



# Executive Leader POP™

## *Interpretation Guide*

# Table of Contents.

<u>Introduction</u>	<u>3</u>
<u>Executive Leader POP™ Report</u>	<u>4</u>
<u>Interpreting the Summary of Scales Page</u>	<u>7</u>
<u>Communication Styles</u>	<u>9</u>
<u>Attitudes/Opinions</u>	<u>11</u>
<u>Selection Considerations</u>	<u>14</u>
<u>Emotional Quotient</u>	<u>15</u>
<u>Interview Questions</u>	<u>19</u>
<u>Developmental Suggestions</u>	<u>20</u>
<u>Matching Considerations</u>	<u>21</u>
<u>Trust Report</u>	<u>22</u>
<u>Candidate Feedback Report</u>	<u>29</u>

# Introduction

---

The Executive Leader POP™ is a personality assessment tool that integrates science and objectivity into the recruitment, selection and development of senior leaders across a variety of industries. Not only can this validated psychometric assessment tool aid in the selection and succession of organisational leaders, it can be used in conjunction with other VG assessment tools to help leaders better understand how to work with and effectively manage other people.

The Executive Leader POP™ assesses self-management potential, motivational structure, organisational fit, comfort with conflict, ability to empathise and support others, leadership style, communication style, consistency in keeping commitments, honesty and transparency in professional settings, level of self-confidence and personal accountability, along with many other key factors essential to success in leadership positions.

## **The Executive Leader POP™ can be used for:**

- Selecting candidates for senior management or executive roles
- Analysing the make-up of various management and executive teams
- Assessing leadership potential to develop a succession plan, based on a benchmark of current qualified leaders; and
- Coaching and developing existing and future leaders.

## **The Executive Leader POP™ provides valuable insight into:**

- Individual needs and development opportunities
- Assessing candidates' probability for success in leadership
- Matching individual assessments to organisational culture
- Improving retention and growth; and
- Improving performance and results.

## **This interpretation guide is designed to:**

- Assist in interpreting the Executive Leader POP™ report.
- Help you use the assessment results effectively in the recruitment and selection of senior management candidates; and
- To provide developmental, matching and mentoring strategies.

This **Executive Leader POP™** has been validated in accordance with EEOC guidelines. This guide will take you through each part of the assessment report and provide you with information on how to effectively apply the information in your selection and coaching practices.

# Executive Leader POP™ Report

---

The cover page of the **Executive Leader POP™** report is menu driven, allowing you to select the pages / content you are most interested in. When you have selected the pages you would like to view, click **Create Report**.



## Executive LeaderPOP™

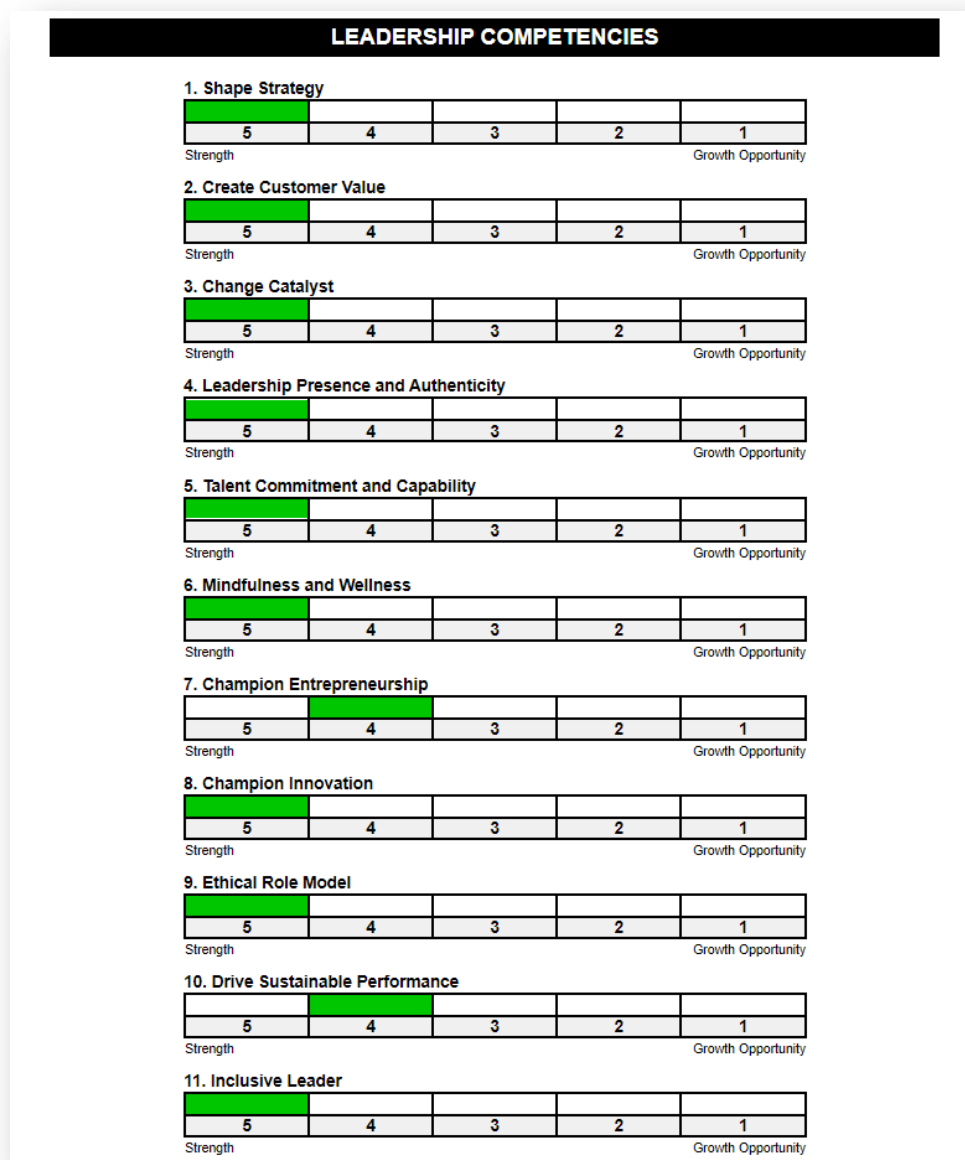
Contents	Page
<input checked="" type="checkbox"/> Overall Recommendation	2
<input checked="" type="checkbox"/> Leadership Competencies	3
<input checked="" type="checkbox"/> Summary of Scores & Cautions	4
<input checked="" type="checkbox"/> Responses from Opinions Section	5
<input checked="" type="checkbox"/> Selection Considerations	6
<input checked="" type="checkbox"/> Emotional Quotient	7
<input checked="" type="checkbox"/> Interview Questions	8
<input checked="" type="checkbox"/> Developmental Suggestions	14
<input checked="" type="checkbox"/> Matching Considerations	15
<input checked="" type="checkbox"/> Trust Report	16
<input checked="" type="checkbox"/> Candidate Feedback	23
<input checked="" type="checkbox"/> <i>check / uncheck all</i>	

Create Report

# Leadership Competency Scores & Cautions

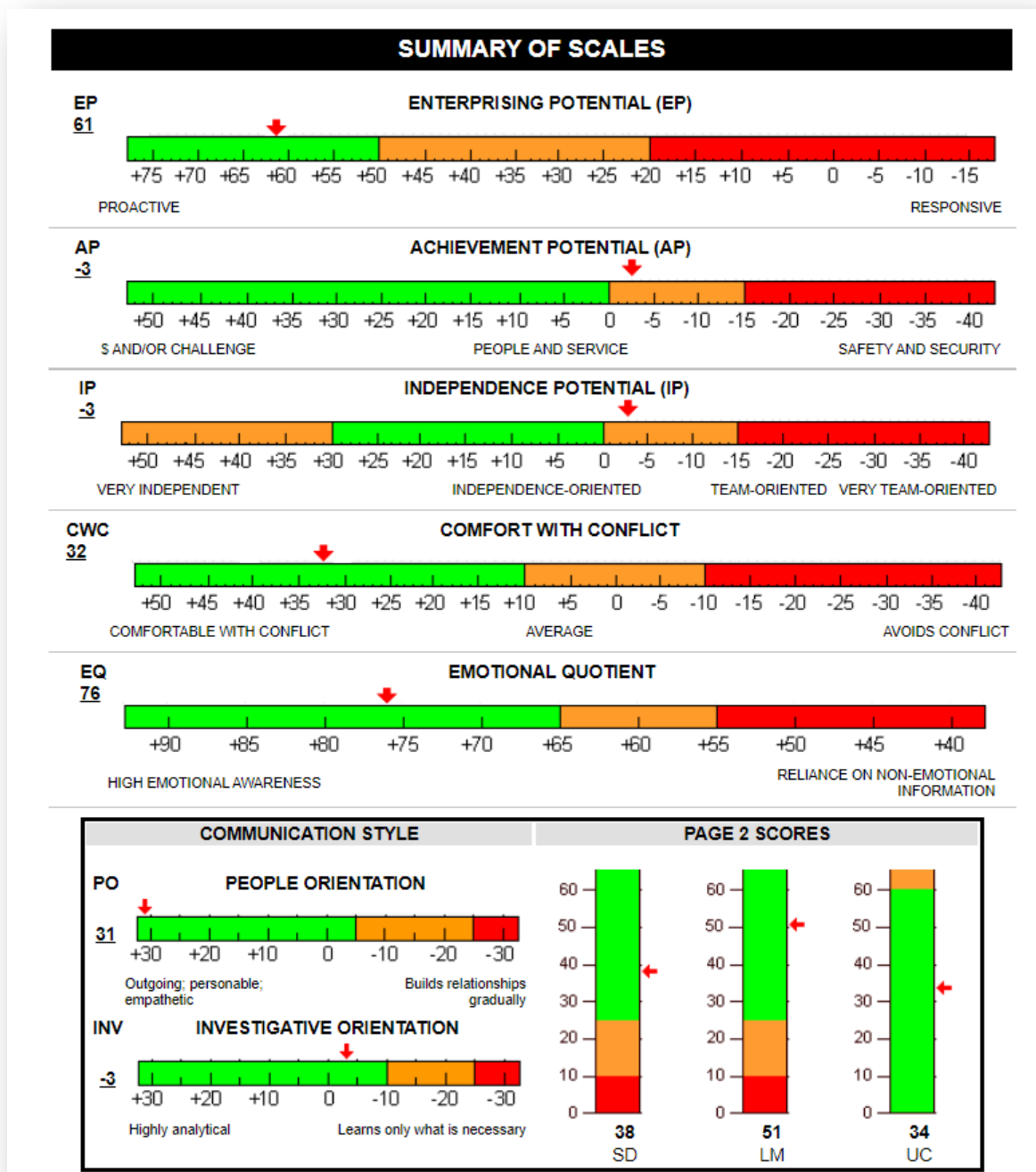
The **leadership competencies** section provides a descriptive overview of the individual's natural leadership style. These scales are projections of probable performance based on aggregate data for successful leaders.

There are eleven segment graphs that are colour coded to reflect strengths and caution areas. Green segments are strengths; yellow segments are cautions to be explored; and red segments should be thoroughly investigated in detail during the selection process. If this page is being referenced for developmental purposes, yellow areas should be the focus (The ROI and ROE associated with developing red areas is minimal). The graphs on this page are derived from the scales on the **Summary of Scores** page, which are discussed in detail in the following pages.



## Summary of Scores & Cautions

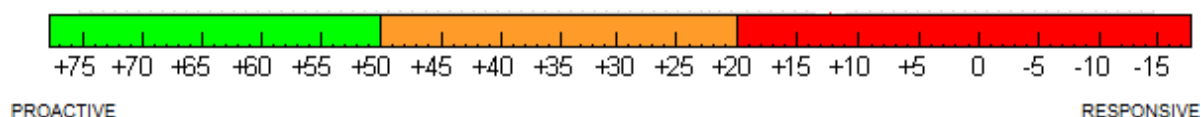
This **Summary of Scales** page provides a graphical representation of the individual's scores across the personality and attitudinal constructs. The green, amber and red ranges provide industry top performer benchmarks for reference.



# Interpreting the Summary of Scales Page

## *Enterprising Potential*

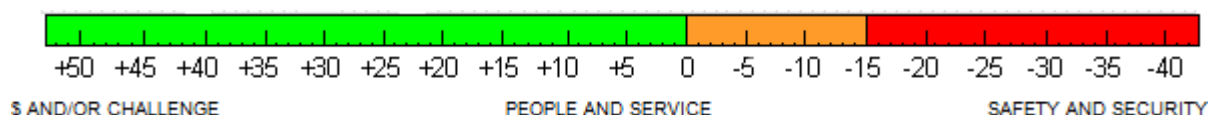
The **Enterprising Potential (EP)** scale measures an individual's level of proactivity and initiative. It provides insight into the individual's personal planning, time management and self- management ability to achieve specific goals. Individuals who are not inherently self-managing have difficulty leading others effectively.



Score	Interpretation
> 50	<b>Ideal Range:</b> Good self-management potential, takes initiative, comfort with dynamic environments
20 to 50	<b>Caution:</b> May be able to self-manage some activity, may prefer to be responsive
< 20	<b>Strong Caution:</b> Needs a structured environment to self-manage

## *Achievement Potential*

The **Achievement Potential (AP)** scale measures the motivational structure of an individual, including the relative importance of challenge or financial success as compared to safety or security. It reflects an individual's natural coaching style.



Score	Interpretation
> 45	<b>Strong Caution:</b> Very bottom-line oriented, too strong for some cultures
30 to 45	<b>Caution:</b> Goal-oriented with a high sense of urgency
0 to 30	<b>Ideal Range:</b> Balanced between results and people or service
-15 to 0	<b>Caution:</b> Motivated by people side of business with low sense of urgency
< -15	<b>Strong Caution:</b> Very employee oriented, may be lax on results or performance

### *Independence Potential*

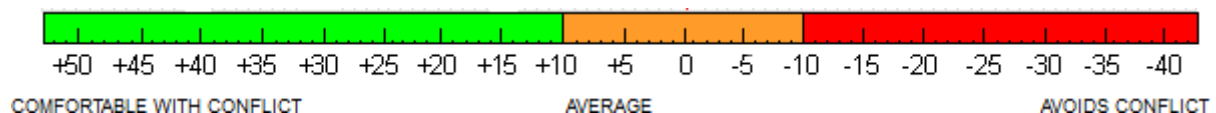
The **Independence Potential (IP)** scale reflects the individual's approach to structure and systems. Most leaders would tend to exhibit more independence and comfort creating their own structure. This scale is very much a factor in fitting the individual to the environment, as some individuals may be too independent for certain environments.



Score	Interpretation
> 30	<b>Caution:</b> Very independent, may resist integrating any existing structure
0 to 30	<b>Ideal Range:</b> Independent yet able to integrate with most organisational structure
-15 to 0	<b>Caution:</b> Strong team orientation
< -15	<b>Strong Caution:</b> Very team oriented, potentially dependent on structure. Typically, not a leader, but a follower

### *Comfort with Conflict*

The **Comfort with Conflict (CWC)** scale reflects the individual's comfort in dealing with interpersonal conflict. Comfort with conflict has been shown to be an important factor in most leadership positions as conflict is something that most leaders must address.



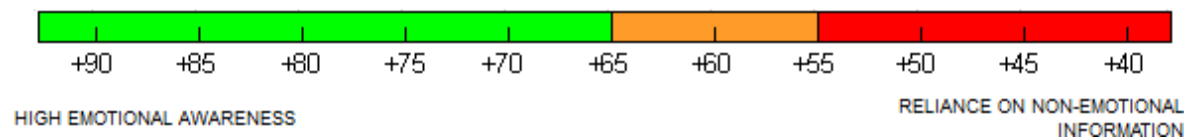
Score	Interpretation
> 40	<b>Strong Caution:</b> Quite comfortable with conflict and may introduce conflict to further one's own personal or professional goals
10 to 40	<b>Ideal Range:</b> Comfortable with conflict but not likely to create it
-10 to 10	<b>Caution:</b> Average comfort with conflict and may require conflict resolution training to be effective
< -10	<b>Strong Caution:</b> Uncomfortable and will avoid conflict at all costs



# Communication Styles

## *Emotional Quotient*

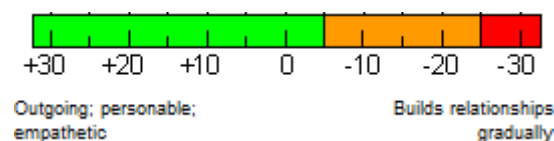
The **Emotional Quotient (EQ)** scale provides an overall indication of the individual's ability to process emotional information and apply the information effectively. A detailed EQ report is described in later sections of this guide.



Score	Interpretation
> 65	<b>Ideal Range:</b> Good understanding of feelings and emotions; they will make effective use of emotional information in decision making
55 to 65	<b>Caution:</b> Average understanding of feelings and emotions; they will often make use of emotional information
< 55	<b>Strong Caution:</b> Infrequent use of emotional information when making decisions

## *People Orientation*

The **People Orientation (PO)** scale provides insight into the individual's approach to building relationships with others and the degree to which they derive satisfaction from engaging with others. This will be reflected in how much the individual would enjoy meeting and engaging with new people on a regular basis.



Score	Interpretation
> -5	<b>Ideal Range:</b> Enjoys and is motivated by interacting with others
-25 to -5	<b>Caution:</b> Builds relationships slowly over time
< -25	<b>Strong Caution:</b> Not motivated by building new relationships, may appear aloof or distant to others

### *Investigative Orientation*

The **Investigative Orientation (INV)** score reflects the degree to which an individual enjoys and is motivated by learning. This score predicts success in learning, communicating technical information and attention to detail. An interest in continuous learning is important in many leadership roles.



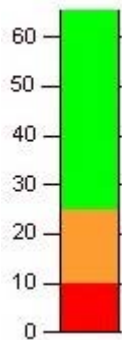
Score	Interpretation
> -10	<b>Ideal Range:</b> Enjoys and is motivated by learning, will show attention to detail
-25 to -10	<b>Caution:</b> Will learn what is required to perform effectively
< -25	<b>Strong Caution:</b> Learning and development are not strong motivators; may lack attention to detail

# Attitudes/Opinions

The **Executive Leader POP™** provides insight into key attitudes related to success in leadership positions. Unlike source traits, these attitudes and opinions reflect recent experiences and can change over time. Three vertical scales at the bottom of the page provide feedback on the individual's confidence, ability to manage stress and whether the assessment results should be considered reliable.

## *Self Directed*

The **Self Directed (SD)** scale indicates the extent of confidence in oneself and feelings towards being in control over the issues in one's life. Feelings of confidence are very important in leading successfully and taking responsibility for one's own actions.



### Score

> 25

10 to 25

< 10

### Interpretation

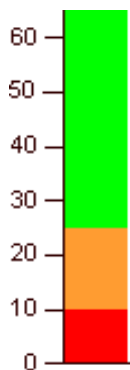
**Ideal Range:** Feels in control of oneself and assumes responsibility for actions and results.

**Caution:** Low confidence; demonstrates feelings of not being in control of circumstances.

**Strong Caution:** Probe carefully before hiring.

## *Lifestyle Management*

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



### Score

> 25

10 to 25

< 10

### Interpretation

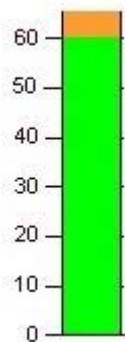
**Ideal Range:** Handles stress and manages lifestyle effectively.

**Caution:** Appears to be having trouble coping with stress.

**Strong Caution:** Follow up carefully before hiring.

### *Uncertainty Coefficient*

The **Uncertainty Coefficient (UC)** scale provides insight into whether the test results are reliable. High scores (above 60) indicate the individual may have either misunderstood the items or presented themselves in a socially desirable manner. The character traits measured by the **Executive Leader POP™** tend to have low face validity, meaning it is difficult to fake responses unless one is an expert in test construction. Some of the Attitude items have higher face validity and a high UC score can indicate the need to check the SD and LM scores carefully when following up with the individual.



#### **Score**

> 60

< 60

#### **Interpretation**

**Caution:** Test results may be unreliable.

**Ideal range:** Tests results are accurate.

## Responses from Opinions

This page shows the candidate's responses to the items comprising the attitude section. It is recommended this section be referenced if the candidate scores low in any of these areas, as it allows insight into how certain belief constructs were rated and can be valuable when creating follow up questions for an interview.

### Responses from Opinions Section

1=Don't Agree At All

2=Agree A Little

3=Somewhat Agree

4=Moderately Agree

5=Definitely Agree

1. I have never made a mistake (1)
2. I thrive under pressure (5)
3. I have little influence over my work environment (1)
4. Effort gets results (5)
5. I have never told a lie (3)
6. My work has no effect on my attitude (1)
7. My current job is quite satisfying (2)
8. Chance determines most things (3)
9. I would have difficulty integrating a demanding career into my lifestyle (1)
10. Things don't get me down (1)
11. I am often influenced by others (3)
12. I sometimes have difficulty completing important tasks (2)
13. I am reluctant to make decisions (2)
14. I am an underachiever (1)
15. I am good at most things that I try to do (5)
16. No one is ever rude to me (2)
17. I allow my attitude to negatively affect my performance (1)
18. People get the respect they deserve (5)
19. I generally have a very positive attitude toward work (5)
20. There is little opportunity for growth in my current job (5)
21. All my habits are good and desirable ones (4)
22. People's good qualities are seldom recognized (4)
23. I have never broken a rule (4)
24. Hard work brings success (5)
25. It is difficult to balance personal and professional demands (1)
26. I have never been late for work or for an appointment (2)
27. I find it very easy to 'wind down' (4)
28. Success is mostly luck (2)
29. Sometimes I have doubts about the whole course of my life (2)
30. Employees often influence company policies (5)

# Selection Considerations

---

The **Selection Considerations** page covers each of the key scales that should be considered as important factors in selecting a senior leader. This section provides text-based explanations of the scales on the **Summary of Scales** page.

## SELECTION CONSIDERATIONS

### **Enterprising Potential (E.P.)**

In leadership environments, his/her strength on the E.P. Scale would indicate very strong potential for demonstrating personal initiative and proactivity. He/She should have a natural inclination towards being an effective self-manager. Given coaching to enhance planning and time management skills, he/she should be able to make a routine of the daily effort required to meet competing priorities and drive organizational initiatives.

### **Achievement Potential (A.P.)**

This A.P. Scale result is below average and warrants a caution no matter what the results are on other measures. This low a score on the A.P. Scale indicates an extremely high probability that this person will not be able to become involved wholeheartedly in and committed to initiatives where the bottom line is the main priority. He/She will feel more comfortable working towards long-term goals that take into account service and relationships. The likelihood of his/her remaining effective over a longer time is very low unless he/she can develop an unusually powerful emotional as well as intellectual commitment to the success or value of an initiative.

### **Independence Potential (I.P.)**

This is a relatively neutral score on the I.P. Scale. Scores in this range normally reflect people who are modestly independent but are able to adapt to a structured environment. It is a good fit for a culture that is relatively structured but allows some room for individual initiative.

### **People Orientation (P.O.)**

This is a very strong result on the P.O. Scale. 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. Scale. If he/she has successfully completed some development or learning program in the last few years, this will be an indication that he/she should be able to succeed at most coaching programs.

### **Comfort with Conflict (CWC)**

SAMPLE has the potential to be quite comfortable in situations where there is conflict such as an angry or upset coworker. His/Her comfort with conflict can be a strength in situations where conflict is a common occurrence or there is ongoing tension that may require his/her intervention. People with SAMPLE's level of comfort with conflict may even occasionally create conflict to further their own goals or to enhance performance.

### **Self-Directed (SD)**

At an average level of self-confidence/self-control, he/she sees much of his/her life as being in his/her own hands.

### **Lifestyle Management (LM)**

This is an above-average (positive) result indicating that he/she is dealing well with any current life stressors.


### **Uncertainty Coefficient (UC)**

SAMPLE has an acceptable score on the UC scale indicating that he/she is not answering in a socially desirable manner. His/Her answers on the attitude scales tend to be reliable.




# Emotional Quotient

The **Emotional Quotient (EQ)** report provides a further breakdown into the internal and external dimensions that comprise our overall EQ score.


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






The **Mood Labeling (ML)** scale measures an individual's ability to accurately label feelings and emotions. This score indicates the extent to which an individual can interpret their feelings as they occur. Strong self-awareness is a key component of emotional intelligence.

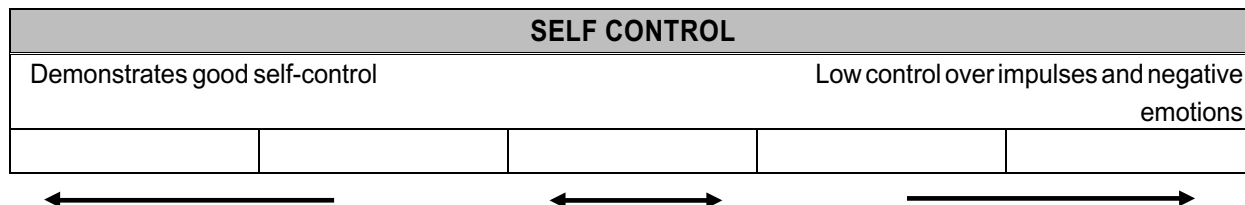
-  This score indicates that the individual demonstrates the potential for good ability to identify and categorise their feelings as they happen.
-  The individual shows the ability to identify and categorise their feelings like most of the population.
-  The individual may exhibit some difficulty labeling their feelings and emotions.  
This would be indicative of low self-awareness.

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






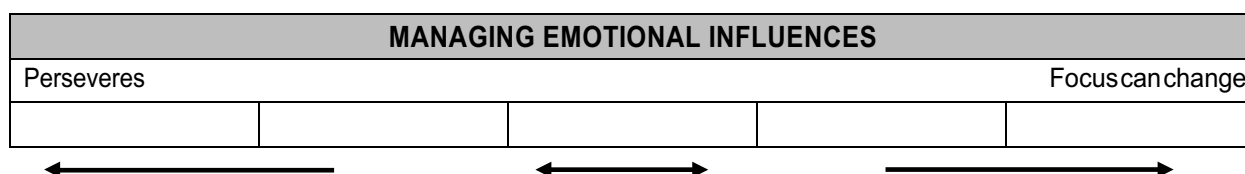
The **Mood Monitoring (MM)** scale measures the amount of energy an individual puts forth in monitoring their feelings and emotions.

-  High scores on this scale may reflect an individual who devotes too much energy to their mood states. This individual would benefit from learning how to focus their energy more on external states rather than their internal feelings and emotions.
-  Scores in this range indicate an appropriate amount of energy in monitoring one's mood states.
-  Low scores indicate insufficient energy towards monitoring one's moods which may limit an individual's overall self-awareness. They would require coaching in learning how to be more aware of their feelings and emotions.






The **Self Control (SC)** scale measures an individual's control over their feelings and emotions. It also provides a measure of impulse control which is very important for coaching others effectively.

-  This score indicates the individual demonstrates the potential for good control over their impulses, emotions and desires.
-  The individual demonstrates control over their impulses, emotions and desires like most of the population.
-  The individual may show difficulty in delaying immediate gratification to attain future goals and objectives.

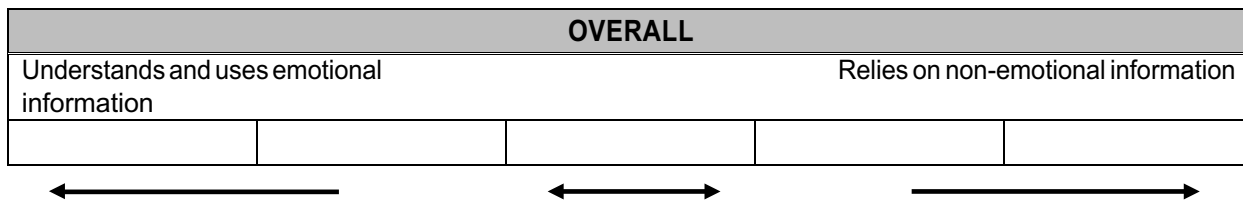


The **Managing Emotional Influences (MEI)** scale measures an individual's ability to manage emotional influences that would prevent them from taking actions they believe are necessary to deal effectively with everyday situations or meet individual goals. This scale provides an indication of the individual's willingness to act when they are convinced it is the right thing to do.


-  This score indicates that the individual can manage emotional influences effectively and persevere with their personal goals.
-  The individual can manage emotional influences commensurate with most of the population. they will be able to deal with the issue effectively most of the time.
-  The individual may occasionally allow negative emotional influences to interfere with their goal attainment.









The **Overall** score measure an individual's ability to process emotional information and apply the information effectively. This measure provides an overview of an individual's ability to manage relationships.

- 

This score indicates that the individual has above average potential to respond appropriately in a variety of situations at work and to manage inter-individual relationships effectively.
- 

The individual shows the potential to respond appropriately in a variety of situations at work and manage inter-individual relationships like most of the population.
- 

The individual may show some difficulty making appropriate decisions in social situations based on the emotional states of others.

# Interview Questions

---

The **Executive Leader POP™** report provides 5 pages of **Interview Questions** based on the individual's unique psychometric traits and their responses to the items. These questions are designed to help the interviewer identify strengths and growth opportunities within each of the scales.

## INTERVIEW QUESTIONS

### Enterprising Potential (E.P.)

- Describe a situation where you had to meet an urgent deadline but you had competing priorities and an unusual demand on your time. How did you manage the situation? What was the outcome? Is there anything you would do differently in future situations?

Enter candidate's responses here...

- Describe a situation where you had to introduce a major change in the organization. What was your approach? Were the changes supported by the people affected by them? How did you get their support?

Enter candidate's responses here...

- Describe a situation where you developed an initiative that required coordinating the efforts of several departments or individuals. How did you establish the initiative? What sort of political resistance did you encounter? How did you deal with it? How did you develop teamwork during the project? How successful was the initiative? Why or why not?

Enter candidate's responses here...

# Developmental Suggestions

---

The **Developmental Suggestions** page is based on the individual's unique psychometric traits. It is designed to provide insight into the approach to coaching and development that would be most effective for the individual.

## DEVELOPMENTAL SUGGESTIONS

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

For a person showing such exceptionally strong self-management potential, the approach should be to build on those potential strengths by offering coaching to ensure the individual's existing self-managing behaviors are aligned with corporate strategy.

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

He/She has the energy to succeed, and will profit from coaching in techniques for identifying organizational needs and managing business relationships. He/She will also monitor his/her effectiveness based on recognition from his/her coach. Therefore, it is recommended that his/her coach provide positive feedback by assisting with the reinforcement of both results and activities. This will help him/her feel successful every day. As a persuasive/persistent individual, he/she will learn best from a coach who has a style or approach that is well-matched to his/her own.

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

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

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

He/She will find satisfaction and productivity enhanced by working with a coach and colleagues who are similarly people oriented.

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

Don't just assume that if he/she has the materials that he/she will learn the content. Probably he/she should be monitored through coaching to ensure that he/she does learn the necessities .

### **Based on the Comfort with Conflict (CWC) Results**

He/She can be effective in tense situations if he/she is coached to listen and address the concerns of others. SAMPLE may benefit from conflict resolution training.

# Matching Considerations

---

The **Executive Leader POP™** report also provides a **Matching Considerations** summary which provides insight into the type of mentor that would be most effective with this candidate.

## MATCHING CONSIDERATIONS

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

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.

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

MENTORING by a coach who can and has shown that when you build long-term business strategies, the rewards will come. Match with associates who are at least as much, or even a little more obviously challenge-oriented than this person.

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

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

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

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

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

MENTORING by someone who at least mildly enjoys new learning opportunities and the challenges of business. Match with associates who are not averse to or may even enjoy ongoing requirements for at least some advancement training.

# Trust Report

---

The **Executive Leader POP™** report also provides information about the individual's attitudes and behaviors across several key Trust dimensions. A great deal of empirical research has shown that Trust is one of the most critical elements of effective leadership.



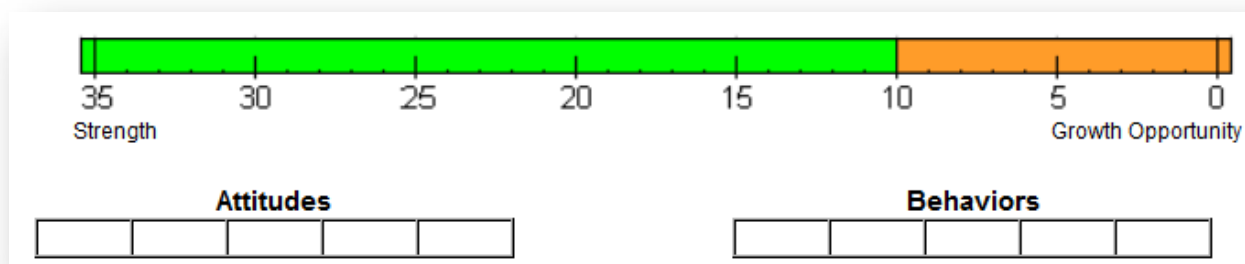
## TRUST REPORT

Contents	Page
Consistency	18
Commitment	19
Transparency	20
Managing Self Perceptions	21
Potential to Trust	22
People's Perception of Your Trustworthiness	23

Trust is an essential interpersonal construct that has the ability to influence the quality and effectiveness of a variety of business relationships. The Trust POP™ provides a robust and comprehensive assessment of an individual's level of trustworthiness by assessing common attitudes, perceptions and behaviors known to facilitate trust-based relationships. As such, the Trust POP™ is intended to act as a diagnostic tool, highlighting an individual's strengths and growth opportunities in the area of trust and should be used to guide future coaching / developmental strategies.

John C. Marshall, PhD

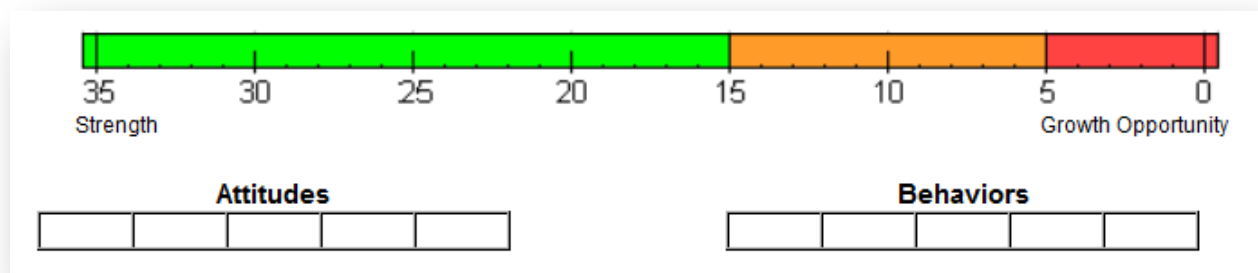
## Consistency



**Consistency** measures the degree to which the individual perceives themselves to be a predictable individual. Consistent individuals can be relied upon to carry out tasks, meet obligations, and be part of a team environment that strives to be successful. When someone must make the decision to trust another, the degree to which one's behaviours and effort can be predicted can influence the speed and magnitude in which the trust-based decision is made. The consistency score reflects both one's attitudes and behaviours.

Score	Interpretation
> 10	<b>High:</b> Indicates the individual scored highly for both attitudes and behaviours. This is a desirable score and indicates the individual feels they are consistent and steady, and they overtly express this predictability by following routines and presenting a consistent image and emotional mood state.
0 to 10	<b>Low:</b> Indicates the individual scored one of three patterns: <b>a)</b> high attitudes, low behaviours; <b>b)</b> low attitudes, high behaviours; or <b>c)</b> average attitudes and behaviours. The first two reflect discordance between belief and action, while the last pattern reflects average belief and action.
< 0	<b>Very Low:</b> Indicates the individual scored below average on both attitudes and behaviours, suggesting that the individual does not consider their self to be a consistent or reliable individual and perceives their daily activity as unpredictable.

## Commitment

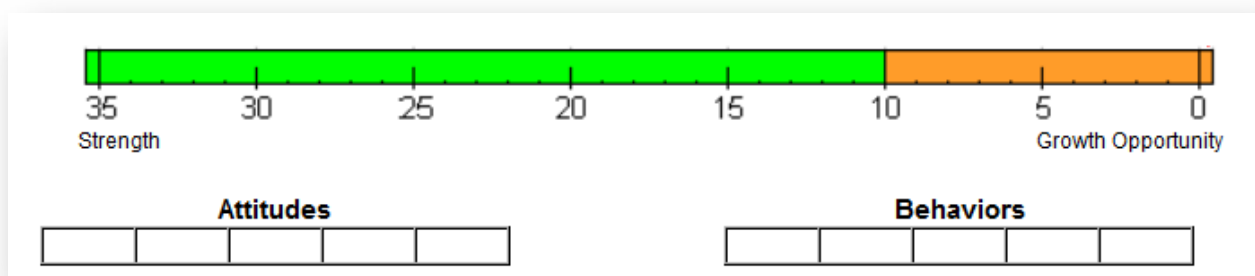


**Commitment** measures the importance one places on keeping commitments, as well as their self-assessed performance in this area. Individuals who make and keep commitments are often able to facilitate trust-based relationships with those around them, in part because the other individual can accurately gauge the likelihood that they will do what they say they will.

Score	Interpretation
> 15	<b>High:</b> Indicates the individual scored high for both attitudes and behaviours. This is a desirable score and indicates the individual feels they have a strong standard towards commitments, and they follow real targets to get things done.
5 to 15	<b>Moderate to Low:</b> Indicates the individual scored one of three patterns: <b>a)</b> high attitudes, low behaviours; <b>b)</b> low attitudes, high behaviours; or <b>c)</b> average attitudes and behaviours. The first two reflect discordance between belief and action surrounding commitment, while the last pattern reflects average belief and action.
< 5	<b>Very Low:</b> Indicates the individual scored below average on both attitudes and behaviours, suggesting the individual does not place a great deal of importance on keeping commitments and admits they have routinely broken commitments in the past.



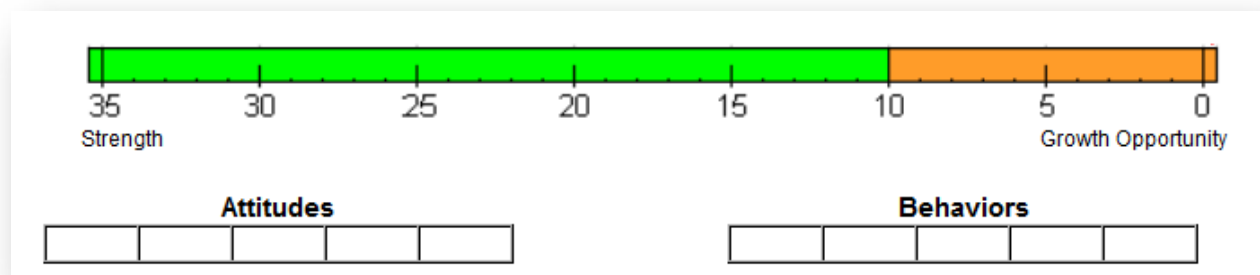
## Transparency



**Transparency** measures the degree to which one perceives themselves as transparent, as well as displays this quality in their professional life. Transparent individuals are direct and candid with colleagues and clients by providing all pertinent details to allow others to make informed decisions. They feel comfortable talking about their personal lives with colleagues and give off a strong perception that they have nothing to hide (no alternative agenda).

Score	Interpretation
> 10	<b>High:</b> Indicates the individual perceives themselves as possessing attitudes and behaviours supporting personal transparency. This is a desirable score and reflects that the individual perceives themselves to be candid, forthright, unlikely to hide things from others and unlikely to speak about others behind their backs.
-1 to 10	<b>Moderate to Low:</b> Indicates the individual scored one of three patterns: <b>a)</b> high attitudes, low behaviours; <b>b)</b> low attitudes, high behaviours; or <b>c)</b> average attitudes and behaviours. The first two reflect discordance between belief and action surrounding transparency, while the last pattern reflects average belief and action.
< -1	<b>Very Low:</b> Indicates the individual scored below average on both attitudes and behaviours; the individual may not feel they are candid or forthright and suggests their behaviours are not consistent with those of an individual who is transparent. This may be because the individual has things to hide or does not trust others with personal information. Their guardedness inhibits their transparency.

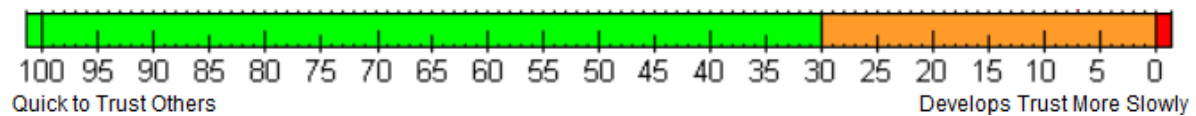
## Managing Self Perceptions



**Managing Self Perceptions** measures the degree to which one attempts to present themselves in a socially desirable manner, depending on the audience. Those who believe they should always be themselves when meeting others will develop more meaningful relationships than those who adjust themselves according to their audience. The managing self perceptions score reflects both attitudes and behaviours.

Score	Interpretation
> 10	<b>High:</b> Indicates the individual perceives themselves as “thick skinned” and not overly concerned with others’ opinions of them. As such, the individual presents themselves in a candid manner that is consistent regardless of their surroundings.
-1 to 15	<b>Moderate to Low:</b> Indicates the individual scored one of three patterns: <b>a)</b> high attitudes, low behaviours; <b>b)</b> low attitudes, high behaviours; or <b>c)</b> average attitudes and behaviours. The first two reflect discordance between belief and action surrounding self-perception, while the last pattern reflects average belief and action.
< -1	<b>Very Low:</b> Indicates the individual scored below average on both attitudes and behaviours, suggesting the individual changes their presentation according to the audience, making it difficult for others to pin down who they really are.

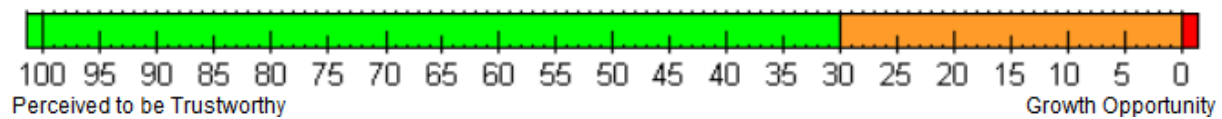
## Potential to Trust



The **Potential to Trust** measures the propensity of the individual to trust others in an expedited manner. It determines whether an individual will be skeptical and cautious when meeting new people, or naturally trusting of others until they have a solid reason not to. It is based on attitude only.

Score	Interpretation
> 30	<b>High:</b> Indicates the individual is trusting of others; they easily or quickly place trust in others and takes what others say at face value unless given reason otherwise.
0 to 30	<b>Low:</b> Indicates the individual puts trust in others only after getting to know them. The individual looks for key predictors of another person's character and trustworthiness when first meeting them.
< -1	<b>Very Low:</b> Indicates the individual does not trust others. The individual treats, what others say, with skepticism and is unlikely to put trust in them despite getting to know them better.

## People's Perception of Your Trustworthiness



**People's Perception of Your Trustworthiness** measures the degree to which others would approach the individual in a confidential manner, sharing personal information and entrusting their advice. The score is derived from the individual's behaviour score only.

Score	Interpretation
> 30	<b>High:</b> Indicates the individual's behaviours and interactions with others reveal they are likely perceived to be trustworthy. The fact that other people confide in them is a strong indicator of this construct.
0 to 30	<b>Low:</b> Indicates that some that are close to the individual perceive them as trustworthy and are therefore willing to share and divulge individual information. Others will likely require more time.
< -1	<b>Very Low:</b> Indicates that most, if not all people the individual interacts with, do not share personal or candid information. This may be a result of the job, but in most social situations it can be an indicator of perceived low trustworthiness.

# Candidate Feedback Report

---

It is recommended that every candidate who completes the **Executive Leader POP™** be given the individual feedback portion of the report which comprises the last 3 pages.



## **Candidate Feedback On The Results Of The Executive LeaderPOP™**

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

<b>Contents</b>	<b>Page</b>
Personal Strengths/Career Needs	26
What To Seek/What To Avoid In Jobs	27

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

The **Candidate Feedback** provides the individual with useful information on personal strengths and career advice as well as suggestions on what to seek and avoid in future career paths.

# Personal Strengths/Career Needs

The information on this page is designed to help the individual understand their strengths and how these dispositional strengths apply to different types of roles.

## Personal Strengths/Career Needs

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

You can be described as extremely competitive, enterprising, assertive, aggressive, tough-minded, determined and goal-oriented. You may display new and creative ways to reach your personal and work objectives. You typically evaluate your work, and you can sometimes be critical of your own performance. Given a goal, objective or requirement, you can develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you, and these skills should be refined through formal training and/or on-the-job experience.

### In Terms of Your Style & Strength of Various Motivations

You can be described as being motivated primarily by a genuine concern for the well-being and needs of others. People see you as quite calm, steady, unhurried, predictable, stable and cooperative. Given an opportunity to focus your efforts on achieving some meaningful and perhaps demanding, long-term, people-oriented goals, you could become a very loyal, dependable and dedicated member of the team that delivers the product or service. Generally, your motivational pattern produces the greatest personal satisfaction and your best performance in positions requiring ongoing commitment to goals that you feel have real merit in alleviating the distress or adding to the quality of life of the people who receive the results of your efforts.

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

You can be described as cooperative, obliging, efficient, conscientious, painstaking and team-oriented. You 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 Toward the 'People' Side of Business

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

### In Terms of Your Orientation Toward Technical & Practical Concerns

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



## What to Seek/What to Avoid in Jobs

The top half of this page provides information on the job attributes that the individual should be seeking based on the character traits measured through the **Executive Leader POP™**.

The bottom half provides information on the job attributes the individual should be avoiding. If the individual is one that is well suited for the senior management or executive leadership job for which they are being assessed, this can be part of the 'turn-on'. Conversely, poorly suited individuals can be let down easily by walking through the report and pointing out how a leadership career would not be an ideal fit.

### What To Seek/What To Avoid In Jobs

#### What Should You Look for In a Job/Career that Matches You Best?

- ✓ Look for opportunities to create your own work structure and to develop your self-management skills through training in time management and activity planning. The opportunity to put solid effort into the job each day is a real plus for you, as you know that effort invested consistently will produce the results you seek in both productivity and recognition.
- ✓ Look for a career position that has both social value, in terms of what the function does to help others, and personal security, in terms of the opportunities it offers for you to make a long-term, ongoing commitment of your talents and energy.
- ✓ You should look for an opportunity to be part of a team and to 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 that 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. You have a strong need to be a self-manager, and that affects your personal productivity and your sense of satisfaction with any job.
- ✗ Avoid positions that you feel have little value in terms of their impact on the quality of life of the people who receive the product or service. A job with intense, short-term and repeating production requirements would not give you the best opportunity to employ your talents and energy effectively.
- ✗ Avoid work situations where you might be required to often work independently and be deprived of the opportunity for teamwork.
- ✗ You should avoid employment that isolates 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.



[www.validity.group](http://www.validity.group)  
[info@validity.group](mailto:info@validity.group)