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Professional POP™

Contents	Page

The Professional Consulting Profile is designed to provide insights into the strengths of individuals seeking professional careers that may include a significant consulting or advisory role. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and career coaches will have more information to help fit people to various professional roles within an organization. This profile will also provide managers with suggestions on how to coach professionals more effectively. *John C. Marshall, Ph.D.*

ID# GAXAMERRYHDJ for TEST TEST on October 23, 2019

PROFESSIONAL PROFILE

Consulting Style

An indication of the individual's natural consulting style and relative balance between achieving results and dealing with the feelings of other people.

Performance/Results	Results/People	Accepts Modest Results

Personal Motivational Structure

Reflects the relative importance of challenge, service and risk avoidance in the motivational structure of the individual.

Intense Challenge	Challenge/Development	Relaxed/Development

Approach to Motivating Others

This scale reflects the individual's most natural approach to motivating other people.

High Energy/Enthusiastic		Relaxed/Detached

Leadership Style

An indication of the person's natural approach to leadership and dealing with others.

Autocratic	Democratic	Team Member

Approach to Goal Setting

Reflects the person's sense of urgency and the importance of establishing short term goals and objectives.

Short Term		Long Term

Feedback Style

An indication of the person's approach to giving and receiving feedback.

Only if Necessary		Enjoys Feedback

Decision Making

Reflects the amount of information that is preferred when making a decision and the speed of the decision making process.

Quick/Decisive		Methodical

Communications Style

Reflects the person's natural style of communicating with others on an interpersonal basis.

Ask/Listen	Balanced	Tell

PROFILE OVERVIEW

Self Management

This candidate is self directed and is able to self manage effectively. This person is well suited to projects and roles that require them to use their own initiative. Situations that allow them to plan and execute their own activity are best for them. A management system that facilitates and provides coaching as needed would suit them.

Motivational Structure

This candidate has a strong sense of urgency about getting things done and a focus on the bottom line. This person likes to set goals and achieve them on a regular basis. This person likes to find ways to measure their success and may set high standards of income as one of the ways to measure their achievements. At times they may set standards that are too high and if working with other people, they may be a driver and occasionally impatient.

Preferred Approach to Being a Team Member or Team Leader

This candidate is a highly independent person who will often ignore the structure and guidelines of an organization and use their experience and instincts to create their own procedures. This person prefers to work independently or lead in the implementation of change.

Comfort with Conflict

This candidate tends to be comfortable in situations where there is potential for conflict.

Social Style

This candidate is generally sociable, friendly and outgoing. This person builds relationships easily and they are generally quite comfortable in a role that requires a fair amount of interaction with other people and relationship building.

Analytical Orientation

This candidate would be comfortable in situations that balance learning and technical expertise with their other competencies and "soft skills". Look for situations that require them to identify client/user needs, deal with routine or familiar problems and provide appropriate specialists to deal with highly technical issues.

SUMMARY OF STRENGTHS

Self Management

	�						

Initiates/Proactive   Responsive

People would describe TEST as assertive, competitive, enterprising and determined. This person has the potential to become a strong consultant who self manages effectively and is able to work with limited guidance and direction. This person is able to motivate themself without frequent input from management and should work well with a manager who coaches and consults rather than directs. With minimal training in the products and services that they will be providing, TEST should be able to handle most situations on their own and be self monitoring. People with TEST's level of self management are often good candidates for entrepreneurial roles including selling.

* Strong self managers can be too strong for some cultures and management styles. They will respond best to general guidelines and a fairly broad scope. A supervisor who coaches, consults and facilitates will be best for this individual.

Coaching Suggestions

- This candidate will respond best to a management style that is flexible and provides them with the opportunity to use their own initiative.
- This candidate will do very well in a consulting role that interests them and allows them to self manage their progress and set their own goals.
- Match them to managers who coach and facilitate.

Interview Suggestions

- Outline a situation in which you developed a plan which you implemented successfully.
- Describe a situation where you were working in an environment with continuously changing goals.
- How did you cope with the changes?

Motivational Profile

Seeks Challenge/Task Oriented   Relaxed/Contented

This candidate would be described as motivated by challenge, task oriented, ambitious, determined and occasionally impatient. This person would prefer frequent new challenges in their work. This person enjoys working on projects that provide frequent milestones by which they can measure their progress. Their motivational profile is similar to those who work well in fast paced, challenging environments. This person would likely respond favorably to a situation where their compensation included performance bonuses based on meeting specific goals.

* Individuals who are highly motivated by challenge need to have commensurate self management ability to meet the challenges that they set for themselves. If they are consistently unable to achieve their goals, they can become candidates for 'burn-out'.

Coaching Suggestions

- Challenge TEST to work on projects or assignments that are challenging and/or need to be completed quickly.
- Direct them towards projects that will provide sufficient short term challenge and reward.
- Help them develop their self management potential so that they are reaching their goals on a regular basis.
- This candidate has the motivational profile of a successful salesperson which should allow them to develop new business effectively. Provide sales training if appropriate.

Interview Suggestions

- Outline your goal setting process.
- How do keep track of your progress? If you are not meeting your targets, what do you do?
- Describe some of your most recent achievements. How did you establish the goals?
- Outline a situation where you helped someone make a decision on purchasing a service. Were you helpful?

SUMMARY OF STRENGTHS (continued)

Team Orientation

Creates Own Systems & Structure					Comfortable in Structured Environments	

This candidate would be described as extremely independent and more likely to create new processes than to follow existing systems and procedures. If something does not appeal to them, they will probably develop their own systems. If an issue arises that is not covered satisfactorily by existing procedures, they are likely to create a new procedure to resolve the issue. This area of their character will be a strength where guidelines are minimal and they are expected to develop new systems or structure. This level of independence can help them be an effective consultant or change agent if they are able to present their recommendations in a fashion that clients can accept.

* Some people with such highly independent profiles are considered difficult to manage as they tend to want to change things to suit themselves and are not always suited for working in teams.

Coaching Suggestions

- This candidate is quite independent which can be an impediment to integrating with very structured business cultures. Encourage them to examine this aspect of their personality and explore ways for them to cope with structure.
- If they are performing well in their current role but fighting the structure, they may be an excellent candidate for roles where they can work from their home office or develop their own structure.
- If they want to change the culture, ask them to develop prototypes for change and coach them on how to present them.
- Coach them on how to integrate with very structured environments rather than to clash with them.

Interview Suggestions

- How did you feel about the last environment in which you worked? What did you like (or dislike)?
- Outline a situation where you worked in a very structured environment. How were you able to adapt?
- How comfortable are you following a proven methodology?
- Describe a situation where you developed new procedures. What role did you play in their implementation?

Comfort with Conflict

Comfortable						Avoids Conflict

This candidate tends to be quite comfortable in situations where there is potential for conflict. This person may even occasionally create conflict if they feel that it will further their own goals. This person could be relatively effective in situations where conflict is a common occurrence or there is ongoing tension that requires their intervention.

Coaching Suggestions

- If they show restraint and is able to avoid the temptation to engage in debate, you will find TEST to be an asset in high conflict situations.
- This candidate can be effective in tense situations if they are coached to listen and address the concerns of an irate client.
- This candidate may benefit from conflict resolution training which would be an asset in a project leader or manager role.

Interview Suggestions

- Describe a situation where you had to deal with an angry client.
- Why was the person angry? How did you resolve the issue?
- What did you learn from the situation?
- What strategies do you use to avoid conflict?

COMMUNICATION STYLE

Social Orientation

Warm/Friendly/Sociable | Builds Relationships over Longer Term

This candidate is generally sociable, friendly and outgoing. This person is at ease building relationships and is quite comfortable with other people. This person will be able to work well in an environment where there is regular contact with people, either with a well established client base or new clients.

Coaching Suggestions

- Build conscious competence by helping them understand that the ability to work well with others is a strength in any career path and that this can be one of their strengths.
- This candidate's comfort interacting with others will be an asset in many career paths if they have developed their social and communication skills.
- Coach them to develop their knowledge of business applications so that they can interact with client groups and demonstrate that their needs are understood.
- Suggest that they give presentations at meetings with clients and peers.
- This candidate's comfort dealing with others may help them be an effective coach or mentor in areas where they have demonstrable expertise.
- Consult with them on how they would like to develop their communication skills.

Interview Suggestions

- Describe your approach to building an effective relationship with someone you have just met.
- Do you use the same approach on the telephone as in person? If not, what do you do differently?
- What are your goals with regard to growth in interpersonal areas?
- What are you doing to improve your communication skills?

Analytical Orientation

Systematic/Analytical | Learns the Necessities

This candidate would be described as reasonably analytical. This person would be comfortable with a certain amount of problem solving as part of their work. This person would be willing to attend training sessions and learn the critical skills that are needed to perform the job effectively but they would not necessarily regard extra training or research as an incentive unless it was in a subject area of specific interest to them.

Coaching Suggestions

- Assign TEST to projects where there is a balance between interacting effectively with other people and using their analytical skills.
- Consult with them on their training needs to avoid investing in unnecessary training.
- Assign them to projects that provide them with adequate technical support when there are a lot of detailed technical issues to resolve.

Interview Suggestions

- Describe a previous role that focused on your technical strengths.
- What did you enjoy about it? Not enjoy?
- What are some of the current developments that could have impact on how we relate to our clientele?

SELF DIRECTED & LIFESTYLE MANAGEMENT

Self Directed

Feels in Control/Internally Directed   Feels Controlled by External Factors

This candidate demonstrates a perception of control that is generally consistent with the majority of the population, believing that they are capable of handling most but not necessarily all of the situations that they are likely to encounter. Like many people, they may feel that they need help with difficult problems or in tough situations.

Coaching Suggestions

- Help build sense of control by focusing on what they are doing well and reinforcing them.
- Look for other positive aspects of their performance and acknowledge them.
- If they appear low in perception of control, remind them of what they have accomplished.
- When they do something well, acknowledge it appropriately.
- Do not dwell on their mistakes or failures. Instead, seek opportunities for success.

Lifestyle Management

Handling Stress Well   Stress Management Training Would Help

This candidate is currently showing signs that they are having some difficulty dealing with stress. This person may be experiencing a significant amount of stress without having good strategies to cope with it. People who are not coping effectively with stress can provide inconsistent performance and may need support from an understanding manager. Fast paced and/or intense positions with demanding clients would not be a good fit for them as long as they are having difficulty coping.

Coaching Suggestions

- Help TEST discover and understand the nature and sources of their stress.
- Help them evaluate their stress coping strategies to determine their effectiveness.
- Coach them with new strategies and/or provide them with stress management training.
- Follow up to determine whether they are integrating new stress management techniques into their daily routines.
- Do not give them additional responsibilities until they demonstrate better coping skills.

Uncertainty Coefficient (UC)

This candidate has an acceptable score on the UC scale indicating that they are not answering in a socially desirable manner. Their answers on the attitude scales tend to be reliable.

CAREER BUILDING ATTITUDES

Approach to Networking/Self Promotion

Comfortable						Uncomfortable

This candidate would tend to be comfortable networking within specific areas of their natural market. To prospect and network from a business perspective, they would require a commitment to the product and a practiced method of approaching people. The requirement for consistent networking and prospecting could require ongoing training support and joint field work.

Coaching Suggestions

- If TEST needs to promote themself or the company's products and services, it is important to help them develop their level of comfort with networking and self promotion.
- If they want to improve their comfort with networking, they should be coached to be a good listener first and discover what interests the people with whom they wish to network.
- Help them focus on the positive aspects of themself, the products and services that they wish to promote and the company. Conscious awareness of the organization's strengths as well as their own will help build comfort networking.
- If combined with strong self management skills, motivation to succeed and good communication skill, their comfort in this area is a strength that they may wish to build upon.

Listening Style

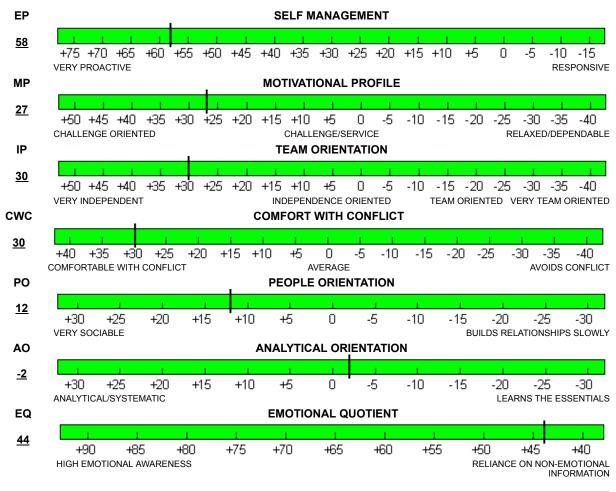| Very Good Listener						Needs Coaching

This candidate's responses indicate that they may have some areas for growth in their approach to listening. TEST may show some difficulty listening attentively to others for longer periods of time. This person may also need development in actively listening to the needs and/or concerns of clients, peers, and others. TEST's approach to listening may be a concern in areas that involved considerable interaction with clients, peers or others.

Coaching Suggestions

- This candidate would benefit from some coaching to enhance their approach to listening and enable them to be a more attentive and effective listener. A mentor would be helpful if they are to be a more effective consultant.
- It may be possible to develop their approach to listening through role-playing potential interactions that TEST will encounter with clients, peers or others. TEST would also benefit from training in methods of handling specific client and/or other business interactions.

EMOTIONAL INTELLIGENCE

SELF AWARENESS I: MOOD LABELING

Labels feelings and emotions as they are happening		Does not label feelings and emotions as they are happening

A measure of a person's ability to accurately label personal feelings and emotions.

SELF AWARENESS II: MOOD MONITORING

High monitoring	Optimal monitoring	Low monitoring

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

SELF CONTROL

Demonstrates good self control	Low control over impulses and negative emotions

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

MANAGING EMOTIONAL INFLUENCES

Perseveres	Focus can change

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

EMPATHY

Recognizes emotions in others	Low awareness of emotions of others

A measure of a person's ability to understand the feelings and emotions of others.

SOCIAL JUDGEMENT

Uses knowledge of the emotions of others in decision-making	Does not factor in the emotions of others in decision-making

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

OVERALL

Understands & uses emotional information	Relies on non-emotional information

An overall measure of how well a person understands emotional information and uses it effectively.

SUMMARY OF SCORES

EP

58

SELF MANAGEMENT

+75 +70 +65 +60 +55 +50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15

VERY PROACTIVE   RESPONSIVE

MP

27

MOTIVATIONAL PROFILE

+50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30 -35 -40

CHALLENGE ORIENTED   CHALLENGE/SERVICE   RELAXED/DEPENDABLE

IP

30

TEAM ORIENTATION

+50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30 -35 -40

VERY INDEPENDENT   INDEPENDENCE ORIENTED   TEAM ORIENTED   VERY TEAM ORIENTED

CWC

30

COMFORT WITH CONFLICT

+40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30 -35 -40

COMFORTABLE WITH CONFLICT   AVERAGE   AVOIDS CONFLICT

PO

12

PEOPLE ORIENTATION

+30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30

VERY SOCIABLE   BUILDS RELATIONSHIPS SLOWLY

AO

-2

ANALYTICAL ORIENTATION

+30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30

ANALYTICAL/SYSTEMATIC   LEARNS THE ESSENTIALS

EQ

44

EMOTIONAL QUOTIENT

+90 +85 +80 +75 +70 +65 +60 +55 +50 +45 +40

HIGH EMOTIONAL AWARENESS   RELIANCE ON NON-EMOTIONAL INFORMATION

ATTITUDES/OPINIONS

28	22	34	19	36
SD	LM	NSP	LS	UC

Responses from Attitude/Opinions Section

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree

1. Effort gets results (5)
2. I thrive under pressure (4)
3. I rarely interrupt others while they are speaking (3)
4. I often discuss my career with friends (4)
5. I am often influenced by others (3)
6. I would have difficulty integrating a demanding career into my lifestyle (2)
7. I have never told a lie (3)
8. I would not like to be a sales person (2)
9. Most mistakes can be avoided (4)
10. I am comfortable with changes in technology (4)
11. I like to hear people fully explain their point of view (5)
12. I avoid actions that might make people dislike me (2)
13. People's good qualities are seldom recognized (4)
14. I sometimes lack the energy to perform important tasks (3)
15. Most conversations take too long (3)
16. It is important that people approve of me (3)
17. I am good at most things that I try to do (4)
18. I stay focused on my priorities (4)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (3)
20. Sales people have a positive public image (4)
21. Success is mostly luck (2)
22. I often allow my attitude to affect my performance negatively (2)
23. All my habits are good and desirable ones (3)
24. I am comfortable when people do not agree with me (3)
25. People get the respect that they deserve (4)
26. I generally have a positive attitude towards work (4)
27. I never envy others their good luck (4)
28. I am persistent in getting others to agree with my point of view (4)
29. It is impossible to change company procedures (2)
30. I find it difficult to manage my professional demands (3)
31. I prefer to listen in conversations (3)
32. I find it easy to make new acquaintances (4)
33. Hard work brings success (5)
34. I excel in a dynamic environment (4)
35. I consciously pause before responding to others (3)
36. I am comfortable promoting my ideas to friends and associates (5)
37. Plans never work out (4)
38. I often avoid difficult tasks (3)
39. I have never been late for work or for an appointment (2)
40. In a group, I feel uncomfortable if a person does not like me (3)
41. I create opportunities (4)
42. I take care of myself with good daily habits (4)
43. I try to do most of the talking when presenting materials to others (3)
44. I have been successful in developing a large network of people (4)
45. Compliments make me uncomfortable (2)
46. I have difficulty coping with daily job challenges (2)
47. I have never boasted or bragged (2)
48. I adapt to what others expect of me (3)
49. A good plan can avoid mistakes (4)
50. Stress improves my performance (4)
51. After listening to someone talk, I repeat the important points back to them to insure my understanding (3)
52. I often refer people to my family and friends (5)
53. Hard work does not always get results (4)
54. To be effective on the job, I need more energy (4)
55. I make sure others have finished speaking before I respond (2)
56. Informal social events are a good source of business contacts (4)
57. I find it easy to talk about myself (4)
58. Regular habits are an important part of my success (4)
59. I have never said anything unkind about anyone else (3)
60. I have met very few people whom I did not like (4)
61. I am distracted easily (2)
62. Professional demands often interfere with my lifestyle (4)
63. People take too long to get to the point (3)
64. I get upset when sales people call me at home (3)
65. I am a confident person (4)
66. I can concentrate on my work for long periods of time (4)
67. I will interrupt other people to provide an answer to their question (4)
68. To be successful in my career, I must change my image (5)
69. My performance depends on the situation (5)
70. To be effective, I need to make several lifestyle changes (4)
71. No one is ever rude to me (2)
72. I would rather talk to a client on the telephone than in person (4)
73. I am successful in most aspects of my life (5)
74. Work does not get me down (4)
75. I enjoy listening to other people (4)
76. Most people would prefer not to deal with salespeople any more than necessary (3)
77. I am reluctant to make decisions (2)
78. Lifestyle demands have interfered with my career success (2)
79. I always admit my own mistakes (3)
80. To perform up to my potential, I must have total belief in my job (5)
81. I take time to reflect on my accomplishments (4)
82. I enjoy pressure on the job (4)
83. I give others my undivided attention when they are speaking to me (4)
84. I have bought a product or service mainly because of the salesperson (4)
85. I let the organization define my training needs (3)
86. People do not understand the pressures of my job (3)
87. I prefer to ask very specific questions that require only a 'yes/no' answer (4)
88. My business contacts are a good source of future sales (4)
89. Effort is entirely my responsibility (4)
90. I manage stress effectively (3)
91. I have a tendency to finish other people's sentences (3)
92. To be a successful salesperson, it is necessary to get potential buyers to like me (4)
93. Others have interfered with my success (4)
94. It is difficult to establish job priorities (4)
95. I am not a good listener (2)
96. I feel comfortable promoting myself and my company at social gatherings (3)