

validity  
group.



Express POP™

*Interpretation Guide*

One Assessment for *6 Roles*

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# Introduction

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The **Express POP™** was designed to help organisations objectively evaluate a candidate's or current employee's natural suitability to various organisational roles. The **Express POP™** maintains the bulk of the predictive power of the traditional POP™ assessment but takes less than half the time to complete.

## The Express POP™

- Is a validated psychometric selection assessment
- Assesses key personality traits that are benchmarked against various roles
- Uses a series of standardised, objective, and validated questions
- Provides an overall recommendation, as well as competency specific feedback that can be used for training and development purposes.

## Express POP™ Report:

- Determines candidate suitability for various organisational roles
- Identifies high potential across a spectrum of positions
- Allows recruiters to spend time with quality candidates
- Provides managers with insight into how to lead and develop these individuals
- Provides insight into the candidate's suitability to management.

# Select the Position

The **Express POP™** report is separated and scored in four distinct sections, which are then weighted into the predictive snapshot, illustrated as a stoplight:

- Section #1: Predictive Snapshot**
- Section #2: Personality**
- Section #3: Management Preview**
- Section #5: Summary of Scores**

To begin, select a position from the drop-down menu and click “Create Report”.

The screenshot shows the ExpressPOP™ interface. At the top, there is a header bar with 'ExpressPOP™' on the left and a page number '2' on the right. Below the header is a section titled 'Contents' which contains a table of report sections. Each row in the table has a checked checkbox, the section name, and a page number. Below the table is a 'Position' dropdown menu with 'Sales' selected. At the bottom of the interface is a 'Create Report' button.

Contents		
<input checked="" type="checkbox"/>	Predictive Snapshot	3
<input checked="" type="checkbox"/>	Personality	4
<input checked="" type="checkbox"/>	Management Preview	5
<input checked="" type="checkbox"/>	Coaching Remotely Tips	6
<input checked="" type="checkbox"/>	Summary of Scores	7
<input checked="" type="checkbox"/>	Candidate Feedback Report	8

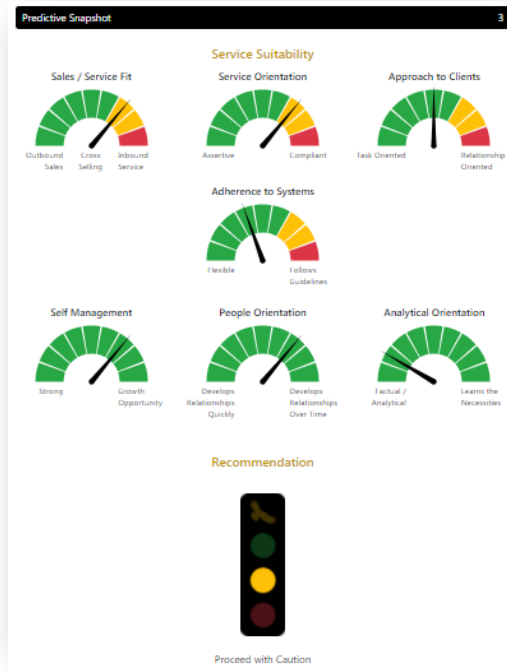
Position

- Sales
- Select Before Creating Report ---
- Sales
- Sales Management
- Management
- Leadership
- Professional
- Service

Create Report

# Section #1: Predictive Snapshot

The **Predictive Snapshot** (Page 3) contains both role-specific suitability dials as well as an overall recommendation.



The interpretation of the role suitability dials can be found in the next section of this manual. Each role is separated, with each competency fully explained.

The **Overall Recommendation** is an extremely robust and comprehensive data point, as it combines all the critical competencies and their corresponding ideal cut points into a weighted and intensely validated algorithm. The predictive snapshot scoring is different for each position, as different competencies and benchmarks are used. These industry generic recommendations come from 40 years of validation work and can be customised to be more predictive once client-specific validation research has been conducted (highly recommended for all clients).

## Recommendation



"Golden Eagle"

**Golden Eagle:** Candidate benchmarks among the top 15% of performers

**Green Light:** Candidate has a consistent assessment with that of top performers

**Amber Light:** Candidate has some strengths, but also significant growth opportunities

**Red Light:** Candidate benchmarks significantly lower than validated top performers

## *Role-Specific Suitability Dials*

At the top of the **Predictive Snapshot** page, you will find role-specific suitability dials that reflect the critical core competencies associated with success in these positions.

The dials that are tri-coloured have been globally validated against top performer KPIs and retention over the past 40 years, making the benchmarks both empirically supported and highly predictive.

The dials that are all green are intended to be descriptive at the outset of a client relationship. These can be customised and benchmarked once a validation study is conducted and a deeper understanding of role nuances and organisational culture are established.

The following sections provide the interpretation of the 6 role-specific suitability dials:

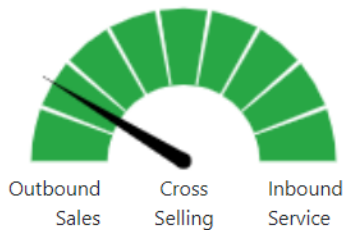
Service	Page 7
Sales	Page 10
Professional	Page 12
Management	Page 15
Sales Management	Page 18
Leadership	Page 21

## Service Suitability

The following 7 constructs reflect the critical core competencies associated with success in customer-facing service positions.

### Sales/Service Fit

Places the individual on a fit continuum from competitive outbound sales to more inbound service positions.



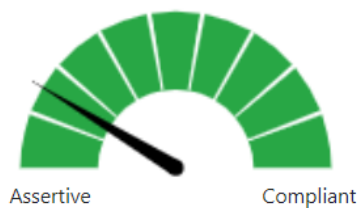
**Left Side:** Individual is naturally proactive in their business development approach and would be better suited to a competitive or outbound sales position.

**Middle:** Individual is best suited to positions that balance sales and service. They are strong at building relationships, while comfortable cross selling and upselling where appropriate.

**Right Side:** Individual is naturally suited to service or inbound positions. They are not naturally inclined to position product or cross sell.

### Service Orientation

Reflects the individual's natural orientation to servicing existing clients.



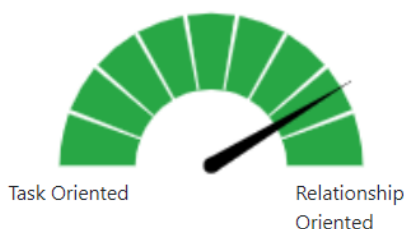
**Left Side:** Individual has a very proactive and assertive approach to managing client relationships.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is process oriented in dealing with clients and has the potential to be acquiescent in certain situations.

### Approach to Clients

Reflects the individual's natural strategy when approaching a new prospect.



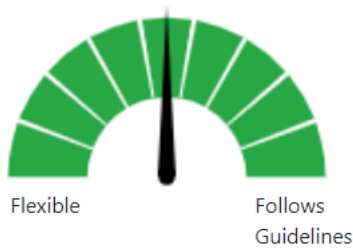
**Left Side:** Individual has a very high sense of urgency and is extremely task or outcome oriented when dealing with clients.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is naturally relaxed, patient and may spend more time getting to know the client than addressing their needs.

## Adherence to Systems

The degree that the individual prefers and will follow existing systems and processes.



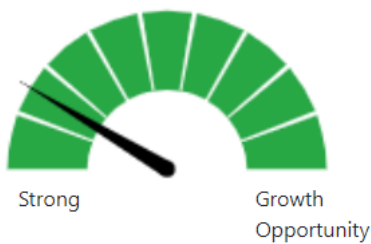
**Left Side:** Individual is independent and therefore might try to create their own way of doing things. They may challenge existing systems and protocols.

**Middle:** Individual is balanced in this trait, and therefore its expression is determined by the environment or task.

**Right Side:** Individual prefers existing structure and process and will therefore be more than happy to follow existing guidelines and protocol.

## Self Management

Reflects the individual's natural propensity to self manage.



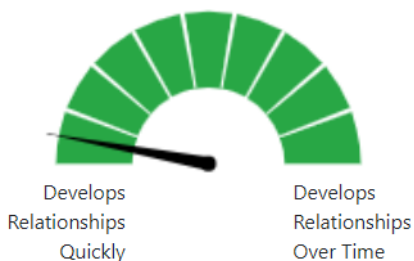
**Left Side:** Individual is a natural self manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement, instructions and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



**Left Side:** Individual is outgoing and gregarious. They will naturally enjoy meeting and talking to new people.

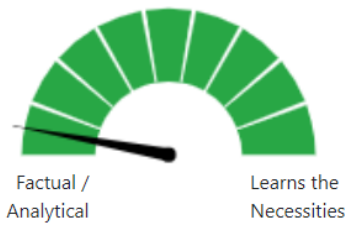
**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.



## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

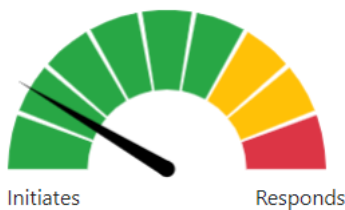
**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## Sales Suitability

The following 6 constructs reflect the critical core competencies associated with success in competitive sales positions.

### Business Development/Prospecting

Reflects the individual's dominant approach to business prospecting new opportunities.



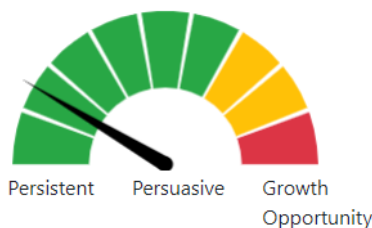
**Green:** Individual is comfortable taking initiative and being proactive in creating business development opportunities.

**Amber:** Individual has some potential to prospect but could benefit from some training and external support.

**Red:** Individual prefers business to be referred and is not naturally comfortable taking the initiative to find new opportunities.

### Closing Orientation/Closing Style

Describes the individual's dominant approach to asking for the business.



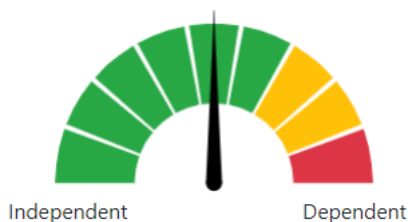
**Green:** Individual is comfortable asking for the business, they are direct and aggressive in the sales process.

**Amber:** Individual has the ability to close but could benefit from some targeted training or development.

**Red:** Individual is uncomfortable asking for the business and thus will wait for the client to bring up the purchase conversation.

### Approach To Feedback/Coaching

Reflects the individual's preference for feedback and coaching from their sales manager.



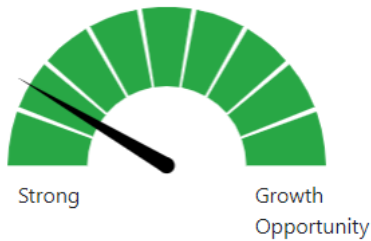
**Green:** Individual is very independent and does not prefer a lot of structure or feedback.

**Amber:** Individual is balanced on this trait and can therefore work collaboratively or independently.

**Red:** Individual prefers to work collaboratively and is dependent upon external structure and feedback.

## Self Management

Reflects the individual's natural propensity to self manage.



**Left Side:** Individual is a natural self manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



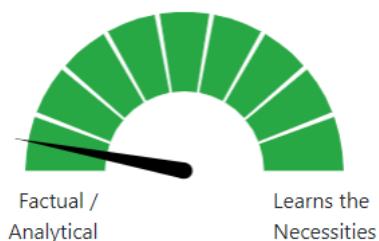
**Left Side:** Individual is outgoing and gregarious. They will naturally enjoy meeting and talking to new people.

**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

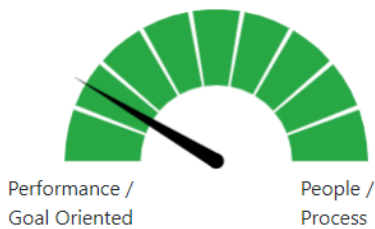
**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## Professional Suitability

The following 7 constructs reflect the critical core competencies associated with success in many professional vocational paths.

### Results Orientation

Reflects what motivates the individual and the degree to which they are results or outcome oriented.



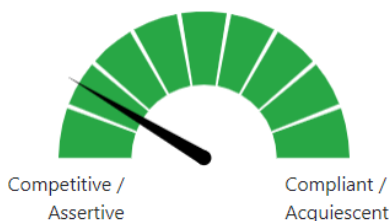
**Left Side:** Individual has a very high sense of urgency and is extremely results oriented. They are more focused on the task than they are on building client relationships.

**Middle:** Individual is balanced on this disposition and will likely be heavily influenced by the task or environment.

**Right Side:** Individual is very relaxed and patient. They are much more focused on building strong professional relationships than they are on task completion or results.

### Professional Fit

Reflects the types of roles or clients that the individual will fit best with.



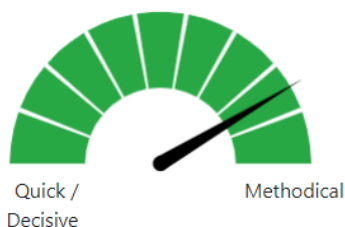
**Left Side:** Individual is very competitive and assertive. They like to win and are naturally direct in how they approach others.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is naturally compliant and process oriented. They are other-oriented in their approach, and as such will acquiesce in many cases when confronted with conflict or disagreement.

### Decision Making

Reflects the individual's dominant decision-making style.



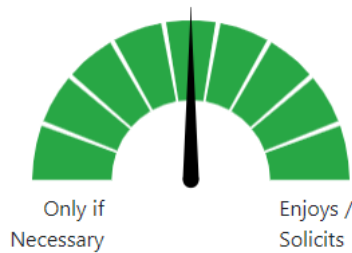
**Left Side:** Individual makes decisions quite quickly and in some cases with limited information.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is very methodical and precise with how they make decisions. They will typically require a lot of information before feeling comfortable in making a decision.

## Feedback Style

Reflects the individual's preference for feedback, as well as their natural feedback style when dealing with subordinates or clients.



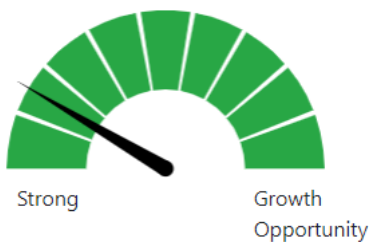
**Left Side:** Individual is independent and therefore prefers to give or receive feedback only when necessary.

**Middle:** Individual is balanced in this trait, and therefore its expression is determined by the environment or task.

**Right Side:** Individual prefers frequent feedback. They like to give and receive feedback on a regular basis and will seek it out if it is not being naturally provided.

## Self Management

Reflects the individual's natural propensity to self manage.



**Left Side:** Individual is a natural self manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



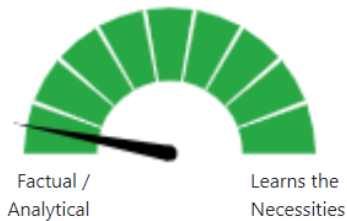
**Left Side:** Individual is outgoing and gregarious. They will naturally enjoy meeting and talking to new people.

**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

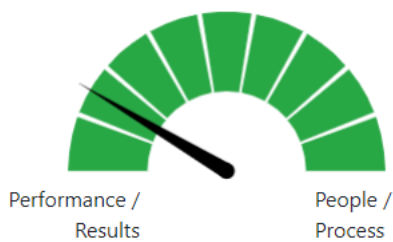
**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## Management Suitability

The following 7 constructs reflect the critical core competencies associated with success in people management positions.

### Management Style

Describes the individual's dominant approach to people management.



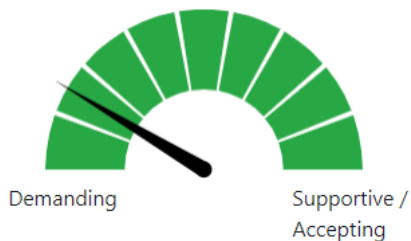
**Left Side:** Individual has a very high sense of urgency and is extremely results oriented. They are more focused on the task than they are on building relationships with their direct reports.

**Middle:** Individual is balanced on this disposition and will likely be heavily influenced by the task or environment.

**Right Side:** Individual is very relaxed and patient. They are much more focused on building strong professional relationships than they are on driving results and productivity.

### Coaching Style

Describes the individual's natural approach to coaching.



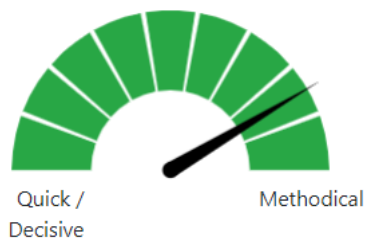
**Left Side:** Individual is very direct and demanding as a coach. They will push subordinates hard.

**Middle:** Individual is not dominant in this personality trait; therefore, it depends on the situation or task.

**Right Side:** Individual is naturally supportive and accepting as a coach. They are well equipped to build strong professional relationships with employees but may be slightly lax on results in certain circumstances.

## Decision Making

Reflects the individual's dominant decision-making style.



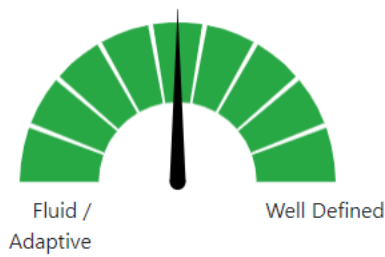
**Left Side:** Individual makes decisions quite quickly and in some cases with limited information.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is very methodical and precise with how they make decisions. They will typically require a lot of information before feeling comfortable in making a decision.

## Management Structure

Reflects the degree of fluidity versus structure that the individual will create within their management purview.



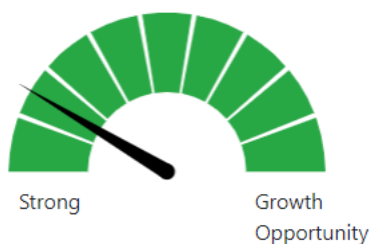
**Left Side:** Individual prefers very fluid and unstructured work environments. They enjoy creating their own ways of doing things.

**Middle:** Individual is balanced in this trait and is therefore capable of effectively navigating various environments.

**Right Side:** Individual prefers very well defined and structured work environments. They like to follow a consistent process and enjoy consistency and routine.

## Self Management

Reflects the individual's natural propensity to self manage.



**Left Side:** Individual is a natural self manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

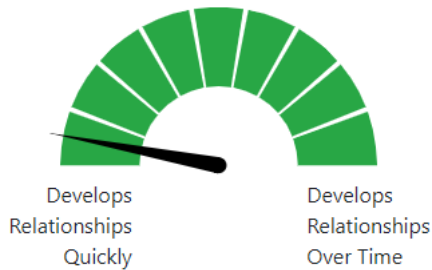
**Middle:** Individual is a modest self manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. They prefer external reinforcement and instruction as well as frequent feedback or guidance.



## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert)



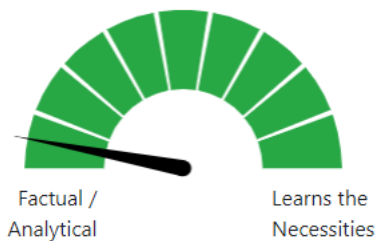
**Left Side:** Individual is outgoing and gregarious. They will naturally enjoy meeting and talking to new people.

**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



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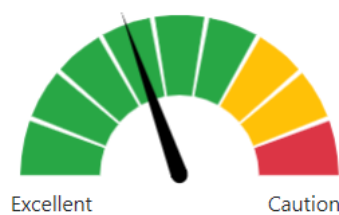
**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## *Sales Management Suitability*

The following 7 constructs reflect the critical core competencies associated with success in sales management positions.

### **Recruiting/Attraction**

Reflects the person's innate ability to recruit and attract individuals to a career opportunity.



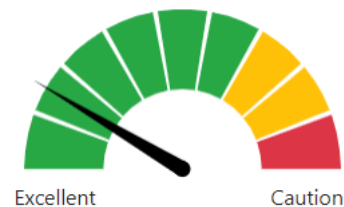
**Green:** Individual is naturally well suited to attracting and recruiting new talent. They are proactive by nature and will seek out networking and recruiting opportunities.

**Amber:** Individual has an ability to recruit but could use some training and development in this area.

**Red:** Individual is naturally more responsive and would thus prefer talent come to them. From a recruiting perspective, a more proactive approach has been shown to be more effective.

### **Sales Training & Development**

Reflects the individual's natural ability to train and develop employees.



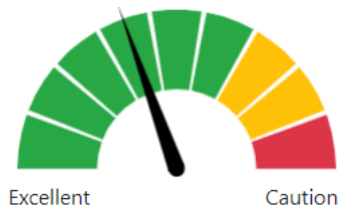
**Green:** Individual is naturally strong at training and developing direct reports.

**Amber:** Individual has the capability to be a strong trainer but could use some practice and additional skills in this area.

**Red:** Individual is not naturally suited to coaching and developing others.

## Sales Force Growth

Reflects the individual's ability to grow the size and profitability of a sales force.



**Green:** Individual is very demanding and has a high results orientation. They will push their sales team to increase productivity and meet higher standards.

**Amber:** Individual is moderately demanding. They could benefit from some additional skills in how to push and grow the productivity of a sales team.

**Red:** Individual is relaxed and patient. They will not naturally demand results, nor will they typically increase expectations to force sales growth and increased productivity.

## Performance Management

Reflects individual's natural approach to managing individual and team performance metrics.



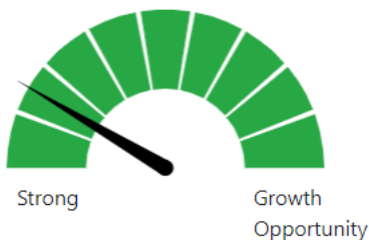
**Green:** Individual demands results and will hold people accountable.

**Amber:** Individual could benefit from some performance management training.

**Red:** Individual is uncomfortable holding people accountable and as such will be accepting of modest performance as to avoid conflict.

## Self Management

Reflects the individual's natural propensity to self manage.



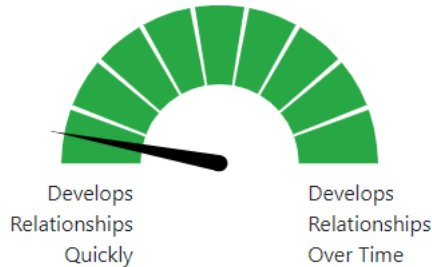
**Left Side:** Individual is a natural self manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



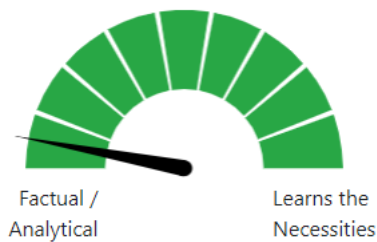
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**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

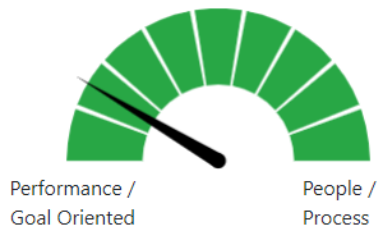
**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## *Leadership Suitability*

The following 7 constructs reflect the critical core competencies associated with success in senior leadership positions.

### **Results Orientation**

Reflects what motivates the individual and the degree to which they are results/outcome oriented.



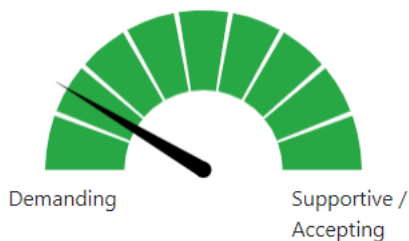
**Left Side:** Individual has a very high sense of urgency and is extremely results oriented. They are more focused on the task than they are on building relationships with their direct reports.

**Middle:** Individual is balanced on this disposition and will likely be heavily influenced by the task or environment.

**Right Side:** Individual is very relaxed and patient. They are much more focused on building strong professional relationships than they are on driving results and productivity.

### **Coaching Orientation**

Reflects the individual's natural coaching style.



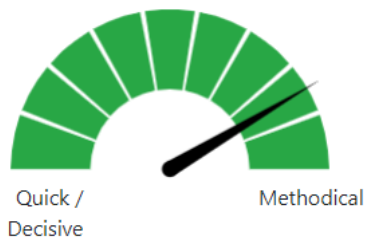
**Left Side:** Individual is very direct and demanding as a coach. They will push subordinates hard.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is naturally supportive and accepting as a coach. They are well equipped to build strong professional relationships with employees but may be slightly lax on results in certain circumstances.

## Decision Making

Reflects the individual's dominant decision-making style.



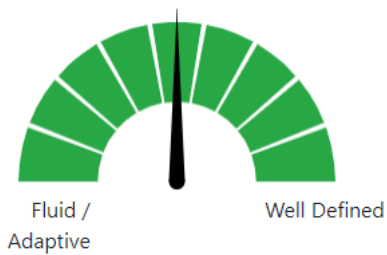
**Left Side:** Individual makes decisions quite quickly and in some cases with limited information.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is very methodical and precise with how they make decisions. They will typically require a lot of information before feeling comfortable in making a decision.

## Preference

Reflects the degree of fluidity versus structure that the individual will create within their management purview.



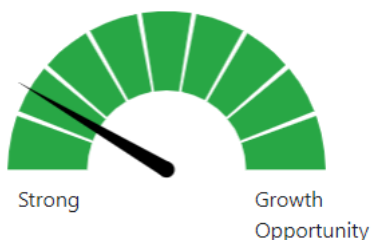
**Left Side:** Individual prefers very fluid and unstructured work environments. They enjoy creating their own ways of doing things.

**Middle:** Individual is balanced in this trait and is therefore capable of effectively navigating various environments.

**Right Side:** Individual prefers very well defined and structured work environments. They like to follow a consistent process and enjoy consistency and routine.

## Self Management

Reflects the individual's natural propensity to self manage.



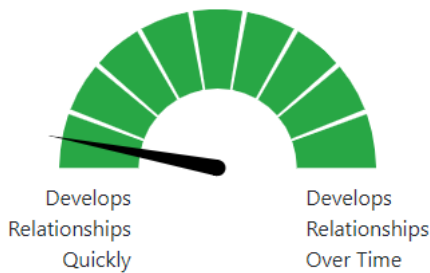
**Left Side:** Individual is a natural self manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



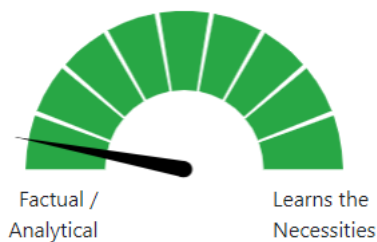
**Left Side:** Individual is outgoing and gregarious. They will naturally enjoy meeting and talking to new people.

**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

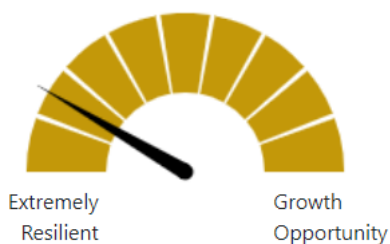
## Section #2: Personality

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The **Personality** section (Page 4) provides a holistic and descriptive overview of the individual's dispositional tendencies. These scores are used within the scoring algorithm that drives the overall predictive snapshot but can also be leveraged for coaching or development purposes as well as interpersonal understanding and general self-awareness.

### Resilience

Measures a person's ability to push through challenges and overcome barriers.



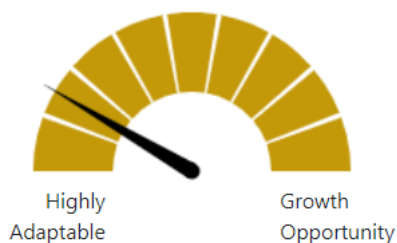
**Left Side:** Individual is naturally resilient and will push through difficult challenges.

**Middle:** Individual has potential to be resilient but could benefit from some training or development in this area.

**Right Side:** Individual might view challenges as roadblocks or hurdles and may feel as though they cannot accomplish their goals until they are removed.

### Adaptability

Reflects an individual's ability to adapt and change according to various tasks or situations.



**Left Side:** Individual is very comfortable with change and dynamic environments and will adapt accordingly.

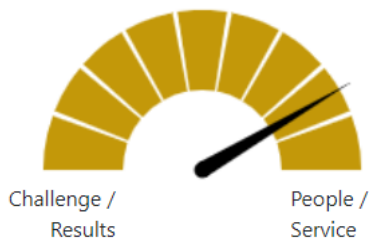
**Middle:** Individual has potential to be adaptable but could benefit from some training or development in this area.

**Right Side:** Individual prefers routines and structure. When this familiar structure is removed, they may experience anxiety and feelings of doubt or discomfort.



## Motivational Mix

Measures various work-related characteristics that motivate individuals and places them on a continuum from challenge/results to people/service.



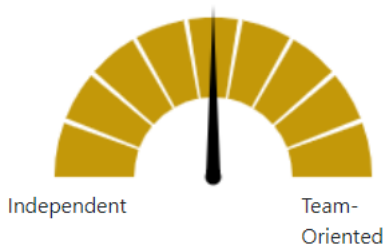
**Left Side:** Individual is motivated by challenge, task completion and results.

**Middle:** Individual is balanced and situationally influenced.

**Right Side:** Individual is motivated by helping people and building deep professional relationships.

## Collaboration

Measures an individual's natural disposition to prefer working independently as compared to collaboratively.



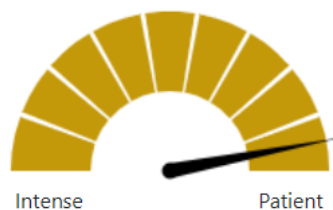
**Left Side:** Individual is independent and prefers to do things on their own, and their own way.

**Middle:** Individual is balanced and situationally influenced on this construct.

**Right Side:** Individual is team-oriented and prefers to work collaboratively on tasks.

## Sense Of Urgency

Reflects the speed at which this individual prefers to operate. Sense of urgency reflects things like decision making, task completion, and the individual's preferred working environment.



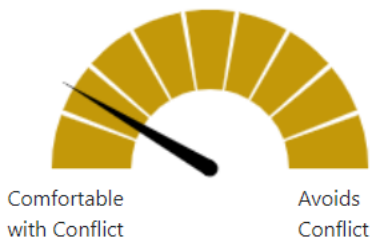
**Left Side:** Individual has a very high sense of urgency. They would be best suited to environments with a similar level of intensity.

**Middle:** Individual is balanced and situationally influenced on this construct.

**Right Side:** Individual is very patient and relaxed.

### Comfort With Conflict

Measures the individual's natural comfort with handling situations of interpersonal conflict.



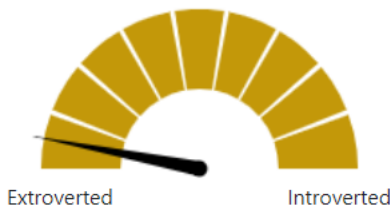
**Left Side:** Individual is very comfortable handling difficult interpersonal situations.

**Middle:** Individual has a moderate comfort with handling conflict.

**Right Side:** Individual is very uncomfortable with situations of interpersonal conflict and may avoid or ignore these situations at all costs.

### People Orientation

Reflects an individual's natural social orientation, meaning their degree of comfort engaging in social exchanges with people they are unfamiliar with.



**Left Side:** Individual is very outgoing and gregarious.

**Middle:** Individual is balanced and situationally driven on this attribute.

**Right Side:** Individual is naturally more introverted and prefers to build social relationships gradually over time.

### Learning Agility

Measures a person's natural degree of curiosity, as well as the amount of detail they prefer to use and receive when communicating.



**Left Side:** Individual is very detail oriented and analytical. They love to learn new things and are naturally curious.

**Middle:** Individual is balanced and situationally driven on this attribute.

**Right Side:** Individual prefers to learn the essentials. They are more applied in their learning style and prefer to keep detail at a strategic level.

## Section #3: Management Preview

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The **Management Preview** report (Page 5) provides insight into the individual's natural leadership style, as well as their overall fit to future management positions. This information is intended to help organisations from a leadership pipeline perspective, ensuring they are not only recruiting for the short term, but also on-boarding individuals who have the potential to move upwardly within the organisation in the future.

### Performance Management

Reflects the individual's natural ability to manage for results.



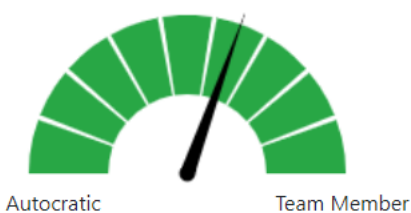
**Left Side:** Individual will have a very direct approach to providing feedback and will be extremely results or performance oriented.

**Middle:** Individual is balanced on this trait and will therefore have a naturally balanced approach to providing feedback and managing employee performance.

**Right Side:** Individual has a softer feedback style and as a result may be slightly more accepting of modest results. They may find holding people accountable to results more difficult.

### Leadership Style

This scale reflects the individual's natural approach to leading others and ranges from a very strong autocratic approach on the left to a much softer and more democratically oriented approach on the right.



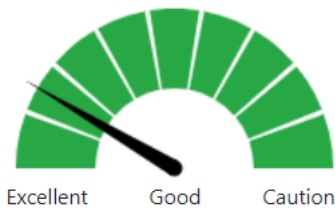
**Left Side:** Individual will have a very autocratic style of leadership, where they may make all the decisions and things are run top-down.

**Middle:** Individual is balanced on this trait and will therefore employ various leadership approaches depending upon the task or situation.

**Right Side:** Individual is a more of a democratic leader, and in some circumstances may appear like a team member than a team leader.

## Training & Development

This scale reflects the individual's natural propensity to train and develop other people.



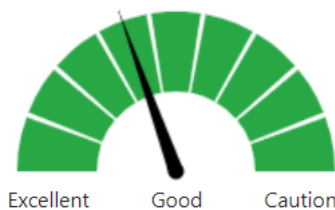
**Left Side:** Individual will be very effective at training and developing subordinates.

**Middle:** Individual has some of the qualities of an effective trainer but may require some coaching in other areas.

**Right Side:** Individual is not naturally inclined to be an effective trainer or developer of people. This will require some time and developmental effort on their part, as well as patience.

## Recruiting/Attraction

This scale reflects the individual's natural propensity to attract and close new recruits on potential career opportunities.



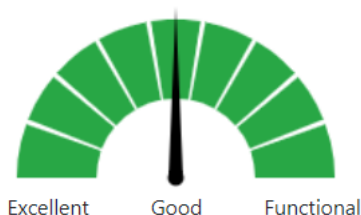
**Left Side:** Individual will be a natural recruiter and has the kind of proactivity and initiative that it takes to find top talent.

**Middle:** Individual will be a modest recruiter but could use some coaching or development in this area.

**Right Side:** Individual is not naturally inclined to be an effective recruiter. If this is a major component of the role, ample time and effort will be required to develop in this area.

## Overall Preview

This scale takes into account all these critical management traits and provides an overall rating of this individual's fit to typical management roles.



**Left Side:** Individual possesses most of the critical qualities required to be an effective manager.

**Middle:** Individual possesses some of the qualities required to be an effective manager. Some training and development will be required.

**Right Side:** Individual does not possess many of the critical qualities consistently found among successful managers. Ample training and development will likely be required.

# Section #4: Coaching Remotely Tips

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Page 6 of the report provides customised tips on how to coach this individual remotely. The feedback considers their natural management preferences and provides the manager with strategies aimed at leveraging these qualities.

**NOTE: *Hyperlink to the Validity Group coaching page with access to the full range of coaching and mentoring solutions and programs.***

## Coaching Remotely Tips

6

### Based on the Enterprising Potential (E.P.) Results

This individual enjoys dynamic and fluid work environments and has a natural potential to organize daily activities and self manage them through to completion. Providing this individual with a degree of autonomy to take initiative would be the suggested management approach.

### Based on the Achievement Potential (A.P.) Results

This individual prefers external motivation and challenge, which must be set by the manager. The manager will likely need to keep frequent contact with this individual and will have to reinforce efforts towards achieving objectives. This individual might have some tendencies to lose focus in a remote work environment, so frequent contact should be maintained.

### Based on the Independence Potential (I.P.) Results

Individuals with this score are extremely independent and prefer to structure their own day and to work on tasks with minimal feedback and guidance. It is important to avoid micro-managing this individual and to establish a communication schedule that aligns with both parties' needs and preferences.

### Based on the People Orientation (P.O.) Results

Since this individual gets a lot of energy and enjoyment from contact with people, suggest virtual coffee / lunch meetings with other colleagues as a way of staying connected. Regular company meetings and town halls are other ways of keeping your highly extroverted employees engaged.

### Based on the Analytical Orientation (A.O.) Results

This individual is analytical and curious. Ensure that you are providing this individual with ample learning and growth opportunities and be very thorough in how you communicate tasks remotely.

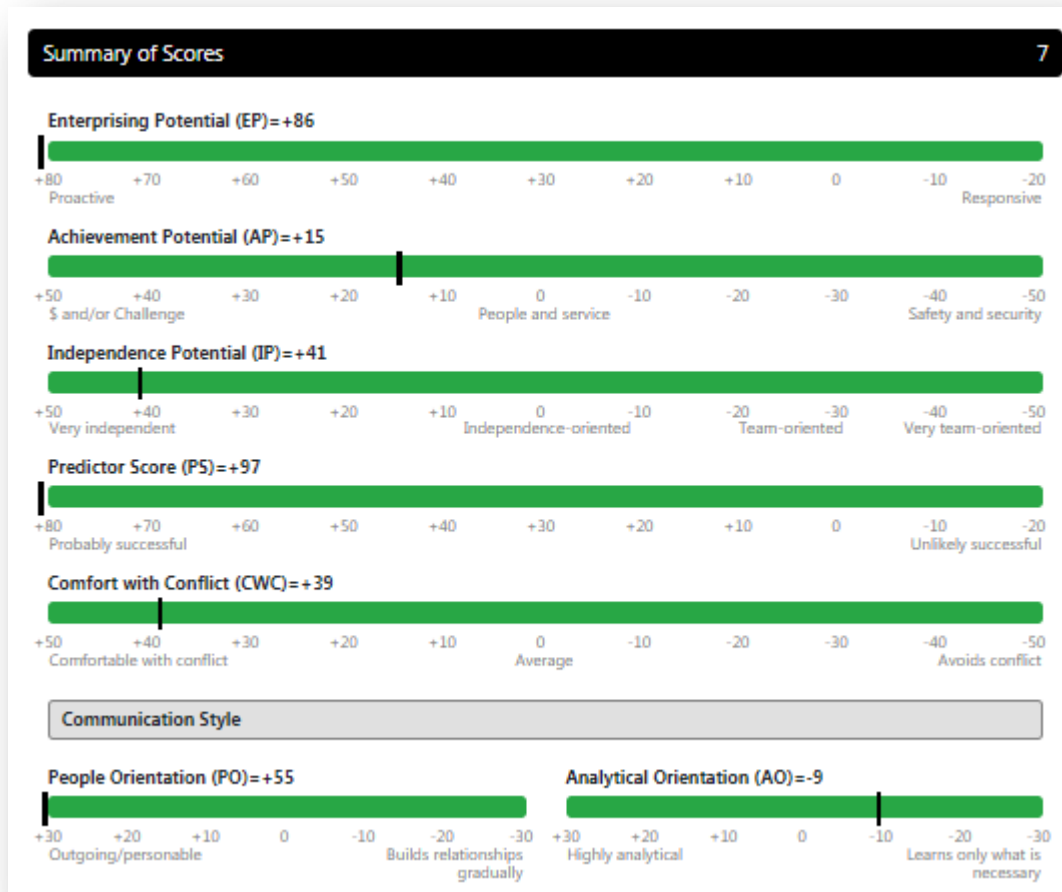
#### **Note:**

The number one competency for working remotely is self management. Click on the following link for an introduction to our Coaching & Mentoring programs:

[Coaching solutions that drive business results](#)

# Section #5: Summary Of Scores

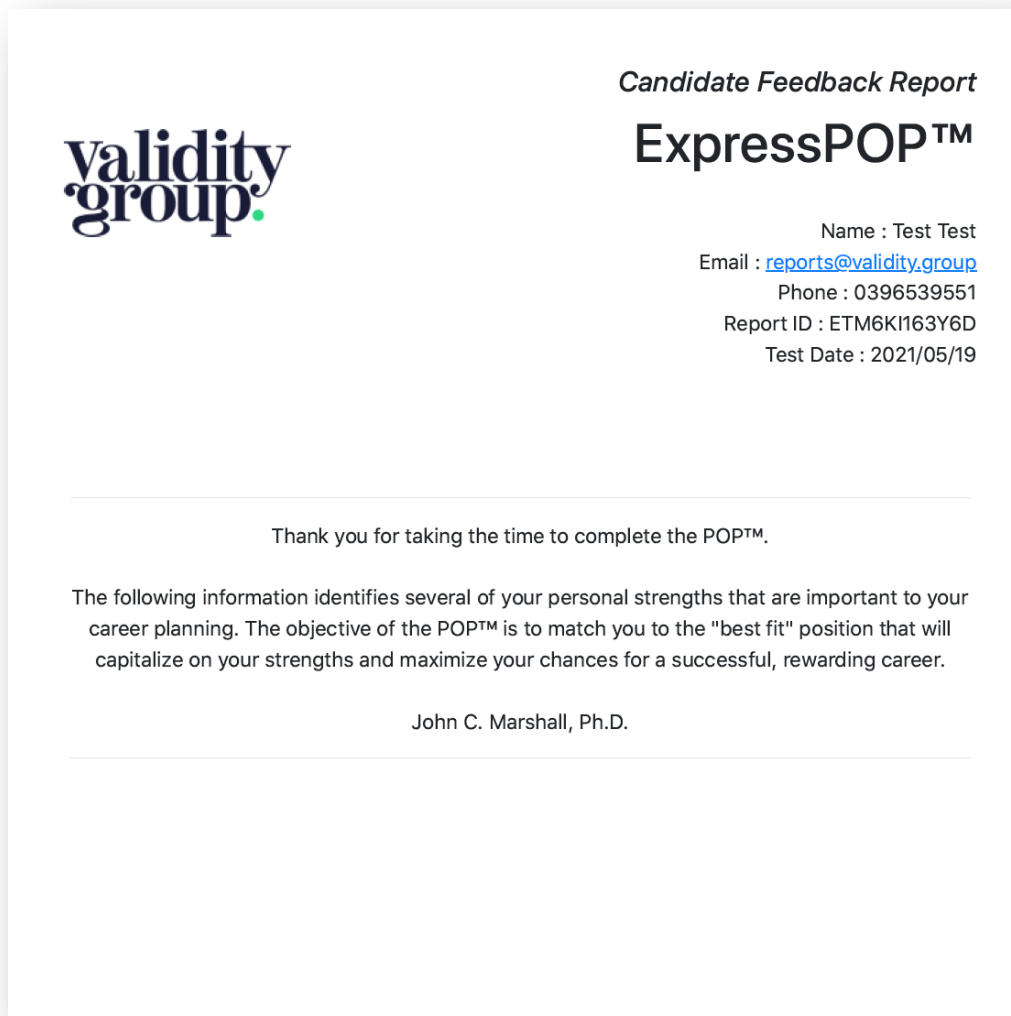
Page 7 of the report provides you with the raw personality scores for the individual. These scores are used throughout the report to create the roles-specific Suitability and Personality dials. If you are interested in learning more about these raw scores, please contact your Validity Group account manager or reach out to [info@validity.group](mailto:info@validity.group) to set up a consultation.



# Section #6: Candidate Feedback Report

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The **Candidate Feedback Report** is a 3-page document that can be given to candidates after they complete the **Express POP™** assessment. This report is intended to provide them with some additional awareness of their dispositional strengths and tendencies, and how those align with various vocational paths. The report is entirely text based and positive in its content, thus ensuring a positive candidate experience.




This page provides the candidate with insight into their personal strengths and dominant dispositional tendencies.

**Candidate Feedback Report** 8


### Personal Strengths / Career Needs

 **In Terms of Enterprising vs. Support Role Possibilities**


You can be described as quite competitive, enterprising, assertive, aggressive and goal-oriented. At times you may find new and different ways to reach your personal and work objectives. You typically evaluate your own performance. With appropriate training, you would find that, for many goals, objectives or requirements, you can develop your own plan, manage your time and focus your effort on a daily basis to reach those goals.

 **In Terms of Your Style & Strength of Various Motivations**


In comparison with most people, you can be described as strongly achievement-oriented, quite hard-driving, active, eager and sometimes impatient. In some circumstances, just taking on a challenge because it is a challenge is enough motivation for you, because it makes you feel confident about your capabilities. In your career, you will want some challenge for its own sake, but in general, the rewards, both financial and recognition, for doing the job well and being productive, will be the main motivators. Earning a high income and having a strong sense of personal achievement will be your way of evaluating how well you are doing in your career.

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

You can be described as cooperative, obliging, efficient, conscientious, painstaking and team-oriented. You would be a good company person who would generally follow traditional company rules. A stable group environment would be the ideal occupational setting for you.

 **In Terms of Your Orientation Toward the "People" Side of Business**

You can be described as somewhat sociable, enthusiastic, cheerful, lively and entertaining. While valuing social interactions, you may be somewhat reserved in your initial contacts with new people. You achieve goals through personal relationships developed over a longer period of time.

 **In Terms of Your Orientation Toward Technical & Practical Concerns**

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



The second page of the report provides a list of qualities and characteristics that the candidate should look for in a career. This information is customised to align with their various dispositional strengths.

**Candidate Feedback Report** 9

### What To Seek / What To Avoid In Jobs

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

- + Look for opportunities to develop your self-management potential through training in personal time management, and personal and business activity planning. The opportunity to put into use the skills you develop is important for you.
- + Look for a career path that has the opportunity for you to undertake major personal challenges and that will reward you financially in proportion to your effort and your accomplishments. Taking on challenges for the sake of the challenge itself and for the recognition you may receive when you are successful may be sufficient motivators, in some cases.
- + You would find it very satisfying to work within a group that has a real sense of team spirit, and that delivers a needed and appreciated service.
- + You should look for employment that calls for an average amount of "people" contact and a limited number of new contacts with people you don't know. However, some of your job satisfaction would be found in the interaction with people at work.
- + 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.

The final page of the report uses those same dispositional strengths and tendencies to provide the candidate with a list of career features that they should attempt to avoid.

**Candidate Feedback Report** **10**

### What To Seek / What To Avoid In Jobs

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

- Avoid work situations that are absolutely and rigorously structured. You have the potential for some level of self-management, and you need some flexibility to allow you to develop and use these skills for both success on the job and for your personal satisfaction.
- Avoid jobs that treat everyone the same, regardless of how much effort they put in or how much they achieve. Non-challenging or repetitious jobs are probably not going to make use of your powerful achievement potential.
- Avoid working for any organization that you believe does not really appreciate its employees, or provides incompetent or inadequate supervision.
- You should avoid a position where you are expected to perform an exclusively public relations role.
- 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.

# Converting Recruits with the Express POP™

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The **Express POP™** is a multi-purpose assessment product that can be used for selection, training or development, self-awareness, and succession planning to name a few. The report can also be used up front in the recruitment or attraction process as a **conversion tool**. Many new recruits, especially those venturing down career paths where they have little to no experience, can feel quite overwhelmed and anxious about the process. Using the **Express POP™** as both a validated objective evaluation tool, as well as a platform through which a career management conversation can take place, are effective strategies that can help convert potential recruits.

## Validated Objective Evaluation Tool

Many recruiters use the Predictive Snapshot page to help recruits understand that they possess many of the natural qualities that have been statistically linked to success in these careers. Using this 3rd party validated data point can help ease some of the anxiety and apprehension that a potential recruit may be feeling, especially if they are making a significant career change.

### Recommendation



"Golden Eagle"

#### Sample Recruiter Conversation

"I bet you are curious why I think you would be a strong fit for this position. Well, we have used this assessment tool for over 40 years, and it has been validated and benchmarked against our industries' top performers, and according to this report you have many of the exact same qualities and traits as those folks".

## Career Management Conversation

Another effective conversation strategy is to help recruits better understand what they are looking for in a career and help them align that pursuit with their natural strengths and the characteristics of your specific opportunity. The Candidate Feedback report in the previous section provides great insight into the type of careers and work environments that are well aligned with the candidate's natural tendencies. Use that information, along with the career pathing model on the following page to help the candidate understand why your opportunity would be a strong fit for them.

# Career Pathing Model

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## **Job Satisfaction**

The Career Path you are on is a multi-lane highway. Each lane is a job within a career path. One destination contains your professional desires, and the opposite destination contains the options you do not want. Most people are in a lane on this highway, but do not know, or think about, where that lane is leading.

*An effective career management conversation includes 4 questions:*

### **Question#1:**

#### **What do you currently like about your job/career?**

Identify their employment desires, both quantitatively and qualitatively. Quantitative components include salary levels, working hours, and vacation allowances. Qualitative issues include working conditions, career prospects and where they are situated in the chain of command.

### **Question #2:**

#### **Define what you currently dislike about your job/career?**

These are independent issues, and not always the flip side of what they want. It may be important that they have their own office, but this may not exclude a desire to working with others.

### **Question #3:**

#### **Identify a career path that interests you.**

A career path is a group of jobs that all head in the same direction. The education/training field is a career path. The jobs (lanes) along this highway include teacher, principal, trainer, professor, seminar leader, lecturer, etc.

### **Question #4:**

#### **What additional characteristics would you like to have in your next career?**

This question is intended to get them to build on the list of factors that they identified in Question #1. This is the opportunity to align their goals/needs/desires with their specific career opportunity (e.g., flex hours, performance compensation, professional development etc.)

This career management conversation is intended to help the candidate start to talk about making a career change (disturb them). While at the same time having them come to realise that there are things about their current career that do not appeal to them. By helping them see that there are things they want in a career that they aren't getting, and that your opportunity checks off more of these boxes, you have moved them closer to making a career change decision.

*What to seek in a Career Path?*

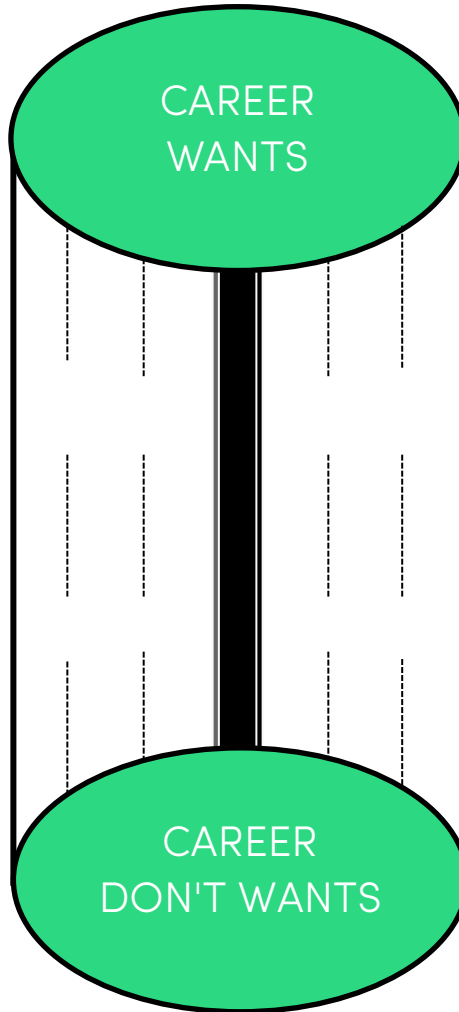
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**THE CAREER PATH**  
(Major Highway)



*Jobs and job Clusters*

(Lanes on the Highway)

*What to avoid in a Career Path?*

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For further information and support, email us at [info@validity.group](mailto:info@validity.group)