



ADMIN POP™

Potential for fit as

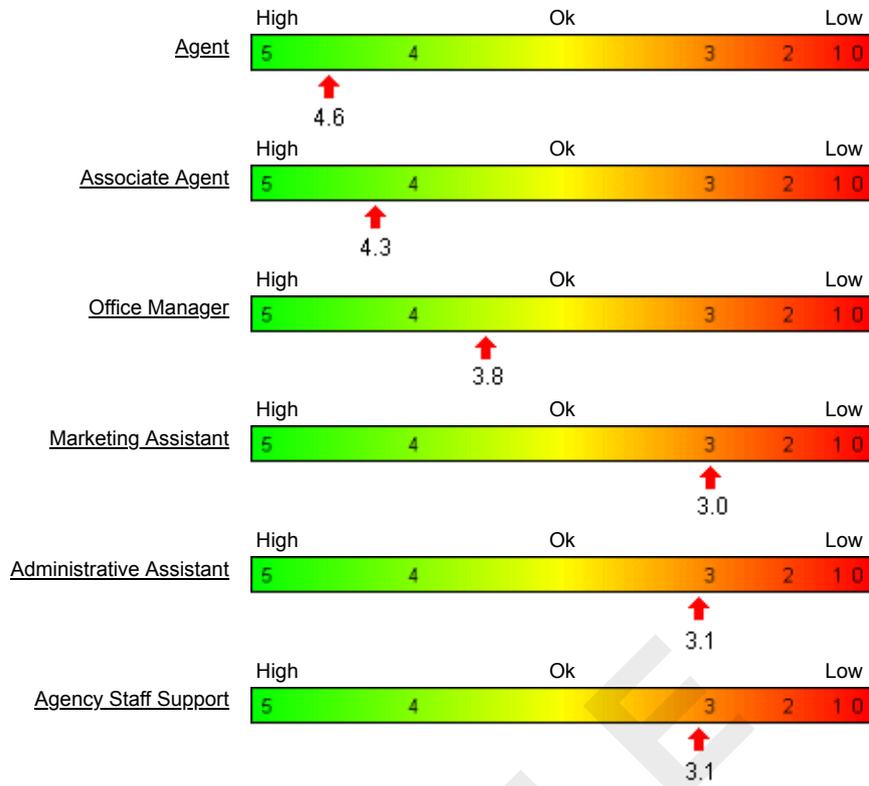
Agent
Associate Agent
Office Manager
Marketing Assistant
Administrative Assistant
Agency Staff Support

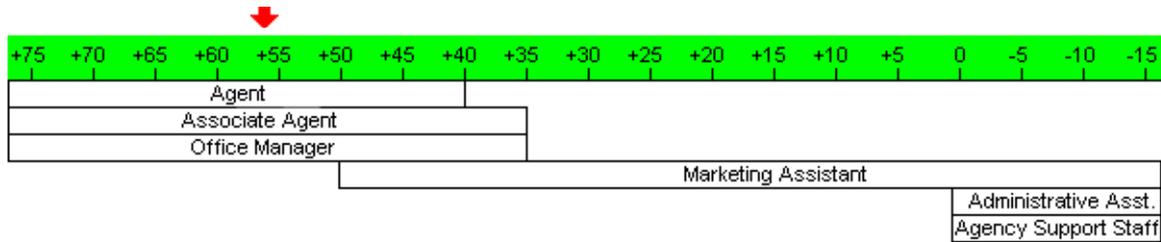
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U2SL5HXREGNT for Test Test on August 6, 2021

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Overall Admin Suitability



Match to Position**Enterprising Potential (EP) = +56****Overview**

His/Her score on the EP scale would indicate a natural inclination toward being comfortable in most competitive career environments. Given formal training he/she should be able to develop good work habits that focus on career development. He/She has the potential to initiate new contacts and self manage daily effort required to maintain the activities essential for survival and growth in demanding careers. He/She would be potentially suited for a sales position that requires the initiation of new client contact with some client maintenance.

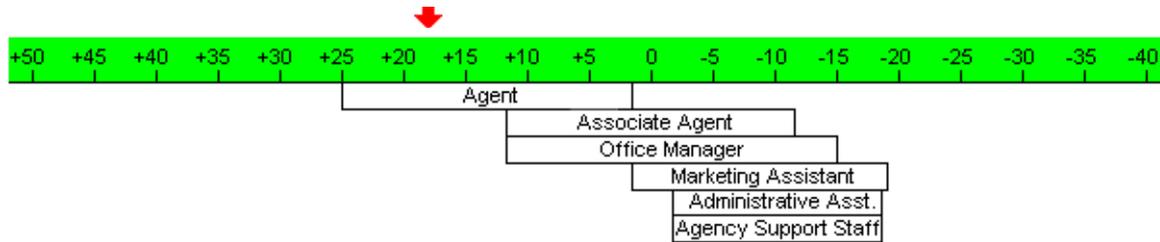
Structured Interview Questions

- Ask him/her to identify the daily habits that he/she developed on his/her previous position that contributed directly to his/her success? Which ones does he/she feel will contribute to his/her success with you?
- What additional habits will he/she need to be successful with you? Ask him/her for references to verify the examples.

Developmental Suggestions

Maximize existing strengths through training in basic personal time management and activity planning skills. Develop specific position related task planning and self management skills. Train him/her in these areas and monitor his/her planning and his/her activities until he/she demonstrates consistency. He/She can and will work best if you focus on the management of his/her EFFORT.

Notes

Match to Position**Achievement Potential (AP) = +18****Overview**

His/Her score on the AP scale would indicate that he/she has a good amount of drive, energy and ambition. He/She would be motivated primarily by challenge and/or money as well as by service and recognition. He/She will thrive on challenge and strive to attain higher performance levels on a regular basis. Daily objectives that are reinforced on a regular basis would be an excellent method for maintaining high levels of enthusiasm. In terms of a sales career, he/she will tend to be persuasively persistent in terms of the sales process.

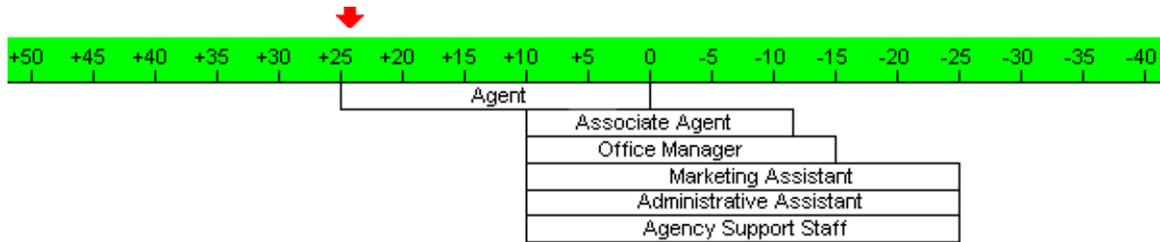
Structured Interview Questions

- Ask him/her to describe a recent situation where he/she set a challenging goal and achieved it.
- What was the most challenging project he/she completed within the last year. What was the outcome? What did he/she enjoy about the process?
- Check with references.

Developmental Suggestions

He/She will want to begin working on the job very quickly, therefore a short and intensive introduction and training period would be advised. Coach on the most appropriate strategies and assist with refinement of the practical application through personal observation. Help him/her understand the most efficient strategies for directing his/her energy and commitment profitably.

Notes

Match to Position**Independence Potential (IP) = +24****Overview**

His/Her score on the IP scale indicates that he/she would be most comfortable in a position that allowed him/her some freedom to develop his/her own systematic approach within a relatively fluid structure. He/She would accept the existing structure if he/she felt it would make him/her more effective. He/She would accept coaching from an experienced manager who had good credibility. He/She would function effectively in a team that was very focused on performance and motivated towards similar goals. He/She would expect the initial structure to allow for greater freedom as he/she demonstrated his/her ability to work independently.

Structured Interview Questions

- Ask him/her to describe his/her relationship with his/her manager and peers. What level of autonomy did he/she have?
- Ask him/her to describe the frequency and type of communication channels between him/herself and his/her company.
- What would be the ideal system for him/her?

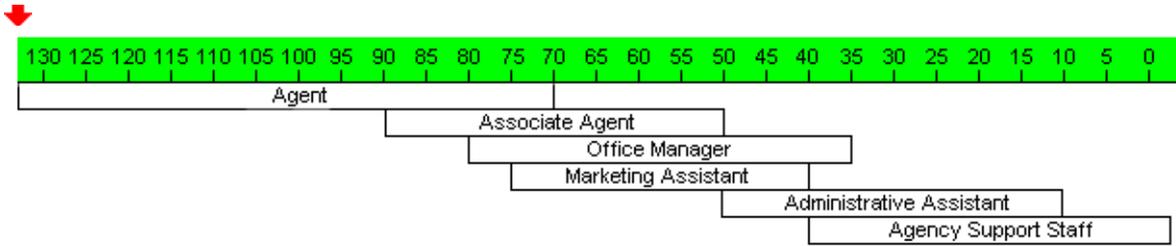
Developmental Suggestions

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

Notes

Match to Position

Career Fit (CF) = +131



Overview

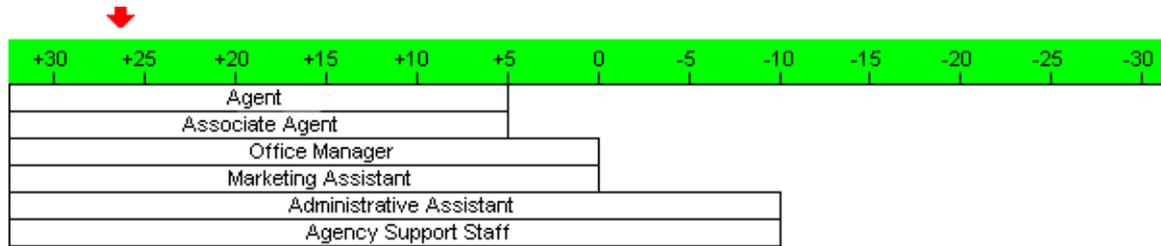
He/She is best matched to the Agent role within competitive work environments. His/Her profile shows elements that indicate his/her potential to be a top performer in such environments. The combination of motivation and self management can deliver excellent performance if they are balanced and working towards organizational goals. People with his/her profile can work well with minimal supervision and deliver excellent results when focused on organizational goals.

Notes

SAMPLE

Match to Position

People Orientation (PO) = +26



Overview

This result on the PO scale indicates this person will find a position with a great deal of interaction with new people to be an ideal match. He/She will be extremely people-oriented and sensitive to the needs and feelings of others.

Structured Interview Questions

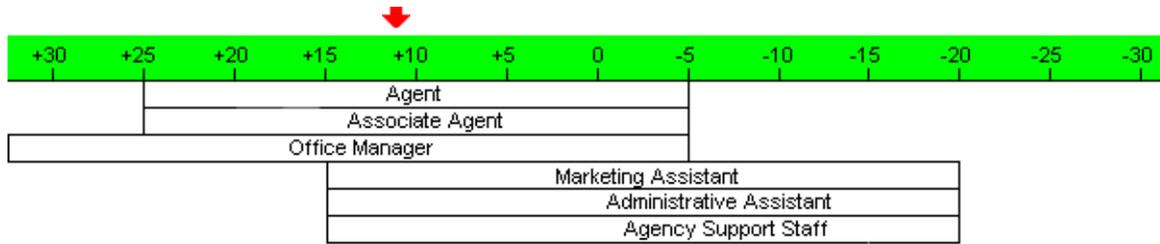
- Ask him/her how he/she puts people at ease when he/she first meets them. How does he/she adjust his/her approach to different personalities?

Developmental Suggestions

Training in the field will probably be most effective if he/she is paired with another highly 'people oriented' 'coach'.

Notes

SAMPLE

Match to Position**Analytical Orientation (AO) = +11****Overview**

He/She would enjoy a career environment that offers an opportunity for continual growth and development from a technical and intellectual point of view. He/She would be considered to possess a good amount of fluid intelligence.

Structured Interview Questions

- Ask him/her to describe any creative or innovative ideas he/she developed in his/her current or previous job.
- What does he/she do to keep current with technical developments?

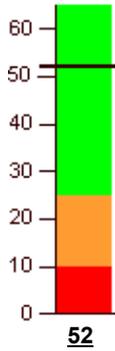
Developmental Suggestions

Help him/her design an intensive technical training process that includes self learning and formal instruction. He/She could be used as a technical expert for both clients and associates.

Notes

Match to Position

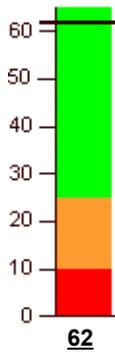
Self-Determination (SD) = +52



He/She believes very strongly that he/she is in control of his/her own future and that he/she can shape that future by his/her plans and actions. He/She expresses a very high degree of self confidence.

Notes

Call Reluctance (CR) = +62



One of the main reasons that people have difficulties is the fear of rejection. Fortunately, learning how to manage rejection is a trainable skill. His/Her score indicates that he/she probably does not fear these rejections. It would be important to continually improve his/her responses in situations where rejection occurs. Have him/her work with a mentor to find different methods to turn these rejections into opportunities.

Notes

SAMPLE

Match to Mentor/Environment

The Ideal Mentor/Subordinate Environment Should Include:

MENTORING by a person who is more flexible in his or her demands that others be absolutely self-sufficient self-managers + SUBORDINATES who are selected in large part because they are exceptionally strong natural self-managers.

MENTORING by a person with demonstrated profit orientation who is also seen as balanced by a genuine service orientation too + SUBORDINATES who, while wanting appreciation for the service provided, also consciously target a good income.

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

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

MENTORING by a technically competent manager who is good at applying new learning to the business + SUBORDINATES who are turned on by technical and training opportunities.

The Ideal Mentor/Subordinate Environment Should Avoid:

A MENTOR who is even slightly rigid in requiring others to adhere to one specific structured game plan (his/her own!) and/or SUBORDINATES who need any kind of imposed structure or intervention by management in their daily routines.

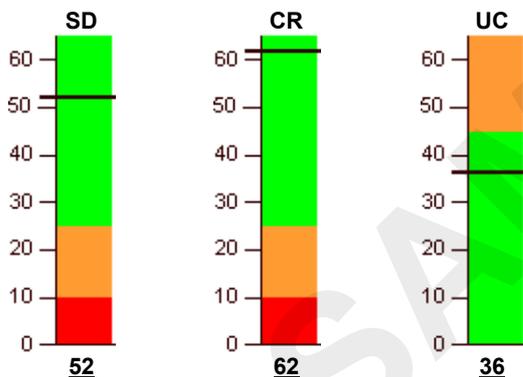
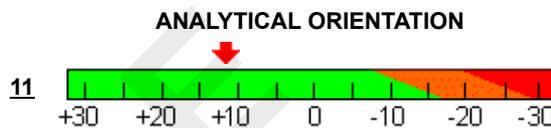
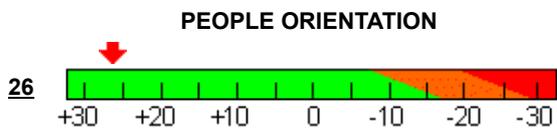
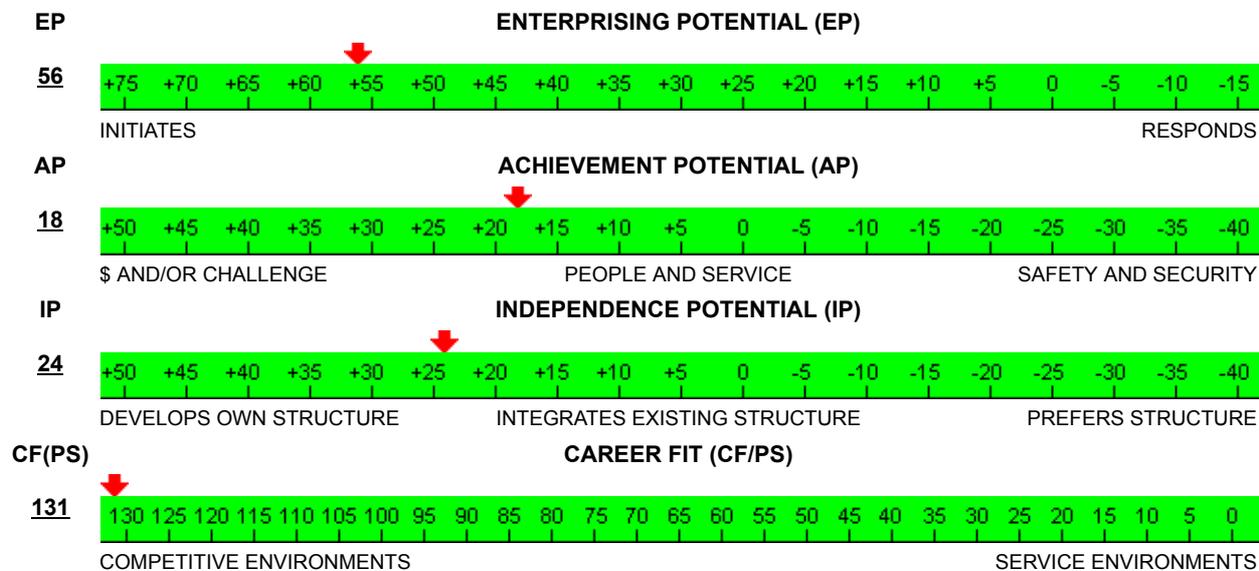
A MENTOR who is either insatiably committed to making big \$\$\$ or whose philosophy of life is that money is bad or doesn't matter and/or SUBORDINATES who will do anything to make big incomes or those who don't care much for \$\$.

A MENTOR who needs to be emotionally close to his or her subordinates to ensure that he or she can support and control them and/or SUBORDINATES who need to be involved in the social/emotional life as well as the work life of the team.

A MENTOR who devalues the need for good relations with subordinates and clients and/or SUBORDINATES who feel/express a lack of respect for their clients.

A MENTOR who overtly devalues or dismisses the importance of personal and technical learning and/or SUBORDINATES who are intimidated by technology.

Summary of Scores & Cautions



PAGE 3 SCORES

	Enterprising	People Oriented	Achievement Oriented	Independent
Power Scores	<u>147</u>	<u>26</u>	<u>133</u>	<u>134</u>
Neutr Scores	<u>91</u>	<u>11</u>	<u>121</u>	<u>110</u>
	Acquiescent	Investigative	Relaxed	Team Oriented
	<u>56</u>	<u>121</u>	<u>18</u>	<u>24</u>
	EP	BL	AP	IP

The Uncertainty Coefficient

The Uncertainty Coefficient (UC) provides an insight into whether or not the test results are reliable. High scores (above 45) indicate that the candidate may either misunderstand the profile or may be presenting him/herself in a socially desirable manner. The character traits measured by the Admin POP™ tend to have low face validity meaning it is difficult to fake unless one is an expert in test construction. A high UC score can indicate the need to check the SD and CR scores carefully when following up with the candidate.

The following provides detailed information on how to explore high UC scores.

GUIDELINES FOR EXPLORING A HIGH UNCERTAINTY COEFFICIENT (UC) SCORE

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. It is recommended that if a recruiter or manager has specific questions, they are encouraged to set up a consultation with a consultant from the Self Management Group.

THE UC ITEMS

The UC items come from the attitude page of the Admin POP™ . They include:

- My opinion is always the correct one.
- I have never told a lie.
- No one is ever rude to me.
- All my habits are good and desirable ones.
- I never envy another person's good luck.
- I have never been late for work or for an appointment.
- I have never said anything unkind about anyone else.
- I have never boasted or bragged.

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 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 report. The sample questions in the 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 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 by 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 report.

The Uncertainty Coefficient (cont'd)

POSSIBLE STEPS FOR EXPLORING A HIGH UC SCORE

To explore the reasons for a high UC score and determine whether or not the report is reliable, the following steps are recommended.

STEP #1: Investigate the UC items with the candidate. Go to the items on page 3 (attitude items) 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 attitude scores.

STEP #3: Investigate the power scores (Enterprising, Achievement and Independent) and the neutralizing scores (Acquiescent, Relaxed and Team Oriented) on the summary page of the report. If any of the power scores are greater than 140 or neutralizing scores less than 40, they are very unusual scores and indicate that the Admin POP™ might be inflated.

STEP #4: Candidate Feedback. Give the candidate the candidate feedback from the report and ask if the pages describe him or her accurately. If the answer is YES ask for examples from the persons background that would justify the Admin POP™. If the answer is NO ask for examples from the persons background that would justify their challenges to the information.

STEP #5: Interviewing Questions. The interview questions included in the report are designed to help the recruiter validate the Admin POP™ from the experiences of the candidate. The Admin POP™ is assessing potential and the answers to the interview questions should substantiate or challenge the Admin POP™ predictions.

SUMMARY

In summary, the most effective strategy for minimizing 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 Admin 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 will determine whether or not the Admin POP™ results are reliable and valid.

Responses from Opinions Section

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
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1. I am successful at most aspects of my life. (5)
2. To be successful in my career, it is necessary to get all my associates to like me. (3)
3. Chance determines most things. (4)
4. I have been successful at developing a large network of people. (5)
5. Effort gets results. (5)
6. To perform up to my potential, I must have total belief in my job. (5)
7. I am often influenced by others. (3)
8. I avoid actions that might make people dislike me. (1)
9. I have never told a lie. (1)
10. Most mistakes can be avoided. (4)
11. It is important that people approve of me. (5)
12. Mistakes are inevitable. (4)
13. My family and friends support my career choices. (5)
14. People get the respect that they deserve. (5)
15. Aggressive salespeople usually make a good income but have less repeat business. (5)
16. Salespeople have a positive public image. (4)
17. Others have interfered with my success. (1)
18. I find it easy to make new acquaintances. (5)
19. I control my attitude toward work. (5)
20. I am comfortable promoting my ideas to friends and associates. (5)
21. All my habits are good and desirable ones. (5)
22. People's good qualities are seldom recognized. (1)
23. I never envy others their good luck. (4)
24. Hard work brings success. (5)
25. In a group, if a person does not like me, I feel uncomfortable. (2)
26. Success is mostly luck. (4)
27. I have been successful in developing a large network of friends and associates. (5)
28. I have never been late for work or for an appointment. (1)
29. I can be whatever I choose to be. (4)
30. I adapt to what I think others expect of me. (4)
31. I have never boasted or bragged. (2)
32. What I am was decided when I was born. (1)
33. Informal social events are a good source of sales contacts. (4)
34. I have never said anything unkind about anyone else. (2)
35. The right decision can change things. (5)
36. It is very important to push people to buy a product or service after you have established they need it. (5)
37. What will happen will happen. (1)
38. Most people would prefer not to deal with salespeople. (2)
39. I am successful in most areas of my life. (5)
40. No one is ever rude to me. (2)
41. To be successful in my career, I must change my image. (1)
42. I let the organization define my training needs. (4)
43. I often refer salespeople to my family and friends. (5)
44. My opinion is always the correct one. (4)
45. A good plan can avoid mistakes. (5)
46. I would rather talk to a client on the telephone than in person. (4)
47. Plans never work out. (1)
48. I must believe in a product before I can sell it. (5)
49. There is some good in everybody. (5)
50. I have met very few people whom I do not like. (5)
51. Some people are just "no good". (2)
52. I feel comfortable promoting myself and my company at social gatherings. (5)
53. There is no such thing as luck. (3)
54. I get upset when salespeople call me at home. (3)
55. Things happen mostly by accident. (1)
56. I have bought a product or service mainly because of the salesperson. (5)



CANDIDATE FEEDBACK ON THE RESULTS OF THE

Admin POP™

An Overview of Your Personal Characteristics & Career Strengths

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

John C. Marshall, Ph.D.

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Your Personal Strengths

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

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

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

You 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 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 quite logical, reflective, analytical, factual and practical. A job requiring the solving of intellectual or conceptual problems would stimulate a person such as yourself. You would have a flair for technically oriented and detailed work. Taking on challenges to learn and use new information in a field that interests you would be rewarding in itself.

Career Planning

What Should You Look for In a 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 with the opportunity to undertake major personal challenges and which will reward you financially in proportion to your effort and your accomplishments. Taking on challenges for the sake of the challenge itself and for the recognition you may receive when you are successful may be a sufficient motivator in some cases.
- + 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.
- + 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.
- + A job with some learning and technical requirements would be quite satisfying. The opportunity to be creative and to put your new found knowledge into action would also be appealing to you.

What Should You Avoid in 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 jobs which treat everyone the same, regardless of how much effort they put in or how much they achieve. Non-challenging or repetitious jobs are probably not going to make use of your powerful achievement potential.
- Avoid career paths 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 employment that would isolate you from people. A job that lacks social interaction would not be adequately stimulating and rewarding to you.
- You should avoid jobs that are not intellectually challenging, creative and those that do not offer a chance for personal growth in a technical or practical sense.