



ADMIN POP™

Potential for fit as

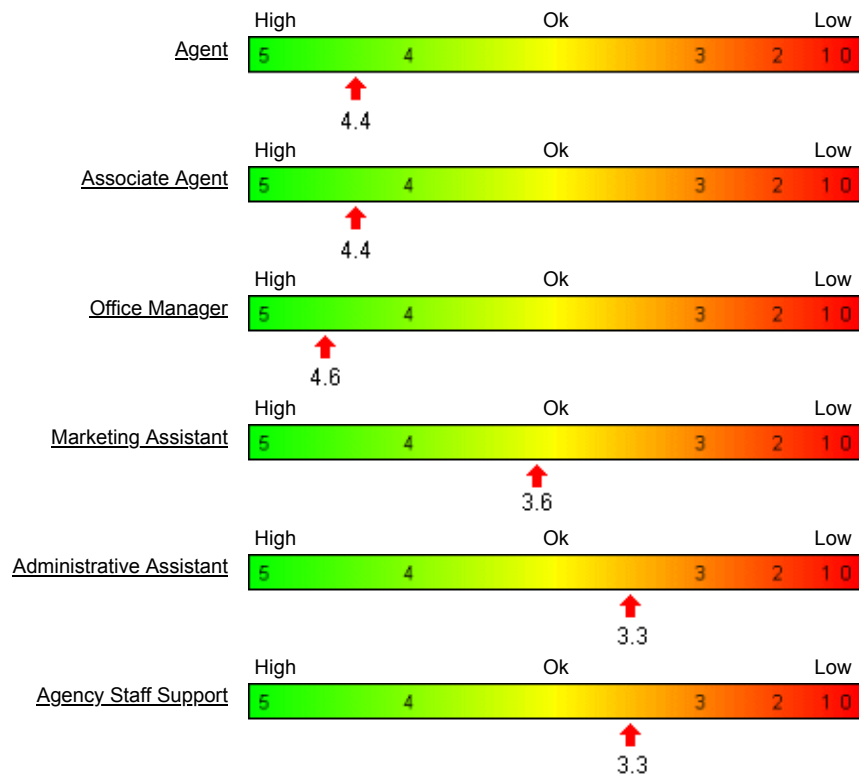
Agent
Associate Agent
Office Manager
Marketing Assistant
Administrative Assistant
Agency Staff Support

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B6AFC8EVIFSV for Test Test on February 17, 2021

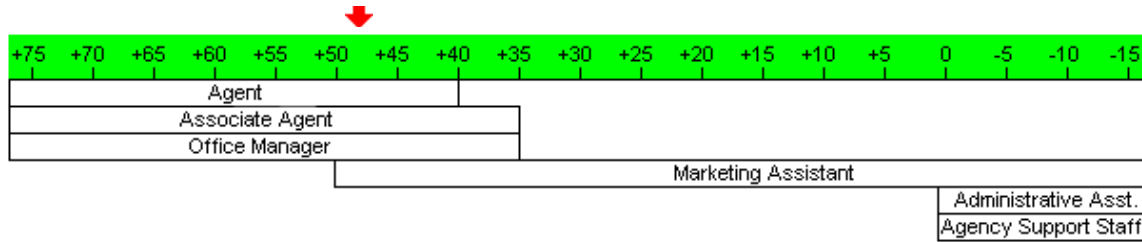
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Overall Admin Suitability



Match to Position

Enterprising Potential (EP) = +48



Overview

His/Her score on the EP scale would indicate a natural inclination toward being comfortable in most competitive career environments. Given formal learning opportunities to direct and fulfil his/her natural self-manager inclinations, he/she can become very capable at personal planning and personal time management. He/She is strongly oriented to investing a great amount of effort in daily career activities. He/She would be potentially suited for a sales position that requires the initiation of new client contact with some client maintenance.

Structured Interview Questions

- Ask him/her to outline a situation in which he/she has developed a specific goal, converted it into a plan for action and how he/she managed his/her time and focused his/her effort each day to get the job done.
- Verify the examples by checking references.

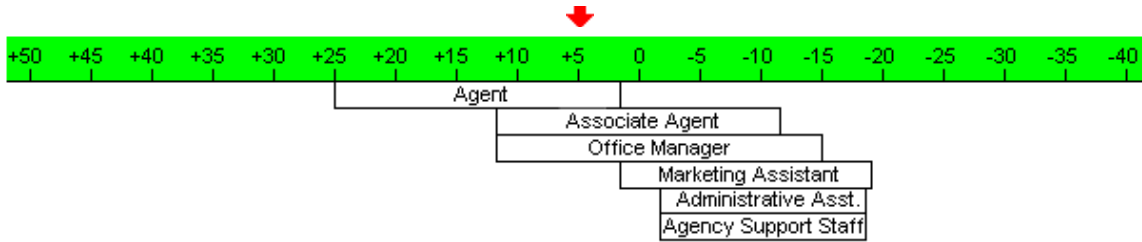
Developmental Suggestions

Help build on this potential strength by offering instruction and coaching on personal planning and time management skills. Show him/her how to plan effectively and observe him/her until he/she performs consistently. Develop and use a Management By Effort approach with him/her.

Notes

Match to Position

Achievement Potential (AP) = +5



Overview

This result on the AP scale indicates that he/she has a good amount of drive and energy and would respond well to relatively intensive goals and objectives. From a motivational perspective, he/she has a relatively balanced structure with a slight dominance of challenge and/or money over an almost equally strong service and/or recognition component. He/She would enjoy a position that focused on building good client relationships and was complemented by a strong need for achievement.

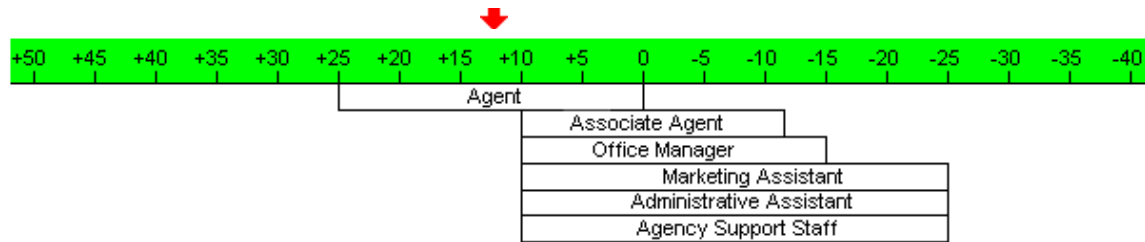
Structured Interview Questions

- Ask him/her to describe his/her achievements over the past two to five years which gave him/her the greatest satisfaction. What was the challenge or financial gain outcome of these accomplishments?
- Ask him/her to describe a situation that required him/her to work harder than he/she had planned for?
- Verify all information with the performance records of his/her references.

Developmental Suggestions

He/She has the energy and ambition to succeed and will profit from training that will help him/her apply his/her energy and ambition effectively. He/She will monitor his/her effectiveness from both a recognition and results perspective. Therefore, his/her coach can help him/her self manage both results and activities. Training in managing effort would help him/her feel "successful" everyday. He/She will learn best from a coach or mentor who has a style or approach that is well matched to his/her own personality.

Notes

Match to Position**Independence Potential (IP) = +12****Overview**

His/Her score on the IP scale indicates that he/she would be most comfortable in a position that allowed him/her some freedom to develop his/her own systematic approach within a relatively fluid structure. He/She would accept the existing structure if he/she felt it would make him/her more effective. He/She would accept coaching from an experienced manager who had good credibility. He/She would function effectively in a team that was very focused on performance and motivated towards similar goals. He/She would expect the initial structure to allow for greater freedom as he/she demonstrated his/her ability to work independently.

Structured Interview Questions

- Ask him/her to describe his/her relationship with his/her manager and peers. What level of autonomy did he/she have?
- Ask him/her to describe the frequency and type of communication channels between him/herself and his/her company.
- What would be the ideal system for him/her?

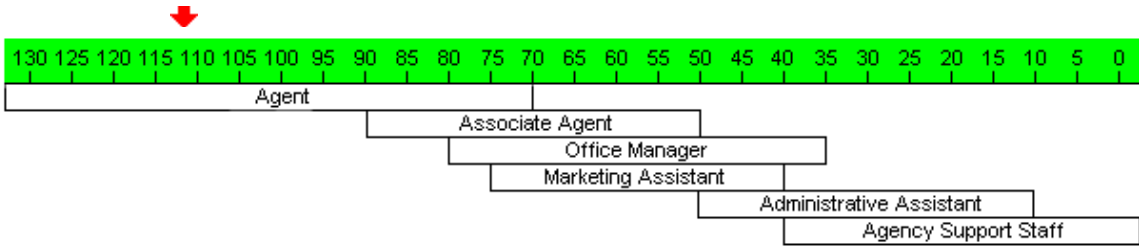
Developmental Suggestions

He/She will value training and coaching that seeks to obtain his/her commitment to the existing system through a mutually agreed upon process. His/Her manager must enjoy coaching an independent type of person who works most effectively within his/her own system. The policies and procedures of the organization or company should ideally allow for individual input and adaptation. He/She will respond well to initial training and learning that is focused on the basics and then encourages immediate application. Regular coaching sessions should be arranged on a proactive basis.

Notes

Match to Position

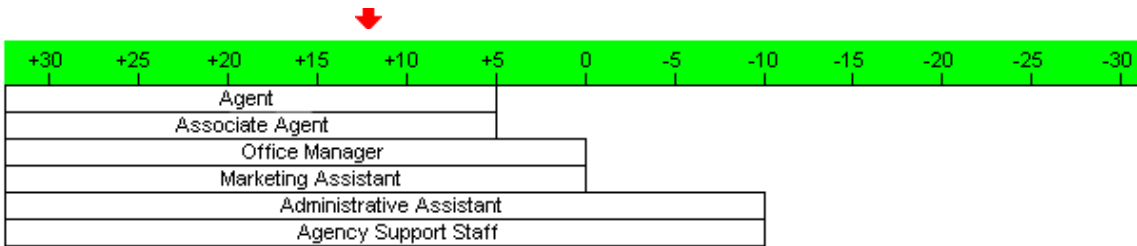
Career Fit (CF) = +111



Overview

He/She is best matched to the Agent role within competitive work environments. His/Her profile shows elements that indicate his/her potential to be a top performer in such environments. The combination of motivation and self management can deliver excellent performance if they are balanced and working towards organizational goals. People with his/her profile can work well with minimal supervision and deliver excellent results when focused on organizational goals.

Notes

Match to Position**People Orientation (PO) = +12****Overview**

He/She is very comfortable meeting new people and would enjoy interaction with others as an important component of his/her career environment.

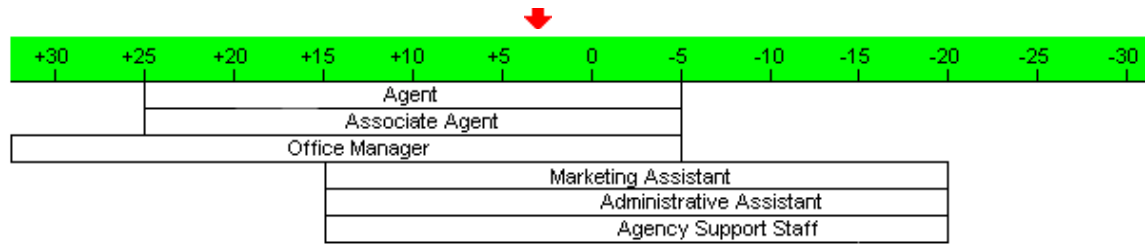
Structured Interview Questions

- Ask him/her to describe a situation where he/she was required to work productively with a wide variety of personalities.

Developmental Suggestions

He/She will derive a great of satisfaction from working with a coach and fellow employees who are similarly people oriented.

Notes

Match to Position**Analytical Orientation (AO) = +3****Overview**

He/She would learn what is necessary for effective on-the-job performance. Ideally, technical and product knowledge would have a practical application. He/She would tend to focus his/her learning in areas of high interest and aptitude.

Structured Interview Questions

- Ask him/her what he/she has done in the last two years to upgrade at a technical or professional level. Did he/she invest his/her own time and money?

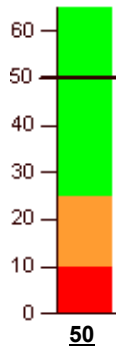
Developmental Suggestions

If structured self study is important to his/her development, develop a mutually agreeable training program to ensure that he/she learns the necessary material. Regular coaching as a reward for time spent learning is important.

Notes

Match to Position

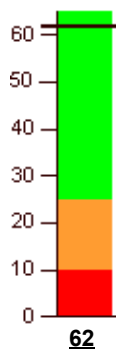
Self-Determination (SD) = +50



He/She believes very strongly that he/she is in control of his/her own future and that he/she can shape that future by his/her plans and actions. He/She expresses a very high degree of self confidence.

Notes

Call Reluctance (CR) = +62



One of the main reasons that people have difficulties is the fear of rejection. Fortunately, learning how to manage rejection is a trainable skill. His/Her score indicates that he/she probably does not fear these rejections. It would be important to continually improve his/her responses in situations where rejection occurs. Have him/her work with a mentor to find different methods to turn these rejections into opportunities.

Notes

Match to Mentor/Environment

The Ideal Mentor/Subordinate Environment Should Include:

MENTORING by someone who can show by example how to deal with people who have average or better self-management potential + SUBORDINATES who are selected in part because they are at least above average in s/m potential.

MENTORING by a manager whose applied business philosophy is that having provided good service, one should be very strongly compensated + SUBORDINATES who recognize the same pathway to success, i.e. outstanding service : big \$\$\$.

MENTORING by a trainer/manager who has a reputation as a great team leader for groups where both performance and people matter + SUBORDINATES who range from being performance team players through those who are quite independent.

MENTORING by a successful person who has shown that he or she, while not the most gregarious person, can build good supportive relationships among subordinates + SUBORDINATES likely to build good relationships with or without the boss.

MENTORING by a person who finds part of his or her satisfaction in work in learning new things and then training others to use it + SUBORDINATES who will also find some daily satisfactions in the required new learning or technology.

The Ideal Mentor/Subordinate Environment Should Avoid:

A MENTOR who is seen as imposing any degree of his or her own structure or daily routines on subordinates and/or SUBORDINATES who expect their manager to 'boss' them in any kind of fundamental, structured way.

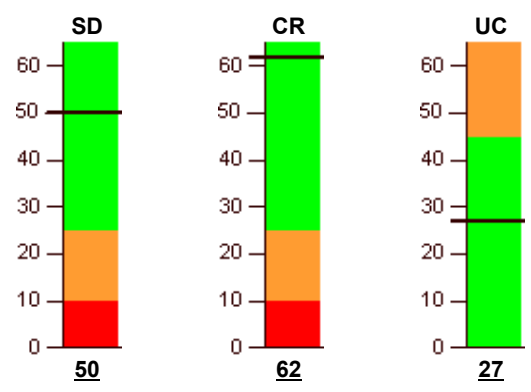
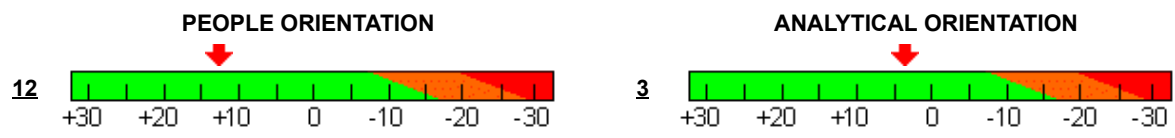
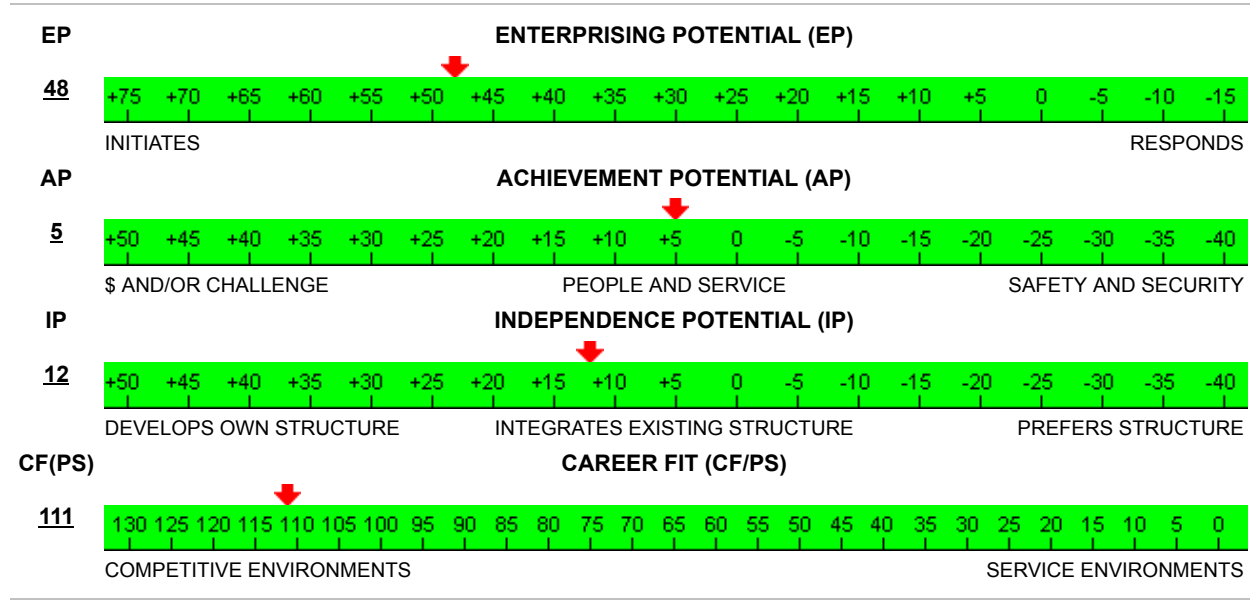
A MENTOR who sees being a manager as either a way to make really big \$\$\$ on the backs of others or, by contrast, who sees what he or she does as a way to fulfill his or her 'obligations' to society and/or SUBORDINATES who want either too much \$\$\$ or very little out of their work.

A MENTOR who, for his or her own reasons, needs to be part of and emotionally supported by his or her subordinates and/or SUBORDINATES who are either abrasively independent or, by contrast those who need too much emotional support.

A MENTOR who is so public relations oriented that one wonders about his or her sincerity and/or SUBORDINATES who are too close to clients to be objective.

A MENTOR who is hostile to technology and does not keep up with developments and/or SUBORDINATES who constantly complain about new learning requirements.

Summary of Scores & Cautions



PAGE 3 SCORES

	Enterprising	People Oriented	Achievement Oriented	Independent
Power Scores	139	12	118	129
Neutr Scores	91	3	103	117
	Acquiescent	Investigative	Relaxed	Team Oriented
	48	119	5	12
	EP	BL	AP	IP

The Uncertainty Coefficient

The Uncertainty Coefficient (UC) provides an insight into whether or not the test results are reliable. High scores (above 45) indicate that the candidate may either misunderstand the profile or may be presenting him/herself in a socially desirable manner. The character traits measured by the Admin POP™ tend to have low face validity meaning it is difficult to fake unless one is an expert in test construction. A high UC score can indicate the need to check the SD and CR scores carefully when following up with the candidate.

The following provides detailed information on how to explore high UC scores.

GUIDELINES FOR EXPLORING A HIGH UNCERTAINTY COEFFICIENT (UC) SCORE

This brief outline will highlight the items associated with the UC score, the major reasons for a high UC score and a set of guidelines for exploring the UC score with a specific candidate. It is recommended that if a recruiter or manager has specific questions, they are encouraged to set up a consultation with a consultant from the Self Management Group.

THE UC ITEMS

The UC items come from the attitude page of the Admin POP™ . They include:

- My opinion is always the correct one.
- I have never told a lie.
- No one is ever rude to me.
- All my habits are good and desirable ones.
- I never envy another person's good luck.
- I have never been late for work or for an appointment.
- I have never said anything unkind about anyone else.
- I have never boasted or bragged.

As evident from the items, they include statements that typically require an absolute or yes/no response. They are very extreme types of questions. For example, "I have never told a lie" can realistically only be answered 1 or 5. Most people mark 1 or 2 for the item.

A high UC score becomes a caution when it is greater than 45. To create a score of 45 or greater, a candidate would have to answer the majority of the items as either 4 or 5. Therefore, it is quite unlikely that a candidate reading the questions and answering honestly will have a high UC score. However, it can and does happen. The following section outlines the major reasons for a high UC score.

MAJOR REASONS FOR A HIGH UC SCORE

1. **SOCIAL DESIRABILITY:** This is by far the most common reason for a high UC score. The candidate in an effort to impress the recruiter attempts to present an inflated positive self-image. As a result, they mark the UC items higher. When exploring a high UC score for this reason, it is important to determine whether or not the candidate inflated just the UC items or all the items. This is usually very easy to determine by asking interview questions to justify the other elements of the report. The sample questions in the report are excellent for this purpose.
2. **LANGUAGE DIFFICULTIES:** If the candidate is struggling with the language, they do NOT understand the subtleties of the words 'never' or 'always' and as a result trigger the high UC score.
3. **RANDOM RESPONDING:** On rare occasions, a candidate will not be reading the questions and simply respond in a random manner. For example, mark all 5's or alternate between 1 and 5. This type of responding will generally be reflected by the UC score.
4. **SPECIFIC RELIGIOUS GROUPS:** This is the least common reason for a high UC score. Our research has found that some very religious groups tend to trigger a high UC score. For example, they are being honest when they circle 5 (definitely agree) on the item "I have never told a lie". Again, this is very easy to determine in a subsequent discussion of the report.

The Uncertainty Coefficient (cont'd)

POSSIBLE STEPS FOR EXPLORING A HIGH UC SCORE

To explore the reasons for a high UC score and determine whether or not the report is reliable, the following steps are recommended.

STEP #1: Investigate the UC items with the candidate. Go to the items on page 3 (attitude items) and ask the candidate to explain their responses to the UC items that they marked 4 or 5. An honest candidate will explain their response quite comfortably. For example, I don't usually tell lies so I marked a 4. A candidate who was distorting or inflating their self image, will become quite defensive or be unable to explain their response. A lack of explanation will also be evident with Language Difficulties or Random Responding.

STEP #2: Look at the Self Directed (SD) and Call Reluctance (CR) scores. If any of these scores are greater than 60, it indicates that the candidate was also potentially inflating all the attitude scores.

STEP #3: Investigate the power scores (Enterprising, Achievement and Independent) and the neutralizing scores (Acquiescent, Relaxed and Team Oriented) on the summary page of the report. If any of the power scores are greater than 140 or neutralizing scores less than 40, they are very unusual scores and indicate that the Admin POP™ might be inflated.

STEP #4: Candidate Feedback. Give the candidate the candidate feedback from the report and ask if the pages describe him or her accurately. If the answer is YES ask for examples from the persons background that would justify the Admin POP™. If the answer is NO ask for examples from the persons background that would justify their challenges to the information.

STEP #5: Interviewing Questions. The interview questions included in the report are designed to help the recruiter validate the Admin POP™ from the experiences of the candidate. The Admin POP™ is assessing potential and the answers to the interview questions should substantiate or challenge the Admin POP™ predictions.

SUMMARY

In summary, the most effective strategy for minimizing high UC scores is to be proactive by selecting the appropriate language for each candidate and following the simple administration instructions. This will eliminate all the major reasons for high UC scores.

A high UC score does NOT automatically indicate that the Admin POP™ results are invalid but rather indicates that a recruiter or manager should be cautious about accepting the results as reliable. Reliability indicates consistency, validity is a measure of the accuracy of the results. Validity requires reliability. Therefore, by following the recommended steps to explore a high UC score will determine whether or not the Admin POP™ results are reliable and valid.

Responses from Opinions Section

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
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1. I am successful at most aspects of my life. (5)
2. To be successful in my career, it is necessary to get all my associates to like me. (5)
3. Chance determines most things. (2)
4. I have been successful at developing a large network of people. (4)
5. Effort gets results. (5)
6. To perform up to my potential, I must have total belief in my job. (5)
7. I am often influenced by others. (3)
8. I avoid actions that might make people dislike me. (1)
9. I have never told a lie. (1)
10. Most mistakes can be avoided. (3)
11. It is important that people approve of me. (4)
12. Mistakes are inevitable. (2)
13. My family and friends support my career choices. (5)
14. People get the respect that they deserve. (5)
15. Aggressive salespeople usually make a good income but have less repeat business. (1)
16. Salespeople have a positive public image. (5)
17. Others have interfered with my success. (2)
18. I find it easy to make new acquaintances. (5)
19. I control my attitude toward work. (5)
20. I am comfortable promoting my ideas to friends and associates. (5)
21. All my habits are good and desirable ones. (4)
22. People's good qualities are seldom recognized. (1)
23. I never envy others their good luck. (4)
24. Hard work brings success. (5)
25. In a group, if a person does not like me, I feel uncomfortable. (1)
26. Success is mostly luck. (4)
27. I have been successful in developing a large network of friends and associates. (5)
28. I have never been late for work or for an appointment. (1)
29. I can be whatever I choose to be. (4)
30. I adapt to what I think others expect of me. (4)
31. I have never boasted or bragged. (1)
32. What I am was decided when I was born. (1)
33. Informal social events are a good source of sales contacts. (3)
34. I have never said anything unkind about anyone else. (1)
35. The right decision can change things. (5)
36. It is very important to push people to buy a product or service after you have established they need it. (4)
37. What will happen will happen. (1)
38. Most people would prefer not to deal with salespeople. (1)
39. I am successful in most areas of my life. (5)
40. No one is ever rude to me. (1)
41. To be successful in my career, I must change my image. (4)
42. I let the organization define my training needs. (3)
43. I often refer salespeople to my family and friends. (2)
44. My opinion is always the correct one. (4)
45. A good plan can avoid mistakes. (5)
46. I would rather talk to a client on the telephone than in person. (2)
47. Plans never work out. (1)
48. I must believe in a product before I can sell it. (5)
49. There is some good in everybody. (4)
50. I have met very few people whom I do not like. (4)
51. Some people are just "no good". (4)
52. I feel comfortable promoting myself and my company at social gatherings. (4)
53. There is no such thing as luck. (1)
54. I get upset when salespeople call me at home. (1)
55. Things happen mostly by accident. (1)
56. I have bought a product or service mainly because of the salesperson. (5)



CANDIDATE FEEDBACK ON THE RESULTS OF THE

Admin POP™

An Overview of Your Personal Characteristics & Career Strengths

Thank you for taking the time to complete the Admin POP™. The following information identifies several of your personal strengths that are important to your career planning. The objective of the Admin POP™ is to match you to the "best fit" career position that will capitalize on your strengths and maximize your chances for a successful, rewarding career.

John C. Marshall, Ph.D.

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Your Personal Strengths

In Terms of Enterprising vs Support Role Possibilities

You would be described as extremely competitive, enterprising, assertive, aggressive, tough minded, determined and goal oriented. You may display new and creative ways to reach your personal and work objectives and you will be self-evaluative and sometimes critical of your own performance. Given an aim, objective or requirement, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you and these skills should be refined through formal training and/or on-the-job experience.

In Terms of Your Style & Strength of Various Motivations

You would be described as being motivated both by a genuine concern for the well being of others and by the opportunity to achieve an excellent standard of income for yourself through the application of your talents and effort to the achievement of very demanding goals. To achieve both your 'people-oriented' and your personal goals, you may become somewhat hard driving, eager and active and if delayed, occasionally impatient. There is a balance in your motivational pattern between an orientation towards people or service considerations and towards bettering your own life. This means that you will want to assess each step in your career path in terms of its social merit as well as its payoff to you. If either element is seriously limited in a job, you may have difficulty in committing yourself completely to it.

In Terms of Your Independence vs Your Need to Be in the 'Team'

You would be described as somewhat strong-minded, stubborn, demanding, firm, independent and resolute. You can accept moderate levels of supervision, and in these circumstances, you would develop some practical alternatives for achieving objectives. A great deal of detailed work or work with little inherent responsibility would not be the kind of work to which you would give your greatest commitment and best all-round performance.

In Terms of Your Orientation Towards the 'People' Side of Business

You would be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You would enjoy personal relationships and interactions, and would make a good company representative in terms of customer satisfaction and personal and company public image. You might be very sensitive to rejection in some circumstances.

In Terms of Your Orientation Towards Technical & Practical Concerns

You would be described as quite logical, reflective, analytical, factual and practical. A job requiring the solving of intellectual or conceptual problems would stimulate a person such as yourself. You would have a flair for technically oriented and detailed work. Taking on challenges to learn and use new information in a field that interests you would be rewarding in itself.

Career Planning

What Should You Look for In a Career that Matches You Best?

- + Look for opportunities to create your own work structure and to develop your self-management skills by training in time management and activity planning. The opportunity to put solid effort into the job each day is a real plus for you as you know that effort invested consistently will produce the results you seek in both productivity and recognition.
- + Look for career opportunities which combine work of genuine social value with an equally genuine opportunity to take on demanding and challenging tasks for which you will receive recognition and good financial compensation.
- + Look for opportunities to work under only moderate supervision so that you may continue to develop your relatively independent approach to your work. In a team situation, expect to be in an occasional leadership role.
- + You should look for employment that provides you with people contact or some public relations opportunities. You derive satisfaction from interaction with other people in both personal and career environments.
- + A job with some learning and technical requirements would be quite satisfying. The opportunity to be creative and to put your new found knowledge into action would also be appealing to you.

What Should You Avoid in Careers that Don't Match You?

- Avoid tightly and rigidly structured work situations. If there is no room to put your personal touch to work in organizing and managing yourself, the job may become too constricting for you. Try to avoid jobs that may limit your self-management skills development which is a very strong need in you for your personal productivity and your sense of satisfaction with any job.
- Avoid jobs which you feel do not have any real human merit in them. As well, avoid positions in which everyone is treated alike regardless of their effort and performance. You can use your talents best where both the 'people' element and the challenge element are present.
- Avoid jobs in which you must do it your supervisor's way indefinitely and which totally lack the opportunity to approach your work in a creative fashion. You need room to exercise some independence and leadership.
- You should avoid employment in jobs that have only limited feedback from others. You should also not be in situations that isolate you from others.
- You should avoid jobs that are not intellectually challenging, creative and those that do not offer a chance for personal growth in a technical or practical sense.