



## ManagementPOP™

### Version 3.0

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**MPP3# 902567792944 for Sample Person**

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**Management Profile**

MANAGEMENT PROCESS (structure)							
Thrives on fluid/adaptive structure				Needs existing structure			

A measurement of a person's self-management potential, specifically in the ability to plan, organize and implement plans of action.

MOTIVATIONAL STRUCTURE							
Intense challenge motivation		Challenge/Service			Service/Security		

Reflects the relative importance of challenge, service, and security as key motivators for the person.

APPROACH TO LEARNING							
Highly analytical				Learns only what is necessary			

Relates to the importance of this person's learning new things and comfort in transferring knowledge to others.

TASK ORIENTATION							
Short term, intensive				Long term, relaxed			

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

PEOPLE DEVELOPMENT							
Outgoing; personable; empathetic		Balanced			Builds relationships gradually		

Reflects this person's natural style when training and helping others in areas of development.

SELF DIRECTED							
Their actions dictate future outcomes				Other factors dictate future			

Reflects the degree that this person believes he/she is in control of the future through his/her own actions.

COMFORT WITH CONFLICT							
Comfortable, might create conflict				Prefers to avoid conflict situations			

Reflects the tendency of an individual to be comfortable with or avoidant of conflict with others.

EMOTIONAL QUOTIENT (EQ)							
Understands & uses emotional information				Relies on non-emotional information			

The ability to monitor the emotions of one's self and others and to act accordingly.

LIFESTYLE MANAGEMENT							
Coping effectively at this time				Requires additional coping skills			

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

**Management Style**

LEADERSHIP							
Autocratic		Democratic				Team Member	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A measurement of a person's natural leadership style and approach with others.

COMMUNICATION STYLE							
People oriented		Balanced				Factual/Analytical	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

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

IMPLEMENTATION STYLE							
Directive/demanding				Permissive/supportive			
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

An indication of a person's approach to implementing goals, objectives and strategies.

APPROACH TO MOTIVATING OTHERS							
High energy/enthusiastic				Relaxed/detached			
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

A measure of a person's natural approach to motivating others.

DECISION MAKING							
Quick/decisive				Methodical			
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

Reflects the amount of information required to make a decision and the speed of the decision making process.

FEEDBACK STYLE							
Only if necessary				Enjoys giving and receiving feedback			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

An indication of a person's comfort and need to give and receive feedback.

COACHING ORIENTATION							
Performance/results		Results/people				Supportive	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					

An indicator of this person's coaching style and the relative balance of focussing on results vs. people.

**Sales Management Functions (optional)\***

RECRUITING/ATTRACTION									
Excellent			Good				Caution		
█									
SALES TRAINING & DEVELOPMENT									
Excellent			Good				Caution		
				█					
SALES FORCE GROWTH									
Excellent			Good				Caution		
		█							
PERFORMANCE MANAGEMENT									
Potentially demanding					Accepting of modest performance				
		█							
OVERALL RECOMMENDATION									
Excellent			Good				Functional		
	█								

The potential to attract a high volume of recruits.

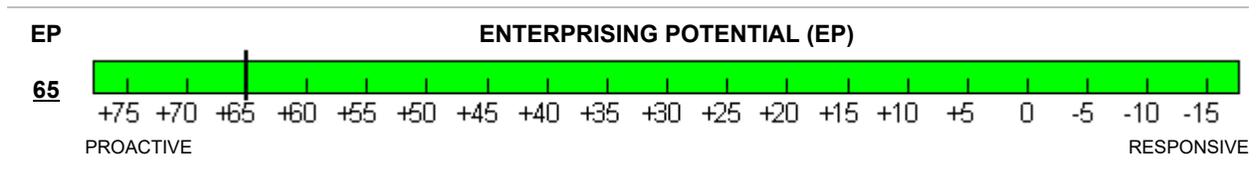
The natural inclination to train and develop new representatives.

The ability to grow the size of a sales force.

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

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

\* If you are not interested in assessing this candidate's potential as a Sales Manager, then please disregard this page.

**Orientation & Coaching Factors****Self Management****SELECTION CONSIDERATIONS**Task Orientation

As an exceptionally strong self-manager, her expectation of others will be that they too are completely capable self-managers in all aspects of planning, managing their time, taking initiative, etc. She will lead by example in being a self-manager.

What is Her Entrepreneurial Style Likely to Be?

As an exceptionally enterprising person, she will manage others in an assertive, aggressive, and intensely results-oriented way. She will be extremely competitive in all aspects of her dealings with others.

Conflict Resolution

She is so strong, as a non-acquiescent person, that her management of others will be vigorously targeted toward finding, defining and solving problems.

**QUESTIONS**

- What kind of natural orientation does she have towards being a self-manager, i.e., how quickly and effectively can she learn to plan and organize herself and manage her time to get the daily, weekly etc. objectives met?
- How willing is she to take any learning opportunities to develop her self-management potential for use within the career, either from within the company or through outside sources?
- Ask about any specific tasks or requirements she may have had in the past which will show how she can take the requirement, convert it into a plan for action and how she manages her time and focuses her effort each day to get the job done. Ask her for references to verify the examples.

**DEVELOPMENTAL SUGGESTIONS**Self Management Potential - Structure Component

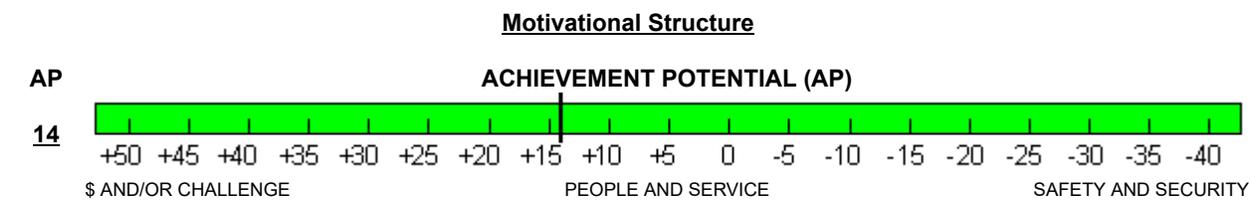
For a person showing such exceptionally strong self-management potential, the approach should be to build on those potential strengths by offering any training/learning experiences to flush out, refine or redirect the individual's existing self-managing behaviors.

Self Management Potential - Monitoring Processes

She may have well developed self monitoring processes in place but perhaps at an unconscious level. For top performance and to help this individual achieve her 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.



## SELECTION CONSIDERATIONS

### Personal Motivation Pattern - Impact on Others

Interacting with people in a comfortable way in the workplace would be accepted by this person and she will balance interpersonal considerations with content considerations.

### Effective Reinforcement Processes

While challenge/money orientation is a dominant factor in the motivational pattern of this person, she does have definite concern for the people/ service aspects of business. She can probably be trained to work with both the money oriented and the service oriented people as long as each is visibly committed to trying to do the job. She should be flexible enough to be accepting of a fairly wide range of other people's motivational perspectives. Personal objectives in coming into management will be primarily income and recognition with some desire for the sense of helping others to achieve.

## QUESTIONS

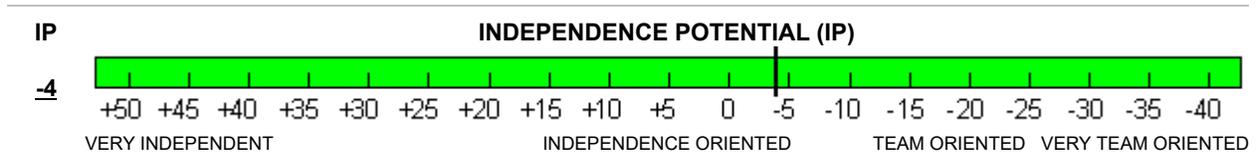
- To best understand this person, you need to effectively evaluate the balance between her achievement motivation level, in terms of challenge or money motivation and her 'people' or service orientation. Ask her to tell you about her achievements over the past two to five years which she feels have the greatest satisfaction for her. What was the challenge or financial gain outcome of these accomplishments? What was the humanistic value of the accomplishments? Were the achievements job related, public service related, in sports or in education etc.?
- Ask her for examples of work she has done in which there was some direct reward in terms of income, recognition etc. Has she ever undertaken a demanding learning/working experience because it would contribute to her career advancement? On what basis would she prefer to be judged in the future - performance in a bottom line sense, or performance in terms of the intrinsic human value of what she does for others?
- Has she ever had any really good successes in work, in sports or in her personal life where she faced some real challenge and won? Check examples with her references.

## DEVELOPMENTAL SUGGESTIONS

She will want to begin working on the job very quickly, therefore a short and intensive introduction and training period would be 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 the practical application through personal observation. Help her understand the most efficient strategies for directing her energy and commitment profitably. Follow-up strategies would help her achieve at the highest levels of performance.

## MATCHING CONSIDERATIONS

MENTORING by a role model who has a reputation of enjoying a challenge type person and who consistently achieves all goals + associates who want feedback for goal attainment but who keep score in part by counting income.

**Independence Potential****SELECTION CONSIDERATIONS**How will She Express Independence?

As a team-oriented professional, she would view interdependency as an important issue for all team members.

How will She Express Team Orientation?

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

Leadership Style

A democratic/participative leadership role, with personal feelings that she is as much a team member as a team leader would be anticipated for this person. She would have difficulty dealing with people who were supposed to be team members but who didn't really want that closeness with either the other team members or the manager herself. Unwittingly, she would find it easier and more fulfilling in the short-term to allow dependencies to develop.

**QUESTIONS**

- How has she functioned as part of a 'team' both in her work and in her other interests? How does she feel about work or personal situations in which she has to operate entirely on her own? Which does she feel is the most likely to bring the greatest productivity and satisfaction?
- Are there any specific examples of things she has done to promote 'team' harmony and effectiveness at work or in other personal commitments? If so how successful was she?
- Has she tried to fulfill her potential in supervision or management through formal or self study programs in these areas? Has she had any specific learning experiences in these areas? Will she take such programs now, even at her own expense and on her own time, to herself more able to function on her own when necessary?
- How has she gotten along with her most recent supervisor/manager? What kind of interaction does she expect to experience with a new manager? What style of interaction would she use with others in your operation?

**DEVELOPMENTAL SUGGESTIONS**

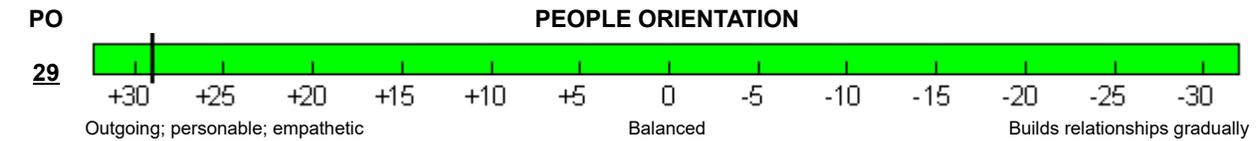
She will initially look to her coach or manager for direction and guidance and then would seek out independence through demonstrated performance. Cultivate her independence through the development of self management skills including both self evaluation and self reinforcement strategies. If she is required to function as part of a team or with an associate, mentoring would be best with someone of a similar team orientation.

**MATCHING CONSIDERATIONS**

MENTORING by a very flexible person who has managed both team oriented people and those who are much more self-centered and independent + associates who are team oriented from the point of view of how this supports performance.

**Communication Style**

**People Orientation & Investigative Orientation**



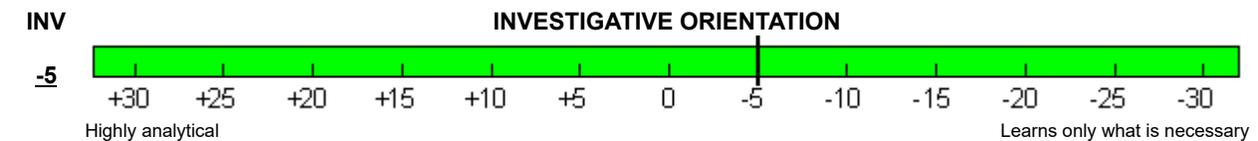
**Implications**

Interpersonal Style

This person really likes to be close to and be accepted by other people, whether in a good business relationship or a good friendship relationship. She will want to deal with her staff, peers and associates in this way.

**Matching Considerations**

MENTORING by a successful person who truly appreciates the satisfaction to be gotten from the 'people' side of business + associates who will be equally enthused about the opportunity to meet and work with lots of new contacts.



**Implications**

Approach to Technical Competence

For her, learning, then teaching others is a plus in management.

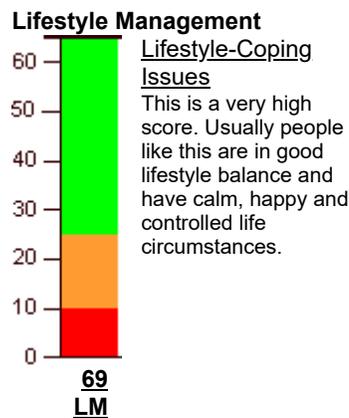
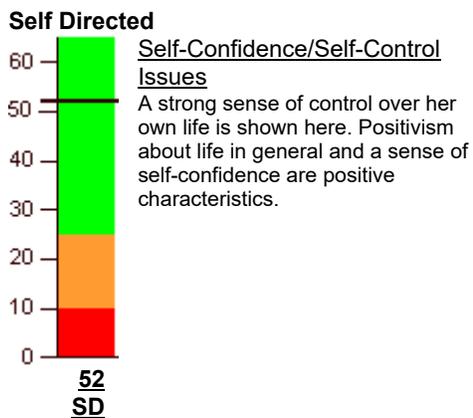
Acquiring Technical Competence

Practical learning experiences should be well within her capability. They are neither a turn-on nor a turn-off, just a necessary effort commitment.

**Matching Considerations**

MENTORING by someone who at least mildly enjoys new learning opportunities and challenges of business + associates who are not adverse to or may even enjoy ongoing requirements for at least some upgrading training.

**Attitude Survey**



**Emotional Quotient**

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

SELF AWARENESS I: MOOD LABELING				
Labels feelings and emotions as they are happening		Does not label feelings and emotions as they are happening		

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

SELF AWARENESS II: MOOD MONITORING				
High monitoring		Optimal monitoring	Low monitoring	

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

SELF CONTROL				
Demonstrates good self control		Low control over impulses and negative emotions		

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

MANAGING EMOTIONAL INFLUENCES				
Perseveres		Focus can change		

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

EMPATHY				
Recognizes emotions in others		Low awareness of emotions of others		

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

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

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

OVERALL				
Understands & uses emotional information		Relies on non-emotional information		

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



## ManagementPOP™

### Commitment Reluctance Report

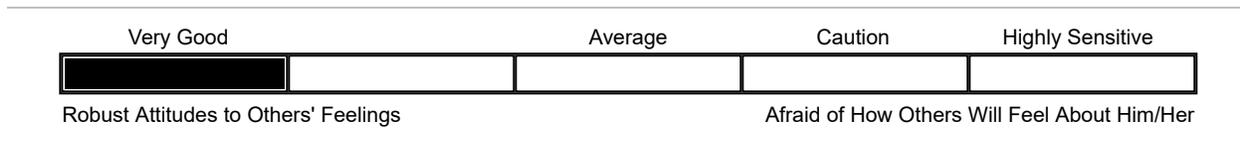
"The orientation of a manager to ask for commitments from associates and hold them to their commitments."

**Overall Commitment Reluctance Score = 97**



**MPP3# 902567792944 for Sample Person**

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**Attitudes Towards Others****Overview**

Her high score on the sensitivity to rejection scale indicates that she would tend to view the coaching process in a very objective manner. She would be primarily focused on identifying and gaining the required commitments necessary for effective performance. She would benefit from training to become consciously aware of this competence. She is very unlikely to confuse personal feelings toward an employee and allow them to interfere with asking for the commitments necessary to reach goals and objectives.

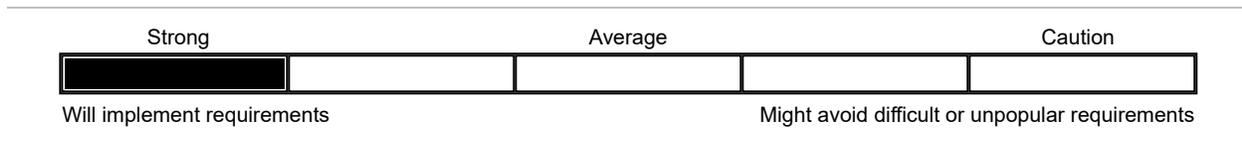
**Question Analysis**

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

**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?

### Implementation of Commitment



#### **Overview**

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

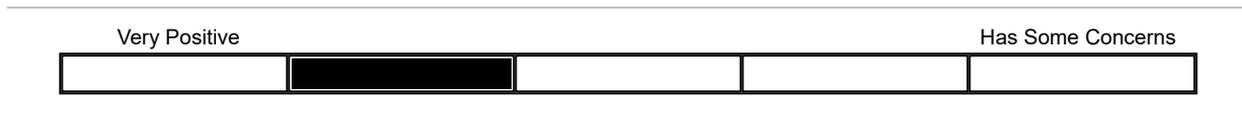
#### **Question Analysis**

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

#### **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?

### Perception of a Career in Management



#### Overview

Based on her positive image about the management career, she should actively pursue professional development and be constantly seeking information to help her become more effective as a manager. The organization should encourage and support Her management development plan. From a career management perspective, available career paths and future promotions and career opportunities will keep her focused and motivated.

#### Question Analysis

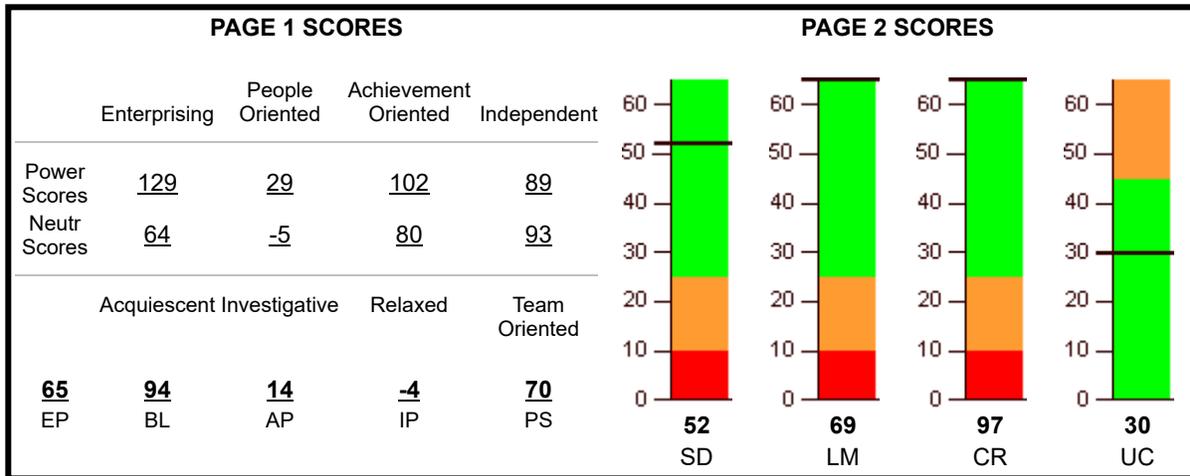
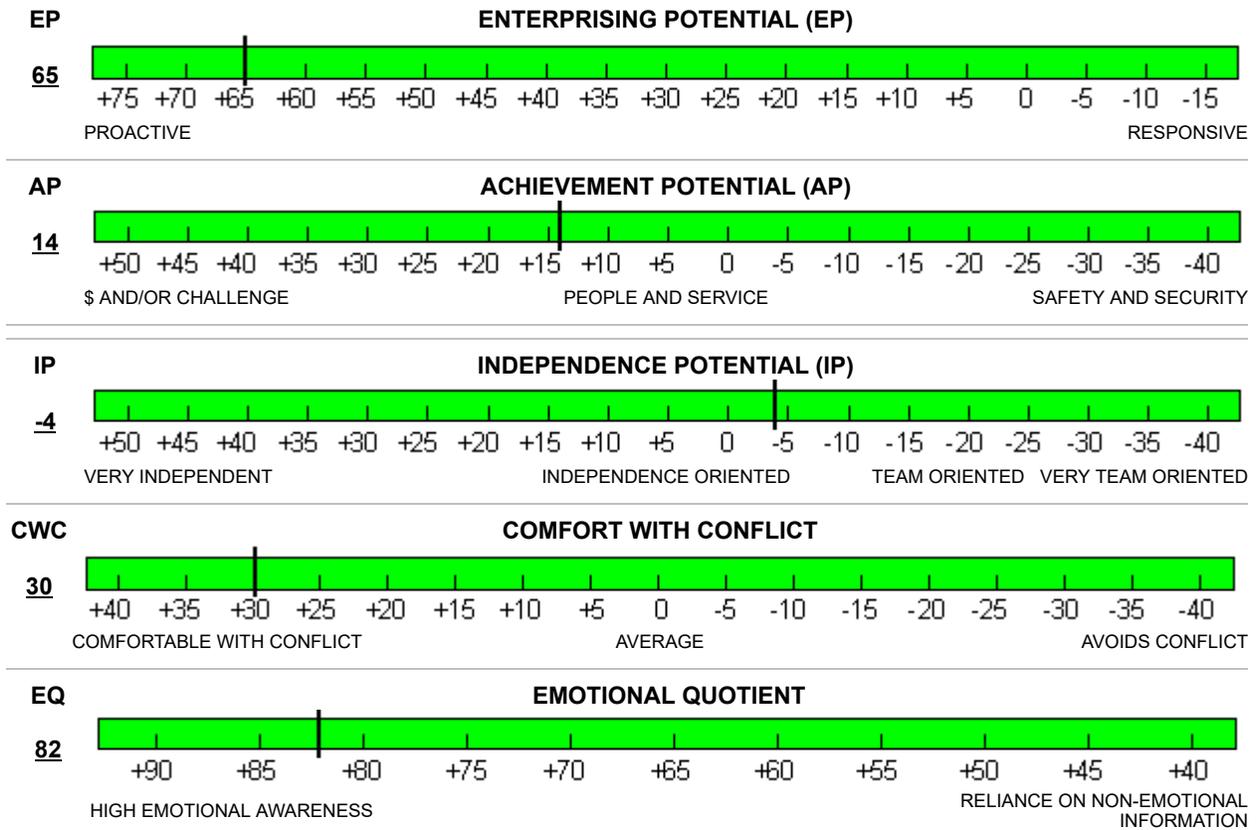
Item analysis reveals that her responses to the following items give rise to some concern with respect to this scale.

- 25. Most employees feel that their managers enjoy the power of controlling others.

#### 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?
- Who would be your ideal management role model? Who has had the most influence on your career choices? How has this individual influenced you? What manager would best reflect the type of manager you would most like to be? Least like to be?

**Summary of Scales**



**Responses from Opinions Section**

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 (2)  | 41. All my habits are good and desirable ones (4)  |
| 2. To be a successful manager, it is necessary to get employees to like me (2)           | 42. People's good qualities are seldom recognized (2)  |
| 3. Good managers don't necessarily attract good employees (1)                            | 43. I never envy another person's good luck (3)  |
| 4. I avoid actions that might make other people dislike me (1)                           | 44. Hard work brings success (5)   |
| 5. It is important that people approve of me (1)   | 45. It is difficult to balance personal and professional demands (2)                                     |
| 6. Managers are highly regarded as company representatives (4)                           | 46. I have never been late for work or for an appointment (4)  |
| 7. My family and friends are very supportive of my career choices (5)                    | 47. I find it very easy to 'wind down' (5)   |
| 8. I thrive under pressure (5)   | 48. Success is mostly luck (1)   |
| 9. I find it easy to discipline employees and associates (4)                             | 49. Managers are generally positive role models (4)  |
| 10. I find it easy to make new acquaintances (5)   | 50. Sometimes I have doubts about the whole course of my life (2)  |
| 11. I would have no problem implementing a decision that is unpopular with employees (4) | 51. Employees often influence company policies (4)   |
| 12. In a group, if a person doesn't like me I feel uncomfortable (1)                     | 52. I usually feel very happy and content (5)  |
| 13. I often help my family and friends with their career planning (3)                    | 53. I am a confident person (5)  |
| 14. I adapt to what I think others expect of me (3)                                      | 54. I am usually relaxed (4)   |
| 15. I have helped several of my associates find new careers (4)                          | 55. Regular habits are an important part of my success (5)   |
| 16. I have little influence over my work environment (1)                                 | 56. Promotions are seldom based on performance (1)   |
| 17. At informal social events, I often talk about my job and company (4)                 | 57. Managers should not aggressively push employees to increase performance standards (1)                |
| 18. I have met very few people whom I do not like (4)                                    | 58. I create opportunities (5)   |
| 19. I get upset when someone challenges my authority (2)                                 | 59. Mistakes are inevitable (3)  |
| 20. To be successful in management, I must change my image (1)                           | 60. Most of my jobs have been quite stressful (4)  |
| 21. I avoid presenting an unpopular point of view at meetings (1)                        | 61. To be a successful manager, it is essential to be persistent in holding employees to commitments (4) |
| 22. Effort gets results (4)  | 62. I have difficulty coping with daily job challenges (1)   |
| 23. I have never told a lie (1)  | 63. I have never said anything unkind about anyone else (2)  |
| 24. My work has no effect on my attitude (2)   | 64. The right decision can change things (4)   |
| 25. Most employees feel that their managers enjoy the power of controlling others (1)    | 65. I feel comfortable promoting myself and my company at social gatherings (5)                          |
| 26. My current job is quite satisfying (5)   | 66. Most mistakes can be avoided (3)   |
| 27. Chance determines most things (2)  | 67. I can concentrate on things over long periods of time (4)  |
| 28. I would have difficulty integrating a demanding career into my lifestyle (1)         | 68. Other people have interfered with my success (1)   |
| 29. Employees tend to have less commitment to a job than managers (1)                    | 69. I always have a good attitude (5)  |
| 30. Things don't get me down (4)   | 70. It is impossible to change company procedures (1)  |
| 31. I am often influenced by others (3)  | 71. To be effective, I need to make several lifestyle changes (1)  |
| 32. I sometimes have difficulty completing important tasks (1)                           | 72. I have never boasted or bragged (2)  |
| 33. I am reluctant to make decisions (2)   | 73. A good plan can avoid mistakes (4)   |
| 34. I am an underachiever (1)  | 74. I manage stress effectively (4)  |
| 35. I am good at most things that I try to do (5)  | 75. Plans never work out (1)   |
| 36. No one is ever rude to me (2)  | 76. I often avoid difficult tasks (1)  |
| 37. I allow my attitude to negatively affect my performance (1)                          | 77. There is no such thing as luck (4)   |
| 38. People get the respect they deserve (4)  | 78. I am comfortable with changes in technology (5)  |
| 39. I generally have a very positive attitude toward work (5)                            | 79. Things happen mostly by accident (2)   |
| 40. There is little opportunity for growth in my current job (1)                         | 80. Lifestyle demands have interfered with my career success (1)   |



## Candidate Feedback On The Results Of The ManagementPOP™

### Version

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

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Personal Strengths/Career Needs	1
What To Seek/What To Avoid In Jobs	2

Thank you for taking the time to complete the ManagementPro. The following information identifies several of your personal strengths that are important to your career planning. The objective of the MPP 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.

**MPP3# 902567792944 for Sample Person**

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### **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 a goal, 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 accomplish, 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 cooperative, obliging, efficient, conscientious, painstaking and team oriented. You would follow company rules and highly value security in your work. You must be careful not to allow a heavy dependency to develop between you and your fellow workers and/or your supervisor.

#### **In Terms of Your Orientation Towards the 'People' Side of Business**

You would be described as extremely sociable, entertaining, cheerful, genial and outgoing. In addition to being a fluent talker, you would be 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 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**

#### **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.
- + You should look for an opportunity to be a part of a team and provide a really important service to fellow workers and to clients of the company.
- + 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 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 work situations where you might be required to often work independently and be deprived of the opportunity for team work.
- You should avoid employment that would isolate you from people. A job that lacks social interaction would not be adequately stimulating and rewarding to you.
- 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.