validity group.

Management **POP™**

Management Predictor of Performance

A Validated Selection Profiling System

Interpretation Guide

Introduction

The Management POP™ is a psychometric assessment tool that fills the essential role of integrating science with the recruiting, selection and development of managers from entry level to senior executive positions.

The Management POP™ assesses self-management potential, motivational structure, organisational fit, people orientation, leadership style, learning needs, communications style, approach to training, emotional intelligence and many other key factors found in managers in the very diverse world of management.

The Management POP™ Can Be Used For:
- Selecting candidates who would be suited for a management career.
- Assisting in the development process for those in the role of functional managers.
- Analysing the make-up of various management teams.
- Assessing management potential to develop a succession plan based on a benchmark of
- qualified management candidates.
- Coaching and developing existing and future managers.

The Management POP™ Provides Valuable Insight Into:
- Individual needs assessment.
- Making the right selection decisions.
- Matching individual profiles to organisational culture.
- Improving retention and growth.
- Improving bottom line results.

This Interpretation Guide Is Designed To:
- Assist in interpreting the Management POP™ Report.
- Help you use the profile results effectively in the recruiting and selection of management candidates.
- To provide coaching, development and mentoring strategies.

The Management POP™ is part of the management selection, development and coaching process. It will help identify the best candidates for specific management roles and cultures as well as provide insights into training, development and coaching. It is thoroughly validated and follows ADA and EEOC guidelines. The format is easy to follow. This guide will take you through each part of the report, providing you with hints on how to effectively apply the information.

The Management POP™ Report

The Management POP™ report is divided into six sections plus a Candidate Feedback Report. The cover page of the MPP™ lists the "Contents" of the report. This is where the individual sections and the corresponding page numbers of the report can be found. The sections are as follows:

Snapshots: (Provides graphic representations of the key management factors)
- Management Profile
- Management Style
- Sales Management Functions (Sales Management Report only)

Orientation & Coaching Factors: discusses key selection, developmental and mentoring issues
- Self-Management
- Motivational Structure
- Independence Potential

Communication Style & Attitude Survey: deals with individual's communication style and key attitudes

Emotional Quotient: assesses the individual's approach to understanding and applying emotional information about self and others

Commitment Reluctance Report: orientation to asking for commitment and holding to the commitments
- Overall Score
- Attitudes Towards Others
- Implementation of Commitment
- Perceptions of a Career in Management

Summary of Scales: this page summarises the MPP™ scales

Candidate Feedback Report: this report can be given to the candidate to provide feedback on the report as well as some valuable counseling on his or her management style.

Management 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	NEUTRALISING SCORES
Enterprising (ENT)	Acquiescent (ACQ)
People Oriented (PO)	Investigative (INV)
Achievement Orientation (ACH)	Relaxed (REL)
Independent (IND)	Team Oriented (TEAM)

The traits labeled "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 MPP measures:

- Self Directed (SD)
- Lifestyle Management (LM)
- Commitment Reluctance (CR) – reflect the individual's attitudes and opinions.

It is important to understand what each of these scales measure and how the results indicate the candidate's potential for management success:

- **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; relationship to others
- **Independence Potential (IP):** Relationship to structure; independent vs. team oriented
- **People Orientation (PO):** Relationship style with subordinates and mentors; approach to coaching and training; recruiting style
- **Investigative Orientation (INV):** Approach to learning technical material; approach to skill transfer as a trainer; attention to detail
- **Self Directed (SD):** Reflects extent to which individual feels confident and in control of their life
- **Commitment Reluctance (CR):** Reflects an individual's approach
- **Lifestyle Management (LM):** Effectiveness in coping with a demanding lifestyle toward asking for commitment from others

Snapshots – Management POP™

The Snapshots section provides a comprehensive overview of the candidate and how he or she is likely to manage. This section is divided into three subsections:

1. *Management Profile*
2. *Management Style*
3. *Sales Management (Sales Management version only)*

Management Process is constructed from the **EP** and **IP** scores. It predicts a candidate's approach to and need for structure when in a management role. A measurement of a person's self-management potential, specifically in the ability to plan, organise and implement plans of action.

MANAGEMENT PROCESS		
Thrives on Fluid/Adaptive Structure		Needs Existing Structure

Thrives on fluid/adaptive structure, this means that individual will prefer general guidelines rather than needing to follow a set of rules. People who score in this range may prefer to go their own way rather than adhering to the existing organisational structure. They will be comfortable adapting to change on a regular basis.	People in this range will tend to adapt to existing structure and create their own process or procedures as needed. People who score in this range will follow organisational structure and systems most of the time, creating their own structure and systems when those of the organisation do not meet the needs of the situation.	People in this range are those who need structure to be effective. These individuals are more suited for roles where they are supervising and guiding others in a well-established process. They may become dependent on structure and would not be well suited to starting up new operations.

Motivational Structure is derived from the AP scale and examines the candidate's motivations for being in management. Reflects the relative importance of challenge, service, and security as key motivators for the person.

MOTIVATIONAL STRUCTURE		
Intense Challenge Motivation	Challenge/Service	Service/Security

Scores in this range suggest the individual is very intensely motivated by challenge. This is normally reflected by a very high sense of urgency, a bottom-line focus and/or a drive to make money and keep score.	People in this range are balanced between challenge/money motivation and people/service focus.	People in this range tend to be very service oriented. Their primary focus will be on the well-being of others and their own security.

Approach to Learning is derived from the **INV** score and reflects the person's interest in learning and attention to detail. Relates to the importance of this person's learning new things and comfort in transferring knowledge to others.

APPROACH TO LEARNING		
Highly Analytical		Learns Only What is Necessary

←   ↔   →

People in this range enjoy learning and will be attentive to detail. They would be well suited to technical management roles where they would be able to transfer skills to subordinates. They enjoy opportunities to learn and develop new products and services.	People in this range enjoy learning and pay attention to detail but would prefer to have support for highly technical issues.	People in this range learn only what they perceive as essential to performing their role effectively. Ongoing education is not a motivator for them and they will prefer to have technical support available.

Task Orientation is derived from the combination of Achievement Oriented (Ach) and Relaxed (Rel) scales. It reflects the continuum of task orientation between the need for immediate results and the more relaxed long-term approach to results. Reflects this person's sense of urgency and importance of daily goals and objectives.

TASK ORIENTATION		
Short Term/Intensive		Long Term/Relaxed

←   ↔   →

People in this range are very task oriented and have a need to get short term results on a regular basis. As managers, they would tend to be drivers of both themselves and others.	People in this range would tend to be balanced between short term and longer-term goals. As managers, they would tend to be moderately demanding.	People in this range tend to be very relaxed and easy going. As managers they would tend to focus on the long term and may accept modest results over the shorter term.

People Development is based on the **PO** score and reflects the person's approach and style to developing subordinates. It provides an indication of the approach to transferring skills and the likelihood the individual would enjoy training others. Reflects this person's natural style when training and helping others in areas of development.

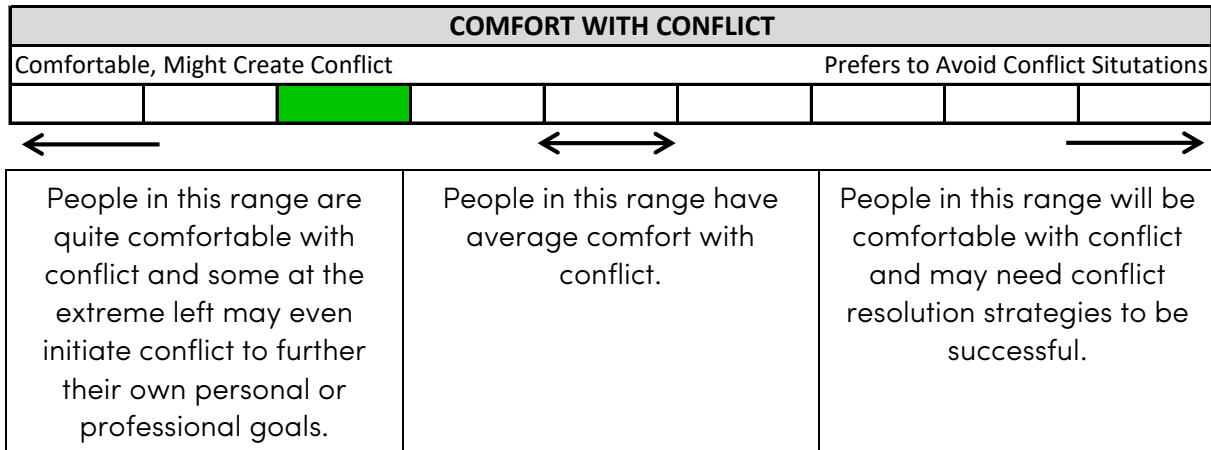| PEOPLE DEVELOPMENT		
Outgoing/Personable/Empathetic	Balanced	Builds Relationships Gradually
Enjoys interacting with others and appears interested in them. It is likely to enjoy coaching and training. When coupled with good listening skills, they will provide an empathetic ear.	Comfortable training others but not a motivation for them.	People in this range tend to be very relaxed and easy going. As managers they would tend to focus on the long term and may accept modest results over the shorter term.

This scale reflects the individual's score on the **Self-Directed (SD)** scale. It indicates the extent to which the **management candidate** believes in themself and feels in control of the issues in their life. Feelings of confidence are very important in managing successfully and taking responsibility for one's own actions. Reflects the degree that this person believes he/she is in control of the future through their own actions.

SELF DIRECTED		
Actions Dictate Future Outcomes		Other Factors Dictate Future
Person feels very much in control of personal circumstances. People with very high scores may sometimes be perceived as arrogant.	Has an average level of self-confidence.	Individual has feelings that they may not be in control of their fate.

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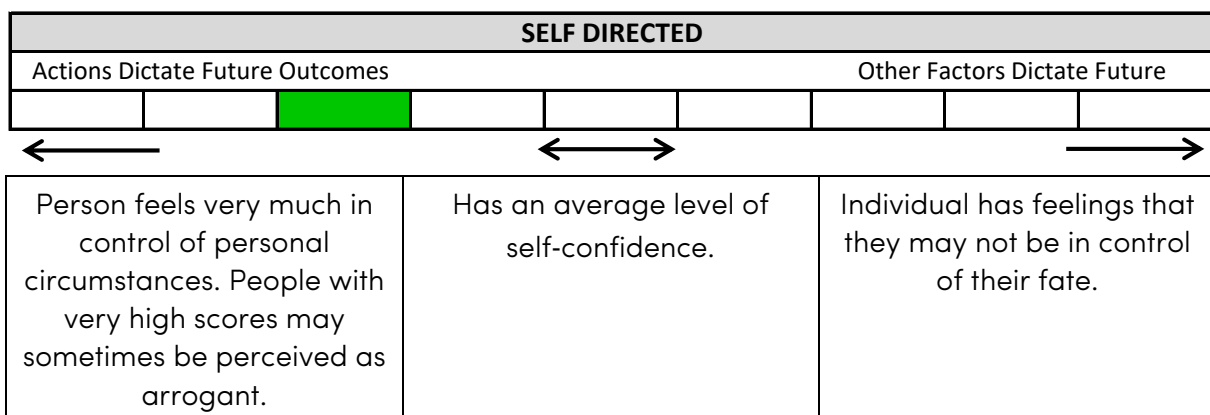
This reflects the individual's comfort in dealing with conflict and is derived from the **Comfort with Conflict (CWC)** scale. Comfort with conflict has been shown to be an important factor in most management positions as conflict is something that most managers must deal with from time to time. Reflects the tendency of an individual to be comfortable with or avoidant of conflict with others.

COMFORT WITH CONFLICT		
Comfortable, Might Create Conflict		Prefers to Avoid Conflict Situtations

People in this range are quite comfortable with conflict and some at the extreme left may even initiate conflict to further their own personal or professional goals.	People in this range have average comfort with conflict.	People in this range will be comfortable with conflict and may need conflict resolution strategies to be successful.

This score is an overview of the individual's **Emotional Quotient (EQ).** This provides an indication of the person's ability to process emotional information and apply the information effectively and the ability to monitor the emotions of one's self and others and to act accordingly.

EMOTIONAL QUOTIENT		
Understands & uses Emotional Information		Relies on Non-Emotional Information

Good understanding of feelings and emotions of self and others. Usually makes effective use of emotional information in decision making.	The person has an average understanding of feelings and emotions of self and others. Will often make use of emotional information in decision making.	Individual does not often use emotional information in making decisions. There may be a development opportunity in one or more of the EQ domains.

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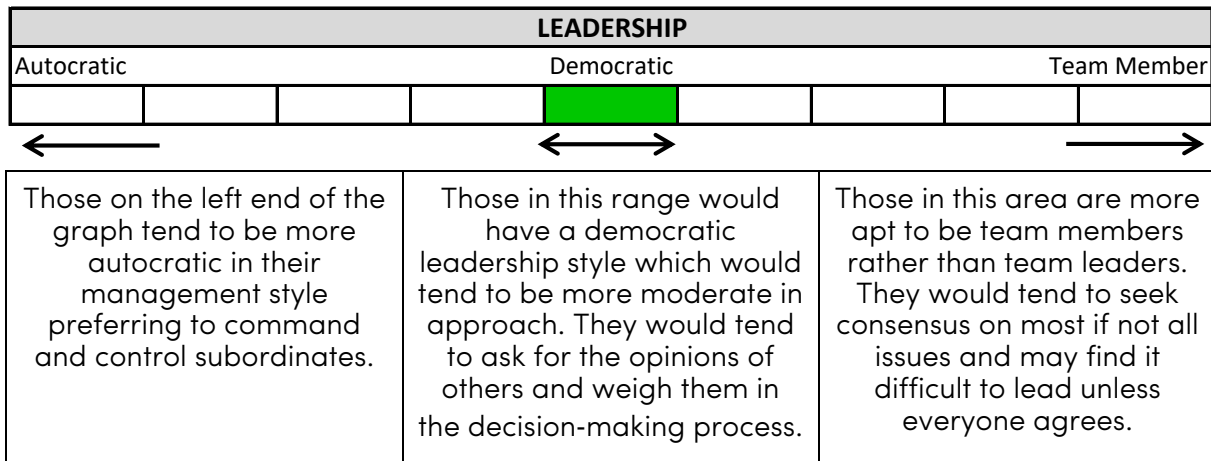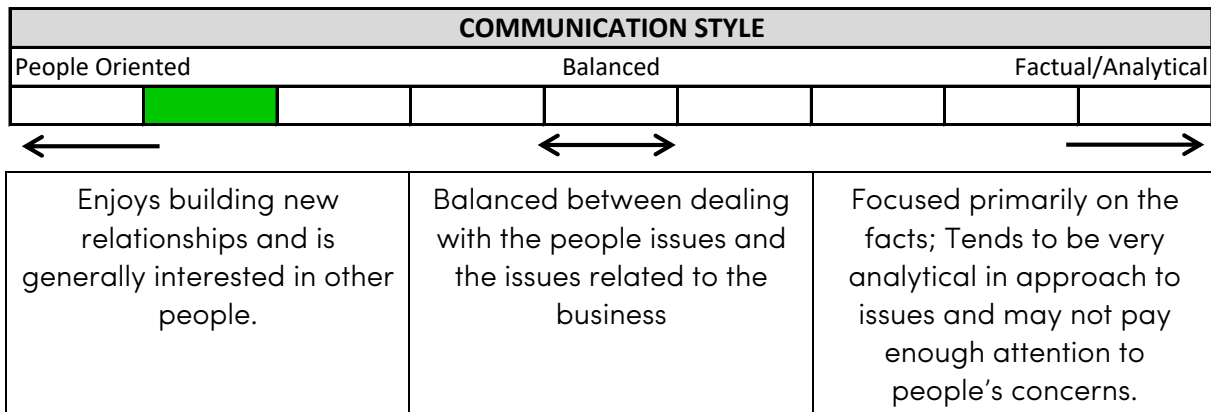This graphic is derived from the **Lifestyle Management (LM)** score and provides insight into the individual's current effectiveness in coping with a demanding lifestyle. Assesses an individual's current effectiveness in coping with a demanding lifestyle.
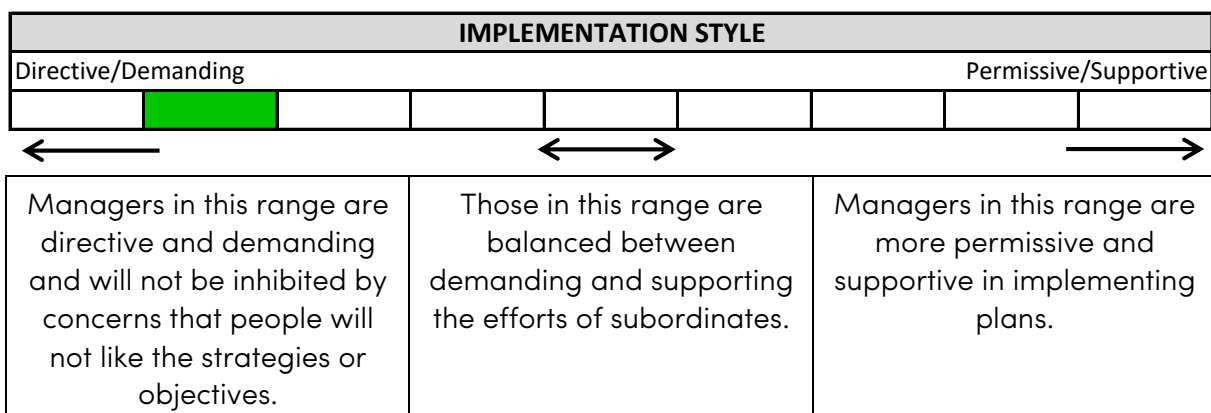
LIFESTYLE MANAGEMENT		
Coping Effectively At This Time		Requires Additional Coping Skills

Candidate is coping effectively with demanding lifestyle.	Average coping skills.	Currently lifestyle may be too demanding.
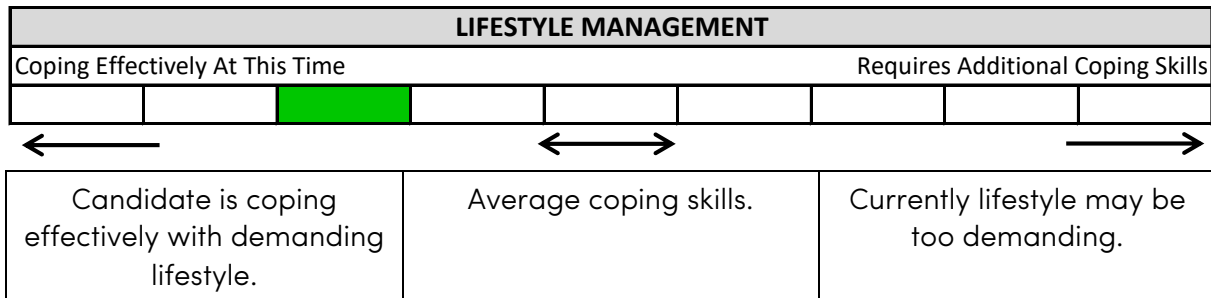
"Leadership" is derived from the **Achievement Potential (AP)** and **Independence Potential (IP)** scores and reflects the individual's most natural leadership style. Leadership styles range from autocratic to team member with a democratic style found in the middle. An ideal leadership style will depend on the position and the environment for which the candidate is being considered. A measurement of a person's natural leadership style and approach with others.

LEADERSHIP		
Autocratic	Democratic	Team Member

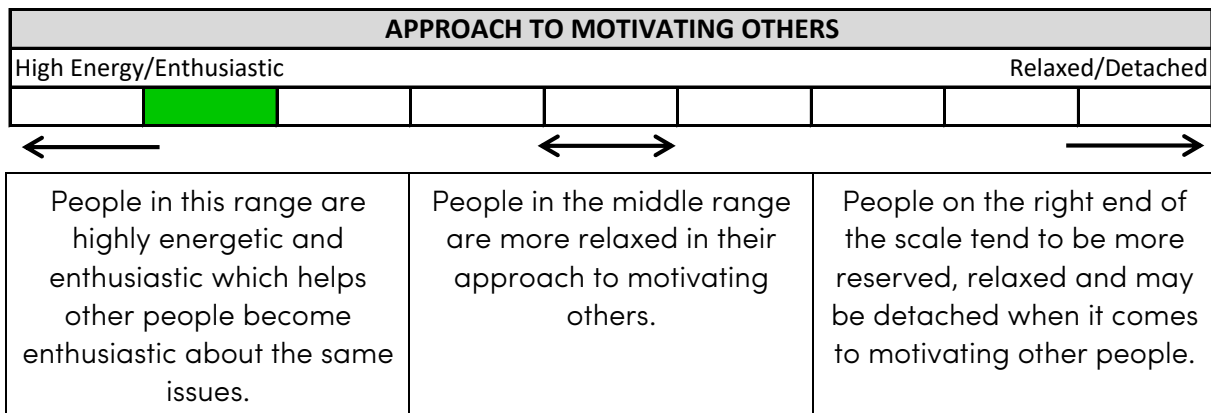| Those on the left end of the graph tend to be more autocratic in their management style preferring to command and control subordinates.	Those in this range would have a democratic leadership style which would tend to be more moderate in approach. They would tend to ask for the opinions of others and weigh them in the decision-making process.	Those in this area are more apt to be team members rather than team leaders. They would tend to seek consensus on most if not all issues and may find it difficult to lead unless everyone agrees.

"Communication Style" is based on the balance between **People Orientation (PO)** and **Investigative (Inv)** scores and will indicate the individual's primary approach to communicating and interacting with others. Reflects a person's approach to communicating with others on an interpersonal level.

COMMUNICATION STYLE		
People Oriented	Balanced	Factual/Analytical

| Enjoys building new relationships and is generally interested in other people. | Balanced between dealing with the people issues and the issues related to the business | Focused primarily on the facts; Tends to be very analytical in approach to issues and may not pay enough attention to people's concerns. |

"Implementation Style" provides an indication of the individual's approach to implementing strategies, planning and setting objectives and measuring progress. This scale is derived from the **Achievement Potential (AP)** and **Comfort with Conflict (CWC)** scores. An indication of a person's approach to implementing goals, objectives and strategies.

IMPLEMENTATION STYLE		
Directive/Demanding		Permissive/Supportive

| Managers in this range are directive and demanding and will not be inhibited by concerns that people will not like the strategies or objectives. | Those in this range are balanced between demanding and supporting the efforts of subordinates. | Managers in this range are more permissive and supportive in implementing plans. |

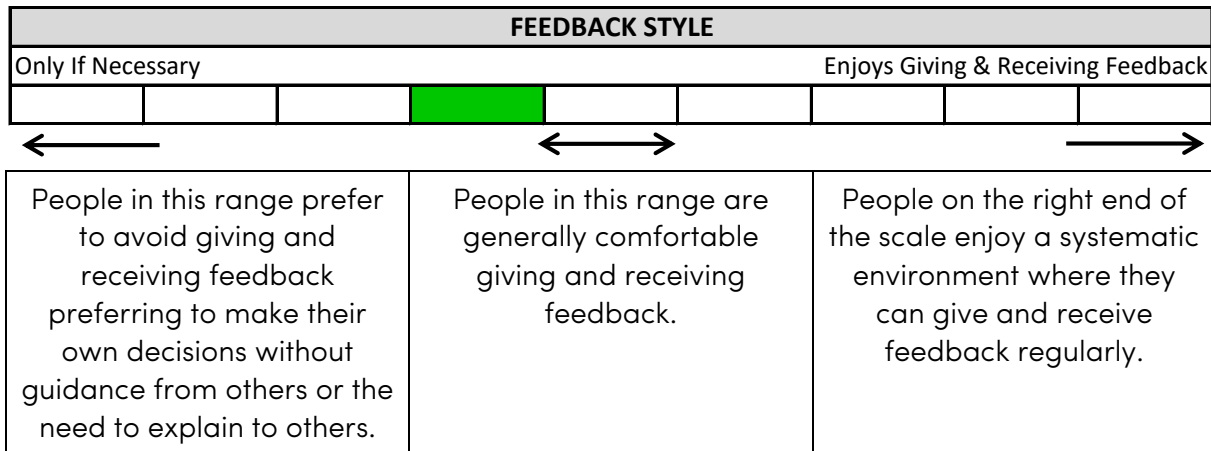This scale reflects the individual's motivational structure and their approach to motivating others. It is a construct based on **Achievement Orientation (Ach)**, **Relaxed (Rel)** and **People Orientation (PO)** scores. A measure of a person's natural approach to motivating others.

APPROACH TO MOTIVATING OTHERS		
High Energy/Enthusiastic		Relaxed/Detached

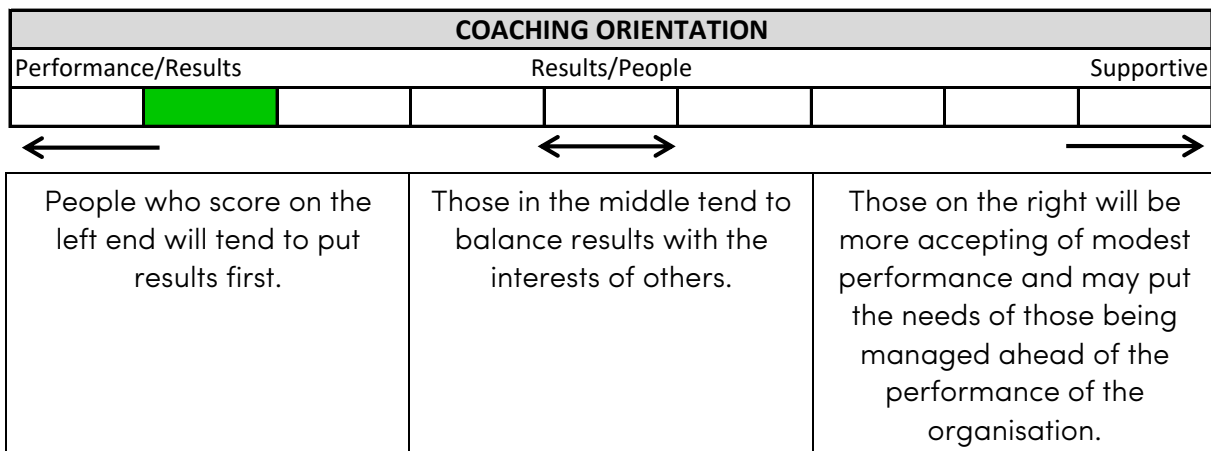| People in this range are highly energetic and enthusiastic which helps other people become enthusiastic about the same issues.	People in the middle range are more relaxed in their approach to motivating others.	People on the right end of the scale tend to be more reserved, relaxed and may be detached when it comes to motivating other people.

This scale measures the individual's approach to decision making. It is based on the **Enterprising Potential (EP)** and **Achievement Potential (AP)** scores. Reflects the amount of information required to make a decision and the speed of the decision-making process.

DECISION MAKING		
Quick/Decisive		Methodical

Individuals in this range will tend to take action on their own and evaluate the situation, making decisions quickly and decisively.	Individuals in this range will tend to evaluate information more thoroughly before making decisions.	People in this range will be methodical and deliberate when making decisions, preferring as much information as possible when making a decision.

This scale reflects the candidate's comfort toward giving and receiving feedback. It is a construct based on the **EP** and **IP** scales. An indication of a person's comfort and need to give and receive feedback.

FEEDBACK STYLE								
Only If Necessary								Enjoys Giving & Receiving Feedback
			█					

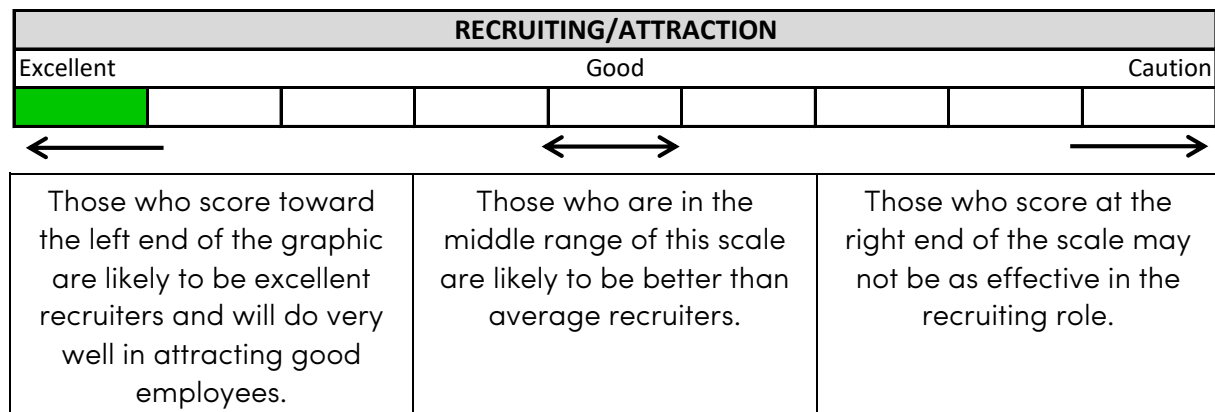| People in this range prefer to avoid giving and receiving feedback preferring to make their own decisions without guidance from others or the need to explain to others.	People in this range are generally comfortable giving and receiving feedback.	People on the right end of the scale enjoy a systematic environment where they can give and receive feedback regularly.

The **Coaching Orientation** scale is based on the Predictor Score (a generic predictor of performance derived from the EP, AP and IP scales). It is an effective predictor of how a management candidate will coach for performance in most environments. An indicator of this person's coaching style and the relative balance of focussing on results vs. people.
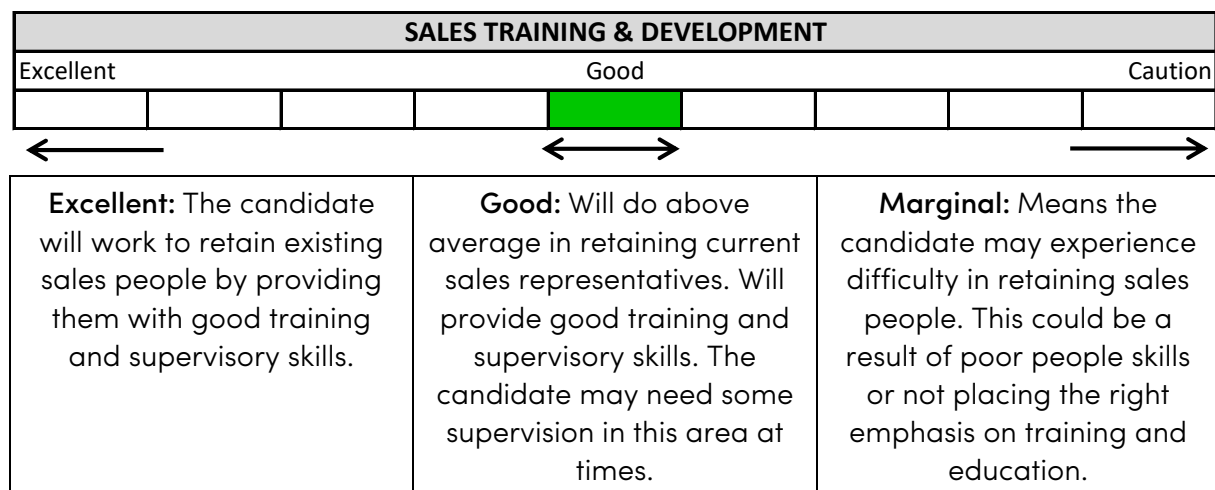
COACHING ORIENTATION								
Performance/Results			Results/People					Supportive
	█							

People who score on the left end will tend to put results first.	Those in the middle tend to balance results with the interests of others.	Those on the right will be more accepting of modest performance and may put the needs of those being managed ahead of the performance of the organisation.

Snapshots – Sales Management Functions

NOTE: *This is an optional section of the Management POP™ and provides an overall assessment of the candidate's approach to achieving performance in a sales management role.*
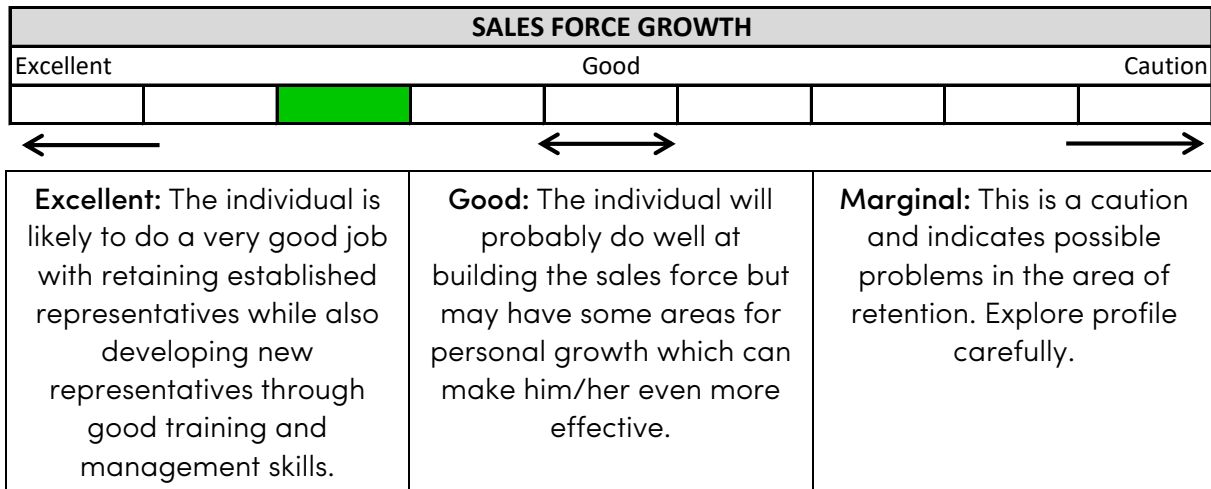
This graphic reflects the candidate's effectiveness when focused on recruiting and attracting candidates to a sales organisation. The potential to attract a high volume of recruits.

RECRUITING/ATTRACTION		
Excellent	Good	Caution

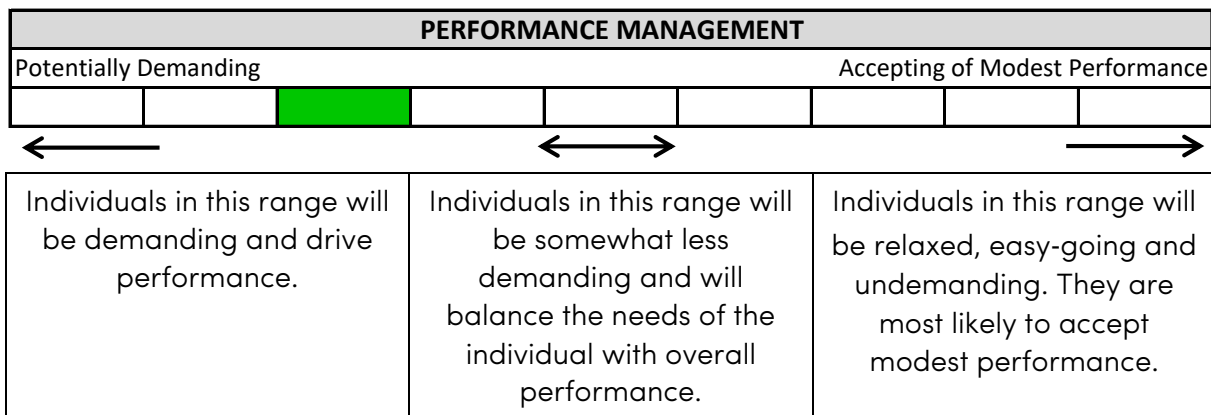| Those who score toward the left end of the graphic are likely to be excellent recruiters and will do very well in attracting good employees.	Those who are in the middle range of this scale are likely to be better than average recruiters.	Those who score at the right end of the scale may not be as effective in the recruiting role.

The **Sales Training & Development** scale examines the individual's approach to becoming an effective trainer and developer of sales people. The natural inclination to train and develop new representatives.

SALES TRAINING & DEVELOPMENT		
Excellent	Good	Caution

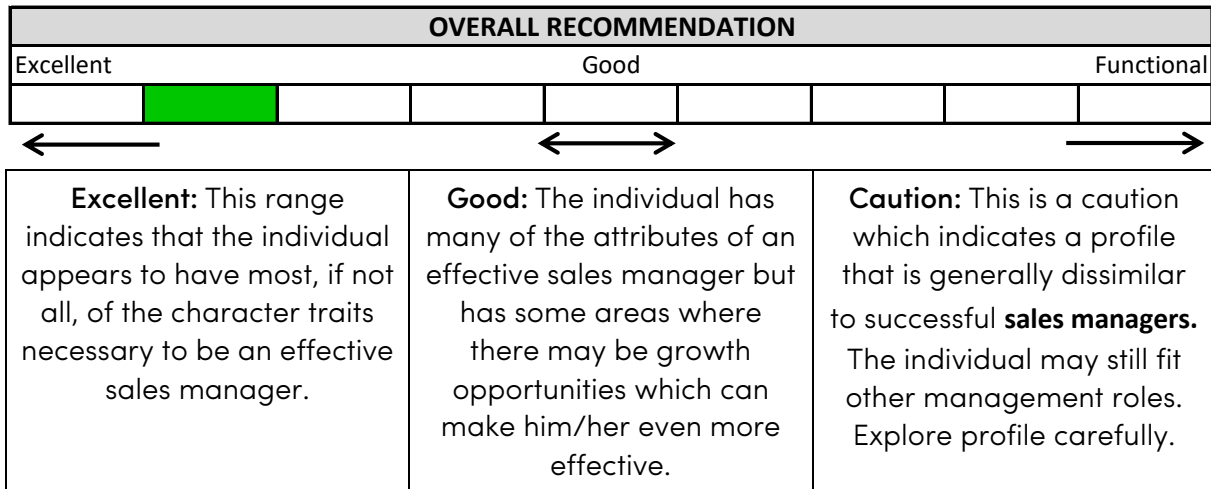| **Excellent:** The candidate will work to retain existing sales people by providing them with good training and supervisory skills.	**Good:** Will do above average in retaining current sales representatives. Will provide good training and supervisory skills. The candidate may need some supervision in this area at times.	**Marginal:** Means the candidate may experience difficulty in retaining sales people. This could be a result of poor people skills or not placing the right emphasis on training and education.

This scale is an indicator based on the complex combination of the individual's approach to working with other people, their motivational structure, leadership style, and importance placed on education. The ability to grow the size of a sales force.

SALES FORCE GROWTH		
Excellent	Good	Caution

Excellent: The individual is likely to do a very good job with retaining established representatives while also developing new representatives through good training and management skills.

Good: The individual will probably do well at building the sales force but may have some areas for personal growth which can make him/her even more effective.

Marginal: This is a caution and indicates possible problems in the area of retention. Explore profile carefully.

"Performance Management" is based on the combination of the individual's motivational structure and leadership style. An indicator of this person's performance expectations as they relate to managing a sales force.

PERFORMANCE MANAGEMENT		
Potentially Demanding		Accepting of Modest Performance

Individuals in this range will be demanding and drive performance.

Individuals in this range will be somewhat less demanding and will balance the needs of the individual with overall performance.

Individuals in this range will be relaxed, easy-going and undemanding. They are most likely to accept modest performance.

The "Overall Recommendation" scale is based on the combination of all of the other factors in the Management Profile. It provides an overview of the candidate but it is recommended that all other salient factors in the profile be reviewed when making a selection decision. An overall assessment of this individual's potential as a sales manager.

OVERALL RECOMMENDATION		
Excellent	Good	Functional

| Excellent: This range indicates that the individual appears to have most, if not all, of the character traits necessary to be an effective sales manager. | Good: The individual has many of the attributes of an effective sales manager but has some areas where there may be growth opportunities which can make him/her even more effective. | Caution: This is a caution which indicates a profile that is generally dissimilar to successful **sales managers.** The individual may still fit other management roles. Explore profile carefully. |

End of Snapshots – Sales Management Functions Section

Guide continues below

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Orientation & Coaching Factors

Self-Management is based on the **Enterprising Potential (EP)** scale and provides information about the individual's personal planning, time management and self-management ability to achieve specific goals. People who are not consistent self-managers will be unlikely to sustain activity on a consistent basis. If one manages oneself effectively, it is an important factor in being credible and being able to manage others effectively.

ENTERPRISING POTENTIAL (EP)

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

PROACTIVE   RESPONSIVE
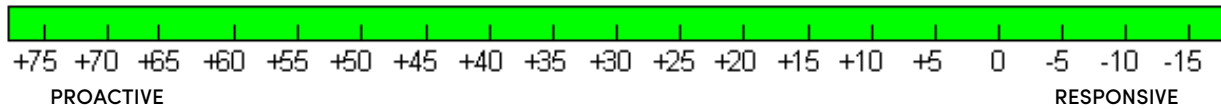
Score	Interpretation
<10	Caution: Seeks coaching and feedback. Effort based on a system.
10 – 20	Weak: Needs a very structured work environment.
20 – 30	Low Average: May be able to manage some activity; Effort still a question mark.
30 – 40	Good: High average potential to self manage effectively.
>40	Strong: Good self-management potential.

Motivational Structure is based on the **Achievement Potential (AP)** scale and is reflected in goal setting (long or short term), sense of urgency (low or high) and such factors as self-interest vs interest of others.
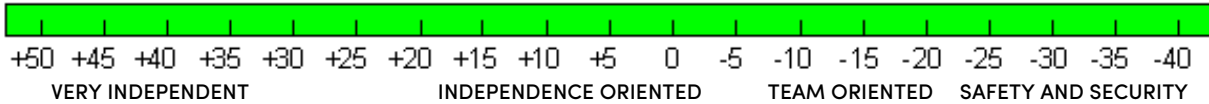
ACHIEVEMENT POTENTIAL (AP)

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

$ AND/OR CHALLENGE   PEOPLE AND SERVICE   SAFETY AND SECURITY

Score	Interpretation
<-20	Caution: Very service oriented with a high focus on safety and security.
–20 – –11	Below Average: Motivated primarily by the people side of the business.
–10 – 10	Average: Balance between people/service and challenge.
11 – 40	Above Average: Goal oriented with a sense of urgency.
>40	Caution: Very 'bottom line' oriented and can be too strong for some cultures.

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Based on the IP scale, *Independence Potential* reflects the individual's approach to structure and systems. Most managers would tend to exhibit some level of independence and comfort creating with their own structure. This scale is very much a factor in fitting the individual to the environment. Some individuals are too independent for some environments.
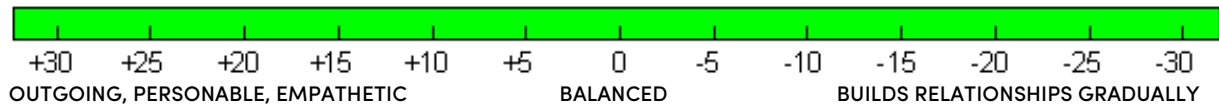
INDEPENDENCE POTENTIAL (IP)

| +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   SAFETY AND SECURITY

Score	Interpretation
<-25	Caution: Very team oriented.
–25 – –11	Low: Strong team orientation
–10 – 10	Average: Able to integrate personal structure with most organisational structures
11 – 25	Strong: Independent and comfortable creating structure as required.
>25	Caution: This candidate is very independent and may resist any existing structure.

Communication Style & Attitude Survey

The **People Orientation (PO)** scale provides insight into the candidate's approach to building relations with other people and the degree that he/she is motivated by and derives satisfaction from the meeting and interacting with other people. This will be reflected in how much the person would enjoy providing feedback, giving presentations and recruiting people into the business culture.

PEOPLE ORIENTATION

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

OUTGOING, PERSONABLE, EMPATHETIC   BALANCED   BUILDS RELATIONSHIPS GRADUALLY

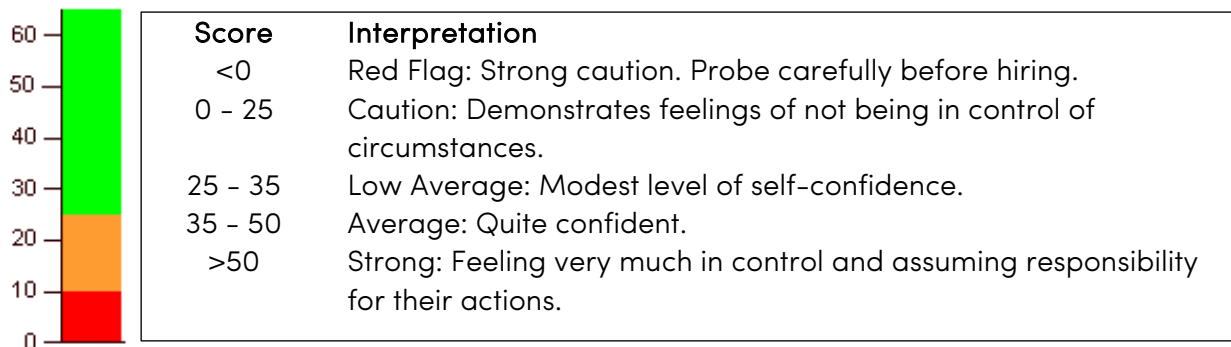| Score	Interpretation
<-20	Caution: Candidate does not enjoy a lot of interaction with others outside personal friends and acquaintances, may appear aloof to others.
-20 – 0	Low: Candidate builds relationships over period of time.
0 – 30	Good: Candidate enjoys and is motivated by interacting with others.

Based on the INV scale, the **Investigative Orientation** score reflects the degree to which learning is important for the individual. The scores on this scale will be significant in issues such as learning, passing on technical information and attention to detail. An interest in continuous learning is important in developmental managers or trainers but may not be an issue for all managers.
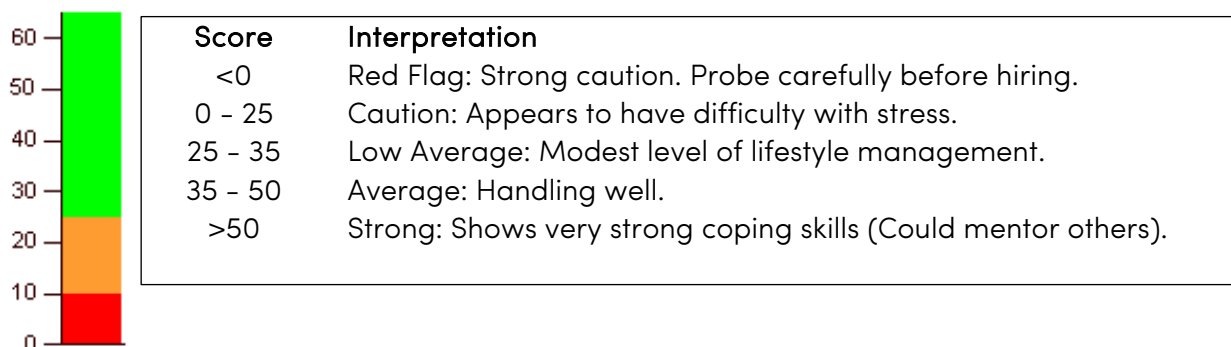
INVESTIGATIVE ORIENTATION

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

HIGHLY ANALYTICAL   LEARNS ONLY WHAT IS
                                                                     NECESSARY

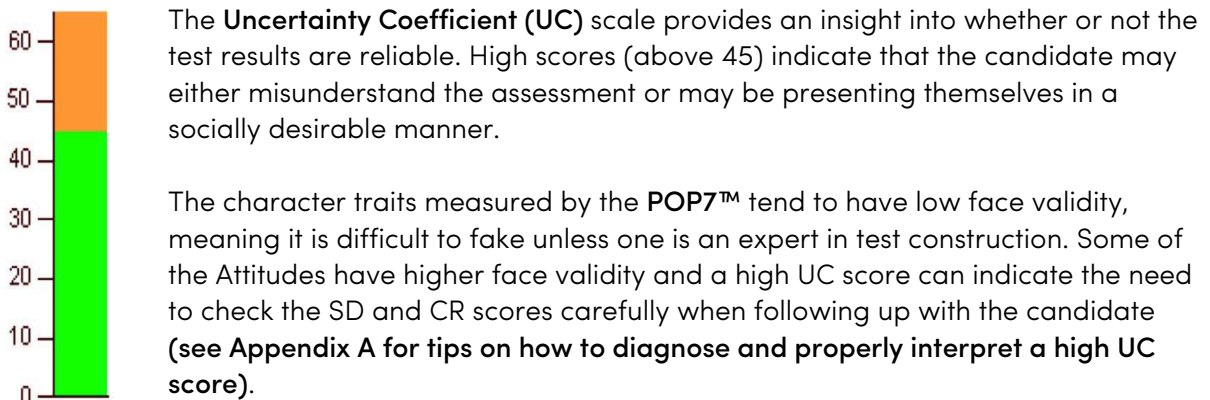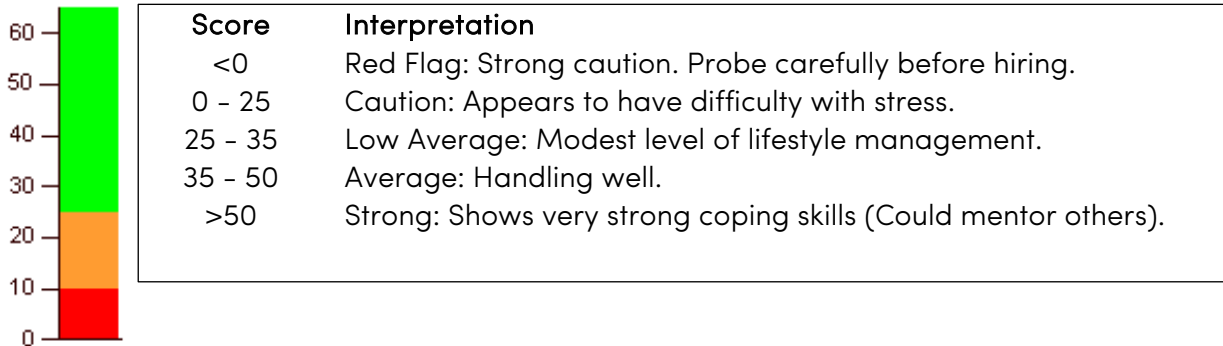| Score	Interpretation
<-20	Caution: Learning and education are not strong motivators. May lack attention to detail.
-20 – 0	Low: Unlikely to view learning as a strong motivator. Will learn what is required.
0 – 20	Good: Candidate will find satisfaction in learning and shows attention to detail.
>20	High: Enjoys learning a great deal but may become absorbed in detail.

Confidence is based on the *Self Directed (SD)* scale. It indicates the extent to which the management candidate believes in themself and feels in control of the issues in their life. Feelings of confidence are very important in managing successfully and taking responsibility for one's own actions. NB. This same information is presented graphically in the Management Profile section as well.

Score	Interpretation
<0	Red Flag: Strong caution. Probe carefully before hiring.
0 – 25	Caution: Demonstrates feelings of not being in control of circumstances.
25 – 35	Low Average: Modest level of self-confidence.
35 – 50	Average: Quite confident.
>50	Strong: Feeling very much in control and assuming responsibility for their actions.

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

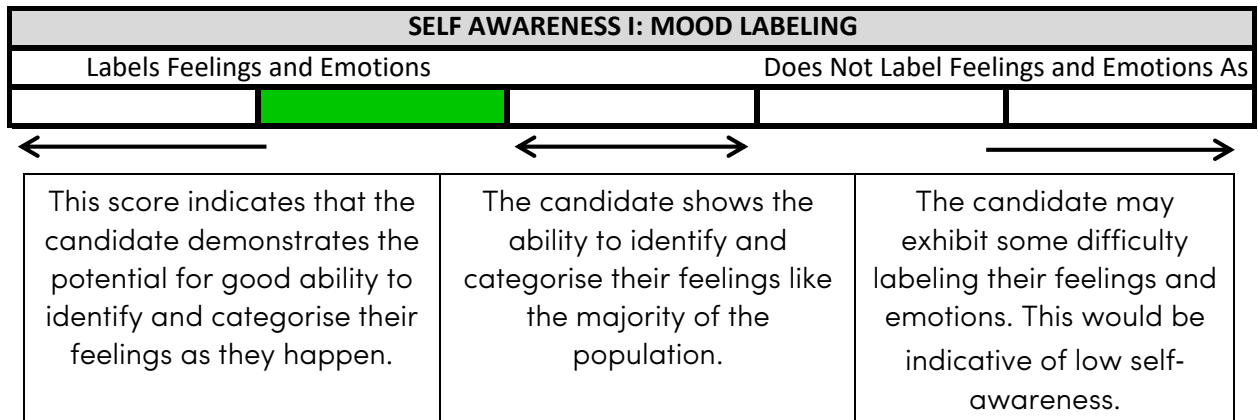| Score	Interpretation
<0	Red Flag: Strong caution. Probe carefully before hiring.
0 – 25	Caution: Appears to have difficulty with stress.
25 – 35	Low Average: Modest level of lifestyle management.
35 – 50	Average: Handling well.
>50	Strong: Shows very strong coping skills (Could mentor others).

The *Commitment Reluctance* scale is a measure of the individual's attitude and approach to asking for and getting commitment from others. High scores on this scale indicate that the individual understands how to approach this issue while low scores can be an attitudinal block to performance.
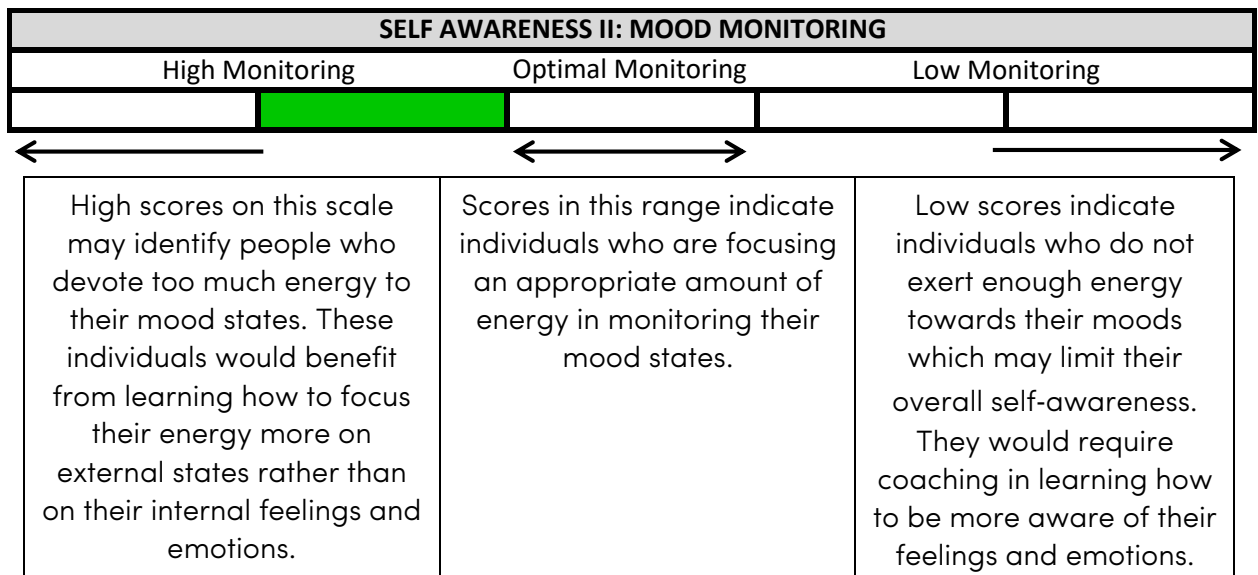
Score	Interpretation
<0	Red Flag: Strong caution. Probe carefully before hiring.
0 – 25	Caution: Appears to have difficulty with stress.
25 – 35	Low Average: Modest level of lifestyle management.
35 – 50	Average: Handling well.
>50	Strong: Shows very strong coping skills (Could mentor others).

The **Uncertainty Coefficient (UC)** scale provides an insight into whether or not the test results are reliable. High scores (above 45) indicate that the candidate may either misunderstand the assessment or may be presenting themselves in a socially desirable manner.

The character traits measured by the **POP7™** tend to have low face validity, meaning it is difficult to fake unless one is an expert in test construction. Some of the Attitudes have higher face validity and a high UC score can indicate the need to check the SD and CR scores carefully when following up with the candidate **(see Appendix A for tips on how to diagnose and properly interpret a high UC score).**

Emotional Quotient

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

The Mood Labeling **(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
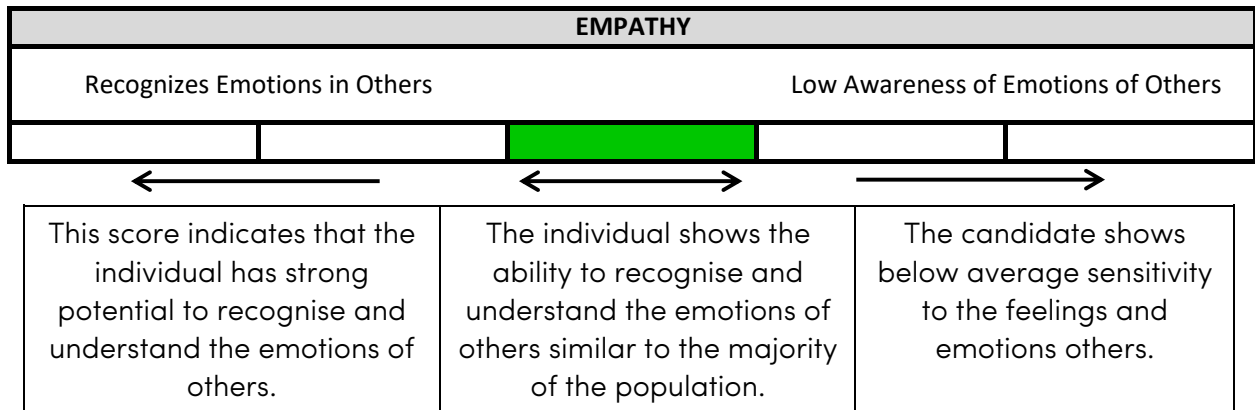
SELF AWARENESS I: MOOD LABELING		
Labels Feelings and Emotions		Does Not Label Feelings and Emotions As
This score indicates that the candidate demonstrates the potential for good ability to identify and categorise their feelings as they happen.	The candidate shows the ability to identify and categorise their feelings like the majority of the population.	The candidate may exhibit some difficulty labeling their feelings and emotions. This would be indicative of low self-awareness.

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

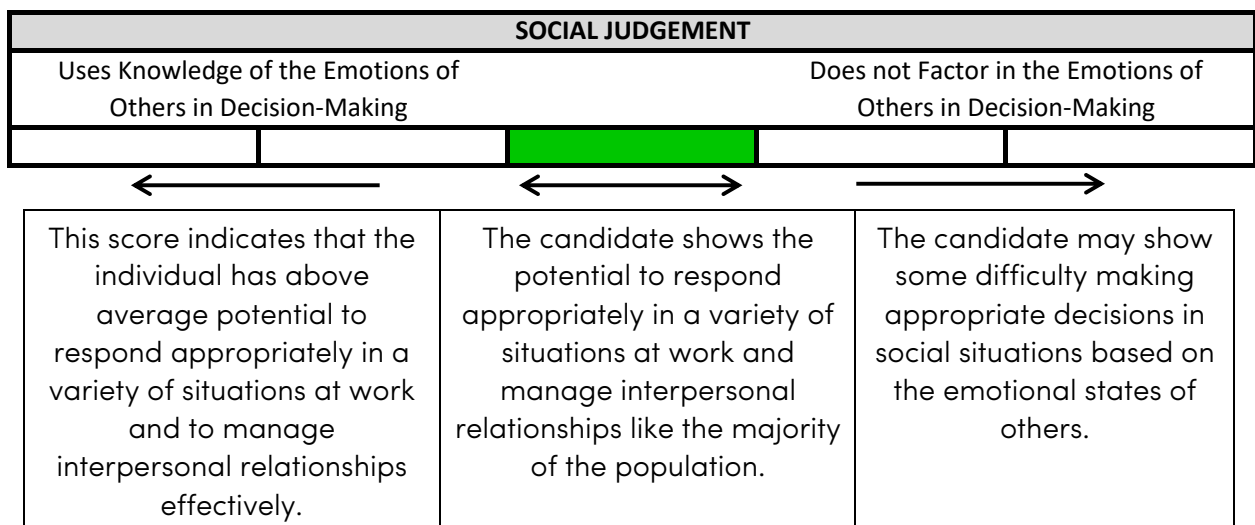| SELF AWARENESS II: MOOD MONITORING		
High Monitoring	Optimal Monitoring	Low Monitoring
High scores on this scale may identify people who devote too much energy to their mood states. These individuals would benefit from learning how to focus their energy more on external states rather than on their internal feelings and emotions.	Scores in this range indicate individuals who are focusing an appropriate amount of energy in monitoring their mood states.	Low scores indicate individuals who do not exert enough energy towards their moods which may limit their overall self-awareness. They would require coaching in learning how to be more aware of 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.

SELF CONTROL		
Demonstrates Good Self Control		Low Control Over Impulses and Negative Emotions
This score indicates that the individual demonstrates the potential for good control over their impulses, emotions, and/or desires.	The individual demonstrates control over their impulses, emotions, and/or desires like the majority of the population.	The individual may show difficulty in delaying immediate gratification in order to attain future goals and objectives.

The Managing Emotional Influences **(MEI)** scale measures an individual's ability to manage emotional influences that would prevent him/her from taking those actions he/she believes 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.

MANAGING EMOTIONAL INFLUENCES		
Perserveres		Focus Can Change
This score indicates that the individual is able to manage emotional influences effectively and persevere with their personal goals.	The individual has the ability to manage emotional influences commensurate with the majority of the population. He/she will be able to deal with the issue effectively most of the time.	The individual may occasionally allow negative emotional influences to interfere with their goal attainment.

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.

EMPATHY		
Recognizes Emotions in Others		Low Awareness of Emotions of Others
This score indicates that the individual has strong potential to recognise and understand the emotions of others.	The individual shows the ability to recognise and understand the emotions of others similar to the majority of the population.	The candidate shows below average sensitivity to the feelings and emotions others.

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.

SOCIAL JUDGEMENT		
Uses Knowledge of the Emotions of Others in Decision-Making		Does not Factor in the Emotions of Others in Decision-Making
This score indicates that the individual has above average potential to respond appropriately in a variety of situations at work and to manage interpersonal relationships effectively.	The candidate shows the potential to respond appropriately in a variety of situations at work and manage interpersonal relationships like the majority of the population.	The candidate may show some difficulty making appropriate decisions in social situations based on the emotional states of others.

Commitment Reluctance Report

This section of the report deals with a candidate's orientation towards asking for commitments from associates and holding them to their commitments.

OVERALL COMMITMENT RELUCTANCE

Excellent		Good		Needs Training/Coaching
██████				

Has the Potential to Strongly Pursue Commitment from Others   Might Avoid asking for High Levels of Commitment

It deals with the candidate's:

ATTITUDES TOWARDS OTHERS

Very Good		Average	Caution	Highly Sensitive
██████				

Robust Attitudes to Other's Feelings   Afraid Of How Others Will Feel About Them
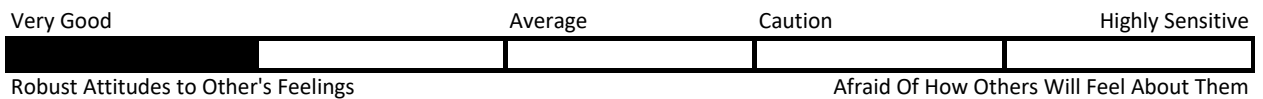
COMFORT WITH IMPLEMENTING NEW INITIATIVES (IMPLEMENTATION OF COMMITMENT)

Strong		Average		Caution
██████				

Will Implement Requirements   Might Avoid Difficult or Unpopular Requirements

PERCEPTIONS OF A CAREER IN MANAGEMENT

Very Positive				Has Some Concerns
	██████			
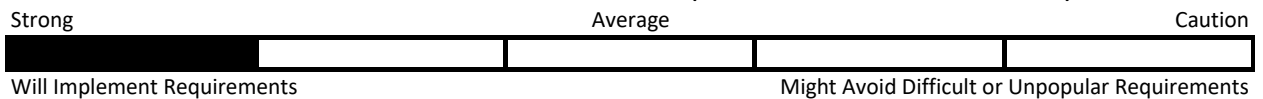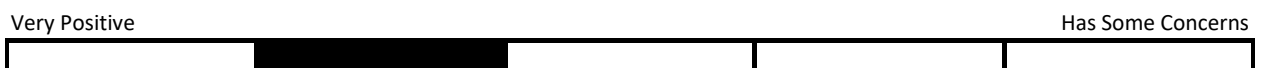
A good manager demands commitment and high performance from direct reports, should be comfortable implementing new initiatives and be able to ask others for the necessary commitment levels.

Summary of Scales

A good candidate has a positive image about a management career.

This section provides a summary of the candidate's score on the core MPP™ scales. Use this page to get an overall look at the candidate's characteristics and attitudes. It is very important to refer to this page when discussing an MPP™.
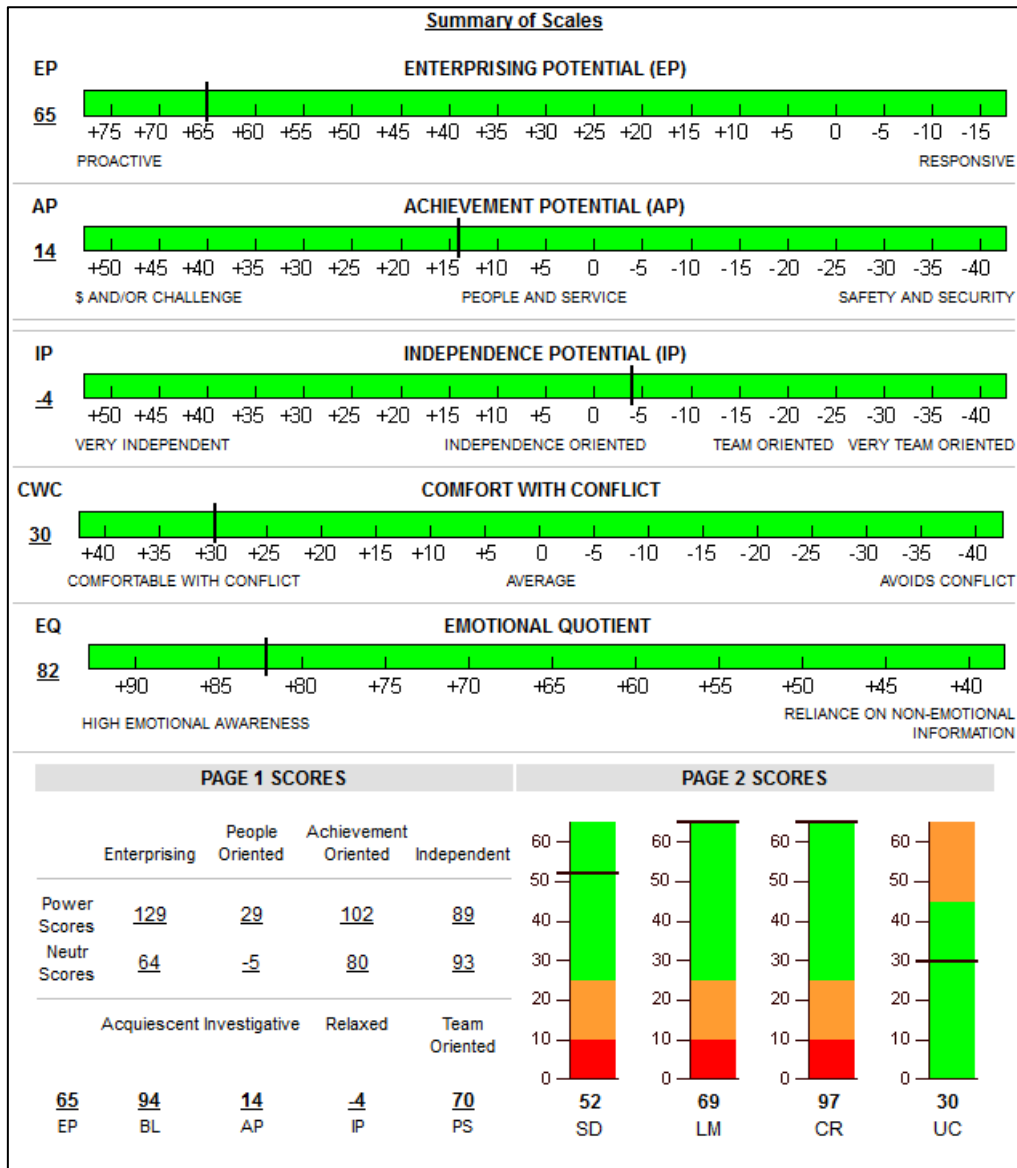
Candidate Feedback Report

It is recommended that the individual who completed the MPP™ be provided with the Candidate Feedback Report as it provides them with useful feedback on personal characteristics and strengths.

This information will be helpful to the candidate by providing information about the type of career that is the best fit for them based on their characteristics and attitudes.

Appendix

Guidelines for Exploring a High Uncertainty Coefficient (UC) Score

When economic conditions are poor and there is increasing competition of valued positions, the potential exists for higher UC scores on the POP™ such that candidates feel the need to present themselves in the best possible light. This brief outline will highlight the items associated with the UC score, the major reasons for a high UC score and a set of guidelines for exploring the UC score with a specific candidate.

The UC Items:
I have never told lies.
All my habits are good and desirable ones.
I never envy others their good luck.
I have never been late for work or for an appointment.
I have never boasted or bragged.
I have never said anything unkind about anyone else.
No one is ever rude to me.
I always admit my own mistakes.

As evident from the items, they include statements that typically require an absolute or yes/no response. They are very extreme types of questions. For example, "I have never told a lie" can realistically only be answered 1 or 5. Most people mark 1 or 2 for the item. A high UC score becomes a **caution** when it is greater than 45. To create a score of 45 or greater, a candidate would have to answer the majority of the items as either 4 or 5. Therefore, it is quite unlikely that a candidate reading the questions and answering them honestly will have a high UC score. However, it can and does happen. The following section outlines the major reasons for a high UC score.

Major Reasons for A High UC Score:

1. **Social Desirability:** This is by far the most common reason for a high UC score. The candidate, in an effort to impress the recruiter, attempts to present an inflated positive self-image. As a result, they mark the UC items higher. When exploring a high UC score for this reason, it is important to determine whether or not the candidate inflated just the UC items or all the items. This is usually very easy to determine by asking interview questions to justify the other elements of the **POP™** report. The sample questions in the **POP™** written report are excellent for this purpose.

2. **Language Difficulties:** If the candidate is struggling with the language, they do understand the subtleties of the words, "never" or "always" and as a result trigger the high UC score.

3. **Random Responding:** On rare occasions, a candidate will not be reading the questions and will simply respond in a random manner. For example, mark all 5's or alternate between 1 and 5. This type of responding will generally be reflected in the UC score.

4. **Specific Religious Groups:** This is the least common reason for a high UC score. Our research has found that some very religious groups tend to trigger a high UC score. For example, they are being honest when they circle 5 (definitely agree) on the item "I have never told a lie". Again, this is very easy to determine in a subsequent discussion of the POP™ report.

Possible Steps for Exploring a High UC Score

To explore the reasons for a high UC score and determine whether the POP™ report is reliable, the following steps are recommended.

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

STEP #2: Look at the Self Directed (SD) and Call Reluctance (CR) scores. If any of these scores are greater than 60, it indicates that the candidate was also potentially inflating all the scores on page 3.

STEP #3: Candidate Feedback. Give the candidate the 2 pages of feedback from the POP™ report and ask if the pages describe him or her accurately. If the answer is YES, ask for examples from the person's background that would justify the assessment. If the answer is NO, ask for examples from the person's background that would justify their challenges to the information.

STEP #4: Interviewing Questions. The interview questions included in the POP™ report are designed to help the recruiter validate the assessment from the experiences of the candidate. The POP™ is assessing potential and the answers to the interview questions should substantiate or challenge the POP™ predictions.

Summary

In summary, the most effective strategy for minimising high UC scores is to be proactive by selecting the appropriate language for each candidate and following the simple administration instructions. This will eliminate all the major reasons for high UC scores. A high UC score does NOT automatically indicate that the POP™ results are invalid but rather indicates that a recruiter or manager should be cautious about accepting the results as reliable. Reliability indicates consistency; validity is a measure of the accuracy of the results. Validity requires reliability. Therefore, by following the recommended steps to explore a high UC score, the user will be able to determine whether the POP™ results are reliable and valid.

validity group.

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