



# validity group.



## Sales POP7.0™

Predictor of Potential

*Interpretation Guide*

# Introduction

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The Predictor of Potential™ (POP7.0™) is a psychometric assessment tool designed to fill the essential role of integrating science into the recruitment, selection and development of salespeople. The POP7.0™ assesses self-management potential, motivational structure, organisational fit, people orientation, approach to learning, communication style, confidence, lifestyle management, managing call reluctance and many other key factors that are common traits among successful salespeople. It also provides extensive coaching reports for the sales representative, the sales manager and the representative's coach plus a suggested development plan for application by the L&D department.

## The Predictor of Potential™:

- Predicts probability for success in relationship or competitive sales
- Measures key source traits associated with success in a sales career
- Provides coaching insights to improve development and retention
- Highlights training needs
- Provides useful career management feedback to candidate

## Profiling for Selection, Performance and Retention in Sales

The POP7.0™ has an enviable record as an important part of selecting individuals who will be top performers and survive in sales environments. A significant number of successful sales management teams use the POP7.0™ as an integral part of their selection process. *We recommend that the POP7.0™ be part of a well-rounded selection process that includes a structured, behavioural based competency interview as well as an unstructured interview to evaluate the candidate's fit to the opportunity.*

## The Science of Normative Profiling

The Predictor of Potential (POP7.0™), is a personal profiling instrument that has been used to assess and track the careers of millions of people active in or seeking employment in sales careers such as financial services, manufacturing, pharmaceutical, information technology, automotive, numerous industry sectors and many sales cultures. The POP7.0™ is used by organisations worldwide to select, develop and retain top sales performers.

It has been validated in hundreds of different sales cultures. With this quantity and quality of data, in many unique sales cultures, the POP7.0™ has been used to develop predictive models for specific industries and specific companies. The POP7.0™ allows your company immediate use of our insights into selling, with the option of building the right assessment for your company through the ongoing validation process. The Predictor of Potential (POP7.0™) psychometric assessment measures the inherent potential or source traits of an individual. It also indicates communication styles and attitudes. It is used by individual salespeople to better understand their inherent strengths and how to build on them for improved performance in their sales careers. Finally, this can be used by sales managers and coaches to select and coach high quality salespeople.

**This Interpretation Guide is designed to:**

- Assist in interpreting the **POP7.0™**
- Help use **POP7.0™** assessment results effectively in the recruitment and selection of sales personnel
- Provide coaching, development and mentoring strategies

The **Predictor of Potential™** is most effectively used when it is part of a multi-stage selection process. It will help identify the best candidates for competitive sales positions and provide coaching and development feedback. It is a highly validated and vetted psychometric assessment that strictly adheres to ADA, EEOC and EU guidelines.

The format is easy to follow.

This guide will take you through each section of the platform and provide you with an understanding of the assessment results and how to apply the information most effectively.

# The Predictor of Potential Platform (Pop7.0™)

The cover page of the management report is pictured below. It has the contents listed and the page number associated with each section.

The **POP7.0™** report is a dynamic active platform, which means that various sections may be toggled **on** or **off** by checking the appropriate box and clicking the Create Report button. This allows the user to view and/or print only the desired sections of the report.



There are also *two hyperlinks on the cover page that correspond to reports customised* to the needs of the individual. These are the Coaching Guide for Managers and the Self Coaching Guide for Individuals.

Below these hyperlinks is a dropdown section which allows you, in this one report, to *view the candidate for a relationship sales or a competitive sales role*. Select the option in the dropdown field and click the Create Report button to see the results.



## PREDICTOR OF POTENTIAL

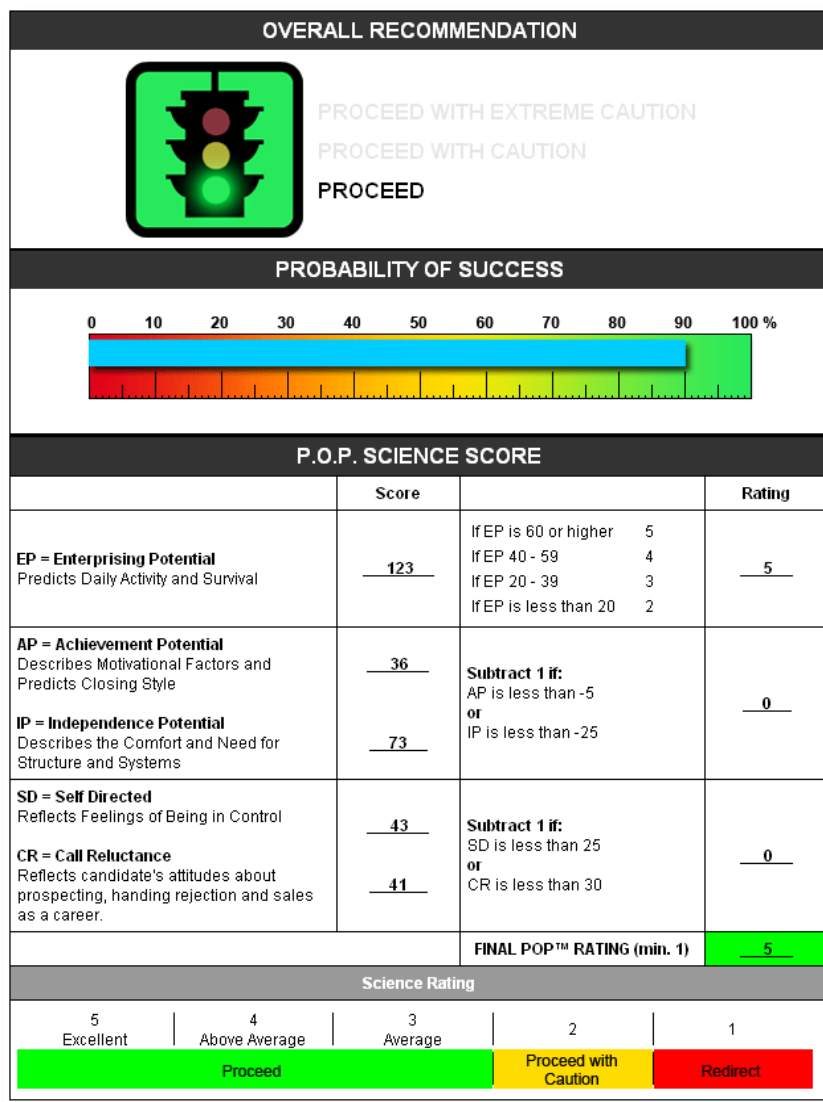
### POP7.0™

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<input type="checkbox"/> Candidate Feedback	-
<hr/>	
 <a href="#">Coaching Guide For Managers</a>	
 <a href="#">Self-Coaching Guide For Individuals</a>	

Position  New Business  
 Relationship Manager

# POP7.0™ Science Score Page

The POP7.0™ Science Score Page provides a very quick, holistic and validated overall recommendation as to the candidate's inherent suitability to a career in competitive sales. These models can be further customised and validated specifically to a client through a validation study.



**OVERALL RECOMMENDATION** provides a quick visual of the candidate's suitability for the sales culture of the client.

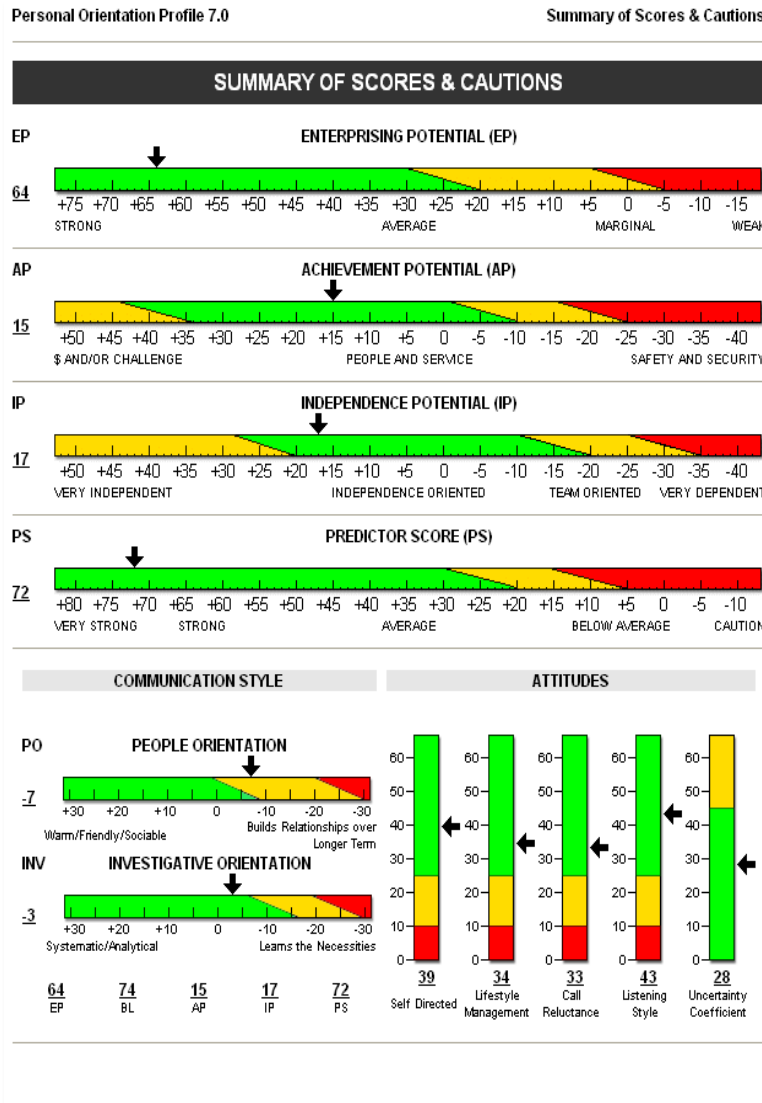
**PROBABILITY OF SUCCESS** is another graphic representation of the candidate's likelihood for success and does so by incorporating the absolute nature of various strengths and growth opportunities.

**POP SCIENCE SCORING** is a weighted algorithm that incorporates the most predictive sales competencies. This algorithm also incorporates the statistical benchmarks on each competency that best differentiate between top and bottom performing sales reps.

The algorithm derives an overall score from 1 (Poor Fit for Sales) to 5 (Strong Fit for Sales), which inevitably drives the overall stoplight color and recommendation.

# Summary of Scores & Cautions

This Summary of Scores and Cautions page provides a graphic representation of the candidate's scores on each of the personality and attitudinal dimensions against validated industry (or company specific) benchmarks.



This is the page that will be most helpful to use when discussing an assessment.

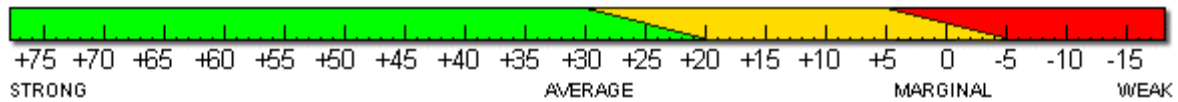
In general, the horizontal graphs are representations of the individual's inherent personality traits. These are based on 168 items with low face validity which are arranged into 8 independent dispositions. The source traits remain relatively stable over time, which is what gives them such pronounced predictive validity.

The vertical graphs are attitude scales which reflect how the person was feeling or thinking when they completed the POP7.0™ questionnaire. Attitudes can change based on circumstances, and therefore these scales must be interpreted accordingly.

All scales have green, amber and red ranges, reflecting ideal, mild caution and major cautions respectively.

# Interpreting the Scales

## *Enterprising Potential*



The **EP** or *Enterprising Potential Scale* is one of the most important **POP™** scales. It measures an individual's natural disposition towards self-management, which in the competitive sales environment, becomes a direct correlation of their natural business development style. It runs on a continuum from very proactive on the left side of the scale, to more responsive/process oriented on the right end of the scale. This scale assesses the potential of the candidate for personal planning, time management and self management to achieve specific goals. It predicts the degree of focusing of personal effort to achieve these goals. It evaluates the capacity of the person to focus their efforts on tasks to attain daily activity related objectives. This is the major contributor to the prediction of survival in commission sales because strong self managers are good at initiating activity such as prospecting and taking control of the sales process. When strong self management is combined with motivation (measured by AP), the individual tends to be very goal oriented, focused and resilient.

*Scores on this scale should be interpreted as follows:*

<b>&gt;60 Very Strong</b>	Strong self-management potential; very enterprising; initiates activity; prefers a coach rather than a supervisor; prefers fluidity and change in the environment, natural prospector
<b>40 – 60 Strong</b>	Good self-management potential; predicts an effort candidate; more proactive than responsive – takes initiative, good prospector
<b>30 – 40 Good</b>	Self-managers; tendency to be balanced between responsive and proactive, may need to be pushed at times
<b>20 – 30 Low Average</b>	May be able to manage activity; prefers existing process, may require a nudge from time to time, prefers business to come to them
<b>10 – 20 Low</b>	More responsive than proactive; lower than average prospecting activity; requires an established process, business must come to them
<b>&lt;10 Caution</b>	May indicate low effort potential; may not be a natural self-manager; needs external structure; more oriented towards following a familiar process; predicts low prospecting activity

### Coaching Suggestions for Above Average to High Self Management Potential

Strong self-managers have the most potential to make use of their strengths and skills to maximise their effectiveness. Individuals with this type of assessment are often top performers who will initiate activity rather than waiting to respond to a process or someone else. They should be encouraged to create their own plans to achieve their personal and professional goals. They are generally self evaluating and may also be somewhat critical of their own performance. Once they have developed their own plans, they should be encouraged to share their progress informally. A more hands-off approach will be best.

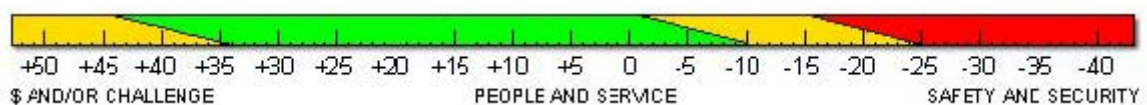
### Coaching Suggestions for Average Self Management Potential

Salespeople in the average range react well to a balance of coaching and being left alone to work towards their goals. They will need a well-managed environment but many (particularly those in the high average range) should be able to learn how to manage their time effectively. Help them build commitment by asking them to develop and commit to their own short-term goals. Regular developmental meetings could be used to review their achievements and provide them with ongoing coaching and renewed focus. They will react favorably to positive feedback when they have achieved their goals and met their commitments.

### Coaching Suggestions for Responsive/Process Oriented People

Individuals who are below average on this scale will need consistent feedback and hands-on leadership or well-defined sales processes. They are best suited to familiar sales careers where their previous experience will be a good indicator of the direction their careers will take. Provide a well-structured sales plan with clear objectives and outline the specific activities that are needed to achieve these objectives. Avoid unstructured situations where there is a need for a lot of initiative. Use existing strengths as much as possible when coaching individuals in this range. Some pressure may be necessary to enhance performance but avoid constant pressure as it will be detrimental in the long term. Have them leverage their natural market and existing relationships, as their natural preference is for a more responsive/passive approach to business development.

## Achievement Potential



The AP or *Achievement Potential Scale* is another very important POP™ scale. It measures three independent personality traits and combines them in a way that naturally reflects an individual's natural closing style. The AP scale is comprised of sense of urgency, comfort with risk, and an individual's motivational make-up (which runs on a continuum from task completion/compensation to people/relationships). This disposition plays a vital role in understanding the candidate's preference for the pace of their work environment, as well as their need to achieve and succeed. Both must be factored into the assessment of fit, as well as how the candidate is career managed post hire.



*Scores on this scale should be interpreted as follows:*

<b>&gt;25 Very Strong</b>	Money maybe the only thing that matters; strongly task and goal oriented; relationships less important; extremely competitive; hard closer (maybe too aggressive)
<b>10 to 25 Strong</b>	Motivations are towards money and challenge; persistent "closer"; task and goal oriented
<b>-10 to 10 Good</b>	Balance between money/challenge and people/safety; consultative closer with a combination of persuasion and persistence
<b>-20 to -10 Low</b>	Motivated by safety/security and the people side of the business; tendency to be service oriented; persuasive soft closer; fit to relationship sales
<b>&lt; -20 Caution</b>	Motivations are more towards safety and security vs. challenge and money; weak "closer" or "non-closer"; afraid of rejection

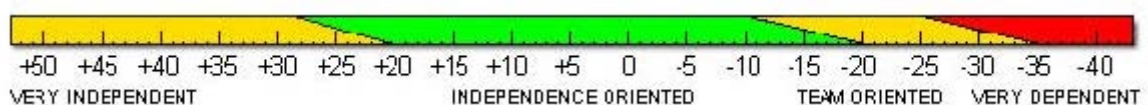
### **Coaching Suggestions for Challenge Oriented People:**

People who are highly motivated by challenge need frequent new challenges to keep them engaged. Allowing them to set goals for themselves can be very effective as they may set more challenging goals than those that management would set for them. If they are not achieving their goals on a regular basis, they may get frustrated. To help them achieve their goals, make certain that they are planning effectively and realistically. Some people who are very focused on the 'bottom line' may need coaching on the people and service aspects of dealing with clients, customers, subordinates and their peer group. Coach them to retain their sense of urgency while helping them focus on ways that they can achieve their goals while maintaining good relationships with other people. 'Bottom line' people also need recognition. Acknowledge and reinforce their achievements when appropriate.

### **Coaching Suggestions for those with Low AP:**

An individual with Low AP will need help setting regular, achievable goals. Coach them to focus on what needs to be accomplished on a daily basis and ask for commitment to daily goals. Coach them to monitor daily activity on a regular basis in order to maintain consistent performance. Help them develop a closing approach that they are comfortable with, and work with them to identify the "buy signal". Leverage their strong desire to build relationships and help people by placing them in an appropriate position. They will be more effective at cross selling and growing accounts than they will be generating new opportunities.

### ***Independence Potential***



The **IP** or **Independence Potential Scale** measures the degree to which an individual is independent as opposed to dependent. It is also important because our studies have shown that it is very predictive of retention and fit to the sales culture. It indicates the need for structure and affiliation in the work environment, as well as someone's preference for feedback, structure and their natural decision-making style.

*Scores on this scale should be interpreted as follows:*

<b>&gt;25 Very Strong</b>	Very independent; does not like feedback; will create own structure and process; may be difficult to coach; will make decisions autocratically; may push back against existing structure
<b>10 to 25 Strong</b>	Independent; prefers working alone; prefers to make own decisions and to do things their own way; may push back against existing processes
<b>-10 to 10 Good</b>	Balanced between independent and collaborative; comfortable creating own structure/processes or adopting existing ones
<b>-25 to -10 Low</b>	Prefers to work collaboratively; enjoys bouncing ideas off other people; prefers structure and process to be established; enjoys frequent feedback
<b>&lt; -25 Caution</b>	Requires a lot of structure and feedback, sometimes more than a sales manager is willing to provide; will become frustrated if constant support is not provided

#### **Coaching Suggestions for Very Independent People:**

Highly independent people like to develop their own structure, so they will work best in a sales culture that provides a fair amount of autonomy. They would work best with strong, flexible mentors whom they respect. When highly independent people are exercising good judgement, allow them more freedom. Managers who deal with highly independent people must be very secure and able to cope with people who are more comfortable creating their own systems and structure rather than following established procedures. People with this disposition can be stubborn, demanding and non-conforming. They can be very stressful to manage especially if the manager does not have a similar level of independence. If they have the appropriate skills, independent people with this assessment can be valuable in developing new systems and procedures for the organisation. They will not be comfortable with very structured sales cultures that are highly procedure oriented and that have a rigid reporting and feedback structure.

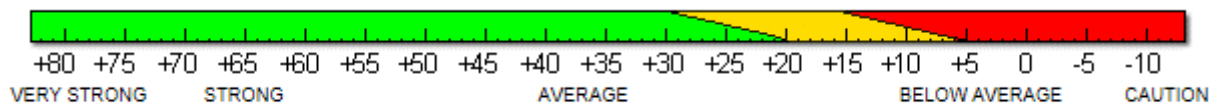
#### **Coaching Suggestions for Independent Team Members:**

Match independent team members with similar types where they can create synergies that work for both. Coach them to develop their performance levels as quickly as possible so that they can earn more relaxed direct supervision as performance reaches the appropriate levels. Encourage them to use their individual initiative by developing new sales strategies that work for them. Establish a feedback frequency that works for both the manager and sales rep.

### Coaching Suggestions for Dependent Team Members:

Match dependent people with mentors that have structured and well documented sales processes. They will be most comfortable in a team environment that makes use of their existing strengths. Coach them to avoid developing dependency relationships by asking them for their suggestions on developing new clients and new markets. Push them make their own decisions/commitments, and to be comfortable self-reinforcing. Establish specific parameters around meetings, feedback etc. or there is a high probability that these individuals will be seeking feedback more frequently that you would prefer to provide it.

### Predictor Score



The **Predictor Score** is a composite measure that is based on the 3 key factors that have been shown to predict performance and retention in commission selling: EP (Prospecting) x AP (Closing) x IP (Independence). Overall, the Predictor Score is intended to provide insight into the candidate's natural suitability to a career in competitive sales, with strong fit indicated on the left and a strong caution recommendation on the far right.

*Scores on this scale should be interpreted as follows:*

<b>&gt;60 Very Strong</b>	Very well suited to competitive sales
<b>40 - 60 Strong</b>	Strong profile that aligns with success and retention in a competitive sales career
<b>30 - 40 Good</b>	Average suitability for a career in competitive sales; examine EP, AP and IP to see if any significant cautions exist
<b>20 - 30 Low Average</b>	Slight below average suitability to a career in competitive sales; examine EP, AP and IP for cautions and examine if any are so severe that they may be non-starters
<b>10 - 20 Low</b>	Better suited to relationship or retail sales; doesn't possess many (or any) of the key elements associated with success in competitive sales
<b>&lt;10 Caution</b>	Not naturally suited to a career in competitive sales; possibly better suited to a service or support position, or a retail-oriented sales environment

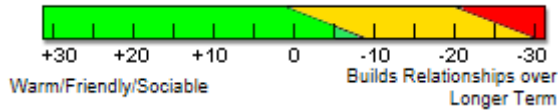
#### **\*\*General Caution\*\***

It is recommended that the hiring managers review all 3 of the independent the scores that comprise PS carefully (EP, AP & IP). A high PS can be comprised of 2 of 3 source traits being high and the third one being quite low. High PS without positive attitudes or a strong people orientation may also need to be considered as part of the evaluative process.

# Communication Style

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## *People Orientation*



The **People Orientation** scale plots a candidate on a continuum from Extroverted on the left, to Introverted on the right. Individuals who are naturally more extroverted get energy from external sources and social interaction. They proactively seek out these opportunities. Individuals who fall further to the right side of the scale, tend to build social relationships more gradually and typically must expend additional energy and conscious thought to engage in social interactions (especially with people they do not know).

*Scores on this scale should be interpreted as follows:*

- >25** Gregarious, fun-loving, outgoing; enjoys meeting new people
- 15 to 25** Friendly; builds relationships quickly; enjoys the interaction
- 5 to 15** Average – people are okay, but also comfortable being alone
- 20 to -5** Introvert – may not find satisfaction with the people side of the business
- < -20** Very Introverted – Candidate may have difficulty dealing with associates and the public; people skills may not be well developed

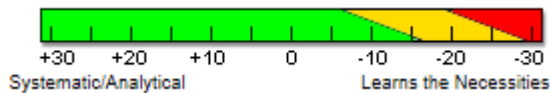
### **Coaching Suggestions for Highly Sociable People:**

Remind them that other people may have a different social orientation, and as such it is important to read the situation and develop the relationship at the other persons pace. While being people oriented is a strength, there is also a propensity for these people to talk too much, and in some cases, not about relevant topics to the sales conversation at hand.

### **Coaching Suggestions for People who Develop Relationships Slowly:**

Help them build effective communications skills through programs and mentoring that address such issues as effective listening, speaking, presenting and other related communications skills. Consult with them on specific communication skills that they would like to develop. Try to help them develop lines of questioning that will allow them to engage with people they do not know, but in a way where the other person does the bulk of the talking.

## Investigative Orientation



The **Investigative Orientation** scale measures a candidate's natural analytical orientation. How much detail do they prefer? How much detail do they use when they communicate? How curious are they? Individuals on the left side of the continuum are very detail oriented and prefer to understand concepts at a very thorough level. They also communicate with a high degree of detail and thoroughness. Individuals on the right-hand side are more "high level" communicators and prefer to only understand the most important and applicable pieces of information.

*Scores on this scale should be interpreted as follows:*

- >20** Very detail oriented and analytical; may confuse sale with too much detail; may struggle getting started because they are anxious that they don't have all the information
- 11 to 20** Detail oriented; thorough; organised
- 10 to 10** Balanced; Able to adjust level of detail to audience
- 11 to -20** Applied thinker; Prefers limited detail
- <-20** Not analytical at all; could struggle answering client questions; could come across as incompetent and unprepared in front of clients

### **Coaching Suggestions for Highly Analytical People:**

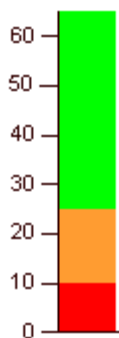
Help highly analytical people understand that their analytical nature is a strength which has great value in developing product knowledge and problem solving. Coach them to develop their ability to communicate their knowledge selectively and in a succinct way that others can grasp easily.

### **Coaching Suggestions for People Who Learn the Necessities Only:**

Assure that these individuals have enough product knowledge to sell effectively. Remind them that consumers require adequate information to make purchase decisions, as such detail needs to be part of their sales strategy.

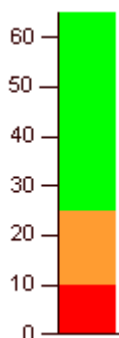
# Attitudes/Opinions

The **POP7.0™** also provides insight into key attitudes related to success in sales. These attitudes and opinions reflect recent experience and can change over time. Five vertical scales at the bottom right of the page provide feedback on the candidate's confidence, their ability to handle stress, their approach to call reluctance, their listening skills and whether or not the test results should be considered reliable.



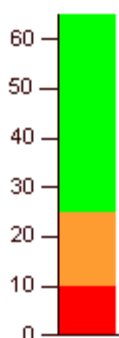
The **Self Directed (SD)** scale is the first of these and it provides excellent insight into the confidence of the candidate. It measures general feelings of one's ability to be successful, and how in control of outcomes one feels

- > 60** High confidence; watch it doesn't express itself as arrogance
- 40 to 60** Healthy, high self confidence
- 25 to 39** Modest self-confidence; some indication of self doubt
- < 25** Cautionary; reporting self-doubt and a lack of feeling in control



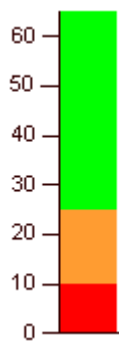
The **Lifestyle Management (LM)** measures a candidate's perception of stress, as well as their perceived ability to handle or cope with stress. High scores reflect a comfort with stress, whereas low scores reflect someone who is reporting feeling overwhelmed and burnt out.

- > 40** Effectively managing stress; strong coping resources
- 25 to 39** Reporting some stress; could benefit from time management/stress coping strategies
- < 25** Feel overwhelmed; personal and professional responsibilities are in direct competition; not managing stress effectively



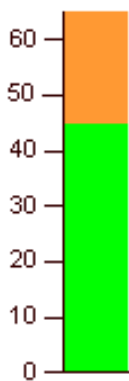
The **Call Reluctance (CR)** scale measures a candidate's attitude towards a career in sales, as well as their ability to manage rejection and client hesitation. Higher scores reflect more positive attitudes and perceptions, whereas lower scores reflect doubt and negative perceptions of these topics.

- > 40** Positive attitudes towards sales; comfortable with rejection
- 25 to 39** Ambivalent responses; require some probing and additional questioning to uncover root cause
- < 25** Negative attitudes towards sales and salespeople; will likely personalise rejection



The **Listening Style (LS)** scale measures a candidate's perception of their ability to be an effective active listener. Active Listeners demonstrate to others that they are engaged and hearing what the other person is saying by making eye contact and repeating things back. They also listen more than they talk and provide solutions/responses that are tailored to the prospects perceived unique needs.

- > 40** Active listeners
- 25 to 39** Some strengths as a listener, some growth opportunities
- < 25** Could benefit from some training/development in the area of active listening

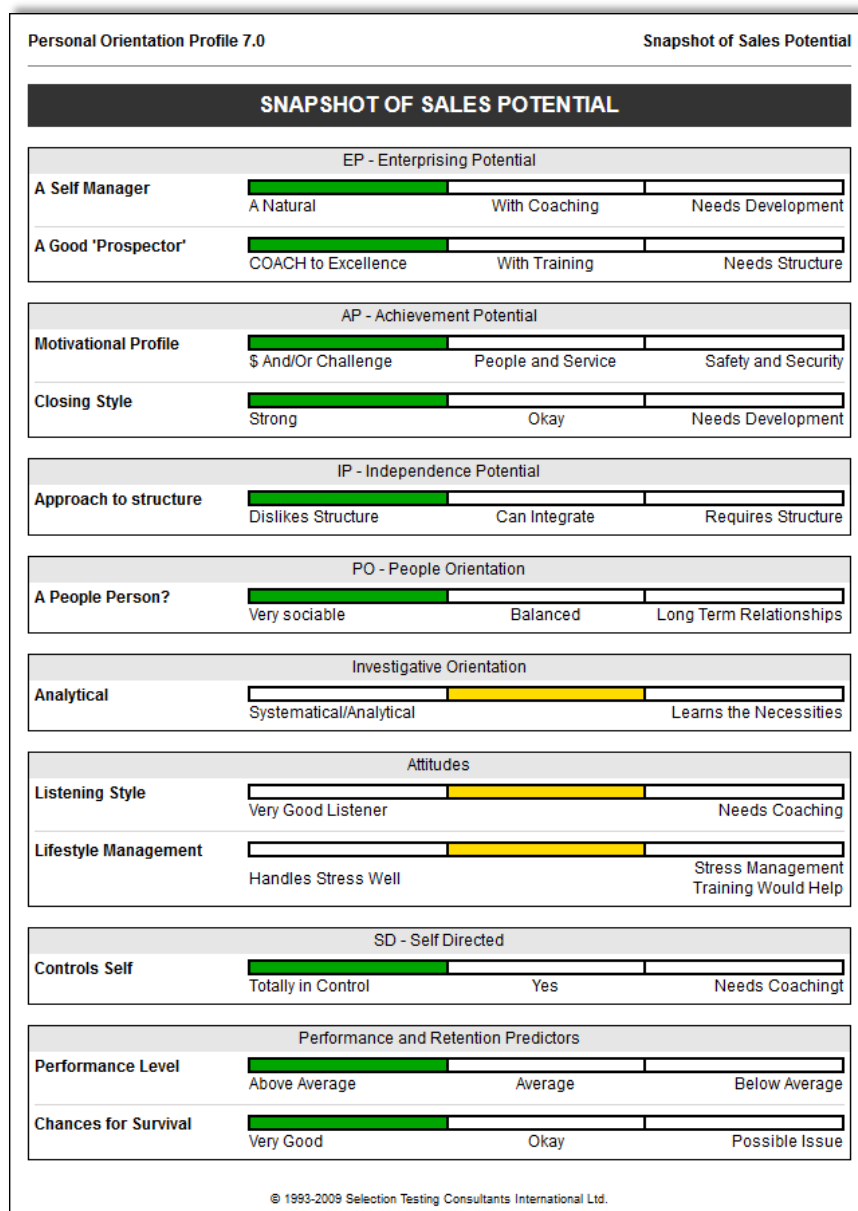


The **Uncertainty Coefficient (UC)** scale provides an insight into whether or not the test results are reliable. High scores (above 45) indicate that the candidate may either misunderstand the assessment or may be presenting themselves in a socially desirable manner.

The character traits measured by the **POP7.0™** 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**).

# Snapshot of Sales Potential

The Snapshot of Sales Potential page provides a set of 3 segment graphs that are color coded so that green segments are a non-issue; yellow segments should be explored; and red segments should be explored with some degree of detail. Most of the graphs on this page are derived from the scales on the Summary of Scores & Cautions page which is discussed in detail in this Guide. These scales are projections of probable performance based on aggregate data for competitive salespeople.





# Management Preview

The Management Preview page provides an early overview of the candidate's potential to be an effective sales manager in the future.

The Management Preview page provides an early overview of the candidate's potential to be an effective sales manager in the future.

PREDICTOR OF POTENTIAL POP7.0™ Management Preview

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**MANAGEMENT PREVIEW**

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Performance Management

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Potentially demanding	Accepting of modest performance								
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An indicator of performance expectations as they relate to managing a sales force.

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Leadership Style

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Autocratic	Democratic	Team Member								
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A measurement of natural leadership style and approach with others.

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Training & Development

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Excellent	Good	Caution								
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The natural inclination to train and develop new representatives.

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Recruiting/Attraction

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Excellent	Good	Caution								
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The potential to attract a high volume of recruits.

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OVERALL PREVIEW

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Excellent	Good	Functional								
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An overall assessment of potential as a sales manager.

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## Performance Management

reflects the individual's natural approach to dealing with the performance of other people.

**Leadership Style** reflects the individual's most comfortable approach to leading a team of other people.

**Training & Development** reflects the individual's natural approach when training and developing new salespeople.

**Recruiting/Attraction** provides a look at the individual's potential to recruit people into the sales career.

**Overall Preview** is based on the factors described above and provides a snapshot of the individual's potential to be an effective sales manager.

# Selection Considerations

The **Selection Considerations** page provides a more robust description of the candidate's scores. All of the key scales found on the Summary of Scales and Cautions page can be found here, with a full explanation of what the candidate's score means. These paragraphs are customised and generated based on how the candidate scored on each scale.

## SELECTION CONSIDERATIONS

**Enterprising Potential (E.P.):** In competitive business environments, his strength on the E.P. Scale would indicate a strong potential for basic survival. He should have a very strong natural inclination towards being a self-manager. Given formal training in planning and time management skills, he should be able to make a routine of the daily effort required to maintain the basic contact activities essential for survival in demanding business opportunities.

**Achievement Potential (A.P.):** The A.P. Scale result is of great importance, second only to the results obtained by the candidate on the E.P. Scale. This is a very strong result and shows that he needs and thrives on challenge and he will be so anxious to get into the work situation that he may not pay enough attention to learning how to do things the right way. He will probably respond best if his training is as intensive and of as reasonably short duration as possible.

**Independence Potential (I.P.):** It appears that the I.P. Scale scale has its greatest usefulness in selection in discriminating between the Above Average and the Superior potential individuals. With this extremely high level result on the I.P. Scale score, this person will inevitably rebel against any tightly controlled work situation. If you can give him lots of freedom of action once he demonstrates that he has earned it through performance, then he might stay with you. Control him too much or for too long and he will leave.

**People Orientation (P.O.):** This is a very strong result on the P.O. Score. This person will find a position with lots of interaction with new people to be a real plus. Keep in mind as well, that people who are extremely people-oriented can also be sensitive to rejection if the interaction feels wrong.

**Investigative Orientation (INV.):** This is an average to low average result on the INV. Score. If he has successfully completed some program of training in the last few years, this will be an indication that he should be able to succeed at most basic training programs.

### Call Reluctance

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

**Managing Rejection:** His above average score on the managing rejection scale indicates that he would respond to internal cues rather than focus primarily on how the client was responding during the sales process. He would possibly be aware of a client's feelings but does not appear to have an overly strong need to be liked by everyone or a fear of not being liked by everyone. Therefore, he is unlikely to confuse a client's feelings about the product with feelings toward him personally.

**Prospecting Orientation:** Sample would tend to favor prospecting in specific areas of his natural market. To prospect and network from a business perspective he would require a strong commitment to product and a well developed sales track. The requirement for consistent prospecting could provide an overwhelming challenge which would create a need for ongoing training support and joint field work.

**Commitment to a Sales Career:** The recruiting process should explore the motivation of this individual for considering a sales career. It will be essential to assure that he wants the benefits associated with a sales career rather than simply not being satisfied with his current job or employment situation. Management should avoid over selling the career during the hiring process. Ask him for his career goals rather than outlining all the features of a career in sales.

# Interview Questions

---

The POP7.0™ report also provides Interview Questions based on the candidate's unique personality scores. These questions are designed to help the interviewer identify strengths and growth opportunities, and can be used as a stand-alone behavioral-based interview guide, or can act as supplementary questions for an existing interview process.



## INTERVIEW QUESTIONS

---

### Enterprising Potential (E.P.)

- Tell me about a time where you were required to use your self-management skills in completing a project or working towards meeting an objective.

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me about a time where you were thrown into a project or situation with very little guidance or direction. What did you do?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me about a time when using your own initiative made the difference in achieving needed results. What actions did you take?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me about a time where you converted a goal/task/directive into a plan of action. How did you manage your time and focus your effort each day to get the job done?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **Additional Notes:**

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# Training & Coaching Suggestions

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This page provides training and coaching suggestions for the candidate based on the results of the EP, AP, PO and INV results.



## TRAINING & COACHING SUGGESTIONS

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

(Coaching Suggestions) Maximize existing strengths through training in basic personal time management and activity planning skills. Develop specific job related task planning and self management skills. Train her in these areas and monitor her planning and her activities until she demonstrates consistency. She can and will work best if you focus on the management of her EFFORT.

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

(Coaching Suggestions) Since she has the energy and ambition to succeed, she will profit from training in closing techniques so that she may apply that energy and ambition effectively. You will find that she will learn her best techniques for persistence in closing by being trained by someone who has a style of approach which fits well with her own personality.

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

(Coaching Suggestions) She may resent the fact that you feel she must be trained. However, coaching certainly is necessary to ensure that she expends her energies in as productive a fashion as possible. The training should be aimed at getting her into the field as soon as possible.

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

(Training Suggestions) She may require help in building her skills in dealing with both clients and associates.

### **Based on the Investigative Orientation (Inv.) Results**

(Training Suggestions) Don't just assume that if she has the books and materials that she will learn the content. Probably she should be monitored carefully through training to ensure that she does learn the necessary material.

# Retention Prospects

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The Retention Prospects page provides insight into the factors in the candidate's assessment that could affect their retention.



## RETENTION PROSPECTS

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

She may balk at working within an overly structured work situation as she needs continuing opportunities to customize the job structure to make it her own. She will likely need little managing in the long run from the standpoint of structuring and organizing the work.

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

She could become bored with a job that is repetitious even if the outcome of the job is a good income. To stay with you in the long run, she will have to be challenged by both the performance demands of the job and by a requirement to develop new and creative business or personal opportunities for herself.

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

Over the long run, she will almost certainly leave any work situation which is or which becomes too structured or too team oriented. She will insist on the freedom to do things in her own way and at her own pace.

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

Probably the social environment of the job will have little or no bearing on whether she is retained over time or lost to you.

### **Based on the Investigative Orientation (Inv.) Results**

It is likely that she would find it a disincentive having a constant pressure to learn new material and/or new methods.

# Candidate Feedback Report

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The candidate feedback report 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. This report is available in the system and can be sent to the candidate as a “thank you” during the recruitment process.



## CANDIDATE FEEDBACK

### An Overview of Your Personal Characteristics & Career Strengths

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What to Seek/What to Avoid in Jobs	2

## ***Personal Strengths/Career Needs***

The information on page 2 of the Candidate Feedback Report provides help for the individual to understand their personal 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 Orientation Profile 7.0**

### **Personal Strengths/Career Needs**

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

You would 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 and you will be self-evaluative and sometimes critical of your own performance. Given an aim, objective or requirement, you would be able to 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**

People would see you as being an achieving person, one who can be quite hard driving, eager, active and occasionally impatient. Challenge for you can involve doing some things simply because they are demanding, and many things because they have a concrete financial reward, but you will occasionally accept a challenge because it has a 'people-oriented' element to it. Financial rewards are important to you but sometimes you direct your energies towards things which have no payoff for you but which have this 'people-oriented' focus. You evaluate how well you are doing in life and in your career by what you earn, by how you feel about yourself and by the good you have done for others.

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

You would be described as quite strong-minded, stubborn, demanding, firm, independent and resolute. You would be innovative in certain circumstances to achieve your objectives and 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 Towards the 'People' Side of Business**

You would 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. The achievement of goals would be through personal relationships developed over a very long period of time.

#### **In Terms of Your Orientation Towards Technical & Practical Concerns**

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



## ***What to Seek/What to Avoid in Jobs***

The first half of this page provides information on the job attributes that the candidate should be seeking based on the character traits measured by the POP7.0™.

The second half of this page provides information on the job attributes that the candidate should be avoiding based on the character traits measured by the POP7.0™

If the candidate is one that is well suited for the sales job for which they are being assessed, this can be part of the 'turn-on'. Conversely, poorly suited candidates can be let down easily by walking through the report and pointing out how the sales career might not be a good fit.

### **Personal Orientation Profile 7.0**

### **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 by 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 in which there is challenge that you evaluate has importance as a way of earning a good income, as a way of proving yourself and which has some real 'people-oriented' values in it.
- + Make sure that any new position which requires you to accept close supervision and control initially will have those controls removed when you demonstrate through performance 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 contacts with new people. 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 which 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 which is a very strong need in you for your personal productivity and your sense of satisfaction with any job.
- Avoid positions which are essentially non-challenging and repetitive or which you evaluate as being without real social merit. Even some apparently strongly challenging kinds of jobs may not satisfy you if they lack real human values in their purpose.
- Avoid career paths which have vague supervisory requirements or which expect you to accept continuing and close supervision for a prolonged period of time. You would eventually rebel at too much and too close supervision.
- 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.

# Personal Coaching Guide

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## Build Success Habits and Build Your Business

The advice in this guide was developed from very experienced sales managers and is customised to the personality assessment and attitudes of the salesperson. This report provides the salesperson with an in-depth look at their strengths and growth opportunities as they relate to the role, and some customised developmental suggestions to help them move forward.



## Build Success Habits and Build your Business!

#VSWGBCP4G4YL  
2021/01/06  
John Doe

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## Commitment and Growth

This page of the report gives the candidate feedback on their fit to a sales career and what type of sales career. We view sales careers on a continuum from very commission sales at one end to selling from a service contact on the other. This page shows the individual's best fit to sales career type and some strategies to take advantage of that fit.

### Commitment and Growth

#### Fit to Sales Career

You are very well suited to competitive sales and have the attributes to make you successful in this field.

#### Self Coaching Strategies

- Use this report to identify your strengths and how to use them.
- Make a personal commitment to your sales career in order to take full advantage of your potential.
- Set high standards for yourself in terms of activity and results. You can control the activity and the results will follow if you keep working and improving your skill set.
- Outwork the competition

#### Work Well with your Manager/Mentor

- Meet regularly with Manager/Mentor and use those meetings to learn what you are doing well and how to leverage your strengths

### *Commission Sales*

We define commission sales as sales where all or almost all of the person's income is derived from commissions. In other words, if they do not sell, they do not survive. Some may call them 'hunters' or other similar terms but the commission salesperson is one who must sell to live. Typically, commission salespeople have certain characteristics that make them successful. They would be described most often as self managing; competitive; motivated by money; independent. Many commission sales roles have short sales cycles.

### *Relationship Sales*

Relationship salespeople can be in the same marketplace as commission salespeople and be compensated in the same way, but most relationship sales roles have a base salary plus a more modest commission structure or a bonus plan. Relationship salespeople are usually more suited for working with existing clients and building on longer term relationships. Many relationship sales roles have longer term sales cycles. Relationship salespeople tend to be focused on the longer term and may be softer closers. They may be more comfortable with organisational structure and like to make it work to their advantage.

### *Service Sales*

We define service sales as a type of sales that relies more on selling to an existing client, often from a service call or in a retail environment. People who fit this type of selling best are more comfortable responding to a customer's need and providing the proper product or service, typically, these salespeople are less likely to prospect or be aggressive business developers.

## **Building Success Habits**

This page is based on the EP score and is devoted to helping the individual take control of their sales career by building good habits that become second nature. By developing good habits like those suggested in this personalised self-coaching report, the individual salesperson begins to do the things that are bound to make him or her successful. This page and each that follow will have some or all of these sub-headings with suggestions customised to the individual:

***Build Good Habits*** and do the things that build consistent work ethic. By working hard, people will learn how to work smart and once they are doing both, they are very likely to be top performers.

***Product Knowledge/Certification*** requires study habits and knowledge upgrades that people need to know to become licenced or to be well informed in the industry.

***Building Your Business*** is an extension of good work ethic. By doing the things recommended here, the chances of building a client base and/or book of business are enhanced.

***Working with your Manager/Mentor*** will be easier if the sales rep does some or all of the things recommended.

## **Motivational Profile**

This page is based on the AP score of the individual. It provides personalised information on how he or she can use personal motivational needs to their advantage.

## **Independence**

This page is based on the IP score of the individual. It provides personalised information on how he or she can take advantage of their approach to structure to be more successful.

## **People Orientation**

This page is based on the PO scale and provides self coaching suggestions based on how the salesperson feels about meeting and interacting with new people.

## **Investigative Orientation**

This page is based on the Inv scale and provides suggestions on how the salesperson may take advantage of their approach to learning and information gathering.

## **Self Confidence**

This page helps the sales representative build on strengths to boost and/or maintain personal confidence levels.

## **Lifestyle Management**

Provides feedback on how the salesperson is handling stress and possible ways to manage more effectively.

## **Dealing with Call Reluctance**

Gives some tips on how the salesperson can deal with rejection, commitment and the other issues that can contribute to Call Reluctance which can be a major attitudinal block to performance.

## **Listening Style**

This page provides feedback on how well the sales representative listens in conversation. This feedback itself can be enough to help people realise that they are not good listeners if that is the case. It also provides some basic suggestions on how to get better if that is an issue.

# Manager's Coaching Guide

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This coaching guide is for the manager and is customised for the individual salesperson. The coaching advice in this guide was developed from very experienced sales managers and is customised to the personality assessment and attitudes of the salesperson. This report is also aligned with the Personal Coaching Report so that strategies in each report will complement each other when dealing with a specific sales representative.



## **A Guide to Helping John Doe Build Success Habits and Build John's Business!**

**ID#: S6PIL1IR6KIP  
2021/01/07  
John Doe**

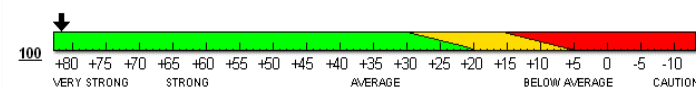
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Page 2 of the Manager's Coaching Guide is an introduction to its purpose and use. The remaining pages show how the sales representative scored on the POP7.0™ and provide what we believe to be suitable approaches to coaching the sales representative based on their personal scores.

This page of the report gives the manager or coach feedback on the sales rep's best fit to a sales career. We view sales careers on a continuum from very competitive sales at one end to selling from a service contact on the other. This page shows the individual's best fit to sales career type and some strategies on how to coach the rep to take advantage of that fit.

## Commitment and Growth

### Fit to Sales Career



Sample is very well suited to competitive sales and has the attributes to make him successful in this field.

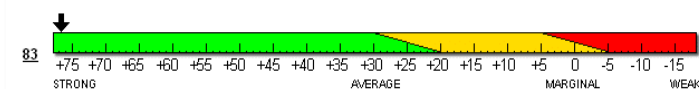
#### Coaching Strategies

- Use this report to identify his strengths and how to use them.
- Encourage a personal commitment to his sales career in order to take full advantage of his potential.
- Set high standards for him in terms of activity and results. If he takes control of his activity, the results will follow if you keep working and improving his skill set.
- Meet regularly with him and use those meetings to learn what he is doing well and how to leverage his strengths.

**Commitment and Growth** is based on the Predictor Score (PS). Those in the green area are generally well suited to commission sales from a personality point of view. Those in the yellow and red areas are more likely to require more time and energy investments by the coach or manager to achieve success.

## Building Success Habits

### Self Management



Sample is very enterprising, competitive, determined and goal oriented. He has the potential to be very successful. During the period of his orientation and training, it will be important for you to build the type of success habits that he can carry throughout his career. As he starts to grow his business, he will need to have his daily and weekly habits reinforced until they are part of his routine.

#### Building Good Habits

- Help him build his daily plan and weekly progress goals for him whatever He is doing.
- Help him to plan and record the plan for his daily activity (number hours of study, meetings and other essential activities etc). By doing this, he will establish a habit of setting his goals.
- Make certain that he plans his daily work and completes it.
- Reward him for keeping his commitments.

#### Building Business

- Help him set goals for activities which he can control such as calls, meetings, hours working on specific projects etc.
- Encourage him commit to his goals.
- Monitor his activity and until you are certain that the habits are ingrained.

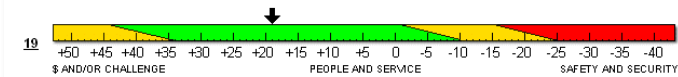
#### Encourage to:

- Schedule weekly development interviews with him to discuss his progress, his goals and what he needs to do to keep on target.
- Prepare for each meeting with a review of his activities.
- Spend time advising him about what he is doing well before addressing growth opportunities.

**Building Success Habits** is based on the Enterprising Potential (EP) score and is devoted to helping the individual take control of their sales career by building good habits that become second nature. The coach can help the sales representative to develop good habits like those suggested in the personalised self-coaching report by reinforcing effort as well as results.

People on the left side of the scale are more likely to use their own initiative while those to the right are more comfortable responding. The yellow and red zones are cautions for commission sales as they are less likely to prospect and will need more coaching.

## Motivational Profile



He is highly motivated by challenge and the need to achieve. He is prepared to work hard but he can be impatient and may have a high sense of urgency. His motivational profile is similar to sales people who are strong closers in the sales process.

### Building Good Habits

- Design a scorecard for him to monitor his achievements and keep score.
- Help him organize his schedule to allow enough time to meet all his.
- Challenge him to set high standards for himself but always in a constructive way.

### Building Business

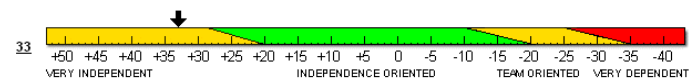
- Because of his high sense of urgency it may be helpful to learn to pace his presentations so that they match the needs of the client/prospect. Monitor his approach until you are comfortable with it.
- Time management will be important for him in order to meet his goals. Developing his self management potential will be very helpful in this regard.

### Encourage to:

- Stretch him gradually but continuously.
- Work with him on his closing style.
- Ask his mentor or manager for suggestions on how to challenge him constructively.

**Motivational Profile** is based on the Achievement Potential (AP) scale. Those in the green area are generally well suited to commission sales because they would have a natural inclination to close during the sales process. Those in the yellow area may be inclined to close too soon (leftmost end of scale) or be reluctant to close (right side of green area). Those scoring in the red area would likely be unsuitable as closers because they are risk avoidant and have little sense of urgency.

## Independence



He is independent, demanding and enjoys a flexible environment that allows him to develop his own structure and systems. By building good habits he will be able to develop his own approach and integrate it with the HUGHES sales approach.

### Building Good Habits

- Once he has developed his approach to learning, studying for his licence etc, make it part of his daily habits because following his own approach consistently will be better than inconsistent work habits.
- He can work alone without supervision so make a point of understanding the essentials of what he needs to learn in order to succeed.
- Becoming licensed or certified can be a very structured process that Sample may resist, but he will have to adapt to some structure in order to be successful.

### Building Business

- Negotiate how Sample is going to integrate company materials and methods into his approach to the building a client base.
- Have him demonstrate his knowledge of the HUGHES products so that you can be more comfortable with his independent approach.
- When he demonstrates that he is well organized, competent and committed to his career, he will earn your respect and that of his peers and managers.

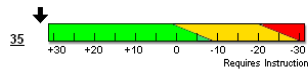
### Encourage to:

- Discuss the type and amount of feedback that he needs.
- Use his resourcefulness to explore other possible solutions to difficult problems. Validate any new ideas or outside the box solutions with him before he tries them on clients.
- Provide feedback only when it is necessary to keep your relationship fresh. His natural instinct may be not to accept it but your experience can make his life much easier if he can integrate it with what he is doing.

**Independence** is based on the Independence Potential (IP) score. Those in the green area are considered independent enough to function effectively. The left yellow zone reflects people who may be too independent for most cultures and some managers. The cautions on the right side of the green zone reflect team orientation and possible dependency which require the manager to provide a lot of external structure and may even require selling as part of a team.



## People Orientation



Sample is very warm, sociable, cheerful and outgoing. He is motivated and energized by social interaction and able to build relationships and friendships without difficulty. He is quite comfortable with other people upon meeting them.

### Building Good Habits

- Coach him to ask people about themselves and get them talking so that he can understand their needs.
- Help him enjoy the social aspects of a sales career and teach him how to build rapport and look for referrals in social situations.
- Coach him on good listening skills.

### Building Business

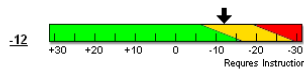
- Help him build his referral network by showing how much fun it can be.
- Provide community oriented strategies for meeting new people.
- Work on strategies to deal with rejection in the sales process because Sample enjoys people and could take rejection personally.

### Encourage to:

- Review his presentation skills as necessary to assure that the business focus is still.
- Make sure that his meetings with you deal with the business issues as well as relationship building.

The **People Orientation (PO)** scale provides an insight into how much the sales representative enjoys meeting new people. Most salespeople are in the green area, but this factor does not predict success. Those in the yellow or red zones can be successful if they have good social skills. Those salespeople with low People Orientation often find it less rewarding to meet new people or give presentations so they may need to learn behaviors and make them habits in order to be more comfortable in social situations.

## Investigative Orientation



He is comfortable with a balance of technical and non-technical issues in his work. He enjoys some problem solving but a mixture of non-technical and technical issues would be most desirable. He has the approach to analysis that is common for sales people.

### Building Good Habits

- Encourage him to set aside a regular time each day to review product knowledge and relevant business news.
- Focus on the essential knowledge first and then delve into some of the more difficult material.

### Building Business

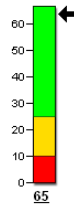
- Encourage him to practise his client approach so that he can deliver a 30 second version that will generate interest.
- Make sure that he knows the strengths and benefits of the products well enough to give a strong presentation and provide answers to most client questions.
- Familiarize him with the HUGHES support network when you do not have an answer.

### Encourage to:

- Prepare a list of his technical questions in advance of his meetings and share them with his mentor so that they can be addressed quickly at the meetings.
- Ask his mentor for advice on his presentations.

The **Investigative Orientation (INV)** scale provides an insight into how much the sales representative enjoys learning. For salespeople who are in the green area, we can assume that they are curious and analytical enough to learn about the products and services that they are selling. Salespeople in the yellow range can be suitable for non-complex or non-technical sales but those in the red range could be problematic if they must learn new things to be effective. Our experience shows us that salespeople in the green range usually do well in licensing and product knowledge, but this scale has little predictive value in sales success.

## Self Confidence



He would be considered to be very confident, in control and able to function effectively on his own. He accepts responsibility for his own performance and expects to succeed in his career and most other activities.

### Building Good Habits

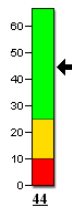
- Be aware of his strengths (build conscious competence) and use them as much as possible.
- Continually build on the success that he has had so far.
- Take responsibility for his own actions.
- Take responsibility for his learning.
- Take control of what he can control and do it to the best of his ability.
- Address his growth opportunities when he is feeling successful.

### Coaching Strategies

- Always focus on his strengths and how to get even better.
- Address possible arrogance by asking him for suggestions on how to complement his strengths.

**Self Confidence** is based on the Self Directed (SD) scale. Those in the green area are suitable for competitive sales because they are generally confident although scores above 40 are preferable because confidence can be transitory in sales. When sales reps have low scores, it is important to focus them on the things that they do well so that they can achieve small victories and feelings of conscious competence to get back on track.

## Lifestyle Management



He appears to manage his energy and lifestyle quite well. Pressure and the ability to cope with stress effectively may even enhance his performance in some situations.

### Building Good Habits

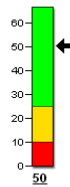
- Identify and understand his own stress coping techniques so he can use them in other situations.
- Continue to manage stressful situations as challenges that he can meet.
- Share his stress coping strategies with others if they ask.

### Coaching Strategies

- If his colleagues are showing signs of stress, Sample may be a suitable mentor.

**The Lifestyle Management (LM)** scale provides an insight into how well the sales representative is managing the stresses of their lifestyle. Salespeople in the yellow range likely need some help in managing their lifestyle. As a coach, the ideal approach is to try to get them to reduce their workload. Low scores (red zone) may require intervention from stress counselor or other lifestyle management specialists.

## Dealing with Call Reluctance



Sample has the sort of attitude about prospecting, managing rejection and sales as a career that would be considered as suitable in almost any sales career. Generally speaking, he does not take rejection personally and should be very comfortable building his business.

### Building Good Habits

- Take advantage of his comfort with prospecting and rejection by making a regular habit.
- Commit to a number of contacts or calls that he is going to make each day and start making them. This is a success habit that is hard to beat in sales.
- Focus on the high quality of the products and services that HUGHES provides so that he feels comfortable with the value that he is providing to his prospects and clients.

### Building Business

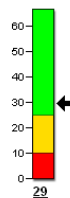
- Keep asking for a referral even if you don't expect one.
- Remember that a positive attitude is essential and building a successful market survey will help you prospect when building his business in the future.
- No one likes rejection but he is generally good at accepting it as non-personal. When people won't talk to you or help with his market survey it is more likely that they are worried about how their friends would react than rejecting you. Try to set them at ease by demonstrating his good judgment and tact.

### Encourage to:

- Praise his strength in this area.
- Encourage him to be a mentor to others if it is appropriate.
- Brainstorm on finding additional strategies on how to prospect and deal with rejection.

This is based on the **Call Reluctance (CR)** scale. Those in the green area are generally suitable for competitive sales because they understand that rejection is not usually personal, they like sales as a career and are not afraid to network in their natural market. Scores above 40 are preferable because lower scores are more vulnerable. Scores below 25 indicate a serious attitudinal block to performance. **High CR scores do not predict performance but low CR scores can erode the behaviors that successful salespeople need.**

## Listening Style



Sample's responses indicate that his approach to listening is typical of the majority of people. He is likely to listen to others attentively most of the time but may have some development opportunities in his listening style.

### A Guide to Helping

- Think about his approach to listening and becoming more attentive and effective when gathering information.
- Consider formal training in listening skills, particularly in handling client/client relations.

### Coaching Strategies

- Provide occasional feedback on his approach to listening.
- Role-play potential interactions that he will encounter with clients, peers or others.

The **Listening Style (LS)** scale provides an insight into how effective the sales representative is as a listener.

This could be a sensitive area that the coach may wish to address carefully.

# Appendix

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## 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.

<b>The UC Items:</b>	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 not 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**

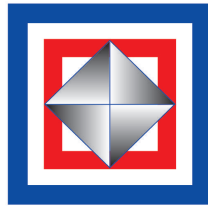
To explore the reasons for a high UC score and determine whether the **POP™** report is reliable, the following steps are recommended.

- 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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