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Leader POP™

Predictor of Potential *Interpretation Guide*

Selection, Development & Matching of Senior & Executive Leadership

Introduction

The Leader POP™ is a psychometric assessment tool that fills the essential role of integrating science with the recruiting, selection and development of senior management and executive leadership positions in a variety of industries.

The Leader POP™ assesses self-management potential, motivational structure, organisational fit, comfort with conflict, ability to empathise and support others, leadership style, communication style, consistency in keeping commitments, honesty and transparency in professional settings, level of self-confidence and personal accountability, along with many other key factors found in senior management positions.

The Leader POP™ Can Be Used For:

- Selecting candidates to senior management or executive roles
- Analysing the make-up of various management and executive teams
- Assessing leadership potential to develop a succession plan, based on benchmark of qualified leaders
- Coaching and developing existing and future leaders

The Leader POP™ Provides Valuable Insight Into:

- Individual needs assessment
- Making the right selection decisions
- Matching individual profiles to organisational culture
- Improving retention and growth
- Improving performance and results

This Interpretation Guide Is Designed To:

- Assist in interpreting the Leader POP™ Report
- Help you use the profile results effectively in the recruiting and selection of senior management candidates
- Provide developmental, matching and mentoring strategies

The Leader POP™ is a component of the senior management selection process. It will help identify the best candidates for a senior management or leadership position and provide insights into development and matching. It is validated in accordance with EEOC guidelines.

This guide will take you through each part of the assessment and provide you with an understanding of the profile and information on how to effectively apply the profile in your selection and coaching processes.

Leader POP™ Interpretation Information

There are 8 individual scales which measure character traits which are found in everyone to a greater or lesser degree.

POWER SCORES

Enterprising (ENT)
People Oriented (PO)
Achievement Orientation (ACH)
Independent (IND)

NEUTRALISING SCORES

Acquiescent (ACQ)
Investigative (INV)
Relaxed (REL)
Team Oriented (TEAM)

The traits labelled “Power Scores” are those that are often considered strengths in a senior-level manager or executive leader. The Power scores are paired with Neutralising scores, which tend to moderate the corresponding Power score to provide a balance between the two.

These 8 trait scales are used to create several key constructs which include:

- Enterprising Potential (EP)
- Achievement Potential (AP)
- Independence Potential (IP)
- Comfort with Conflict (CWC) and others

In addition, the Leader POP™ measures important attitudes and opinions, including **Self Directed (SD)**, **Lifestyle Management (LM)** and **Uncertainty (UC)**. It is important to understand what each of these scales measure and how their results reflect the individual’s potential for leadership success. These traits are described in detail in subsequent sections:

- **Enterprising Potential (EP):** Self management potential; initiating vs. responding; ability to plan, organise and monitor own results; plan implementation
- **Achievement Potential (AP):** Challenge orientation; sense of urgency
- **Independence Potential (IP):** Relationship to structure; independent vs. team oriented
- **People Orientation (PO):** Relationship style with direct reports and colleagues; approach to coaching and training
- **Investigative Orientation (INV):** Approach to learning technical material; approach to skill transfer; attention to detail
- **Self Directed (SD):** Reflects extent to which individual feels confident and in control of their life
- **Lifestyle Management (LM):** Reflects individual’s ability to cope with stress; effectively balance lifestyle and work demands
- **Uncertainty Coefficient (UC):** Reflects level of candour and honesty in individual’s responses

Leader POP™ Report

Leader POP™ reporting is accessed by the View Reports or **Candidate Tracker** function in the Profile Administration Centre (this applies to all profiles). When the user has found the correct candidate, click on the name and request the **Manager's Report**. This will open the Cover Page (see below).

From this page, users can select any sections that they want to view, by checking the appropriate box. Any content items that you do not want to appear in the final report, simply un-check. You may also select or de-select the Candidate Feedback report at this stage.



LeaderPOP™

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<input type="checkbox"/> Candidate Feedback	–
<input type="checkbox"/> <i>check / uncheck all</i>	–

Create Report

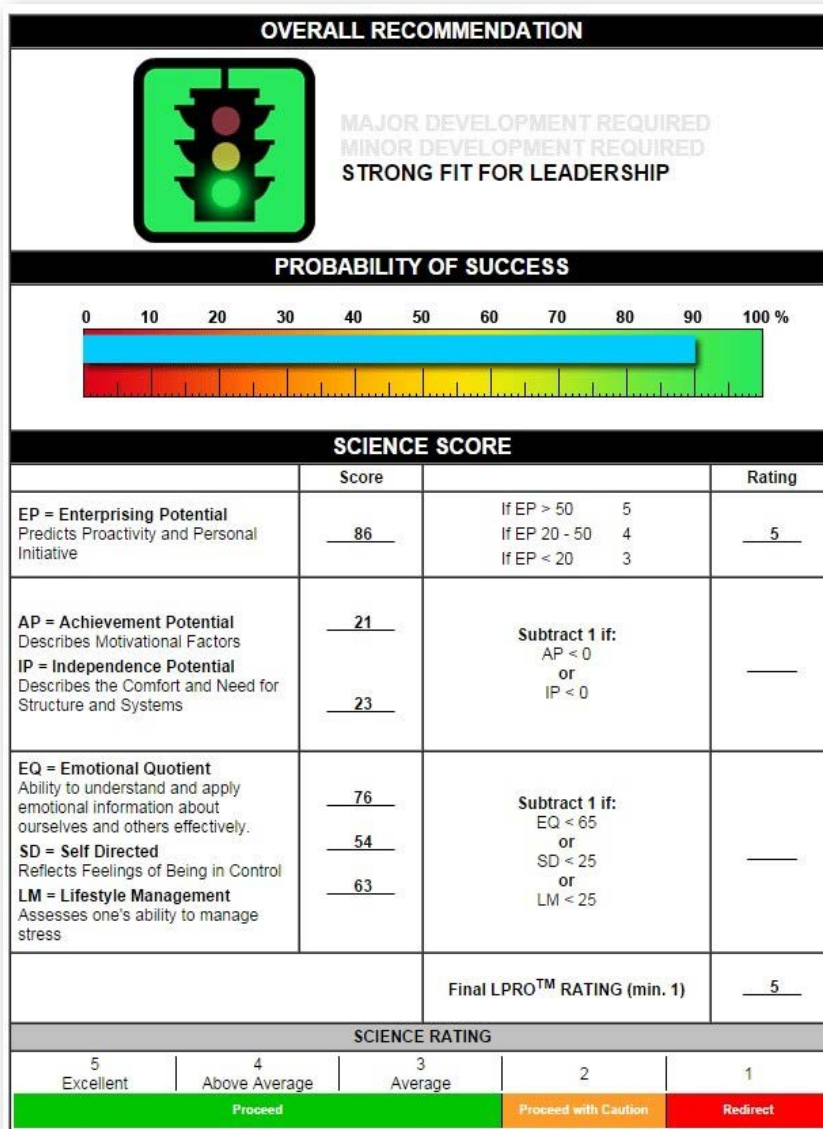
The cover page of the Leader POP™ report (as pictured at above) lists the Contents of the report. This is where the individual sections and corresponding page numbers of the report can be found.

The various sections may be toggled on or off so that the report created focuses on any or all of those sections that the user wants to view.

A report is created once you click on "Create Report".

Overall Recommendation

The Leader POP™ Overall Recommendation page provides a colourful graphic for quick insight into the leadership strength of the candidate and the overall probability of success.



OVERALL

RECOMMENDATION

provides a visual representation of the candidate's suitability and level of fit for a leadership role. The colour coded traffic light offers a quick visual of whether the candidate is a strong fit to leadership, or if development is required.

PROBABILITY OF SUCCESS

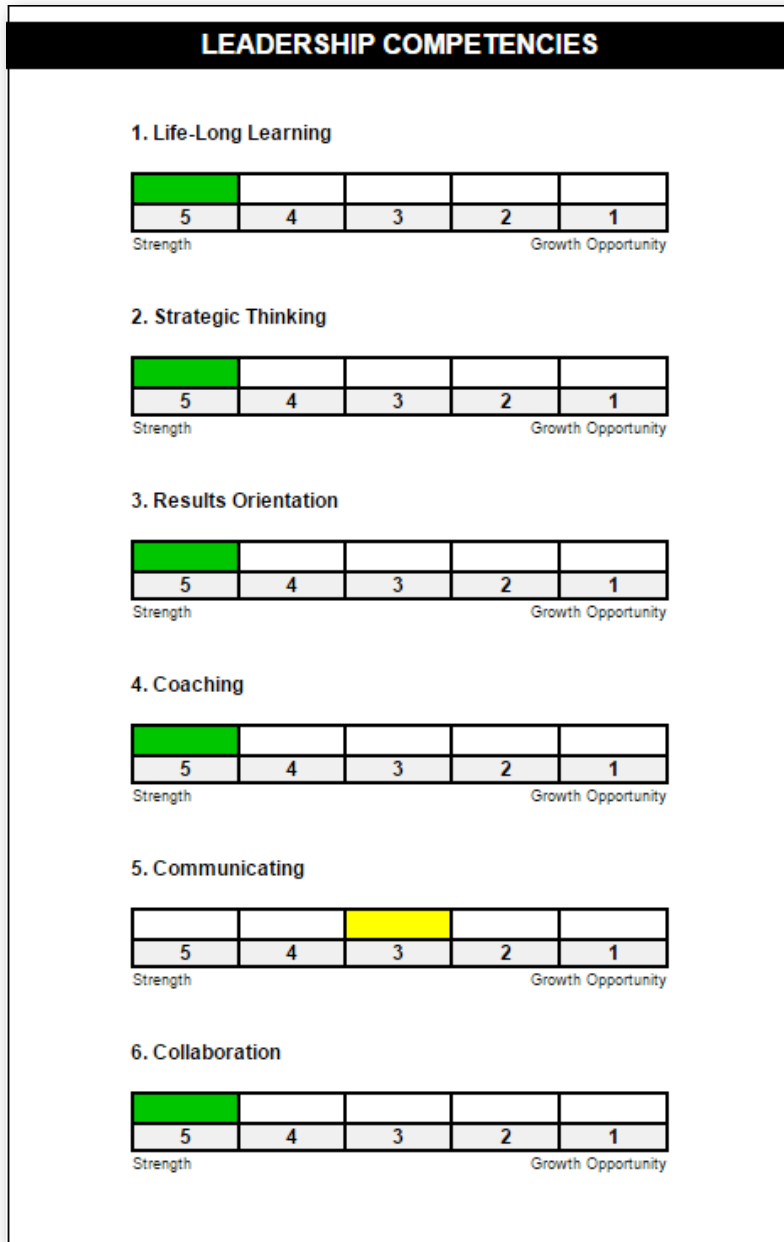
is another graphical representation of probable success based on the candidate's overall fit to leadership.

SCIENCE SCORE is derived from the scale scores and is based on the industry norms for high performing leaders.

The formula used to calculate the science score is shown above and results in a Science Rating from 1 to 5 and corresponds to the stoplight. This component is typically integrated into the selection process along with a structured, behavioural-focused competency interview, and an unstructured fit interview.

Leadership Competency Scores & Cautions

The Leadership Competencies provide a comprehensive overview of the individual and how they are likely to exhibit leadership behaviours. These scales are projections of probable performance based on aggregate data for successful leaders.

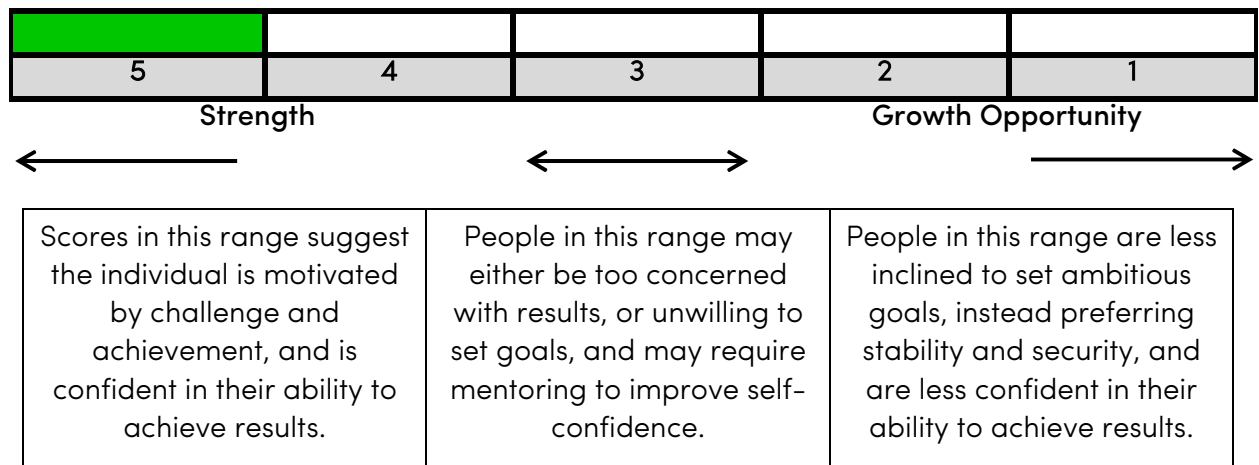


This page provides a set of 6 segment graphs that are colour coded to reflect strengths and caution areas: green segments are strengths; yellow segments are cautions to be explored; and red segments should be thoroughly investigated in detail during the selection and development process.

The graphs on this page are derived from the scales on the **Summary of Scores** page, which are discussed in detail in the following pages.

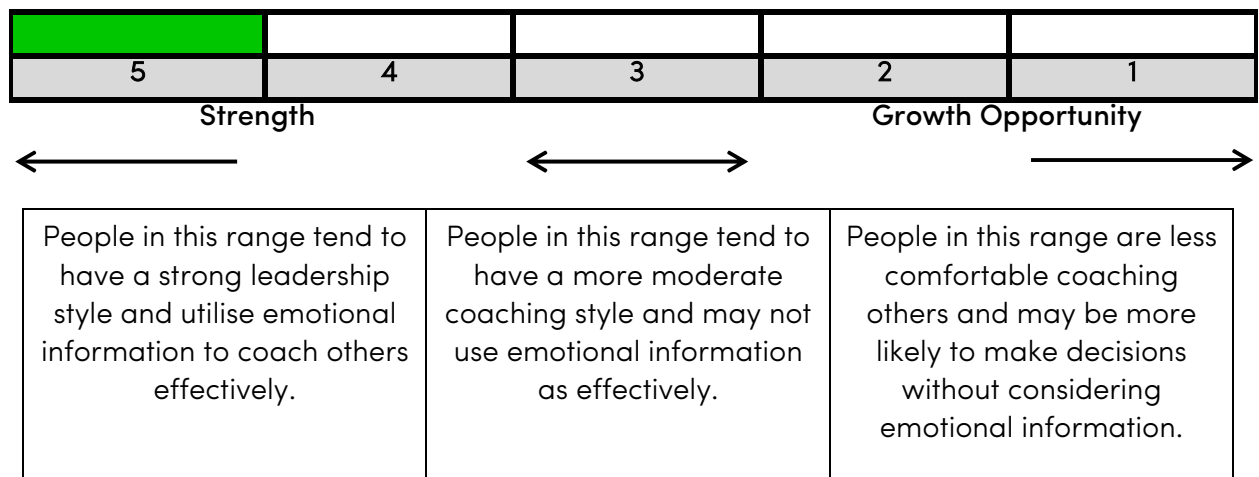
Results Orientation is derived from the combination of the **Achievement Potential (AP)** and **Self Directed (SD)** scores. It reflects the individual's push for results and confidence in actions and success.

3. Results Orientation



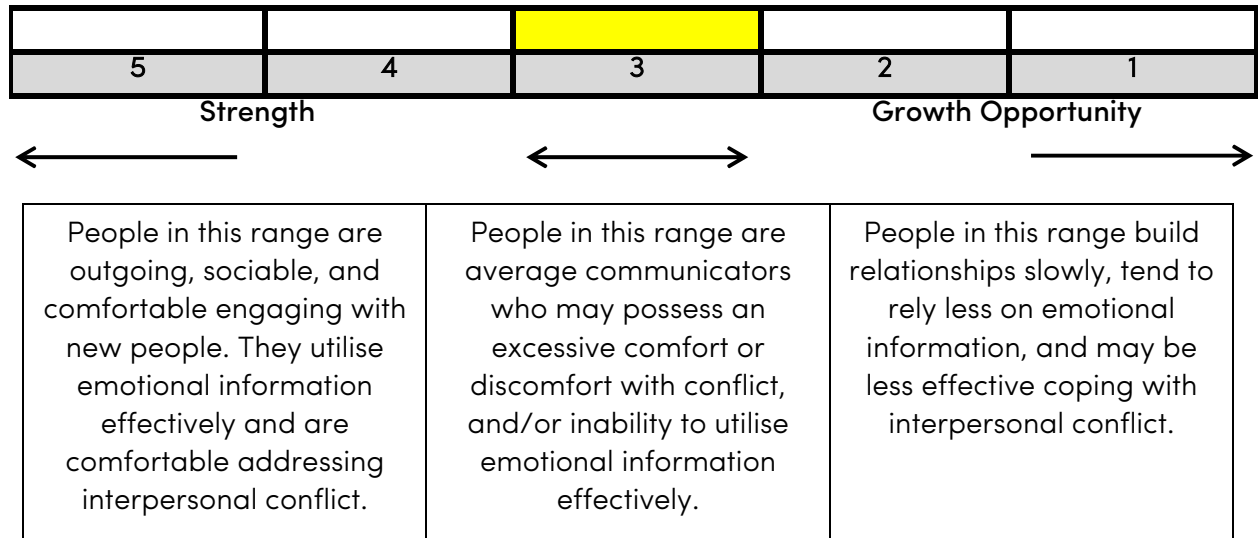
Coaching is derived from the Independence Potential (IP) and the Emotional Quotient (EQ) scales. It reflects the individual's natural leadership style and the individual's ability to process and effectively use emotional information.

4. Coaching



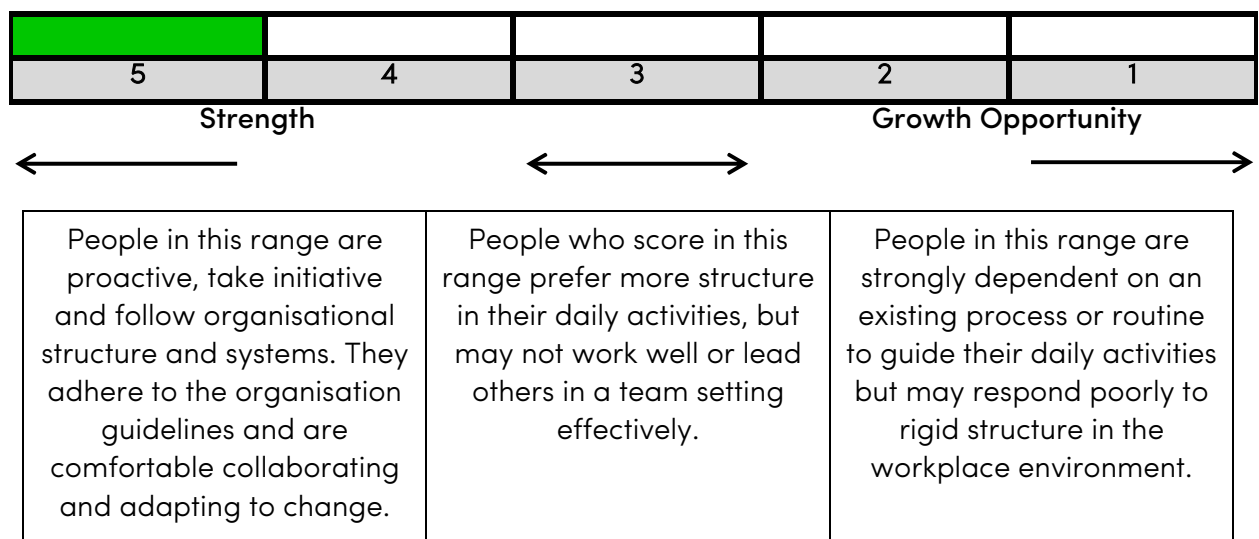
Communicating reflects the individual's communication style, which incorporates their comfort in dealing with conflict and approach to interacting with others. This scale is derived from the **Comfort with Conflict (CWC)**, **People Orientation (PO)** and **Emotional Quotient (EQ)** scores. Leaders who are effective communicators enjoy interacting with employees and can use emotional cues when training and dealing with conflict.

5. Communicating



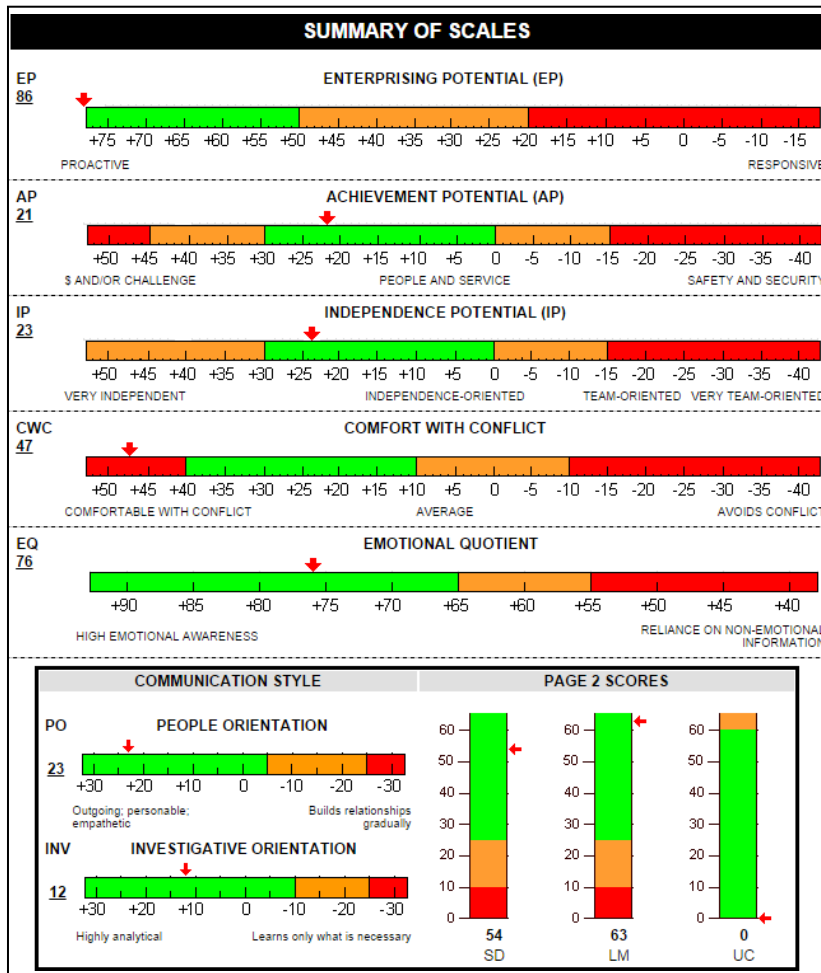
Collaboration is derived from the **Enterprising Potential (EP)** and **Independence Potential (IP)** scores. It predicts an individual's approach to and need for structure and how he or she will work with others.

6. Collaboration



Summary of Scores & Cautions

This Summary of Scales page provides a graphical representation of the individual's personality traits and the attitudes important in a senior management or executive level position. This page provides a summary of the scores on the Leader POP™.



The horizontal graphs are representations of the individual's **source personality traits**. These are based on 168 items with low face validity and arranged into 8 traits scales.

The source personality traits remain relatively stable and are unlikely to change significantly over time.

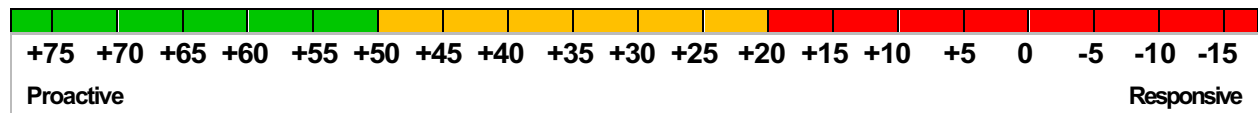
The vertical graphs are **attitude scales**. Attitudes can change based on circumstance and reflect those at the time the individual completed the survey.

All scales have green, amber and red zones which represent the ideal range, mild caution, and strong caution, respectively. Each of these scales is discussed in the following pages.

Interpreting the Scales on the Summary of Scales Page

Enterprising Potential

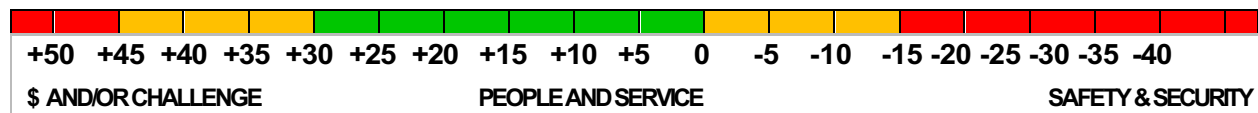
The Enterprising Potential (EP) scale measures an individual's level of proactivity and initiative. It provides insight into the individual's personal planning, time management and self-management ability to achieve specific goals. People who are not inherently self-managing have difficulty leading others effectively.



Score	Interpretation
>50	Ideal Range: good self-management potential
20 to 50	Caution: may be able to self-manage some activity
<20	Strong Caution: needs a structured environment to self-manage

Achievement Potential

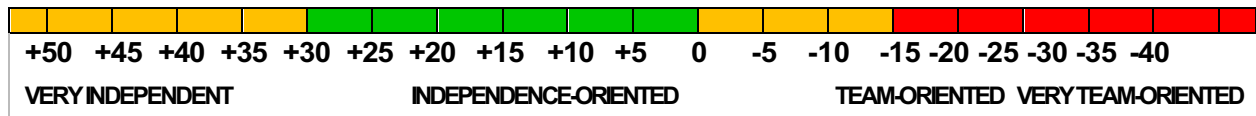
The Achievement Potential (AP) Scale measures the motivational structure of an individual, including the relative importance of challenge or financial success, and safety or security. The AP scale evaluates the intensity and durability of the effort and commitment and reflects sense of urgency (high or low) as well as focus on results (short term or long-term objectives)



Score	Interpretation
>45	Strong Caution: very bottom-line oriented, too strong for some cultures
30 to 45	Caution: goal-oriented with a high sense of urgency
0 to 30	Ideal Range: balanced between challenge and people/service
-15 to 0	Caution: motivated by people side of business with low sense of urgency
<-15	Strong Caution: very service oriented with a focus on safety/security

Independence Potential

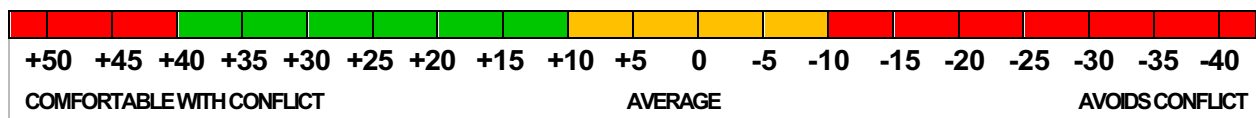
The Independence Potential (IP) scale reflects the individual’s approach to structure and systems. Most leaders would tend to exhibit a higher degree of independence and comfort creating their own structure. This scale is very much a factor in fitting the individual to the environment, as some individuals may be too independent for some environments.



Score	Interpretation
>30	Caution: very independent, may resist integrating any existing structure
0 to 30	Ideal Range: independent yet able to integrate with most organisational structure
-15 to 0	Caution: strong team orientation
<-15	Strong Caution: very team-oriented, potentially dependent on structure

Comfort with Conflict

The Comfort with Conflict (CWC) scale reflects the individual’s comfort in dealing with interpersonal conflict. Comfort with conflict has been shown to be an important factor in most leadership positions as conflict is something that most leaders must address.

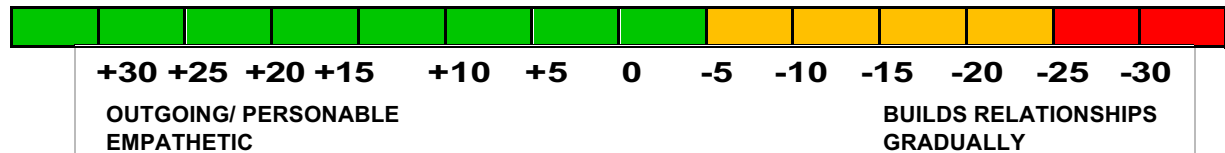


Score	Interpretation
>40	Strong Caution: quite comfortable with conflict and may introduce conflict to further one’s own personal or professional goals
10 to 40	Ideal Range: comfortable with conflict but not likely to create it
-10 to 10	Caution: average comfort with conflict and may require conflict resolution training to be effective
<-10	Strong Caution: uncomfortable and avoidant with conflict

Communication Styles

People Orientation

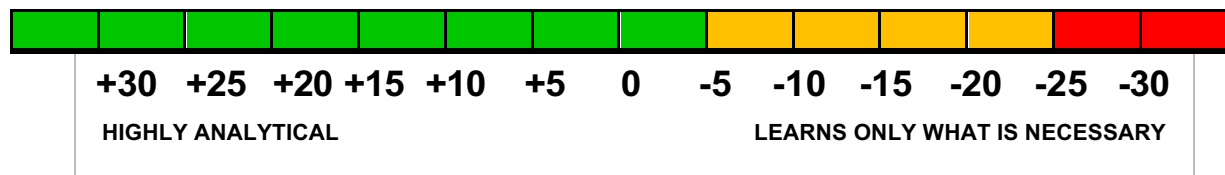
The People Orientation (PO) scale provides insight into the individual's approach to building relationships with other people and the degree to which they are motivated by and derives satisfaction from engaging with other people. This will be reflected in how much the individual would enjoy meeting and engaging with new people on a regular basis.



Score	Interpretation
>-5	Ideal Range: enjoys and is motivated by interacting with others.
-25 to -5	Caution: builds relationships slowly over a period of time.
<-25	Strong Caution: is not motivated by building new relationships, may appear too aloof to others.

Investigative Orientation

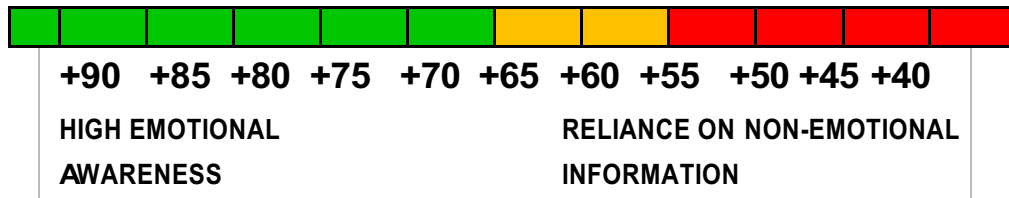
The Investigative Orientation (INV) score reflects the degree to which an individual enjoys and is motivated by learning. The score on this scale predicts learning, communicating technical information, and attention to detail. An interest in continuous learning is important in many leadership roles.



Score	Interpretation
>-10	Ideal Range: enjoys and is motivated by learning, will show attention to detail.
-25 to -10	Caution: will learn what is required to perform effectively.
<-25	Strong Caution: learning and development are not strong motivators; may lack attention to detail.

Emotional Quotient

The Emotional Quotient (EQ) scale provides an overall indication of the individual's ability to process emotional information and apply the information effectively. A detailed EQ report is described in later sections of this manual.



Score	Interpretation
> 65	Ideal Range: good understanding of feelings and emotions of self and others; they will make effective use of emotional information in decisions making
55 to 65	Caution: average understanding of feelings and emotions of self and others; they will often make use of emotional information
< 55	Strong Caution: does not often use emotional information when making decisions

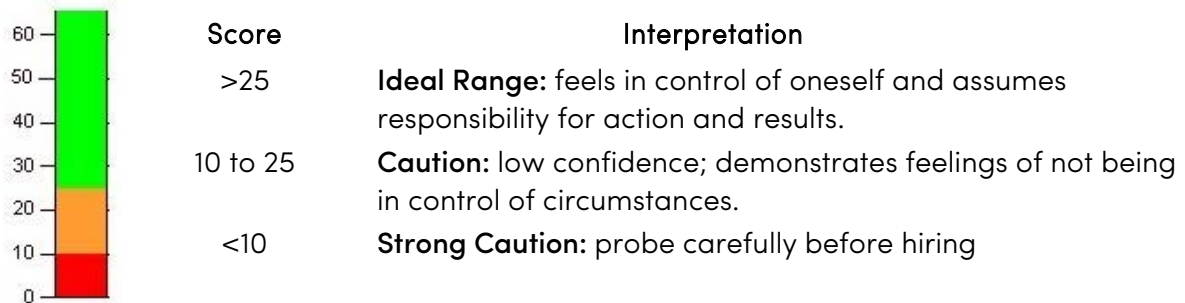
Attitudes/Opinions

The Leader POP™ provides insight into key attitudes related to success in leadership positions. Unlike source traits, these attitudes and opinions reflect recent experience and can change over time.

Three vertical scales at the bottom of the page provide feedback on the individual's confidence, ability to manage stress, and whether or not the profile results should be considered reliable.

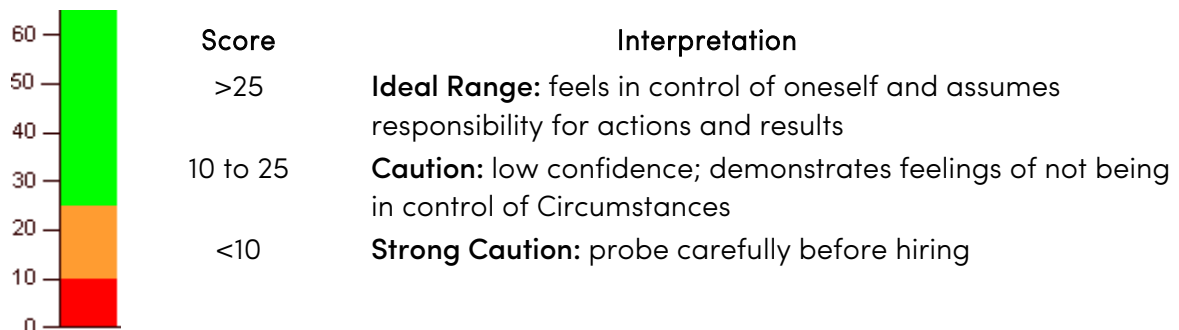
Self Directed

The Self Directed (**SD**) scale indicates the extent of confidence in oneself and feelings towards being in control over the issues in one's life. Feelings of confidence are very important in leading successfully and taking responsibility for one's own actions.



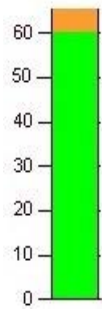
Lifestyle Management

The Lifestyle Management (**LM**) scale provides feedback on how the individual is currently dealing with stress in their career and lifestyle. Numerous studies have shown that those who have difficulty managing stress do not perform optimally. If stress is an issue, the individual should be helped with counselling, mentoring and/or stress management training.



Uncertainty Coefficient

The Uncertainty Coefficient (UC) scale provides insight into whether or not the test results are reliable. High scores (above 60) indicate that the individual may have either misunderstood the items or presented themselves in a socially desirable manner. The character traits measured by the Leader POP™ tend to have low face validity, meaning it is difficult to fake responses unless one is an expert in test construction. Some of the Attitudes items have higher face validity and a high UC score can indicate the need to check the SD and LM scores carefully when following up with the individual.



Score

>60

<60

Interpretation

Caution: test results may be unreliable.

Ideal Range: test results are accurate

Selection Considerations

The Selection Considerations page covers each of the key scales that should be considered as important factors in selecting a senior manager or leader. This section provides a brief overview of the individual based on their scale scores.

SELECTION CONSIDERATIONS

Enterprising Potential (E.P.)

In leadership environments, his/her strength on the E.P. Scale would indicate a strong potential for demonstrating personal initiative and proactivity. He/She should have a very strong natural inclination towards being a self-manager. Given coaching in planning and time management skills, he/she should be able to make a routine of the daily effort required to meet competing priorities and drive organizational initiatives.

Achievement Potential (A.P.)

This is quite a strong result on the A.P. Scale. He/She would appear to have a strong potential for success in terms of his/her commitment to achieving results and feeling good about him/herself because of the challenging situations he/she has mastered. He/She may get bored easily if not given very challenging requirements routinely.

Independence Potential (I.P.)

This is a strong score on the I.P. Scale. In the job for which he/she is being considered, if you can offer him/her an opportunity to work in a very independent way, assuming that he/she has earned the right to do so through demonstrated performance, then he/she may be able to express his/her independence and leadership productively. If your operation is such that tight controls are, and will remain, in place indefinitely, problems will occur. He/She would be essentially a 'maintenance free' employee from a supervisory standpoint once he/she has moved out of the initial coaching.

People Orientation (P.O.)

This is an acceptable result on the P.O. Scale. Generally a result like this has no bearing, either positive or negative, on selection recommendations.

Investigative Orientation (INV.)

This is an acceptable result on the INV. Scale. If you feel that your business offers a real chance for him/her to continue to grow and develop from a technical and intellectual point of view, he/she will find that a real plus.

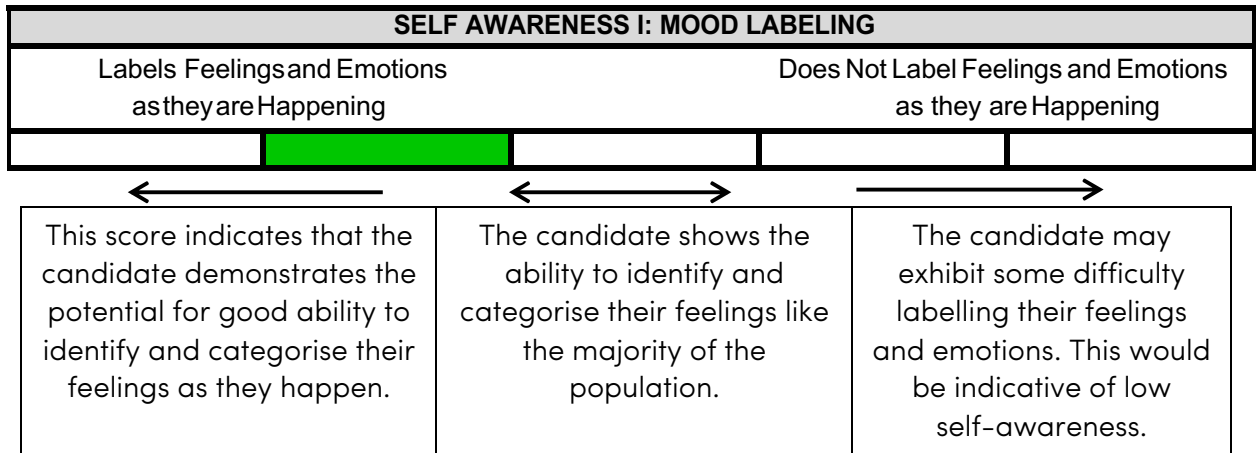
Comfort with Conflict (CWC)

Sample has the potential to be quite comfortable in situations where there is conflict such as an angry or upset coworker. His/Her comfort with conflict can be a strength in situations where conflict is a common occurrence or there is ongoing tension that may require his/her intervention. People with Sample's level of comfort with conflict may even occasionally create conflict to further their own goals or to enhance performance.

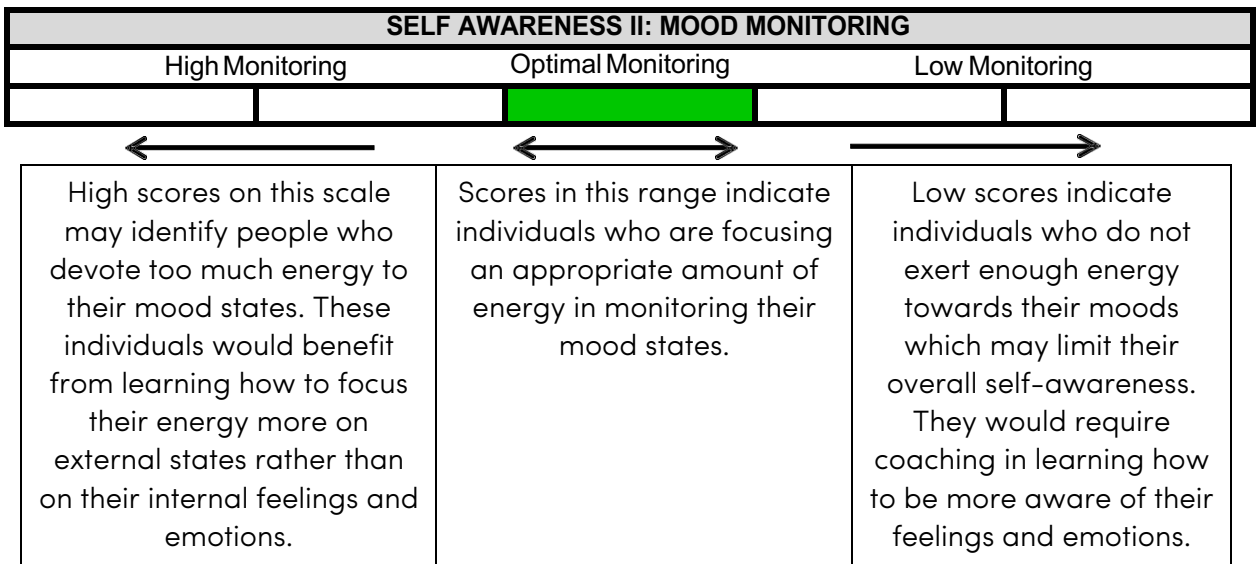
Emotional Quotient

The Emotional Quotient (EQ) report provides an overview of the individual’s ability to use emotional information in decision making.

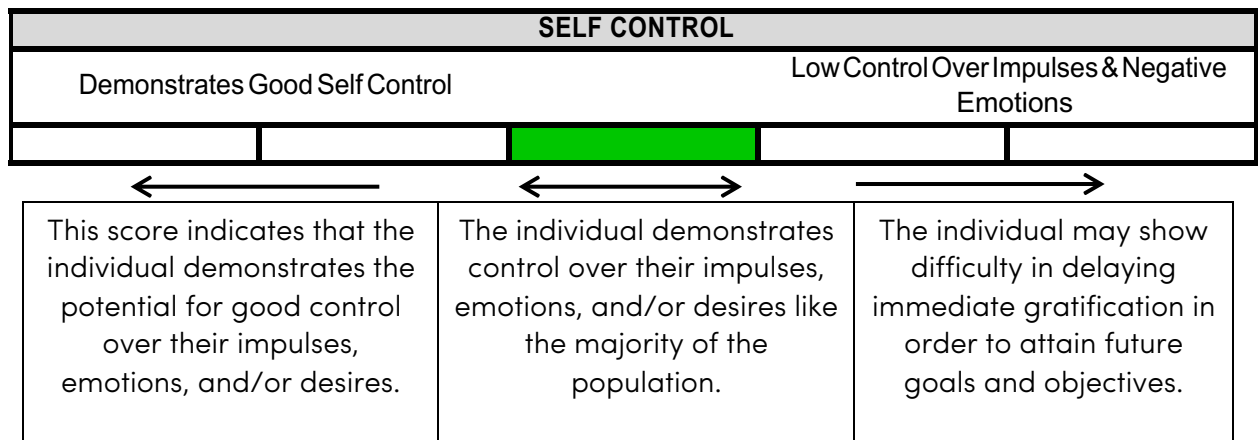
The Mood Labelling (ML) scale measures a person’s ability to accurately label feelings and emotions. This score indicates the extent that individuals can interpret their feelings as they are happening. Strong self-awareness is a key ingredient of EQ.



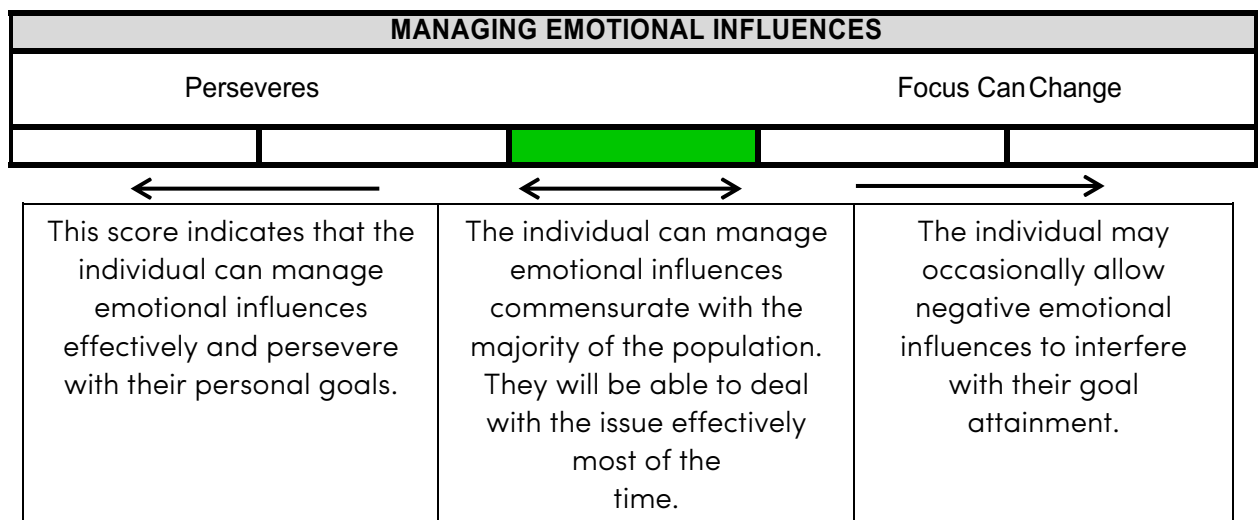
The Mood Monitoring (MM) scale measures the amount of energy a person puts forth in monitoring their feelings and emotions.



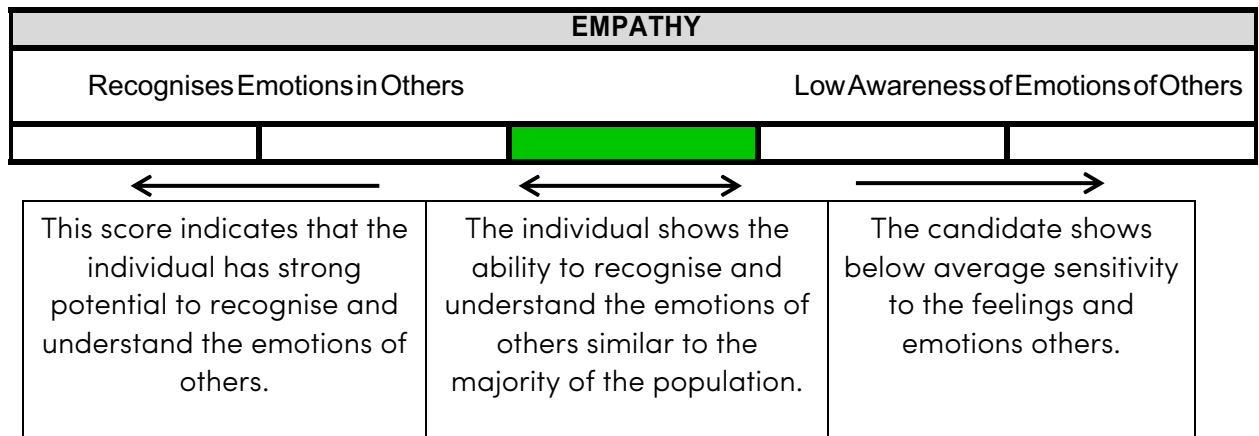
The Self Control (**SC**) scale measures an individual's control over their feelings and emotions. It also provides a measure of impulse control which is very important for coaching others effectively.



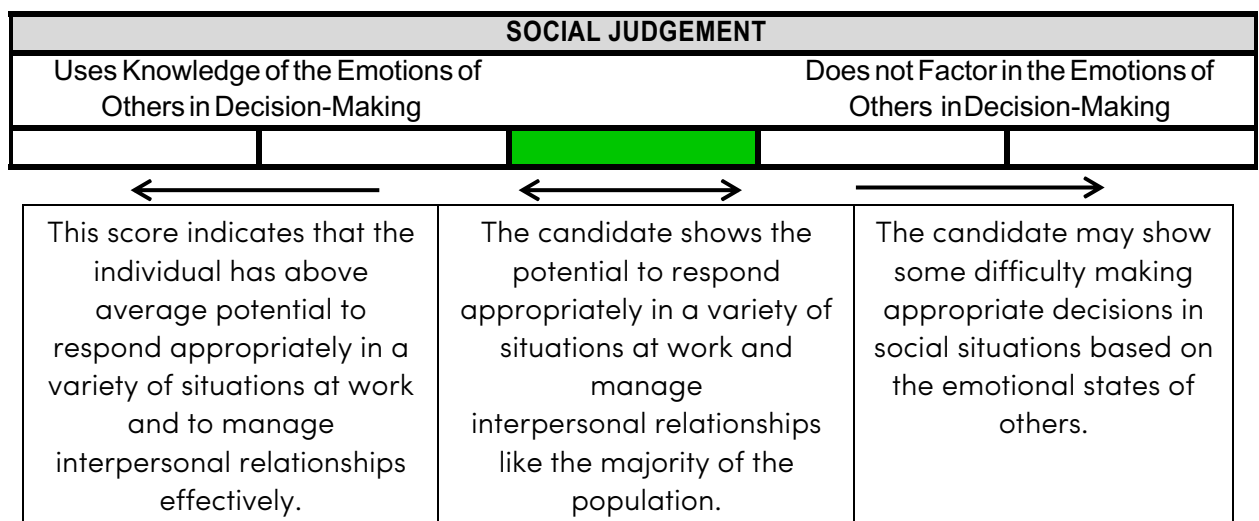
The Managing Emotional Influences (**MEI**) scale measures an individual's ability to manage emotional influences that would prevent them from taking those actions they believe are necessary in dealing effectively with everyday situations and/or meeting personal goals. This scale provides an indication of the candidate's willingness to take action when they are convinced that it is the right thing to do.



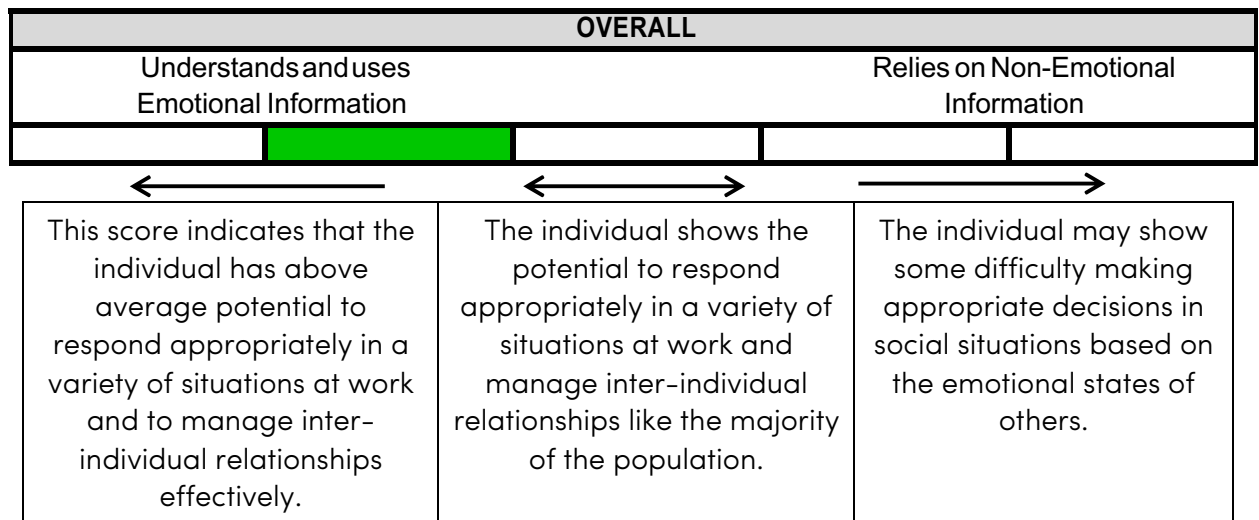
The Empathy (**EM**) scale measures a person’s ability to understand the feelings and emotions of others. This score indicates how sensitive an individual is to the feelings and emotions of others. Empathy is an important quality for a manager in understanding others and establishing good coaching relationships.



The Social Judgement (**SJ**) scale measures a person’s ability to make appropriate decisions in social situations based on the emotional states of others. This score provides an indication of an individual’s ability to manage interpersonal relationships. Social Judgement is an important component of management success.



The Overall (OV) score measure an individual's ability to process emotional information and apply the information effectively. This measure provides an overview of an individual's ability to manage relationships.



Interview Questions

The Leader POP™ report provides 5 pages of Interview Questions based on the individual's unique psychometric traits and how he or she responded to the Leader POP™ items. This means that each applicant may have entirely different interview questions. These questions are designed to help the interviewer identify strengths and growth opportunities.

INTERVIEW QUESTIONS
Enterprising Potential (E.P.)
<ul style="list-style-type: none">• Describe a situation where you had to meet an urgent deadline but you had competing priorities and an unusual demand on your time. How did you manage the situation? What was the outcome? Is there anything you would do differently in future situations? _____ _____• Describe a situation where you had to introduce a major change in the organization. What was your approach? Were the changes supported by the people affected by them? How did you get their support? _____ _____• Describe a situation where you developed an initiative that required coordinating the efforts of several departments or individuals. How did you establish the initiative? What sort of political resistance did you encounter? How did you deal with it? How did you develop teamwork during the project? How successful was the initiative? Why or why not? _____ _____

Developmental Strategies

The Leader POP™ report provides a one-page Developmental Strategy suggestion report based on the individual's unique psychometric traits. This page provides insight into the approach to coaching and development that would be most effective for this individual. This can be of immense assistance to the to both the HR and the Learning & Development team.

DEVELOPMENTAL SUGGESTIONS

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

For a person showing such exceptionally strong self-management potential, the approach should be to build on those potential strengths by offering coaching to ensure the individual's existing self-managing behaviors are aligned with corporate strategy.

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

He/She will want to begin working on the job very quickly; therefore, a short, intensive introduction and coaching period are advised. Introduce the key issues that must be learned, coach on the most appropriate leadership strategies, and assist with refinement of their practical application through personal observation. Help him/her understand the most efficient strategies for profitably directing his/her energy and commitment. Follow-up strategies would help him/her achieve at the highest levels of performance.

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

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

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

He/She will find satisfaction and productivity enhanced by working with a coach and colleagues who are similarly people oriented.

Based on the Investigative Orientation (INV.) Results

He/She should grasp new technical and practical information very quickly and find an ongoing learning experience a very positive opportunity.

Based on the Comfort with Conflict (CWC) Results

He/She can be effective in tense situations if he/she is coached to listen and address the concerns of others. Sample may benefit from conflict resolution training.

Matching Considerations

The Leader POP™ report provides a Matching Considerations summary based on the individual's unique psychometric traits. This page provides insight into the personality types that would be well suited to work with the individual.

MATCHING CONSIDERATIONS

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

MENTORING by a person who is flexible in his/her demands and who prefers others to be self-sufficient self-managers. Associates should be exceptionally strong natural self-managers.

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

MENTORING by a person with demonstrated profit orientation who is also seen as balanced by a genuine service orientation, too. Match with associates who, while wanting appreciation, also consciously strive for results.

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

MENTORING by someone who shows a high level of independence, tempered by a demonstrated ability to lead others who need a team environment. Match with associates who can be players in a performance-oriented (not socially-oriented) team.

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

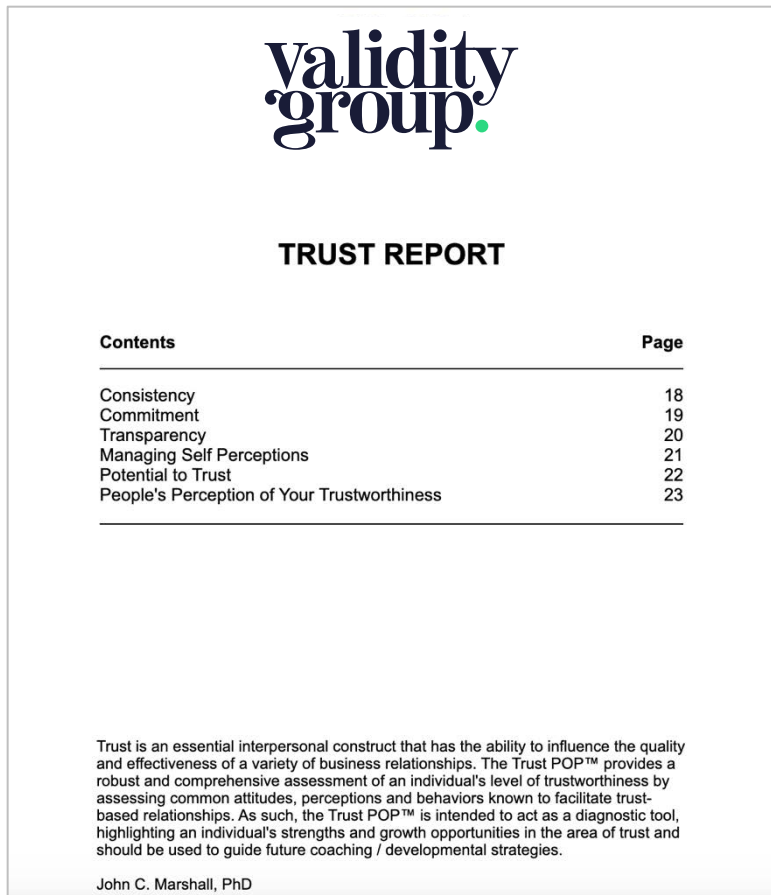
MENTORING by someone who is successful, and who finds a great deal of satisfaction in the opportunities to meet and work with new people. Match with associates who will like and use their contact opportunities to enjoy GETTING THE JOB DONE!

Based on the Investigative Orientation (INV.) Results

MENTORING by a technically competent coach who is good at applying new learning to the business. Match with associates who are turned on by technical and training opportunities.

Trust Report

The TrustPOP™ report provides information about the individual's ability to empathise and support others; how consistent they are in keeping commitments; how honest and transparent they are in professional settings; and their level of self-confidence and personal accountability.



The image shows the cover page of a 'Trust Report' from Validity Group. At the top is the 'validity group.' logo in a stylized, lowercase font. Below the logo is the title 'TRUST REPORT' in bold, uppercase letters. A table of contents is presented with two columns: 'Contents' and 'Page'. The items listed are: Consistency (18), Commitment (19), Transparency (20), Managing Self Perceptions (21), Potential to Trust (22), and People's Perception of Your Trustworthiness (23). Below the table, there is a paragraph of text explaining that trust is an essential interpersonal construct and that the Trust POP™ provides a robust assessment of an individual's trustworthiness. At the bottom, the author's name, John C. Marshall, PhD, is listed.

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TRUST REPORT

Contents	Page
Consistency	18
Commitment	19
Transparency	20
Managing Self Perceptions	21
Potential to Trust	22
People's Perception of Your Trustworthiness	23

Trust is an essential interpersonal construct that has the ability to influence the quality and effectiveness of a variety of business relationships. The Trust POP™ provides a robust and comprehensive assessment of an individual's level of trustworthiness by assessing common attitudes, perceptions and behaviors known to facilitate trust-based relationships. As such, the Trust POP™ is intended to act as a diagnostic tool, highlighting an individual's strengths and growth opportunities in the area of trust and should be used to guide future coaching / developmental strategies.

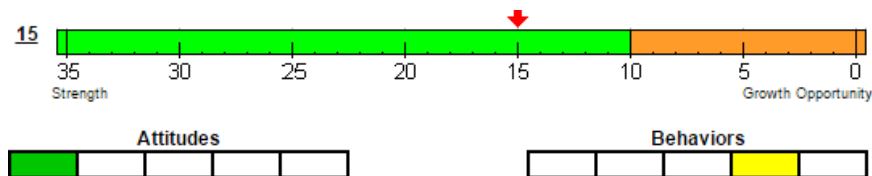
John C. Marshall, PhD

The TrustPOP™ can be used to identify an individual's propensity towards trust and diagnose what they do that might impede or facilitate it in business and social relationships.

The profile results from the TrustPOP™ identify strengths and growth opportunities related to building trust-based relationships, which have been shown to facilitate successful social interactions.

Consistency

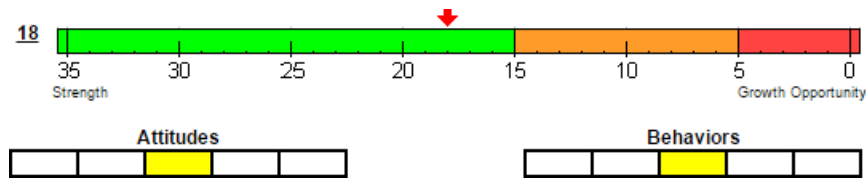
Consistency measures the degree to which the individual perceives themselves to be a predictable individual. Consistent people can be relied upon to carry out tasks, meet obligations, and be part of a team environment that strives to be successful. When someone has to make the decision to trust another, the degree to which one's behaviours and effort can be predicted has the ability to influence the speed and magnitude in which the trust-based decision is made. The consistency score reflects both one's **attitudes** and **behaviours**.



Score	Interpretation
> 10	High: indicates that the individual scored highly for both attitudes and behaviours. This is a desirable score and indicates that the individual feels they are consistent and steady, and that they overtly express this predictability by following routines and presenting a consistent image and emotional mood state.
0 to 10	Low: indicates that the individual scored one of three patterns: a) high attitudes, low behaviours; b) low attitudes, high behaviours; or c) average attitudes and behaviours. The first two reflect discordance between belief and action, while the last pattern reflects average belief and action.
< 0	Very low: indicates that the individual scored below average on both attitudes and behaviours, suggesting that the individual does not consider themselves to be a consistent/reliable individual, and perceives their daily activity as unpredictable.

Commitment

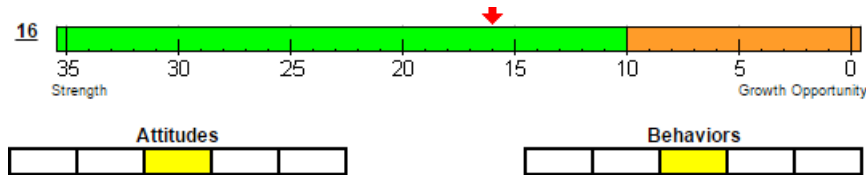
Commitment measures the importance one places on keeping commitments, as well as the self-assessed performance in this area. People who make and keep commitments are often able to facilitate trust-based relationships with those around them, in part because the other individual can accurately gauge the likelihood that they will do what they say they will.



Score	Interpretation
> 15	High: indicates that the individual scored highly for both attitudes and behaviours. This is a desirable score and indicates that the individual feels they have a strong standard towards commitment, and that they follow real targets and get things done.
5 to 15	Moderate to Low: indicates that the individual scored one of three patterns: a) high attitudes, low behaviours; b) low attitudes, high behaviours; or c) average attitudes and behaviours. The first two reflect discordance between belief and action surrounding commitment, while the last pattern reflects average belief and action.
< 5	Very low: indicates that the individual scored below average on both attitudes and behaviours, suggesting that the individual does not place a great deal of importance on keeping commitments, and admits that they have routinely broken commitments in the past.

Transparency

Transparency measures the degree to which one perceives themselves as transparent, as well as the behaviours that display this trait. Transparent people are direct and candid with colleagues and clients, providing all pertinent details to allow others to make informed decisions; this facilitates trust. The transparency score reflects both attitudes and behaviours.



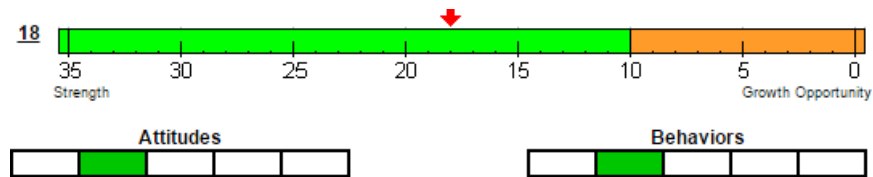
Score

Interpretation

- >10 **High:** indicates that the individual perceives themselves as possessing attitudes and behaviours supporting personal transparency. This is a desirable score and reflects that the individual perceives themselves to be candid, forthright, unlikely to hide things from others, and unlikely to speak about others behind their backs.
- 1 to 15 **Moderate to Low:** indicates that the individual scored one of three patterns: a) high attitudes, low behaviours; b) low attitudes, high behaviours; or c) average attitudes and behaviours. The first two reflect discordance between belief and action surrounding transparency, while the last pattern reflects average belief and action.
- <-1 **Very low:** indicates that the individual scored below average on both attitudes and behaviours, suggesting that the individual does not feel that they are candid or forthright, and also suggests their behaviours are not consistent with those of an individual who is transparent.

Self Perceptions

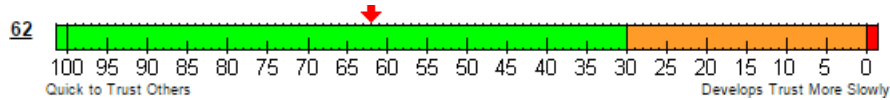
Managing Self Perceptions measures the degree to which one attempts to present themselves in a socially desirable manner, depending on the audience. Those who believe that they should always be themselves when meeting others will develop more meaningful relationships than those who adjust themselves according to their audience. The self perceptions score reflects both attitudes and behaviours.



Score	Interpretation
>10	High: indicates that the individual perceives themselves as 'thick Skinned' and not overly concerned with others' opinions of them. As such, the individual presents themselves in a candid manner that is consistent regardless of their surroundings.
-1 to 15	Moderate to Low: indicates that the individual scored one of three patterns: a) high attitudes, low behaviours; b) low attitudes, high behaviours; or c) average attitudes and behaviours. The first two reflect discordance between belief and action surrounding self-perception, while the last pattern reflects average belief and action.
<-1	Very low: indicates that the individual scored below average on both attitudes and behaviours, suggesting that the individual changes their presentation according to the audience, while others would find it difficult to pin down who they really are.

Potential to Trust

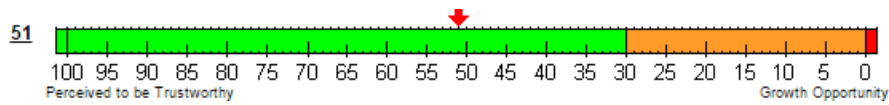
Managing self perceptions measures the propensity of the individual to trust others in an expedited manner. It determines whether an individual will be sceptical and cautious when meeting people, or naturally trusting of others until they have a solid reason not to. It is based on attitude.



Score	Interpretation
>30	High: indicates that the individual is trusting of others; they easily or quickly puts trust in others, and takes what others say at face value unless given reason otherwise.
0 to 30	Low: indicates that the individual puts trust in others only after a period of time getting to know them. The individual looks for key predictors of an individual's character and trustworthiness when first meeting them.
<-1	Very low: indicates that the individual does not trust people. The individual treats what others say with scepticism and is unlikely to put trust in them despite getting to know them better.

People's Perception of Your Trustworthiness

People's Perception of Your Trustworthiness measures the degree to which other people would come to the individual in a confidential manner, sharing personal information and entrusting their advice. The score is derived from the individual's behaviours.



Score	Interpretation
>30	High: indicates that the individual's behaviours and interactions with others reveal that they are likely perceived to be trustworthy. The fact that other people confide in them is a strong indicator of this construct.
0 to 30	Low: indicates that some people close to the individual perceive them as trustworthy and are therefore willing to share and divulge individual information, but that others will likely require more time.
<-1	Very low: indicates that most, if not all people the individual interacts with, do not share individual or candid information with the individual. This may be a result of the job, but in most social situations can be an indicator of perceived low trustworthiness.

Individual Feedback Report

It is recommended that each individual who completes the Leader POP™ be given the individual feedback portion of the report. The individual feedback provides the individual with useful information on personal strengths and career needs as well as advice on what to seek and avoid in future career paths.



Candidate Feedback On The Results Of The Executive LeaderPOP™

An Overview of Your Personal Characteristics & Career Strengths

Contents	Page
Personal Strengths/Career Needs	26
What To Seek/What To Avoid In Jobs	27

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

John C. Marshall, Ph.D.

Individual Strengths/Career Needs (Page 2 of Individual Feedback Report)

The information on this page is provided to help the individual understand their individual strengths and how they would apply to different types of roles. This will help the individual gain an understanding of their personality in a way that they may not have considered and provides a starting point to applying those strengths and building upon them.

Personal Strengths/Career Needs

In Terms of Enterprising vs. Support Role Possibilities

You can 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. You typically evaluate your work, and you can sometimes be critical of your own performance. Given a goal, objective or requirement, you can 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 can 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 applying your talents and effort to achieving very demanding goals. To achieve both your people-oriented goals and your personal goals, you may become somewhat hard-driving, eager, active and, if delayed, occasionally impatient. There is a balance in your motivational pattern between an orientation toward people or service considerations and toward 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 can be described as quite strong-minded, stubborn, demanding, firm, independent and resolute. You can be innovative in certain circumstances to achieve your objectives, and you tend to seek some additional responsibilities in your job and personal life. You would accept minimal supervision, but it would be difficult for a supervisor to guide or closely supervise you over an extended period of time.

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 somewhat logical, reflective, analytical, factual and practical. Intellectual challenges, when offered without any obvious practical utility, would not appeal to you as strongly as would other kinds of challenge and opportunity. Ideas and concepts that are of solid practical use would be of more interest to you.

What to Seek/What to Avoid In Jobs (Page 3 of Individual Feedback Report)

The first half of this page provides information on the job attributes that the individual should be seeking based on the character traits measured by the Leader POP™. The second half of this page provides information on the job attributes that the individual should be avoiding based on the character traits measured by the Leader POP™. If the individual is one that is well suited for the senior management/executive leadership job for which they are being profiled, this can be part of the 'turn-on'. Conversely, poorly suited individuals can be let down easily by walking through the report and pointing out how a leadership career would not be an ideal fit.

What To Seek/What To Avoid In Jobs

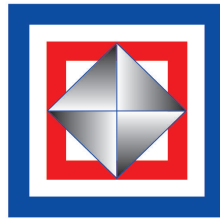
What Should You Look for In a Job/Career that Matches You Best?

- + Look for opportunities to create your own work structure and to develop your self-management skills through 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 that 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.
- + Make sure that any new position that requires you to accept close supervision and control initially will have those controls removed when your performance demonstrates that you no longer need the help.
- + 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.
- + Look for employment that has a limited amount of analytical, technical and discovery learning to it. There are other challenges and rewards in the work environment that are more appealing to you. When you discover these, target them as ideal job requirements/opportunities.

What Should You Avoid in Jobs/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. You have a strong need to be a self-manager, and that affects your personal productivity and your sense of satisfaction with any job.
- Avoid jobs that you feel do not have any real human merit in them. Also 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 career paths that have vague supervisory requirements or that expect you to accept continuing and close supervision for a prolonged period of time. You would eventually rebel at being supervised too much and too closely.
- You should avoid a position where you are expected to perform an exclusively public relations role.
- Avoid jobs that are particularly detail-oriented. Jobs that require you to quickly learn and apply new technologies or vast amounts of new information won't be particularly satisfying.

validity group.



MINDQUEST CONSULTING & COACHING

Malaysia

MQCC Malaysia PLT

Suite B-16-3, Tower B, Wisma Pantai
No.5, Jalan 4/83A, Off Jalan Pantai Baru
59200 Kuala Lumpur, Malaysia

+60 12 625 1533 | mqcc@mindquestcc.com | www.mindquestcc.com