

OPTO

CEO search for global headquarter, Transcorp

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OPTO (21/04/2017 10:31)

+ 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

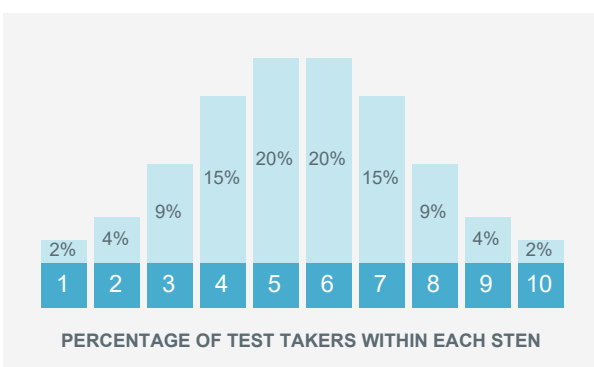
OPTO is a personality test that measures 8 Dimensions of personality which are essential to behaviour and performance at work. Each Dimension is comprised of two or three underlying Aspects. The Dimensions and Aspects are characteristics that individuals exhibit to a greater or lesser extent, and that 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

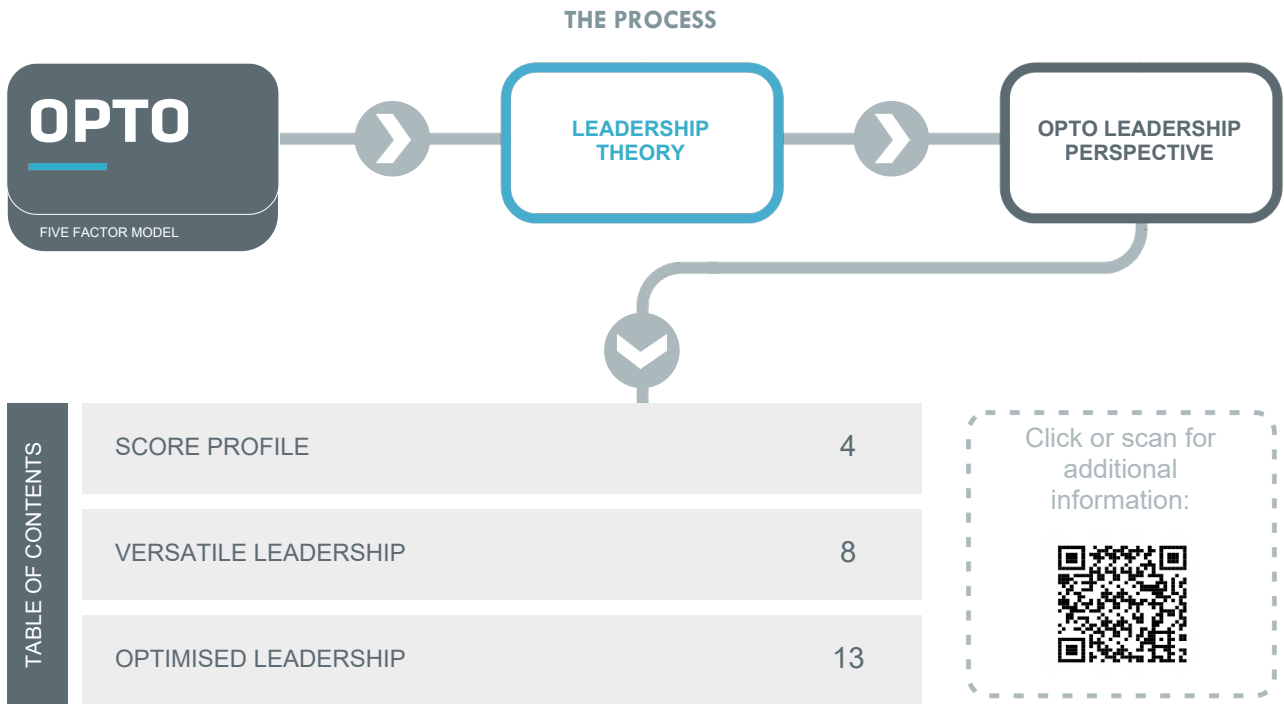
ABOUT THE REPORT

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

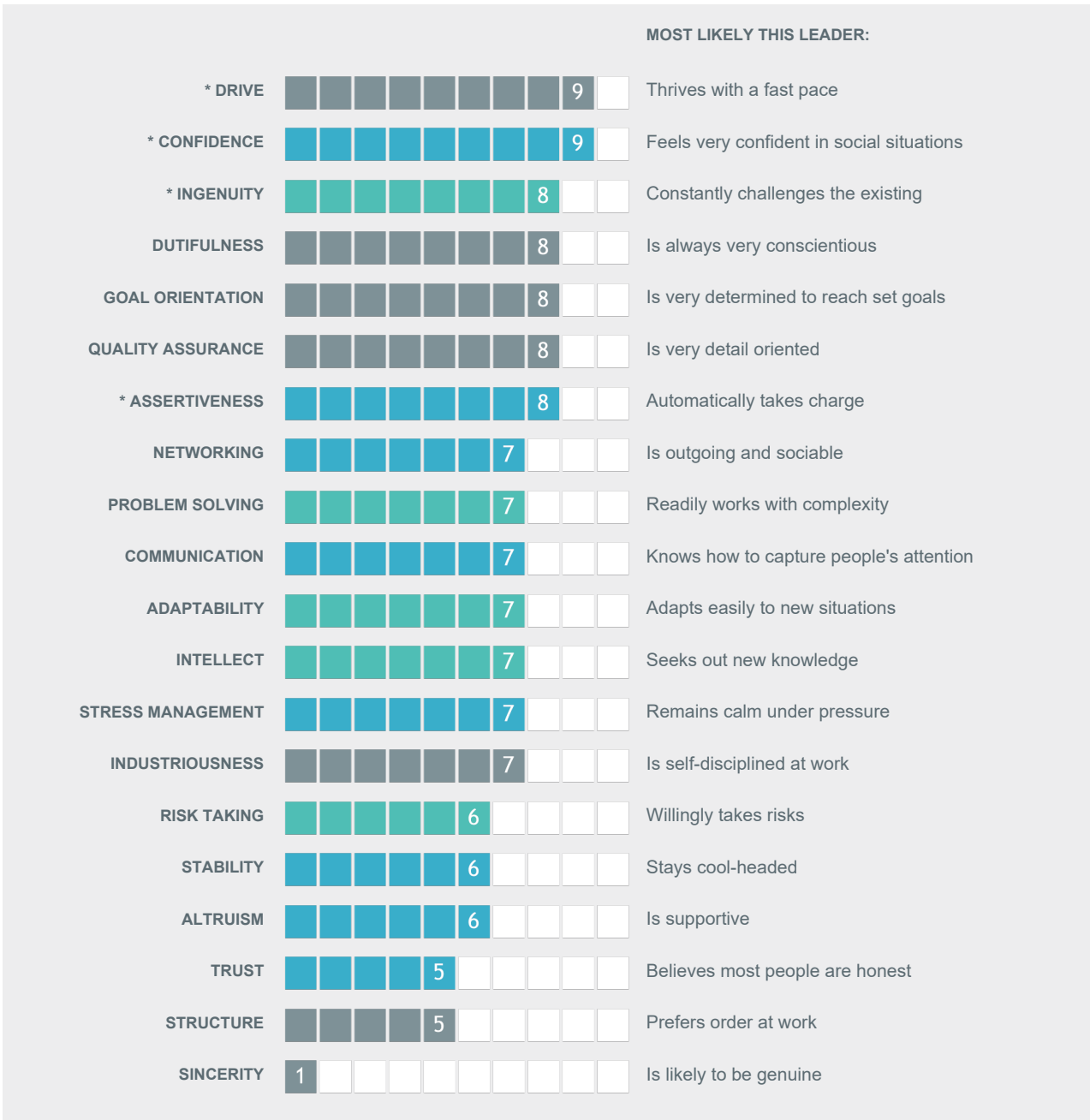
Lawrence.Lee@newline-hr.com
 Questionnaire Completed: 21/04/2017

SCORE PROFILE

PEOPLE	INFLUENCE	ASSERTIVENESS	measures the degree to which one takes the lead.	8
		COMMUNICATION	measures the degree to which one is expressive.	7
		CONFIDENCE	measures the degree to which one is self-assured.	9
	RESILIENCE	STABILITY	measures the degree to which one keeps composure.	6
		STRESS MANAGEMENT	measures how high pressure is handled.	7
	COOPERATION	ALTRUISM	measures the degree to which one is supportive.	6
		NETWORKING	measures how one cultivates relationships.	7
		TRUST	measures belief in the honesty of others.	5
	OPERATIONS	EFFICIENCY	DRIVE	measures commitment to ensuring progression.
GOAL ORIENTATION			measures focus on achieving results.	8
INDUSTRIOUSNESS			measures diligence and self-discipline.	7
DELIVERY		STRUCTURE	measures the degree to which one is organised.	5
		QUALITY ASSURANCE	measures thoroughness and attention to details.	8
COMPLIANCE		DUTIFULNESS	measures the degree to which one does what is expected.	8
	SINCERITY	measures the degree to which one is genuine and honest.	1	
EXPLORATION	AGILITY	INTELLECT	measures openness to new knowledge.	7
		PROBLEM SOLVING	measures belief in one's ability to work with complexity.	7
	INNOVATION	ADAPTABILITY	measures adjustment to change.	7
		INGENUITY	measures the degree to which one has original ideas.	8
		RISK TAKING	measures willingness to be enterprising.	6

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:

DRIVE

This indicates a leader with an extremely strong focus on having commitment to ensuring progression and being self-assured.

CONFIDENCE

Also, a leader with a strong focus on having original ideas.

HIGH SCORES:

INGENUITY

Also, a leader with a strong focus on having original ideas.

MOST LIKELY THIS LEADER:

- Is very energetic
- Enjoys being the centre of attention
- Is full of new ideas

ON THE OTHER HAND, THIS LEADER:

- Can be perceived as overwhelming by others
- May become overly confident
- May actively introduce unnecessary disruption

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:

SINCERITY
1

This indicates a leader with a minimal focus on being genuine and honest.

AVERAGE SCORES:

STRUCTURE
5

Also, a leader with an average focus on being organised and believing in the honesty of others.

TRUST
5

MOST LIKELY THIS LEADER:

- Takes less pride in being authentic
- Strives to work systematically
- Trusts what people say

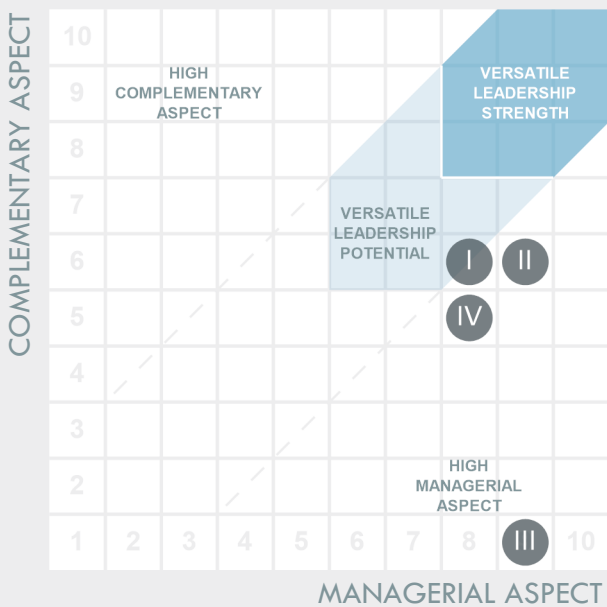
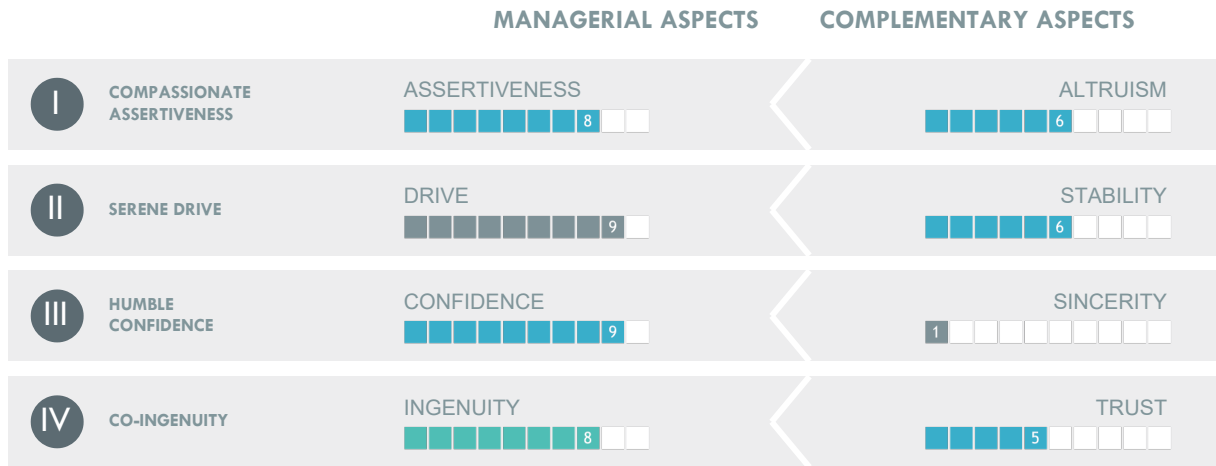
ON THE OTHER HAND, THIS LEADER:

- Accepts some level of dishonesty, in order to remain diplomatic

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

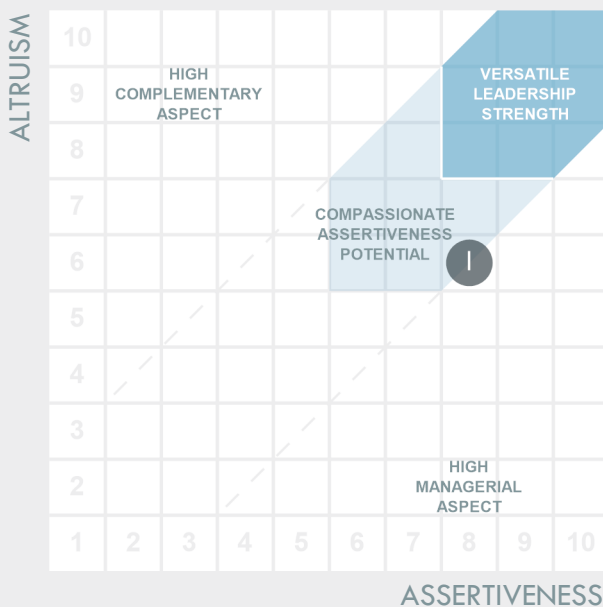
Leaders with strong Compassionate Assertiveness score high on both the Managerial Aspect, **Assertiveness**, and the Complementary Aspect, **Altruism**. These versatile leaders show a strong balance between being convincing and taking charge, while also knowing when to step back and make space for others.

ASSERTIVENESS

- Seeks impact
- Takes charge
- Convincing

ALTRUISM

- Supportive
- Considerate
- Empathetic



COMPASSIONATE ASSERTIVENESS POTENTIAL

Lawrence Lee has potential for Compassionate Assertiveness.

The scores on Assertiveness and Altruism are balanced, which indicates a potential for Versatile Leadership combining preferences for taking the lead and being supportive.

Lawrence Lee strives to impact decisions and feels responsible for making others feel comfortable. This has the potential to result in resonance within team and organisation.

The longterm risk from having Assertiveness alone without the balance from Altruism is a dominating leader who discourages collaboration and potentially harms individuals' long-term performance.

This leader has potential for Compassionate Assertiveness and therefore less risk of reducing collaboration through unsupportive leadership behaviour.

By embodying the best of both worlds and combining strength and decisiveness with consideration and support, this leader has potential to impact performance while also fostering a positive and engaged team environment.

VERSATILE LEADERSHIP



SERENE DRIVE

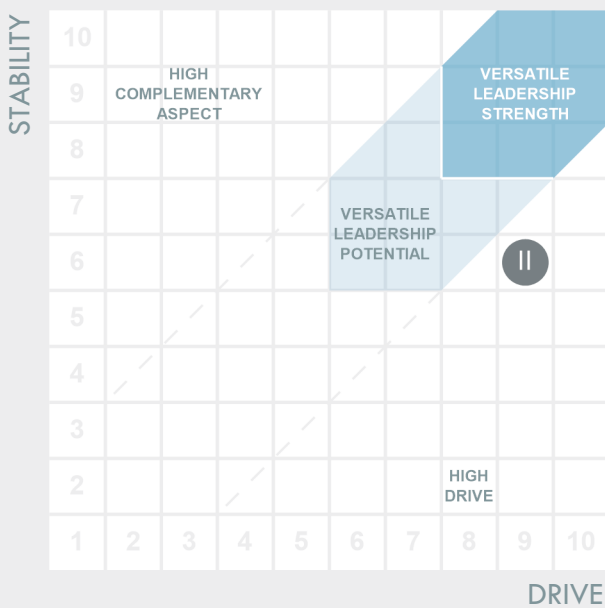
Leaders with strong Serene Drive score high on both the Managerial Aspect, **Drive**, and the Complementary Aspect, **Stability**. These versatile leaders show a strong balance between thriving with a fast pace while also staying cool-headed.

DRIVE

- Vigorous
- Prefers a fast pace
- Forces progression

STABILITY

- Cool-headed
- Emotionally controlled
- Composed



HIGH DRIVE

Lawrence Lee has a preference for Drive over Stability.

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

Lawrence Lee is very energetic and does not openly show frustration. There is Versatile Leadership potential in being better at shifting behaviour consciously towards Stability.

While Drive is essential for ensuring progression, without the balance from Stability, Drive has the risk of leading to employee burnout and decreased job satisfaction.

This leader has a preference for Drive and can therefore benefit from incorporating behaviours such as staying cool-headed and keeping composure.

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

VERSATILE LEADERSHIP



HUMBLE CONFIDENCE

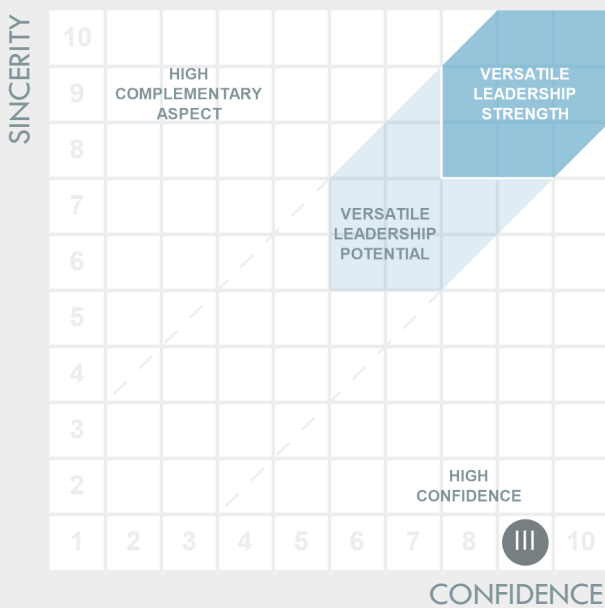
Leaders with strong Humble Confidence score high on both the Managerial Aspect, **Confidence**, and the Complementary Aspect, **Sincerity**. These versatile leaders show a strong balance between feeling confident in social situations while also being genuine.

CONFIDENCE

- Socially confident
- Enjoys attention
- Visible

SINCERITY

- Sincere
- Authentic
- Straightforward



HIGH CONFIDENCE

Lawrence Lee has a preference for Confidence over Sincerity.

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

Lawrence Lee enjoys being the centre of attention and takes less pride in being authentic. There is Versatile Leadership potential in being better at shifting behaviour consciously towards Sincerity.

Even though Confidence is perceived as an important leadership Aspect, when excessive and paired with low Sincerity, it risks leading to superficial relationships, weak authenticity, and lack of genuine communication.

This leader has a preference for Confidence and can benefit from practicing a more humble mindset to balance a likely self-promoting behaviour.

Through deliberate work with Versatile Leadership, this leader can benefit from teaming up with others who take more pride in being genuine.

VERSATILE LEADERSHIP



CO-INGENUITY

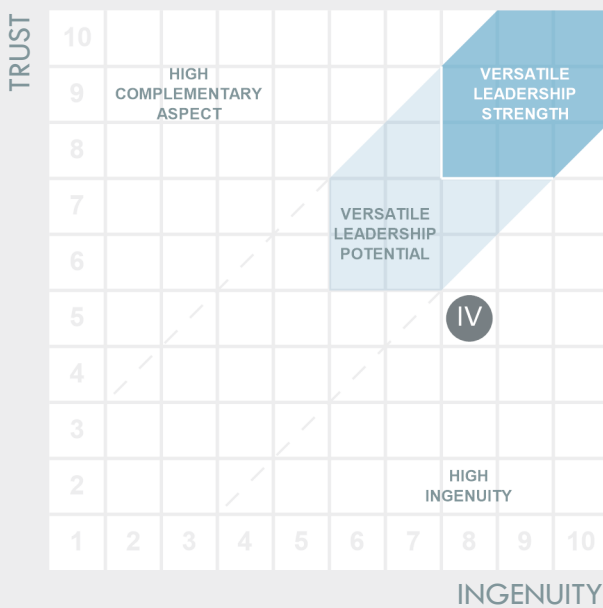
Leaders with strong Co-Ingenuity score high on both the Managerial Aspect, **Ingenuity** and the Complementary Aspect, **Trust**. These versatile leaders show a strong balance between challenging existing approaches while also trusting what other people say.

INGENUITY

- Creative
- Full of ideas
- Challenges the existing

TRUST

- Trusting
- Unsceptical
- Shows credence



HIGH INGENUITY

Lawrence Lee has a preference for Ingenuity over Trust.

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

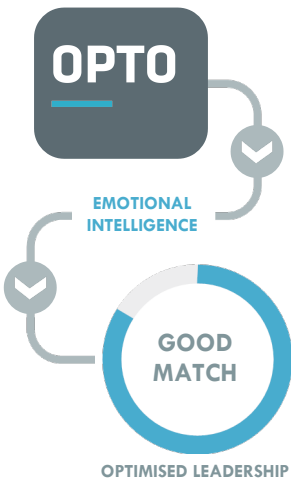
Lawrence Lee is full of new ideas and has a natural scepticism of others. There is Versatile Leadership potential in being better at shifting behaviour consciously towards Trust.

Ingenuity in leadership is important in a creative organisational culture, but without the balance from Trust, there is a risk of neglecting input from others, creating a disruptive, incohesive, and disconnected work environment.

This leader has a preference for Ingenuity and will therefore likely benefit from working towards being less sceptical of other's ideas and feedback.

Through focused continuous work with Versatile Leadership, this leader will most likely benefit from teaming up with others who have a more trusting nature.

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.

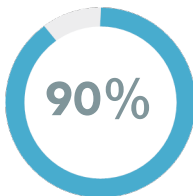
Lawrence Lee shows an overall average across the four areas that indicates a good match with Optimised Leadership relative to other leaders.

<p>EXECUTIVE WELL-BEING: Perfect match</p>	<p>Executive Well-Being measures the degree to which a leader is a pillar of strength, emotionally resilient, and socially confident.</p>
<p>SOCIABILITY: Good match</p>	<p>Sociability measures the degree to which a leader is socially adept with focus on building positive relations.</p>
<p>GROUNDING SUPPORT: Good match</p>	<p>Grounded Support measures the degree to which a leader is composed, understanding and appreciative towards others.</p>
<p>SELF-REGULATION: Good match</p>	<p>Self-Regulation measures the degree to which a leader is consistent, diligent and has control over their own emotions, reactions and stress.</p>

● 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



Lawrence Lee shows a perfect match with Executive Well-Being, indicating a leader who is emotionally strong, dependable, and steadfast.

This leader's calm and composed character helps create a stable and secure environment in their teams, while their out-going nature is beneficial in building valuable professional networks.

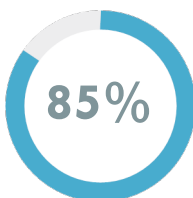
Main characteristics of Executive Well-Being:

- 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



Lawrence Lee shows a good match with Sociability, indicating good potential for social interactions and communication.

This leader will likely benefit from developing their inter-personal skills and empathy in daily interactions to foster more positive relationships within the team.

Main characteristics of Sociability:

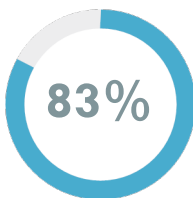
- Being supportive
- Cultivating relationships
- Being expressive
- Self-assurance
- Handling high pressure

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

GROUNDED SUPPORT



Lawrence Lee shows a good match with Grounded Support, indicating good 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.

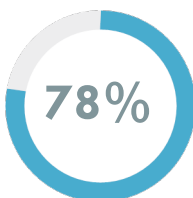
Main characteristics of Grounded Support:

- 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



Lawrence Lee 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