# Master's generic OPTO Criterias

## **OPTO Top leader**

Role that demands a high strategic level, decisiveness, clarity, and the ability to lead others. Typical roles include CEOs in medium-sized and large companies, individuals in management teams with strategic responsibilities.

INFLUENCE Influence is comprise	d of the	Aspects	assertive	ness, co	mmunica	tion and	confiden	ce.			HIGH
Does not actively seek influence, waits for others to lead the way, and is a quiet person who feels less comfortable being the centre of attention	1	2	3	4	5	6	7	8	9	10	Seeks influence by being very assertive, self-confident, and through strong communication
RESILIENCE Resilience is compris	HIGH										
High pressure at work will be perceived as challenging, may get overwhelmed when dealing with stressful situations, and lose composure when frustrated	1	2	3	4	5	6	7	8	9	10	Is resilient, can manage stressful work and always stays cool-headed
COOPERATION Cooperation is o	omprise	d of the	Aspects	altruism,	networkir	ng and tri	ust.				MEDIUM
Can be hard to get to know and believes trust needs to be earned, but is available for colleagues if needed	1	2	3	4	5	6	7	8	9	10	Enjoys cooperation and networking, and is always supportive and trusting of others
EFFICIENCY Efficiency is comprise	ed of the	e Aspects	drive, g	oal orient	ation and	d industri	ousness.				HIGH
Prefers a calm work pace, sometimes puts off tasks, and less driven by goal attainment	1	2	3	4	5	6	7	8	9	10	Is efficient and industrious, thrives with fast pace and is determined to reach set goals
DELIVERY Delivery is comprised or	f the As	oects stru	icture an	d quality	assurano	e.					MEDIUM
Is less bothered by disorder and prefers to let others pay attention to the details	1	2	3	4	5	6	7	8	9	10	Is very structured and consistently assures quality in deliveries
COMPLIANCE Compliance is con	nprised o	of the Asp	oects dut	ifulness a	and since	rity.					MEDIUM
Can show compliance at work by upholding commitments and is less concerned about being straightforward	1	2	3	4	5	6	7	8	9	10	By being dutiful and sincere, the person will show a high degree of compliance at work
AGILITY Agility is comprised of the	Aspects	intellect a	and prob	lem solvii	ng.						HIGH
Is open to new knowledge when necessary and is less likely to be agile in solving complex problems	1	2	3	4	5	6	7	8	9	10	Is constantly intellectually curious and agile in solving complex problems
INNOVATION Innovation is compr	ised of t	he Aspec	ts adapt	ability, in	genuity a	nd risk-ta	aking.				HIGH
Is a more cautious person that enjoys to stick with the known and will not actively challenge the existing	1	2	3	4	5	6	7	8	9	10	Is innovative and adapts to change, takes risks, and contributes with ingenuity and creative ideas

#### **OPTO Leader**

Role that includes personnel responsibility, a strategic mindset, an operational approach, and the ability to inspire others. Delegates and takes responsibility. Typical roles include middle managers in larger companies and CEOs in smaller companies.

INFLUENCE Influence is comprise	d of the	Aspects a	assertiver	ness, cor	nmunica	ion and	confidenc	e.			HIGH
Does not actively seek influence, waits for others to lead the way, and	1	2	3	4	5	6	7	8	9	10	Seeks influence by being very
is a quiet person who feels less comfortable being the centre of attention											assertive, self-confident, and through strong communication
											HIGH
RESILIENCE Resilience is compris											HIGH
High pressure at work will be perceived as challenging, may get overwhelmed when dealing with stressful situations, and lose composure when frustrated	1	2	3	4	5	6	7	8	9	10	Is resilient, can manage stressful work and always stays cool-headed
COOPERATION Cooperation is c	omprise	d of the A	spects a	Itruism, r	networkin	g and tru	ist.				HIGH
	1	2	3	4	5	6	7	8	9	10	
Can be hard to get to know and believes trust needs to be earned, but is available for colleagues if needed											Enjoys cooperation and networking, and is always supportive and trusting of others
EFFICIENCY Efficiency is comprise	ed of the										HIGH
Prefers a calm work pace, sometimes puts off tasks, and less driven by goal attainment	1	2	3	4	5	6	7	8	9	10	Is efficient and industrious, thrives with fast pace and is determined to reach set goals
DELIVERY Delivery is comprised of	the Asp	ects stru	cture and	quality :	assuranc	e.					MEDIUM
Is less bothered by disorder and	the Asp	ects stru 2	cture and	quality a	assuranc 5	e. 6	7	8	9	10	
	f the Asp						7	8	9	10	MEDIUM  Is very structured and consistently assures quality in deliveries
Is less bothered by disorder and prefers to let others pay attention to	the Asp						7	8	9	10	Is very structured and consistently
Is less bothered by disorder and prefers to let others pay attention to	1	2	3	4	5	6	7	8	9	10	Is very structured and consistently
Is less bothered by disorder and prefers to let others pay attention to the details	1	2	3	4	5	6	7	8	9	10	Is very structured and consistently assures quality in deliveries
Is less bothered by disorder and prefers to let others pay attention to the details  COMPLIANCE Compliance is con-	1	2 f the Asp	3 pects duti	4 fulness a	5 and since	6 rity.					Is very structured and consistently assures quality in deliveries
Is less bothered by disorder and prefers to let others pay attention to the details  COMPLIANCE Compliance is com  Can show compliance at work by upholding commitments and is less concerned about being	1	2 f the Asp	3 pects duti	4 fulness a	5 and since	6 rity.					Is very structured and consistently assures quality in deliveries  HIGH  By being dutiful and sincere, the person will show a high degree of
Is less bothered by disorder and prefers to let others pay attention to the details  COMPLIANCE Compliance is com  Can show compliance at work by upholding commitments and is less concerned about being	1 nprised o	2 f the Asp	3 ects dutii	4 fulness a	5 and since	6 rity.					Is very structured and consistently assures quality in deliveries  HIGH  By being dutiful and sincere, the person will show a high degree of
Is less bothered by disorder and prefers to let others pay attention to the details  COMPLIANCE Compliance is com Can show compliance at work by upholding commitments and is less concerned about being straightforward  AGILITY Agility is comprised of the A	1 nprised o	2 f the Asp	3 ects dutii	4 fulness a	5 and since	6 rity.					Is very structured and consistently assures quality in deliveries HIGH  By being dutiful and sincere, the person will show a high degree of compliance at work
Is less bothered by disorder and prefers to let others pay attention to the details  COMPLIANCE Compliance is com  Can show compliance at work by upholding commitments and is less concerned about being straightforward	1 nprised o	2 f the Asp	3 eects dutii	4 fulness a	5 sind since 5	6 rity.	7	8	9	10	Is very structured and consistently assures quality in deliveries HIGH  By being dutiful and sincere, the person will show a high degree of compliance at work
Is less bothered by disorder and prefers to let others pay attention to the details  COMPLIANCE Compliance is com Can show compliance at work by upholding commitments and is less concerned about being straightforward  AGILITY Agility is comprised of the A is open to new knowledge when necessary and is less likely to be agile in solving complex problems	1 pprised of 1 Aspects i	f the Asp 2  Intellect a	3 seects dutil 3 and proble 3	fulness a 4 em solvir	5 sind since 5	6 rity. 6	7	8	9	10	Is very structured and consistently assures quality in deliveries  HIGH  By being dutiful and sincere, the person will show a high degree of compliance at work  HIGH  Is constantly intellectually curious and
Is less bothered by disorder and prefers to let others pay attention to the details  COMPLIANCE Compliance is com Can show compliance at work by upholding commitments and is less concerned about being straightforward  AGILITY Agility is comprised of the / Is open to new knowledge when necessary and is less likely to be agile	1 pprised of 1 Aspects i	f the Asp 2  Intellect a	3 seects dutil 3 and proble 3	fulness a 4 em solvir	5 sind since 5	6 rity. 6	7	8	9	10	Is very structured and consistently assures quality in deliveries  HIGH  By being dutiful and sincere, the person will show a high degree of compliance at work  HIGH  Is constantly intellectually curious and aglie in solving complex problems
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#### **OPTO Generalist**

Role that requires a strategic mindset, openness to change, creativity with an operational approach. Typical roles include project managers, business developers, and operational developers.

INFLUENCE Influence is comprised	d of the A	Aspects a	assertive	ness, co	mmunical	ion and	confidenc	e.			MEDIUM
Does not actively seek influence, waits for others to lead the way, and is a quiet person who feels less comfortable being the centre of attention	1	2	3	4	5	6	7	8	9	10	Seeks influence by being very assertive, self-confident, and through strong communication
RESILIENCE Resilience is compris	sed of the	Aspect	s stability	and stre	ess mana	gement.					MEDIUM
High pressure at work will be perceived as challenging, may get overwhelmed when dealing with stressful situations, and lose composure when frustrated	1	2	3	4	5	6	7	8	9	10	Is resilient, can manage stressful work and always stays cool-headed
COOPERATION Cooperation is c	omprised								100		HIGH
Can be hard to get to know and believes trust needs to be earned, but is available for colleagues if needed	1	2	3	4	5	6	7	8	9	10	Enjoys cooperation and networking, and is always supportive and trusting of others
EFFICIENCY Efficiency is comprise											HIGH
Prefers a calm work pace, sometimes puts off tasks, and less driven by goal attainment	1	2	3	4	5	6	7	8	9	10	Is efficient and industrious, thrives with fast pace and is determined to reach set goals
DELIVERY Delivery is comprised of	the Asp		cture and	d quality							MEDIUM
Is less bothered by disorder and prefers to let others pay attention to the details	1	2	3	4	5	6	7	8	9	10	Is very structured and consistently assures quality in deliveries
COMPLIANCE Compliance is com	prised o	f the Asp	ects dut	ifulness a	and since	rity.					MEDIUM
Can show compliance at work by upholding commitments and is less concerned about being straightforward	1	2	3	4	5	6	7	8	9	10	By being dutiful and sincere, the person will show a high degree of compliance at work
AGILITY Agility is comprised of the A	Aspects i	ntellect a	and probl	lem solvi	ng.						HIGH
Is open to new knowledge when necessary and is less likely to be agile in solving complex problems	1	2	3	4	5	6	7	8	9	10	Is constantly intellectually curious and agile in solving complex problems
INNOVATION Innovation is compri	sed of th	e Aspec	ts adapta	ability, in	genuity ar	nd risk-ta	king.				MEDIUM
ls a more cautious person that enjoys to stick with the known and will not actively challenge the existing	1	2	3	4	5	6	7	8	9	10	Is innovative and adapts to change, takes risks, and contributes with ingenuity and creative ideas

## **OPTO Specialist**

Role that demands execution and in-depth knowledge in specific areas. High technical expertise and delves deeply. Typical roles include, for example, system developers, system administrators, analysts, lawyers with specialized expertise, etc.

INFLUENCE Influence is comprised	d of the A	spects a	ssertive	ness, cor	nmunical	tion and	confidence	1.			MEDIUM
Does not actively seek influence, waits for others to lead the way, and is	1	2	3	4	5	6	7	8	9	10	Seeks influence by being very
a quiet person who feels less comfortable being the centre of attention							Ш				assertive, self-confident, and through strong communication
RESILIENCE Resilience is compris	HIGH										
High pressure at work will be perceived as challenging, may get overwhelmed when dealing with stressful situations, and lose composure when frustrated	1	2	3	4	5	6	7	8	9	10	Is resilient, can manage stressful work and always stays cool-headed
COOPERATION Cooperation is co	omprised	of the A	spects a	iltruism, r	networkin	g and tru	ist.				MEDIUM
Can be hard to get to know and believes trust needs to be earned, but is available for colleagues if needed	1	2	3	4	5	6	7	8	9	10	Enjoys cooperation and networking, and is always supportive and trusting of others
EFFICIENCY Efficiency is comprise	ed of the		drive, go	oal orient	ation and	industrio	ousness.				HIGH
Prefers a calm work pace, sometimes puts off tasks, and less driven by goal attainment	1	2	3	4	5	6	7	8	9	10	Is efficient and industrious, thrives with fast pace and is determined to reach set goals
DELIVERY Delivery is comprised of	the Aspe			d quality a							HIGH
Is less bothered by disorder and prefers to let others pay attention to the details	1	2	3	4	5	6	7	8	9	10	Is very structured and consistently assures quality in deliveries
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Can show compliance at work by upholding commitments and is less concerned about being straightforward	1	2	3	4	5	6	7	8	9	10	By being dutiful and sincere, the person will show a high degree of compliance at work
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INNOVATION Innovation is compri	sed of th	e Aspect	s adapta	ability, inc	enuity ar	nd risk-ta	king.				MEDIUM
Is a more cautious person that enjoys to stick with the known and will not actively challenge the existing	1	2	3	4	5	6	7	8	9	10	Is innovative and adapts to change, takes risks, and contributes with ingenuity and creative ideas

## **OPTO Sales**

Sales role linked to performance and measured by KPIs. Focused on new sales.

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Does not actively seek influence, waits for others to lead the way, and is a quiet person who feels less comfortable being the centre of attention	1	2	3	4	5	6	7	8	9	10	Seeks influence by being very assertive, self-confident, and through strong communication				
RESILIENCE Resilience is compris	MEDIUM														
High pressure at work will be perceived as challenging, may get overwhelmed when dealing with stressful situations, and lose composure when frustrated	1	2	3	4	5	6	7	8	9	10	Is resilient, can manage stressful work and always stays cool-headed				
COOPERATION Cooperation is of	COOPERATION Cooperation is comprised of the Aspects altruism, networking and trust.														
Can be hard to get to know and believes trust needs to be earned, but is available for colleagues if needed	1	2	3	4	5	6	7	8	9	10	Enjoys cooperation and networking, and is always supportive and trusting of others				
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DELIVERY Delivery is comprised of	the Aspe	ects struc	ture and	l quality a	issurance	ð.					MEDIUM				
Is less bothered by disorder and prefers to let others pay attention to the details	1	2	3	4	5	6	7	8	9	10	Is very structured and consistently assures quality in deliveries				
COMPLIANCE Compliance is com	prised of	the Asp	ects duti	fulness a	nd sincer	ity.					MEDIUM				
Can show compliance at work by upholding commitments and is less concerned about being straightforward	1	2	3	:4	5	6	7	8	9	10	By being dutiful and sincere, the person will show a high degree of compliance at work				
AGILITY Agility is comprised of the A	spects in	ntellect a	nd proble	em solvin	g.						MEDIUM				
Is open to new knowledge when necessary and is less likely to be agile in solving complex problems	1	2	3	4	5	6	7	8	9	10	Is constantly intellectually curious and agile in solving complex problems				
INNOVATION Innovation is compri	sed of the	e Aspect	s adapta	bility, ing	enuity an	d risk-tak	king.				MEDIUM				
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