

A close-up, macro photograph of a dog's paw resting on a light-colored, textured carpet. The paw is dark brown/black with lighter brown fur around the edges. The carpet has a distinct ribbed pattern. The background is a soft, out-of-focus warm brown color.

OPTO
Behaviour
Anchors

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OPTO DIMENSIONS— OVERVIEW

On the following pages, you will find behavioral descriptions and questions regarding the aspects that constitute each dimension."



INFLUENCE (page 5)

Consists of the aspects of Assertiveness, Communication, and Confidence. A high degree of influence means taking the lead, communicating convincingly, and having good confidence in all types of social situations.



RESILIENCE (page 6)

Consists of Stability and Stress management. A high degree of resilience means keeping a cool head in all situations and being able to easily handle pressure."



COOPERATION (page 7)

Consists of the aspects of altruism, networking, and trust. A high degree of cooperation means supporting others, enjoying socializing, and showing a high level of trust in others.



EFFICIENCY (page 8)

Consists of the aspects of Drive, Goal orientation, and Industriousness. A high degree of efficiency means being driven and striving towards goals with a high level of self-discipline.



DELIVERY (page 9)

Consists of the aspects of Structure and Quality assurance. A high degree of delivery means having order and organization in one's work and focusing extensively on details and quality.



COMPLIANCE (page 10)

Consists of the aspects of Dutifulness and Sincerity. A high degree of compliance means showing a strong sense of responsibility and being honest and genuine.



AGILITY (page 11)

Consists of the aspects of Intellect and Problem-solving. A high degree of agility means being open to new work methods and approaches, believing in one's ability to learn quickly, and tackling complex tasks effectively.



INNOVATION (page 12)

Consists of the aspects of Adaptability, Ingenuity, and Risk-taking. A high degree of innovation means being open to change, generating ideas, and being daring.

INFLUENCE

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Assertiveness – measures the degree to which one takes the lead

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Passive in meetings. Prefers others to drive discussions. Having a hard time convincing others.	Acts on a wait-and-see level during meetings. Shares opinion after others have spoken. Take initiatives if others don't.	Active during meetings. Gets motivated by taking the lead. Can convince others.	Very active in meetings. Happy to express their opinions, even if others disagree. Argues and convinces others.

Tell me about a situation where you had to persuade someone else about something important to you. How was the situation, what did you do? How did you perceive the outcome?

Can you give an example where you let others take control of the meeting? How was the situation, what did you do?

Can you give an example where you took control of a meeting? How was the situation, what did you do?

Communication – measures the degree to which one is expressive

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Very rarely takes the initiative to talk to new people. Lets others lead the conversation.	Talk to others when others initiate conversations.	Is pleased to take the initiative to talk to others, and drive the conversation. Is interesting to listen to.	Happily starts conversations regardless of the situation. Narrates in a vivid, captivating way.

*What do you do to initiate a dialogue with new people you meet? Can you provide an example of such a situation? How was the situation, and what did you do?**

Are there situations when you act more reserved? Can you give an example of such a situation? How was the situation, and what did you do?

Confidence – measures the degree to which one is self-assured

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Not comfortable being the center of attention.	Likes to be the center of attention when it comes to areas that they master.	Put themselves in situations where they are the center of attention.	Loves to be the center of attention. Feels secure in all types of situations.

How do you feel about being in the center of others' attention? Have you ever actively sought such a situation? Feel free to provide an example. How was the situation, and what did you do?

How do you feel about not being noticed by others? Have you ever found yourself in such a situation? Please provide an example. How was the situation, and what did you do?

RESILIENCE

1	2	3	4	5	6	7	8	9	10
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Stability – measures the degree to which one keeps composure

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Has a hard time keeping their head cool and their emotions in control under pressure	Tries to keep level-headed, holding back the most negative responses, but others may still be able to detect how they feel	Keeps a cool head even when situations are frustrating.	Always keeps a cool head. Makes sure others don't experience their frustration.

What frustrates you at work?

When was the last time you experienced it?

How was the situation? What did you do?

How do you think others reacted to your behavior? What did others notice?

Stress management – measures how high pressure is handled

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Has difficulty handling many tasks at the same time. Are easily overwhelmed at work.	Stays calm even under pressure. Can experience some troubles when unexpected things happen at work. Shifts focus to distance themselves.	Easily creates an overview of unexpected situations. Works efficiently under pressure.	Can easily put aside the feeling of stress in pressurized moments, to prioritize on the job at hand.

Tell me about when you have experienced stress at work.

Describe a situation where something unexpected happened that made your work situation feel demanding.

How was the situation?

What did you do? What did others notice?

COPPERATION

1	2	3	4	5	6	7	8	9	10
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Altruism – measures the degree to which one is supportive

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Doesn't spend that much time supporting others	Tries to help others when there is time. Supports with simpler tasks.	Thinks it's part of the job to help colleagues. Is happy to offer their help.	Gets energy from helping others and shows great consideration towards others

*How do you view helping your colleagues at work?
 Can you provide an example of a situation when you assisted a colleague?
 Describe the situation.
 What did you do? What was the outcome?**

Networking – measures how one cultivates relationships

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Prefers to socialize with few people. Don't spend so much time on creating new relations	Likes to socialize, but prefers others to initiate the contact. Likes situations that involve social contact.	Is social and outgoing. Gets energy from being with other people.	Very social and outgoing. Seeks out social situations continuously.

*Who do you socialize with in the workplace?
 In what situations do you find it valuable to seek contact with others?
 When do you not find it valuable?*

*Can you provide an example of when you initiated contact?
 How was the situation?
 What did you do?*

Trust – measures belief in the honesty in others

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Places little emphasis in trusting others	Thinks others want to do their best, but shows some scepticism	Believes in others and their good will	Feel very confident in others good will and intentions

*What is required for you to be able to trust new people you are going to work with?
 Can you describe a colleague in whom you have had a great deal of trust?
 What did they do?*

*Can you describe a situation when you lost trust in a colleague?
 How was the situation, and what did you do?*

EFFICIENCY

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Drive – measures commitment to ensuring progression

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Not so driven at work	Driven at work when it's necessary.	Driven at work and makes sure that the work is done	Very driven, both in own work and that of others.

Tell me about a schedule you created to achieve specific goals.

What happened during the course of the work?

How did you maintain the schedule?

What did you do when there was a risk of deviating from the schedule?

Goal orientation – measures focus on achieving results

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Does not attach importance to results and goals.	Works to achieve set goals on time.	Thinks goals are important to get things done. Sets goals and works consistently to achieve goals.	Sets own, very ambitious, goals and works persistently to achieve them.

What goals are you working on in your job?

What do you do to achieve them?

Which objectives do you find particularly motivating?

Which goals do you find it challenging to find motivation to work towards?

Industriousness - measures diligence and self-discipline

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
May have difficulty completing tasks and maintaining focus. Sometimes postpones tasks.	Maintains focus on the essentials even when new, interesting tasks emerge.	Concentrates on the task at hand. Finishes this without being distracted by other things.	Focuses entirely on his own tasks. Does not allow himself to be disturbed by distractions in the surroundings. Finish tasks.

How do you handle when new tasks come in, even though you have important tasks that you need to complete?

Can you provide an example?

What was the result, and what did you do?

What can make you lose focus at work?

Can you give an example of when it happened?

What was the result, and what did you do?

DELIVERY

1	2	3	4	5	6	7	8	9	10
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Structure – measures the degree to which someone is organised

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Isn't disturbed by disorder. Doesn't believe that order is that important	Accepts a certain disorder. Guidelines do not always need to be followed. Has a pragmatic view of following guidelines.	Creates order around themselves. Ensures that others also follow existing guidelines.	Very organized and keeps things in order. Follows guidelines and makes sure others do too.

Describe how you create order and organization in your work.

Please provide examples.

How do you feel if there is disorder around you?

What do you do?

How do others perceive your organization in work?

Quality assurance – measures thoroughness and attention to details

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Doesn't pay much attention to details and doesn't think everything needs to be perfect.	Pays attention to details, without spending too much time.	Pays a lot of attention to detail and is very thorough	Believes that details are very important and strives for perfection

What do you do to ensure high quality in your work?

Please provide an example of a task that you personally felt had high quality.

What did you do? How did others perceive your work?

COMPLIANCE

1	2	3	4	5	6	7	8	9	10
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Dutifulness – measures the degree to which one does what is expected

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Don't think that it is important to live up to other people's expectations.	Contributes when requested, but not more than expected.	Also takes on the tasks of others when the situation requires it. I think it is important to live up to the expectations of others.	Shows an unusually high sense of responsibility and works very hard to ensure that own and others' things are never left unfinished.

*Tell me about a situation when you took responsibility.
 What did you do? What was the result?
 How did others perceive your sense of responsibility?*

Sincerity – measures the degree to which one is genuine and honest

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Doesn't always think it's important to be honest and trustworthy in a situation.	Is usually an honest and trustworthy person	Thinks it's important to be an honest and trustworthy person	Is always honest and strives to be a reliable and genuine person.

*Tell me about a situation when you were honest and sincere.
 How was the situation? What was the result?
 How was the information received by others?*

AGILITY

1	2	3	4	5	6	7	8	9	10
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Intellect– *measures openness to new knowledge*

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Is less curious about new knowledge.	Curious to learn new things, and is open to new knowledge	Very curious in new knowledge and seeks situations where they can learn new things	Always curious in new knowledge and new methods and courses of action

How do you view change in the workplace?

Can you give an example of a situation when you needed to make a change?

How was the situation? What did you do?

What was the result of the change?

Problem solving– *measures belief in one's ability to work with complexity*

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Avoid complex work and is unsure how quickly one can learn.	Believes that they are capable of solving problems and in learning new things	Likes to find new solutions, and try new ones. Prides on being able to quickly learn new things.	Actively seeks out complex problems and has a strong belief in their fast learning ability.

What is your opinion on tasks that require a bit more thought and problem-solving?

Tell me about a problem you have solved.

How did you approach it?

What was the result?

INNOVATION

1	2	3	4	5	6	7	8	9	10
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Adaptability– measures adjustment to change

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Is not so interested in change. Prefers the well known	Open to change, but needs time to adapt.	Adapts to change and gets energy of testing new methods in their work.	Welcomes change and adapts very easily to new methods and courses of action

*Tell me about a significant change in the workplace for you.
What happened? What did you do?
How did others handle the change?*

Ingenuity– measures the degree to which one has original ideas

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Not so focused on being creative and innovative.	Contributes to discussions about new ideas and is happy to work further with other people's suggestions.	Often comes with new, innovative, ideas and proposals for change.	Constantly challenging. Provides many, transformative ideas and new ways of thinking.

*Tell me about an idea or suggestion for change that you have proposed in your workplace.
How did you go about it?
What was the result?*

Risk-taking – measures the desire to be enterprising

STEN 1-3 (2%, 4%, 9%)	STEN 4-5 (15%, 20%)	STEN 6-7 (20%, 15%)	STEN 8-10 (9%, 4%, 2%)
Is not so focused on taking risks	Prefers the well known and what works, but can sometimes take chances if expected	Takes risks but considers the gains.	Is driven by taking risks and likes to try the unknown. Can be perceived as a daredevil.

*Describe a risk you have taken in your work.
How was the situation, what did you do?
What was the result?*