LeaderPOP™

Contents	Page
☑ Overall Recommendation	2
☑ Leadership Competencies	3
☑ Summary of Scores & Cautions	4
☑ Responses from Opinions Section	5
☑ Selection Considerations	6
☑ Emotional Quotient	7
☑ Interview Questions	8
☑ Developmental Suggestions	14
☑ Matching Considerations	15
☑ Trust Report	16
☑ Candidate Feedback	23
☑ *check / uncheck all*	

Create Report

LPOP# UWQWLSGVSLNI for Test Test on August 6, 2021

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SAMPLE

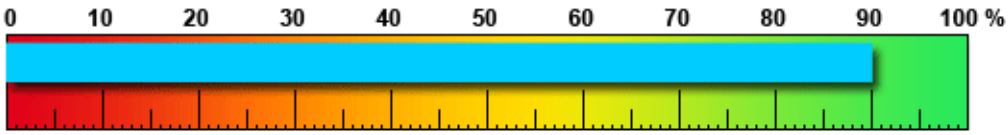
OVERALL RECOMMENDATION

MAJOR DEVELOPMENT REQUIRED

MINOR DEVELOPMENT REQUIRED

STRONG FIT FOR LEADERSHIP

PROBABILITY OF SUCCESS



SCIENCE SCORE

	Score		Rating
EP = Enterprising Potential Predicts Proactivity and Personal Initiative	**54**	If EP > 50 5 If EP 20 - 50 4 If EP < 20 3	**5**
AP = Achievement Potential Describes Motivational Factors **IP = Independence Potential** Describes the Comfort and Need for Structure and Systems	**6** **38**	**Subtract 1 if:** AP < 0 **or** IP < 0	
EQ = Emotional Quotient Ability to understand and apply emotional information about ourselves and others effectively. **SD = Self Directed** Reflects Feelings of Being in Control **LM = Lifestyle Management** Assesses one's ability to manage stress	**82** **45** **70**	**Subtract 1 if:** EQ < 65 **or** SD < 25 **or** LM < 25	
		Final LPOP™ RATING (min. 1)	**5**

SAMPLE

SCIENCE RATING

5	4	3	2	1
Excellent	Above Average	Average		
	Proceed		Proceed with Caution	Redirect

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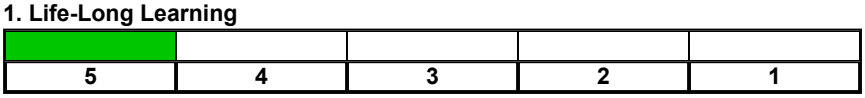
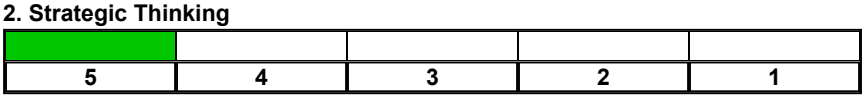
LEADERSHIP COMPETENCIES

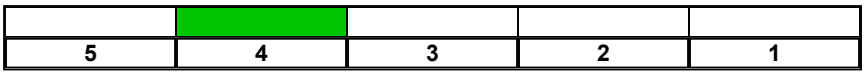
1. Life-Long Learning



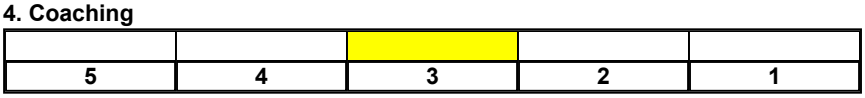
2. Strategic Thinking



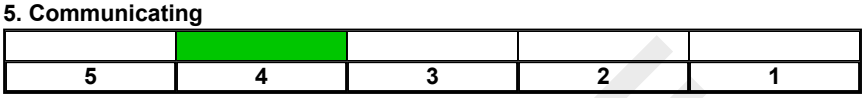
3. Results Orientation



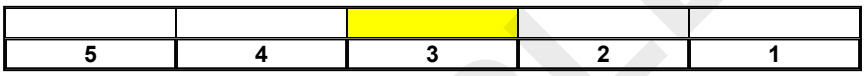
4. Coaching



5. Communicating



6. Collaboration



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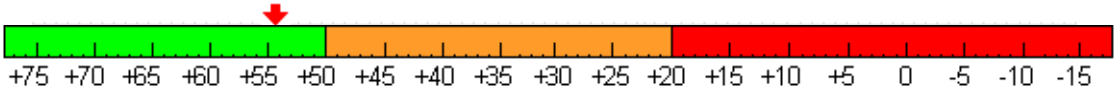
SUMMARY OF SCALES

EP
54

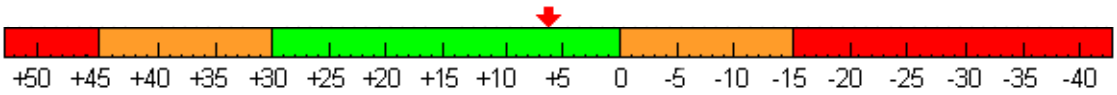
ENTERPRISING POTENTIAL (EP)



PROACTIVE — RESPONSIVE

AP
6

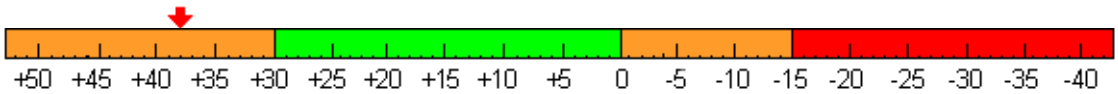
ACHIEVEMENT POTENTIAL (AP)



$ AND/OR CHALLENGE — PEOPLE AND SERVICE — SAFETY AND SECURITY

IP
38

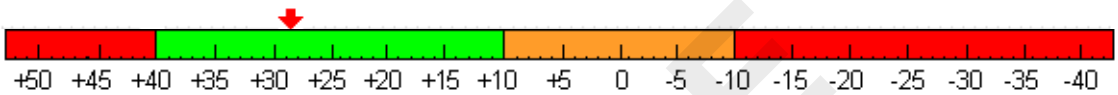
INDEPENDENCE POTENTIAL (IP)



VERY INDEPENDENT — INDEPENDENCE-ORIENTED — TEAM-ORIENTED — VERY TEAM-ORIENTED

CWC
28

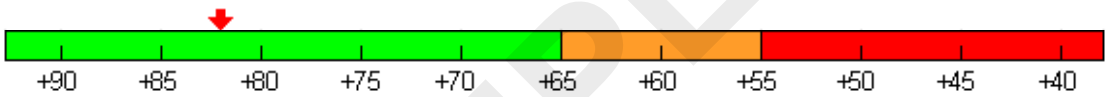
COMFORT WITH CONFLICT



COMFORTABLE WITH CONFLICT — AVERAGE — AVOIDS CONFLICT

EQ
82

EMOTIONAL QUOTIENT

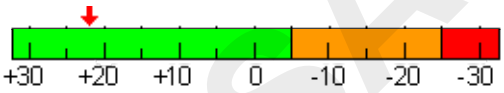


HIGH EMOTIONAL AWARENESS — RELIANCE ON NON-EMOTIONAL INFORMATION

COMMUNICATION STYLE

PO **22**

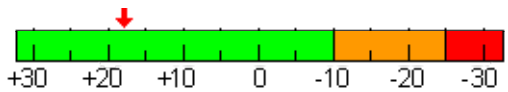
PEOPLE ORIENTATION



Outgoing; personable; empathetic — Builds relationships gradually

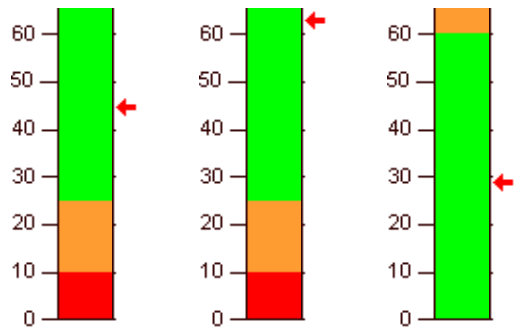
INV **18**

INVESTIGATIVE ORIENTATION



Highly analytical — Learns only what is necessary

PAGE 2 SCORES



45 SD — **70** LM — **29** UC

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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 (2)
4. Effort gets results (5)
5. I have never told a lie (1)
6. My work has no effect on my attitude (4)
7. My current job is quite satisfying (5)
8. Chance determines most things (5)
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 (2)
12. I sometimes have difficulty completing important tasks (1)
13. I am reluctant to make decisions (1)
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 (4)
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 (1)
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 (1)
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 (1)
27. I find it very easy to 'wind down' (4)
28. Success is mostly luck (4)
29. Sometimes I have doubts about the whole course of my life (1)
30. Employees often influence company policies (2)
31. I usually feel very happy and content (5)
32. I am a confident person (5)
33. I am usually relaxed (5)
34. Regular habits are an important part of my success (5)
35. Promotions are seldom based on performance (1)
36. I create opportunities (5)
37. Mistakes are inevitable (1)
38. Most of my jobs have been quite stressful (4)
39. I have difficulty coping with daily job challenges (1)
40. I have never said anything unkind about anyone else (4)
41. The right decision can change things (5)
42. Most mistakes can be avoided (4)
43. I can concentrate on things over long periods of time (5)
44. Other people have interfered with my success (2)
45. I always have a good attitude (5)
46. It is impossible to change company procedures (2)
47. To be effective, I need to make several lifestyle changes (1)
48. I have never boasted or bragged (2)
49. A good plan can avoid mistakes (5)
50. I manage stress effectively (5)
51. Plans never work out (1)
52. I often avoid difficult tasks (1)
53. There is no such thing as luck (1)
54. I am comfortable with changes in technology (5)
55. Things happen mostly by accident (2)
56. Lifestyle demands have interfered with my career success (1)

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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.)
There is a basic strength shown on the A.P. Scale that has real meaning and utility primarily when it is found in a strong self-manager. To make him/her effective in both short- and long-term goals you will have to find his/her particular motivational 'hot buttons' and use these to revive his/her energy and ambition should they start to slip.

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

People Orientation (P.O.)
This is an acceptable result on the P.O. Scale. Generally a result like this has no bearing, either positive or negative, on selection recommendations.

Investigative Orientation (INV.)
This is a very strong result on the INV. Scale. He/She should be able to learn any new information or technical knowledge quickly and will consider intellectual demands a real plus in work.

Comfort with Conflict (CWC)
Test tends to be quite comfortable in situations where there is potential for conflict. He/She may even occasionally create conflict if he/she feels that it will further his/her own goals. He/She could be relatively effective in situations where conflict is a common occurrence or there is ongoing tension that requires his/her intervention.

Self-Directed (SD)
This result shows a better-than-average sense of self-confidence, and a belief that he/she is generally in control of much of his/her own life.

Lifestyle Management (LM)
This result reflects a tremendously strong sense of physical and psychological well-being, found in people who are physically fit and emotionally at peace.

Uncertainty Coefficient (UC)
Test 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.

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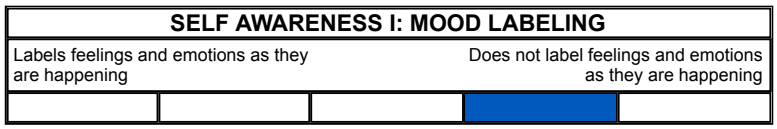
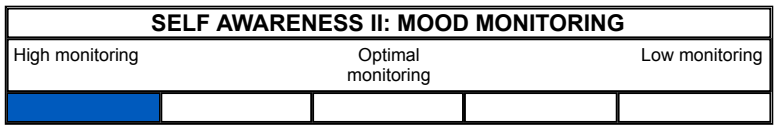
EMOTIONAL QUOTIENT

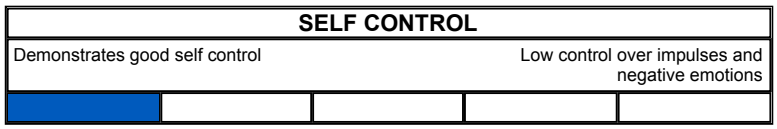
The ability to understand and apply emotional information about ourselves and others effectively.



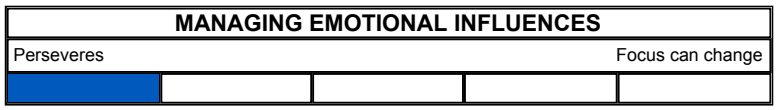
A measure of a person's ability to accurately label personal feelings and emotions.



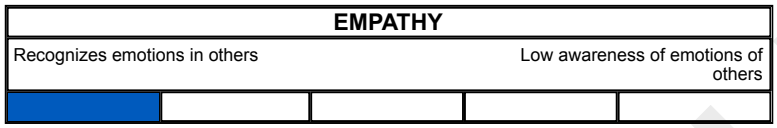
A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.



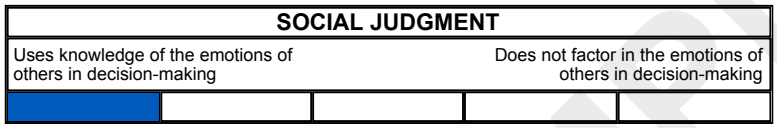
A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.



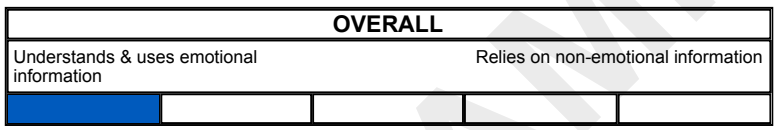
A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.



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



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



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

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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...

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INTERVIEW QUESTIONS (CONTINUED)

Achievement Potential (A.P.)

- Provide an example of a time when you achieved outstanding productivity in a job or particular task. What motivated your behavior in this situation? How was your behavior reinforced or rewarded?

Enter candidate's responses here...

- Describe a situation where you had to decide a course of action with very little time to do so. What was your thought process during this time? What motivated your decision and what was the end result?

Enter candidate's responses here...

- Provide an example of a time you were unable to achieve a goal. What were the challenges you faced and how did you attempt to overcome them? How would you approach the task differently next time?

Enter candidate's responses here...

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INTERVIEW QUESTIONS (CONTINUED)

Independence Potential (I.P.)

- Provide an example of a time when you had an important goal to accomplish that involved working within a predetermined structure and set of rules. How did you accomplish your goal despite the constraints placed upon you?

  What did you find difficult about the situation? What did you enjoy about the situation?

  Enter candidate's responses here...

- Describe a situation when you had to provide regular structure and support for others on your team in order for them to effectively meet their ongoing targets. How were you able to meet the team's ongoing training and coaching needs? What challenges did you encounter and how did you overcome them?

  Enter candidate's responses here...

- Describe the most favorable work environment that you have experienced. What type of supervision and coaching did you receive? What were your responsibilities around providing coaching and support to others?

  Enter candidate's responses here...

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INTERVIEW QUESTIONS (CONTINUED)

People Orientation (P.O.)

- Describe a first-time meeting with a new coworker. How did you engage with this person?

Enter candidate's responses here...

- Describe a situation in which you had to work with somebody you didn't know very well. How did you work together to achieve the goal?

Enter candidate's responses here...

- Provide an example of when you led a team of people who had different levels of sociability in completing a project or initiative. What strategies did you use to bring your team together to ensure the project was successfully completed?

Enter candidate's responses here...

SAMPLE

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INTERVIEW QUESTIONS (CONTINUED)

Investigative Orientation (INV.)

- Describe a time when you had to convey a very complex message to a group of non-technical people who did not have any knowledge about the issue. How did you convey this message? How do you know whether this message was well-received/understood? What did you find challenging about this?

Enter candidate's responses here...

- Provide an example of a time when you had to learn new factual and/or technical material in a short period of time. How well were you able to succeed in this learning? What skills do you possess that make this possible for you? What difficulties did you experience?

Enter candidate's responses here...

- Describe a time when you had to make an important decision under high time pressure without a lot of information. How did you go about making this decision? What was the outcome? What would you do differently in the future?

Enter candidate's responses here...

SAMPLE

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INTERVIEW QUESTIONS (CONTINUED)

Comfort with Conflict (CWC)

- Describe a situation where you had to deal with a coworker who was angry or upset. Why was he/she upset, and how did you respond to the issue?

Enter candidate's responses here...

- Describe a situation where your ideas were challenged by somebody else. How did you respond? What was the final outcome?

Enter candidate's responses here...

- Provide an example of how you have de-escalated a conflict in the workplace. What was the nature of the situation and what strategies did you use? What was the outcome?

Enter candidate's responses here...

SAMPLE

Save All Interview Question Responses

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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 and ambition to succeed, and will profit from coaching in relationship management techniques that help him/her apply his/her energy and ambition effectively. He/She will monitor his/her effectiveness from both a recognition and results perspective. Therefore, his/her coach can help him/her reinforce both results and activities. This will help him/her feel successful every day. As a persistent/persuasive person, 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 value coaching that seeks to obtain his/her commitment rather than compliance to the existing business systems. Associates must have the flexibility to feel comfortable with a strong-minded, independent leader. A well-focused and intensive learning experience that continues until he/she achieves a specific performance standard is recommended.

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

He/She should present little or no problem in technical learning.

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. Test may benefit from conflict resolution training.

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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 enjoys giving recognition and feedback, and whose applied business philosophy strongly rewards others. Match with associates who believe that seeking challenge while providing outstanding service is the pathway to success.

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

MENTORING by a person who, as an exceptionally independent person him/herself, has successfully managed a group of team members. Match with associates who are totally self-sustaining and extremely independent.

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

MENTORING by someone who is successful, and who finds a great deal of satisfaction in the opportunities to meet and work with new people. Match with associates who will like and use their contact opportunities to enjoy GETTING THE JOB DONE!

Based on the Investigative Orientation (INV.) Results

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

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TRUST REPORT

Contents **Page**

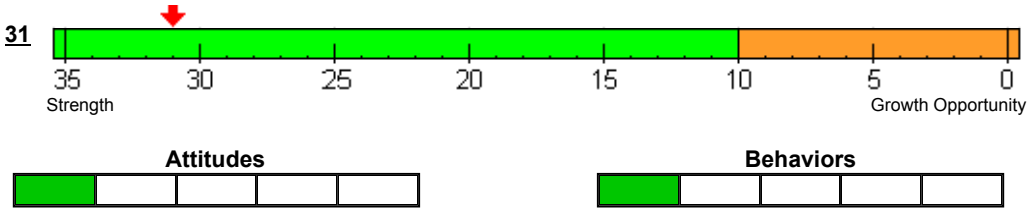
Consistency	18
Commitment	19
Transparency	20
Managing Self Perceptions	21
Potential to Trust	22
People's Perception of Your Trustworthiness	23

SAMPLE

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



Overview

Test would be described as an extremely predictable and reliable individual. As such, Test likely follows a fairly regular routine and reacts to various situations with consistent emotional and behavioral responses. This predictability and consistency makes it easy for others to assess how Test will respond. As such, when having to make a decision about whether or not Test will do what he/she says he/she will do, his/her previous predictable nature will likely expedite and facilitate this evaluative process.

Developmental Suggestions

1. Help Test understand how to leverage this strength. By being cognizant of his/her level of predictability, he/she can use it to his/her advantage moving forward.

2. Have Test list attributes that he/she feels are facilitators of distrust. Go through them with Test and highlight those that relate to consistency / predictability.

3. Get Test to list all of the things he/she consistently does when interacting with associates and staff. Discuss these in relation to trust and brainstorm additional ways he/she could strive to build trust-based relationships with these people.

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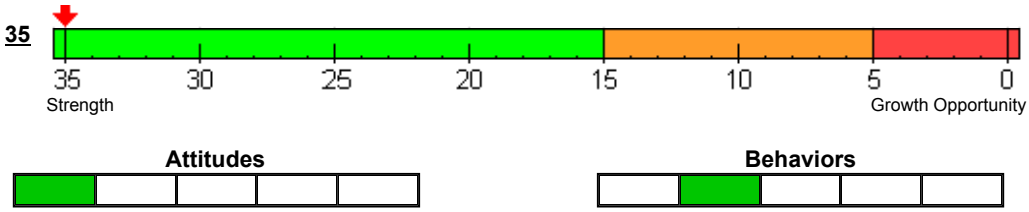
Commitment



Overview

Test appears to make and meet most of his/her commitments to other people. As such, others likely perceive Test to be reliable, and a person of his/her word. This type of consistent reliability is essential for establishing sound trust-based relationships. In business, keeping commitments to colleagues and staff is a great way of strengthening the professional relationship.

Developmental Suggestions

1. Discuss with Test what it means to make and keep a commitment. Help understand what doing so says about his/her character, as well as the social and interpersonal impact that keeping commitments can have on other people. Being aware of this will help leverage this strength moving forward.

2. Having Test coach a colleague who is having trouble making and keeping commitments may be beneficial to both parties.

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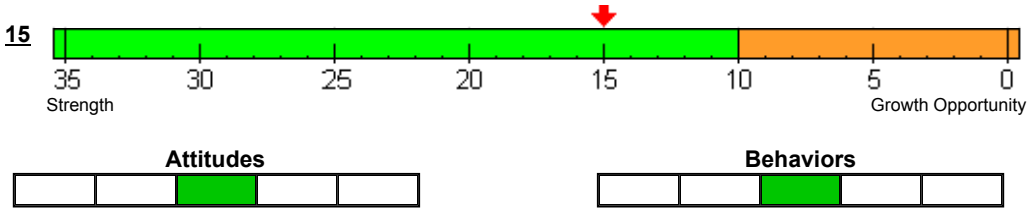
Transparency



Overview

Test possesses a moderate degree of transparency in his/her daily interactions with others. As such, he/she is willing to open up in certain circumstances and provide candid and direct responses, while in other situations he/she is likely to respond in more ambiguous or general terms. When dealing with colleagues and staff, Test is likely to tell them everything they need to know, but he/she might leave out certain details that could be potentially damaging to the relationship (e.g., I made a mistake).

Developmental Suggestions

1. Discuss with Test situations where he/she is deceptive when interacting with others. Discuss what factors facilitate the need to become less transparent. This insight will hopefully allow Test to become more aware of this tendency, and ultimately address it in the future.

2. Have Test run through his/her normal delivery of a new company initiative or goal. Listen for ambiguous, general, and/or potentially deceptive terminology. Work with him/her on refining these aspects in order to ensure that the most direct and transparent message is being delivered.

3. Help Test develop strategies/techniques for delivering difficult information. In most cases, the delivery of information is more important than the actual content.

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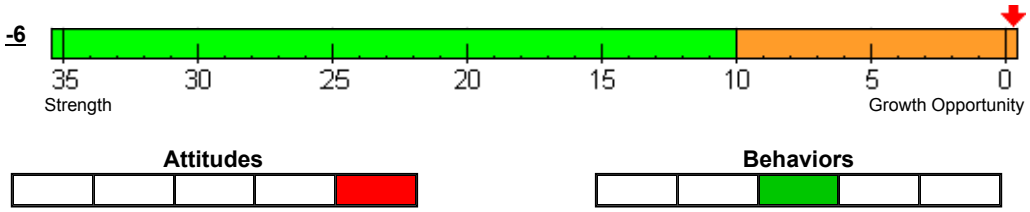
Managing Self Perceptions



Overview

Test's responses indicate that he/she may be preoccupied with how other people perceive him/her, and as such may try to manage these perceptions in social situations. He/She has a strong desire to be liked and accepted by others, and reports changing his/her demeanor and character on a situation-by-situation basis. This type of environmentally-driven personality can impede the development of trust, as it can delay other peoples' ability to get an accurate read on who you really are.

Developmental Suggestions

1. Have a candid discussion with Test about the pros and cons of managing self perceptions. Provide for him/her the "outside looking in" perspective of this approach.

2. Discuss strategies that he/she can employ that will help him/her achieve his/her desired outcome, while still being true to who he/she is.

3. Have Test run through his/her usual process for delivering feedback to colleagues, or discussing progress towards organizational goals. Highlight areas that may be perceived as contrived or socially desirable.

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Potential to Trust

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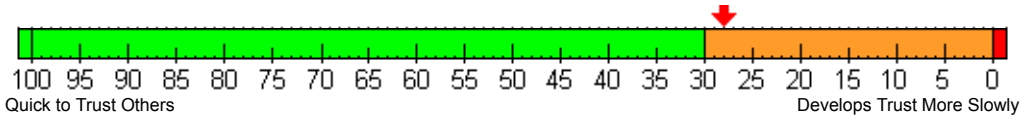

Overview

Test's responses to these items indicate that he/she does not fully trust someone until he/she has gotten to know them. He/She appears willing to give strangers the benefit of the doubt in some instances, but is unable to fully trust others until a deeper relationship has been formed. Overall, the starting point of every trust-based relationship is each party's willingness to trust. As such, helping Test develop a more trusting nature may allow him/her to develop trust-based relationships with others more quickly.

Developmental Suggestions

1. Discuss with Test where his/her distrust of others comes from. Attempt to discern whether this generalized pessimistic attitude is warranted.

2. Put Test in situations where he/she has to trust and rely on others. Gradually increase the importance and/or costs associated with this activity.

3. The key with distrust is that it is often the result of past experiences. The only way to change this is by exposing Test to new experiences. Provide him/her with examples and point out situations that illustrate that people for the most part are good and honest.

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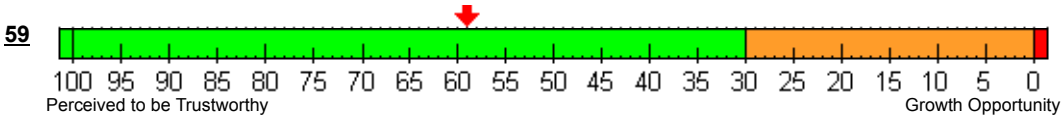
People's Perception of Your Trustworthiness



Overview

Test's responses indicate that people in his/her environment interact with him/her in a way that suggests a high level of trustworthiness. Test's colleagues and friends routinely share personal information with him/her and seek his/her advice when facing difficult situations. He/She reports avoiding gossip situations and places a great deal of importance on keeping other peoples' private information to him/herself.

Developmental Suggestions

1. Ask Test what qualities he/she possesses that make others trust him/her. Understanding these strengths will help him/her leverage them moving forward.

2. Have Test coach others who may be having difficulty in this area. The task of coaching, and articulating the value of trustworthiness will help make him/her more cognizant of this trait.

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Candidate Feedback On The Results Of The

LeaderPOP™

An Overview of Your Personal Characteristics & Career Strengths

Contents	Page
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.

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LPOP# UWQWLSGVSLNI for Test Test on August 6, 2021

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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 both by a genuine concern for the well-being of others and by the opportunity to achieve an excellent standard of income for yourself through applying your talents and effort to achieving very demanding goals. To achieve both your people-oriented goals and your personal goals, you may become somewhat hard-driving, eager, active and, if delayed, occasionally impatient. There is a balance in your motivational pattern between an orientation toward people or service considerations and toward bettering your own life. This means that you will want to assess each step in your career path in terms of its social merit, as well as its payoff to you. If either element is seriously limited in a job, you may have difficulty in committing yourself completely to it.

In Terms of Your Independence vs. Your Need to Be in the Team
You can be described as extremely strong-minded, stubborn, demanding, firm, independent and resolute. You seek responsibility and dislike constant supervision. Your result indicates that you are an individual interested in developing your own skills, and innovative in developing your own procedures or methods of approaching business, perhaps even to the extent of conflicting with existing company procedures. In a team situation, you would be most likely to move as quickly as possible into a team leadership role, if you decided to participate in the team at all.

In Terms of Your Orientation Toward the 'People' Side of Business
You can be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You enjoy personal relationships and interactions, and would make a good company representative in terms of customer satisfaction, and personal and company public image. You value initial and ongoing interpersonal relationships.

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

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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 career opportunities that combine work of genuine social value with an equally genuine opportunity to take on demanding and challenging tasks for which you will receive recognition and good financial compensation.
- Look for employment that provides you with a lot of freedom to be creative in developing your own ways to do business. You should seek a supervisor that likes staff members who think for themselves and work independently.
- You should look for employment that provides you with 'people' contact or some public relations opportunities. You derive satisfaction from interaction with other people in both personal and work environments.
- Look for employment that offers intellectual challenges and an opportunity to learn and grow in your field of endeavor. You would be happy in a job that is analytical, technical, involves discovery learning and is detail-oriented.

What Should You Avoid in Jobs/Careers that Don't Match You?

- Avoid tightly and rigidly structured work situations. If there is no room to put your personal touch to work in organizing and managing yourself, the job may become too constricting for you. Try to avoid jobs that may limit your self-management skills development. You have a strong need to be a self-manager, and that affects your personal productivity and your sense of satisfaction with any job.
- Avoid jobs that you feel do not have any real human merit in them. Also avoid positions in which everyone is treated alike, regardless of their effort and performance. You can use your talents best where both the 'people' element and the challenge element are present.
- Avoid work circumstances in which you would be expected to follow rigorous rules and be under close and continuing supervision for an extended period. However, you should be careful not to give people the impression that there is little anyone can teach you.
- You should avoid employment in jobs that have only limited feedback from others. You should also not be in situations that isolate you from others.
- You should avoid jobs that are simplistic, boring and intellectually undemanding. An environment that does not offer growth and learning opportunities would not appeal to you and would limit your likelihood of outstanding performance.

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