support:

- Keeping composure
- Handling high pressure
- Being supportive
- Openness to new knowledge
- Believing in the honesty of others

**Description of perfect match:** A leader with a perfect match will most likely be perceived as:

- An open and appreciative leader who genuinely supports, and shows a deep curiosity for others
- A leader who is good at cultivating close relationships with team members

### SELF-REGULATION



**Anna Allen** shows a good match with Self-Regulation, indicating good potential for managing emotions and immediate reactions effectively.

This leader will likely benefit from being more reflective under pressure in order to exercise greater self-discipline and emotional control.

#### Main characteristics of Self-Regulation:

- Diligence and self discipline
- Keeping composure
- Handling high pressure
- Doing what is expected

**Description of perfect match:** A leader with a perfect match will most likely be perceived as:

- An emotionally resilient and calm leader who remains composed under high pressure
- A leader who has a high level of self-discipline and self-control