



validity
group.

Management POP™

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SAMPLE

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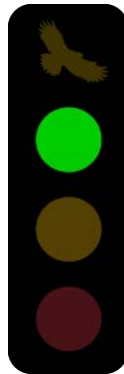
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Create Report

| Science Score | | | |
|---|-------|--|----------|
| Scale | Score | | Rating |
| EP=Enterprising Potential Predicts daily activity and survival. | 74 | 5 = EP > 30 4 = EP 15 – 30 3 = EP < 15 | 5 |
| AP=Achievement Potential Describes motivational factors and predicts closing style. | 20 | Subtract 1 if AP < -15 or IP < -20 or CWC < 0 | --- |
| IP=Independence Potential Describes the comfort and need for structure and systems. | 23 | | |
| CWC=Comfort with Conflict | 42 | | |
| CR=Call Reluctance Reflects attitudes about prospecting, handling rejection and sales as a career. | 103 | Subtract 1 if CR < 40 or SD < 30 or LM < 30 or EQ < 60 | --- |
| SD=Self Directed (Confidence) Reflects feelings of being in control. | 49 | | |
| LM=Lifestyle Management Approach to managing busy lifestyle and work. | 79 | | |
| EQ=Emotional Intelligence | 79 | | |
| Final Rating (min. 1) | | | 5 |

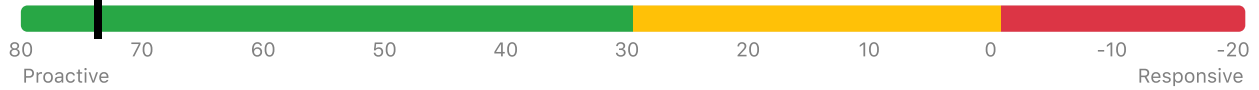
| Science Rating | | | | |
|----------------|-----------------|-----------|----------------------|----------|
| 5=Excellent | 4=Above Average | 3=Average | 2=Below Average | 1=Poor |
| Proceed | | | Proceed with Caution | Redirect |

Recommendation

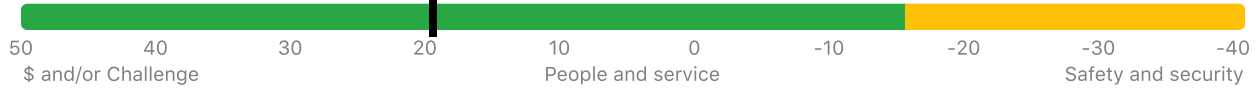


Proceed

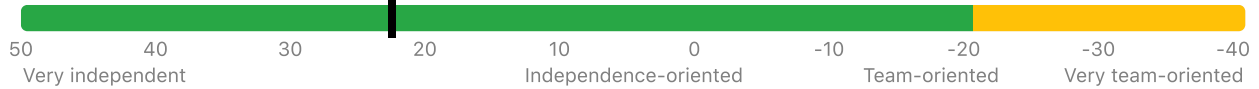
Enterprising Potential (EP)=74



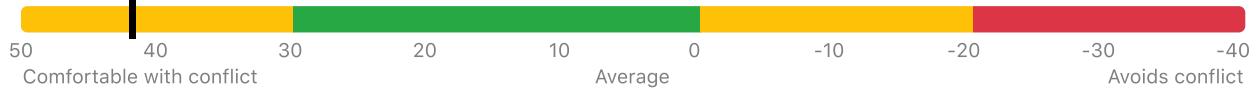
Achievement Potential (AP)=20



Independence Potential (IP)=23



Comfort with Conflict (CWC)=42

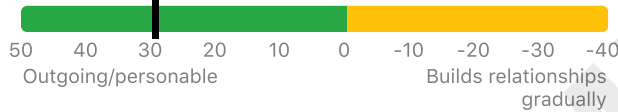


Emotional Quotient (EQ)=79

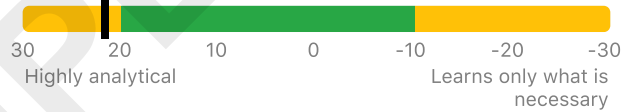


Communication Style

People Orientation (PO)=30

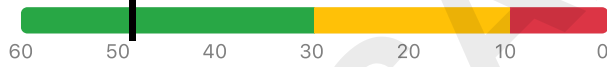


Analytical Orientation (AO)=22



Attitudes

Self Directed (SD)=49



Lifestyle Management (LM)=79



Commitment Reluctance (CR)=103

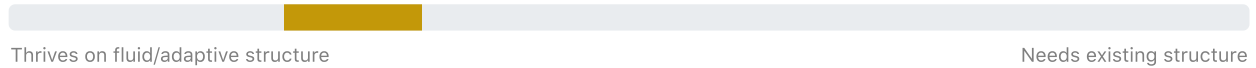


Uncertainty Coefficient (UC)=43

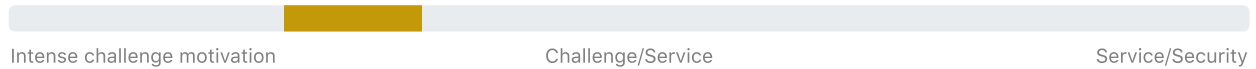


Management Snapshot

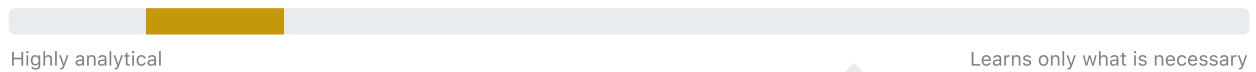
Management Process (structure) – Measures an individual's self-management potential, specifically in the ability to plan, organize and implement plans of action.



Motivational Structure – Reflects the relative importance of challenge, service, and security as key motivators for this individual.



Approach to Learning – Relates to the importance of this person's eagerness to learn new things and comfort in transferring knowledge to others.



Task Orientation – Reflects this person's sense of urgency and importance of daily goals and objectives.



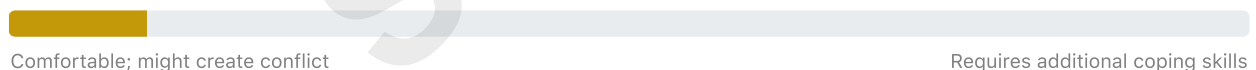
People Development – Reflects this person's natural style when training and helping others to develop.



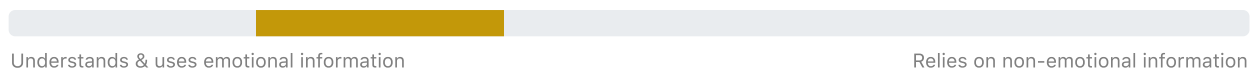
Self Directed – Reflects candidates belief that they are in control of the future through their own actions.



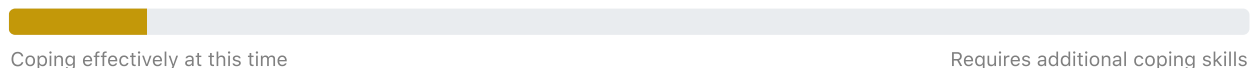
Comfort with Conflict – Reflects the tendency of an individual to be comfortable with or to avoid conflict with others.



Emotional Quotient – Reflects the ability to monitor the emotions of oneself and others, and to act accordingly.



Lifestyle Management – Assesses an individual's current effectiveness in coping with a demanding lifestyle.



Management Style

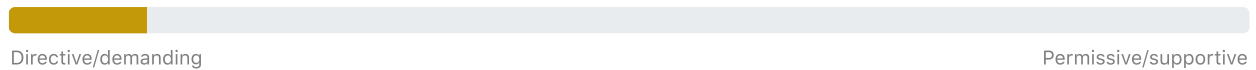
Leadership – Measures a person's natural leadership style and approach to working with others.



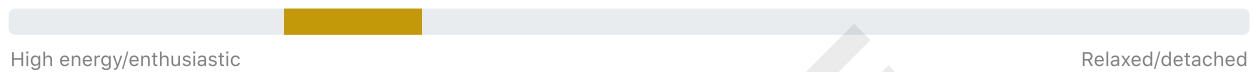
Communication Style – Reflects a person's approach to communicating with others on an interpersonal level.



Implementation Style – Indicates a person's approach to implementing goals, objectives and strategies.



Approach to Motivating Others – Measures a person's natural approach to motivating others.



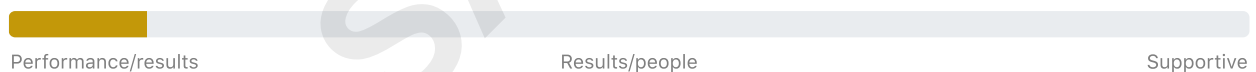
Decision-Making – Reflects the amount of information required to make a decision, and the speed of the decision-making process.



Feedback Style – Indicates a person's comfort with and need to give and receive feedback.

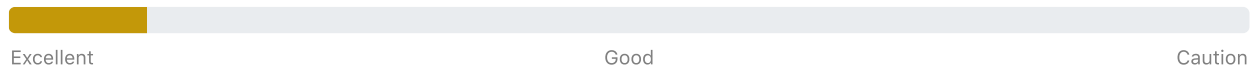


Coaching Orientation – Indicates this person's coaching style and the relative balance of focusing on results vs. people.

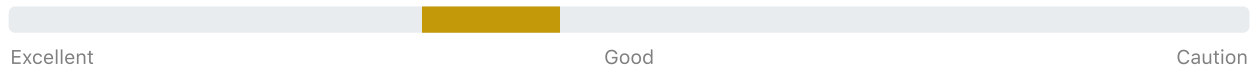


Sales Management Functions

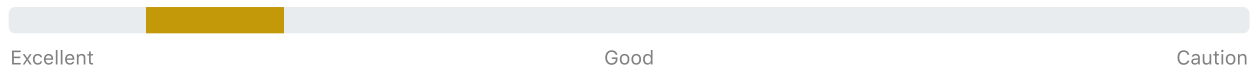
Recruiting/Attraction – *The potential to attract a high volume of recruits.*



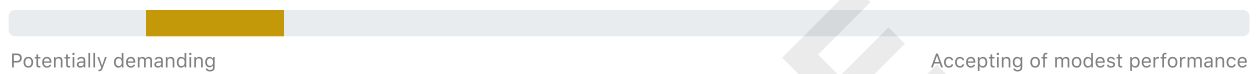
Sales Training & Development – *The natural inclination to train and develop new representatives.*



Sales Force Growth – *The ability to grow the size of a sales force.*



Performance Management – *An indicator of this person's performance expectations as they relate to managing a sales force.*

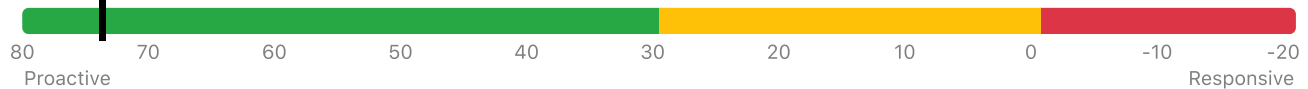


Overall – *An overall assessment of this individual's potential as a sales manager.*



Enterprising Potential

Enterprising Potential (EP)=74



Selection Considerations

Task Orientation

As an exceptionally strong self-manager, this individual expects that others are also completely capable self-managers in all aspects of planning, managing their time, taking initiative, etc. This individual will lead by example in being a self-manager.

What is the individual's entrepreneurial style likely to be?

As an exceptionally enterprising person, this individual manages others in an assertive, aggressive, and intensely results-oriented way. This individual is extremely competitive in all aspects of their dealings with others.



Questions

- What kind of natural orientation does this individual have toward being a self-manager, i.e., how quickly and effectively can this individual learn to plan and organize themselves and manage their time to get daily, weekly etc. objectives met?
- How willing is this individual to take any learning opportunities to develop their self-management potential for use within the career, either from within the company or through outside sources?
- Get one or two concrete examples of any specific requirements this individual may have had in the past that show how they have taken a requirement, converted it into a plan for action and how they managed their time and focused their effort each day to get the job done. Verify the examples by checking references.

Enterprising Potential

Developmental Suggestions

Self-Management Potential - Structure Component

For a person showing such exceptionally strong self-management potential, the approach should be to build on those potential strengths by offering training/learning experiences to flush out, refine or redirect the individual's existing self-managing behaviors.

Self-Management Potential - Monitoring Processes

This individual may have well-developed self-monitoring processes in place, but perhaps at an unconscious level. For top performance, and to help this individual achieve their potential, a self-structured monitoring system will reinforce these skills in the new work environment. To maximize management learning opportunities and performance development, the evaluation processes need to be formalized.

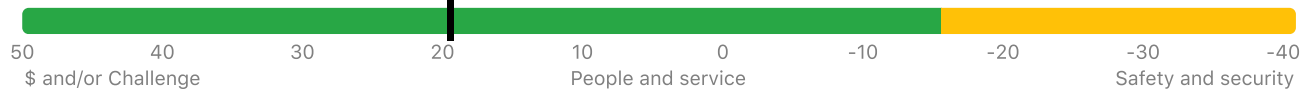
Matching Considerations

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.

SAMPLE

Achievement Potential

Achievement Potential (AP)=20



Selection Considerations

Personal Motivation Pattern - Impact on Others

Having close and comfortable workplace relationships is not likely an issue for this person. This individual would accept such an environment without question, and commit personal time, energy and resources to maintaining long-term relationships.

Effective Reinforcement Processes

This individual is motivated by a very strong orientation toward challenge/money, and that is this individual's essential reason for being in management. This individual should try to develop some degree of tolerance and understanding for people who are at times, or perhaps even usually, less visibly dynamic and challenge/money-oriented than this individual is. Try to teach this individual to develop an appreciation and acceptance of people who are motivated, at least in part, by a genuine concern for the quality of their relationship with the people they serve. This characteristic is strong enough that it may not be readily trainable.



Questions

- You really want to know if this apparently very high level of achievement motivation has been reflected in this individual's behavior. Ask them to tell you about things they have done in the last two years that would show what motivates them, and how effectively they perform when motivated to do so. Important! Ask them to give you examples of their performance in things that they do not feel were particularly motivating.
- What does this individual feel motivates them? Do they do things primarily for the sense of accomplishment that success brings, or for the more tangible rewards that come with being successful?
- Has this individual had some really good successes in work, in sports, in education or in their personal life where they have faced some real challenge and won? Check the examples with references.

Achievement Potential

Developmental Suggestions

This individual will want to begin working on the job very quickly; therefore, a short, intensive introduction and training period are advised. Introduce the key issues that must be learned about the new position. From a skills perspective, coach on the most appropriate strategies, and assist with refinement of their practical application through personal observation. Help this individual understand the most efficient strategies for profitably directing their energy and commitment. Follow-up strategies would help this individual achieve at the highest levels of performance.

Matching Considerations

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 target a good income.

SAMPLE

Independence Potential

Independence Potential (IP)=23



Selection Considerations

How will this individual express independence?

With a very strong independence orientation, this individual demands that others be independent, and will be critical of overly dependent behaviors.

How will this individual express team orientation?

In a typical team situation, this individual would exhibit some leadership. As a manager, this individual is likely to be a team captain not a "boss."

Leadership Style

Since this individual has such a strong orientation to independence, they will feel most comfortable with people who are also reasonably independent. At the same time, this individual can probably be the leadership model that other, less strongly independent people are seeking. As long as the person is not going to develop a dependency relationship with this individual (which this individual would find quite annoying), this individual should be able to lead people who have varying levels of independence.



Questions

- In the last few years, what level of independence of action have they had in their job(s)? Within the boundaries of the freedom and autonomy allowed, what did they manage to achieve? Could they have achieved more with more freedom? How much supervision were they given? How did they feel about the type and quantity of supervision they received? Did it help or get in the way of getting the job done? Examples? Check with references.
- In the past five years, has this individual ever come into conflict with a supervisor over any issue relating to their need for a great degree of independence? What were the circumstances, and how was the conflict resolved? Check with references.
- In the past few years, are there any situations, either on the job or in their personal life, where this individual took on significant added responsibilities? Are these added responsibilities still there? What did they do to cope with the added pressure? How successful have they been? Who can we ask for feedback about these added responsibilities?
- What does this individual see as the best kind of work environment for them, in terms of being supervised, in being part of, or the leader of the team, and in terms of having the opportunity to be creative and innovative within this individual's job and this individual's eventual career development path?

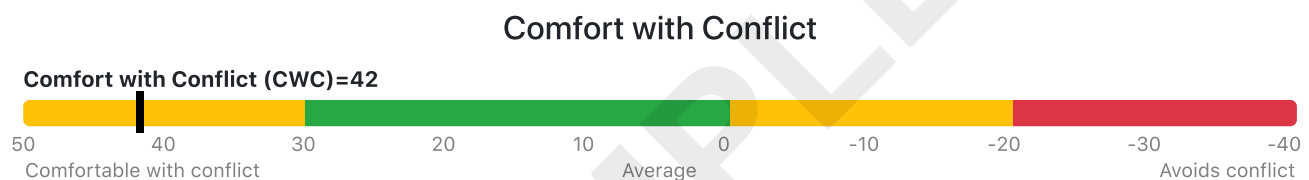
Independence Potential

Developmental Suggestions

This individual will value training and coaching that seeks to obtain their commitment to the existing business systems through a mutually agreed-upon process. The individual's manager must enjoy coaching an independent type of performer who works most effectively within this individual's own system. The policies and procedures of the organization or company should ideally allow for input and adaptation. This individual will respond well to initial training and learning that is focused on the basics, and then encourages immediate application. Regular coaching sessions should be arranged on a proactive basis.

Matching Considerations

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.



Implications

Conflict Resolution

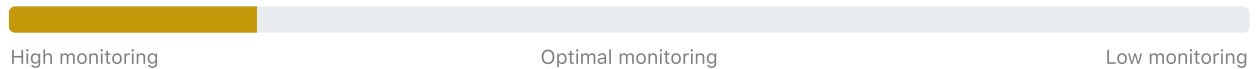
At this extreme level of comfort with conflict, this individual is a person who seeks problems, perhaps even unwittingly creating some, in order to solve them.

The ability to understand and apply emotional information about ourselves and others effectively.

Self Awareness I: Mood Labeling – A measure of a person's ability to accurately label personal feelings and emotions.



Self Awareness II: Mood Monitoring – A measure of the amount of energy a person puts forth in monitoring their own feelings and emotions.



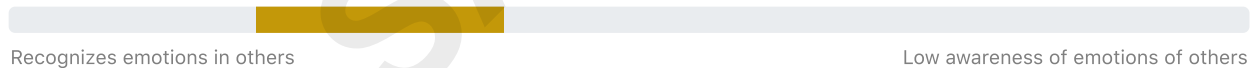
Self Control – A measure of a person's restraint as it relates to one's control over their impulses, emotions, and/or desires.



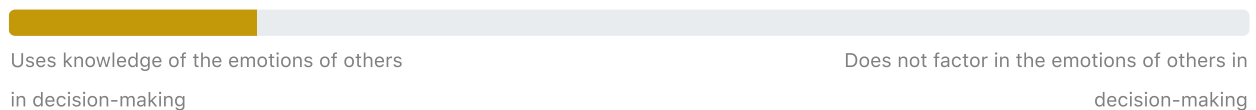
Managing Emotional Influences – A measure of a person's ability to manage emotional influences that would prevent them from taking those actions that they believe are necessary in dealing effectively with everyday situations and/or meeting personal goals.



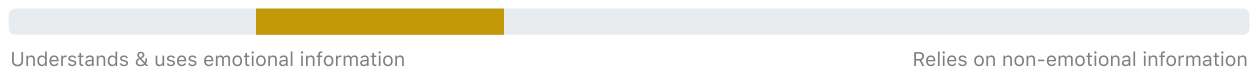
Empathy – A measure of a person's ability to understand the feelings and emotions of others.



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



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



Communication Style

People Orientation

People Orientation (PO)=30



Implications

Interpersonal Style

This individual really likes the personal interactions, friendships and good-spirited business relationships to be found in day-to-day living, and will look for such opportunities as major satisfiers in both work and personal life.



Matching Considerations

Mentoring by a manager who is very strongly a "people person," but who has made this visibly part of his or her successful approach to management. Match with associates who will derive satisfaction from ongoing personal contacts.

Analytical Orientation

Analytical Orientation (AO)=22



Implications

Approach to Technical Competence

This individual loves the opportunity to learn and to teach others how to do things.

Acquiring Technical Competence

This individual has an exceptionally strong interest in the technical and practical aspects of the job. This individual should learn necessary content material easily and with enthusiasm. This individual is probably very committed to self-development.



Matching Considerations

Mentoring by a manager who gets part of his or her satisfactions from learning the technical side of the business and using it. Match with associates who are eager to tackle any and all technical/learning challenges and opportunities.

Attitude Survey

Self Directed

Self Directed (SD)=49



This result shows a better-than-average sense of self-confidence, and a belief that this individual is generally in control of much of this individual's own life.

Lifestyle Management

Lifestyle Management (LM)=79



This result reflects a tremendously strong sense of physical and psychological well-being, found in people who are well and emotionally at peace.

Uncertainty Coefficient

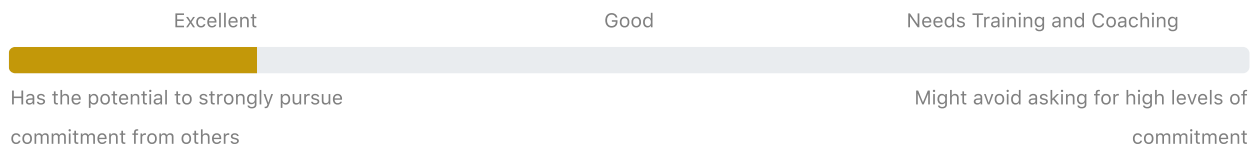
Uncertainty Coefficient (UC)=43



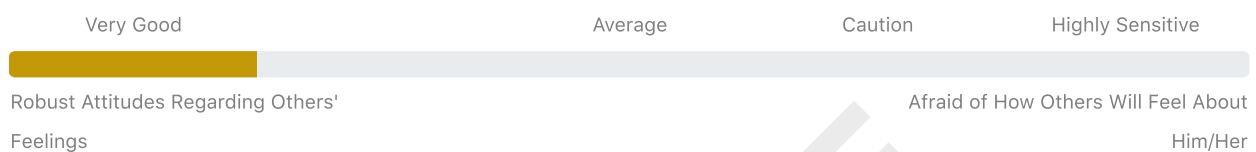
Test has an acceptable score on the UC scale indicating that this individual is not answering in a socially desirable manner. The individual's answers on the attitude scales tend to be reliable.

The orientation of a manager to ask for commitments from associates and hold them to their commitments.

Overall Commitment Reluctance Score = 103



Attitudes Toward Others



Overview

The individual's high score on the Sensitivity to Rejection scale indicates that this individual tends to view the coaching process in a very objective manner. This individual would focus primarily on identifying and gaining the required commitments necessary for effective performance. This individual would benefit from training to become consciously aware of this competence. This individual is very unlikely to be confused by personal feelings toward an employee and to allow those feelings to interfere with asking for the commitments necessary to reach goals and objectives.

Question Analysis

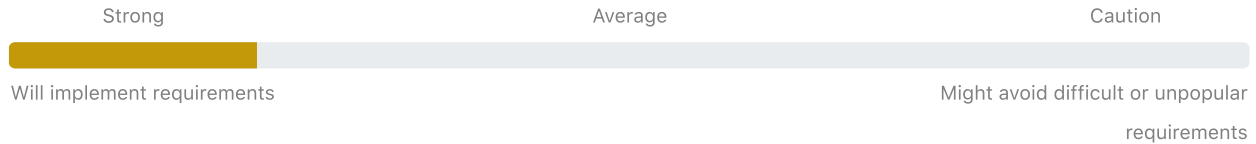
Item analysis reveals that this individual's responses to the following items give rise to some concern with respect to this scale:

- 5. It is important that people approve of me.
- 14. I adapt to what I think others expect of me.

Candidate Interview Questions

- What are the main qualities that others like in you?
- What qualities do you look for in others?
- Describe the ideal mentor for you. Why are those qualities important for Mentoring you?
- Do you make friends quickly, or does it usually take a long time for others to get to know you?
- Is it more important to be respected or to be liked by others? Why?
- Outline a situation where you adapted to what you felt others expected you to be or do. Why did you choose to adapt?
- Describe the last time a manager (mentor, professor, co-worker) did not give you the recognition you felt you deserved. What did you do?

Implementation of Commitment



Overview

This individual is generally quite comfortable with implementing new initiatives and asking associates for the necessary commitment levels. This individual would tend to view the demands associated with implementing an unpopular decision as challenging rather than stressful. This individual would attempt to develop employees by increasing performance expectations and moving them out of their existing comfort zones. This individual would also tend to be comfortable approaching new situations to enhance their management effectiveness.

Question Analysis

Item analysis reveals that this individual's responses to the following items give rise to some concern with respect to this scale:

- 2. To be a successful manager, it is necessary to get employees to like me.

Candidate Interview Questions

- Have you considered the commitments necessary to be effective in a management role? If yes, what are the major commitments that you will need to make to be effective? If no, why not?
- Once in the management role, how would you approach experienced employees who were not performing up to expectations? How would you ensure that the low performance of experienced employees did not interfere with the performance of new employees?

Perception of a Career in Management

Very Positive

Has Some Concerns



Overview

This individual has a very positive image of managers and a career in management. From a motivational perspective, a mentor can facilitate very high performance levels by reinforcing this concept during early training and throughout the developmental process. The individual's self-esteem levels, which will dictate their expectation levels, will be based to a great extent on their career, and will not easily be affected by environmental influences.



Question Analysis

Item analysis reveals that none of this individual's responses to the questions on this scale raises any concerns.



Candidate Interview Questions

- How would you describe your ideal career? How does this career in management fit into your career planning?
- What have you enjoyed the most about your current or most recent job? What would you change about it if you could?

SAMPLE

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

1. My opinion is always the correct one. (3)
2. To be a successful manager, it is necessary to get employees to like me. (4)
3. Good managers don't necessarily attract good employees. (1)
4. I avoid actions that might make other people dislike me. (1)
5. It is important that people approve of me. (4)
6. Managers are highly regarded as company representatives. (5)
7. My family and friends are very supportive of my career choices. (5)
8. I thrive under pressure. (5)
9. I find it easy to discipline employees and associates. (5)
10. I find it easy to make new acquaintances. (5)
11. I would have no problem implementing a decision that is unpopular with employees. (5)
12. In a group, if a person doesn't like me I feel uncomfortable. (2)
13. I often help my family and friends with their career planning. (5)
14. I adapt to what I think others expect of me. (4)
15. I have helped several of my associates find new careers. (5)
16. I have little influence over my work environment. (1)
17. At informal social events, I often talk about my job and company. (4)
18. I have met very few people whom I do not like. (5)
19. I get upset when someone challenges my authority. (1)
20. To be successful in management, I must change my image. (1)
21. I avoid presenting an unpopular point of view at meetings. (1)
22. Effort gets results. (5)
23. I have never told a lie. (1)
24. My work has no effect on my attitude. (4)
25. Most employees feel that their managers enjoy the power of controlling others. (1)
26. My current job is quite satisfying. (5)
27. Chance determines most things. (4)
28. I would have difficulty integrating a demanding career into my lifestyle. (1)
29. Employees tend to have less commitment to a job than managers. (1)
30. Things don't get me down. (5)
31. I am often influenced by others. (3)
32. I sometimes have difficulty completing important tasks. (1)
33. I am reluctant to make decisions. (1)
34. I am an underachiever. (1)
35. I am good at most things that I try to do. (5)
36. No one is ever rude to me. (5)
37. I allow my attitude to negatively affect my performance. (1)
38. People get the respect they deserve. (5)
39. I generally have a very positive attitude toward work. (5)
40. There is little opportunity for growth in my current job. (1)
41. All my habits are good and desirable ones. (4)
42. People's good qualities are seldom recognized. (1)
43. I never envy another person's good luck. (5)
44. Hard work brings success. (5)
45. It is difficult to balance personal and professional demands. (1)
46. I have never been late for work or for an appointment. (1)
47. I find it very easy to 'wind down'. (5)
48. Success is mostly luck. (4)
49. Managers are generally positive role models. (5)
50. Sometimes I have doubts about the whole course of my life. (1)

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

51. Employees often influence company policies. (2)
52. I usually feel very happy and content. (5)
53. I am a confident person. (5)
54. I am usually relaxed. (5)
55. Regular habits are an important part of my success. (5)
56. Promotions are seldom based on performance. (1)
57. Managers should not aggressively push employees to increase performance standards. (1)
58. I create opportunities. (5)
59. Mistakes are inevitable. (4)
60. Most of my jobs have been quite stressful. (4)
61. To be a successful manager, it is essential to be persistent in holding employees to commitments. (5)
62. I have difficulty coping with daily job challenges. (1)
63. I have never said anything unkind about anyone else. (2)
64. The right decision can change things. (5)
65. I feel comfortable promoting myself and my company at social gatherings. (5)
66. Most mistakes can be avoided. (4)
67. I can concentrate on things over long periods of time. (5)
68. Other people have interfered with my success. (1)
69. I always have a good attitude. (5)
70. It is impossible to change company procedures. (1)
71. To be effective, I need to make several lifestyle changes. (1)
72. I have never boasted or bragged. (2)
73. A good plan can avoid mistakes. (5)
74. I manage stress effectively. (5)
75. Plans never work out. (1)
76. I often avoid difficult tasks. (1)
77. There is no such thing as luck. (1)
78. I am comfortable with changes in technology. (5)
79. Things happen mostly by accident. (1)
80. Lifestyle demands have interfered with my career success. (1)



Management POP™

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Test Date : 2021/08/06

Thank you for taking the time to complete the POP™.

The following information identifies several of your personal strengths that are important to your career planning. The objective of the POP™ 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.

SAMPLE

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

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

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

You can be described as 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 extremely sociable, entertaining, cheerful, genial and outgoing. In addition to being a fluent talker, you are comfortable with new people, value social interaction and make new friends easily. Generally, you would be a good company representative and have the ability to communicate with a wide variety of people in a number of different functions. Being extremely sociable could make you somewhat sensitive to rejection.

In Terms of Your Orientation Toward Technical & Practical Concerns

You are extremely logical, reflective, analytical, factual and very practical. You enjoy things that challenge your capacity to learn. For the sake of interest as well as necessity, you will become an expert in things that intrigue and challenge you. You like to be creative and conceptual. You enjoy solving intellectual challenges by thoroughly investigating the facts and data associated with a particular problem. Your introspective and self-controlled behavior may be interpreted sometimes by others as being aloof and preoccupied.

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 a career path that has the opportunity for you to undertake major personal challenges and that will reward you financially in proportion to your effort and your accomplishments. Taking on challenges for the sake of the challenge itself and for the recognition you may receive when you are successful may be sufficient motivators, in some cases.
- + 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.
- + Look for employment that provides you with lots of "people" contact on a daily basis. A job with a great deal of person-to-person interaction and public relations opportunities would be ideal for you.
- + Look for employment that offers intellectual challenges and an opportunity to learn and grow in your field of endeavor. You would be happy in a job that is analytical, technical, involves discovery learning and is detail-oriented.

What To Seek / What To Avoid In Jobs

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 treat everyone the same, regardless of how much effort they put in or how much they achieve. Non-challenging or repetitious jobs are probably not going to make use of your powerful achievement potential.
- Avoid 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 employment that isolates you from people. A job that lacks social interaction would not be adequately stimulating and rewarding to you.
- You should avoid jobs that are simplistic, boring and intellectually undemanding. An environment that does not offer growth and learning opportunities would not appeal to you and would limit your likelihood of outstanding performance.