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Professional POP™

Interpretation Guide

Introduction

The **Professional POP™** is a psychometric assessment tool designed to fill the essential role of integrating science into recruiting, selection and development of consultants in a variety of professions. The **Professional POP™** assesses self-management potential, motivational structure, organisational fit, people orientation, leadership style, learning needs, communications style, confidence, lifestyle management, approach to listening, emotional intelligence and many other key factors that are common traits in successful individual in the very diverse world of consulting.

The Professional POP™ is designed for:

- Selecting candidates who would be suited for a senior non-management, consulting or professional services careers
- Enhancing the development process of senior non-managers and consultants
- Analysing consulting and project teams
- Assessing potential to become team leaders or managers
- Coaching and developing existing and future consultants

The Professional POP™ provides valuable insight into:

- Individual needs assessment
- The right selection decisions
- Matching individual profiles to organisational culture
- Improving retention and growth
- Improving bottom line results

The **Professional POP™** can be part of the selection process. It will help identify the best candidates for specific senior roles and cultures and provide coaching and development guidelines. It is validated and meets ADA, EEOC and EEC and EU guidelines.

The Professional POP™ Scales

There are 8 individual scales which measure source character traits which are found in everyone to a greater or lesser degree:

POWER SCORES

Enterprising (ENT)
People Oriented (PO)
Achievement Orientation (ACH)
Independent (IND)

NEUTRALISING SCORES

Acquiescent (ACQ)
Investigative (INV)
Relaxed (REL)
Team Oriented (TEAM)

The traits which are labeled as Power scores are those that are often considered as strengths in a manager. The Power scores are paired with Neutralising scores which tend to moderate the corresponding power scores to provide a balance between the two.

These 8 trait scales are used to create several key constructs which include **Enterprising Potential (EP)**, **Motivational Profile (MP)**; **Independence Potential (IP)**; **Comfort with Conflict (CWC)** and others.

Enterprising Potential (EP)

- Self-management potential
- Initiating vs. responding
- Potential to plan, organise and monitor own results
- Plan implementation

Motivational Profile (MP)

- Challenge orientation
- Sense of urgency

Independence Potential/Team Orientation (IP)

- Relationship to structure
- Independent vs. Team Oriented

Comfort with Conflict

- Reaction to and comfort with conflict or potential conflict

People Orientation (PO)

- Relationship Style
- Approach to coaching, training and recruiting

Analytical Orientation (INV)

- Interest in learning technical material
- Approach to transferring skills as a trainer
- Detail Orientation

In addition, the **Professional POP™** measures several attitudes: Self Confidence (SC); Lifestyle Management (LM), Approach to Networking and Self-Promotion (NSP) and Listening Style (LS). These reflect the individual's attitudes and opinions about these issues. It is important to understand what each of these scales measure and how the results indicate the candidate's potential for management success.

Self Confidence (SC)

- Locus of control scale measuring individual's feelings about being in control of personal and professional circumstances
- Reflects the extent to which the individual feels confident and in control of life

Lifestyle Management (LM)

- Effectiveness in coping with a demanding lifestyle

Approach to Networking and Self Promotion (NSP)

- Reflects individual's approach to networking, dealing with rejection and approach to promoting and selling self and organisation.

Listening Style (LS)

- Approach to listening to others and gathering information from them

Professional POP™

The **Professional POP™** section of the report provides an overview of the individual's consulting style presented in a graphic manner. The graphs and text on this page will give the hiring manager or coach an effective snapshot of the individual's approach to some of the key issues in consulting and the activities associated with consulting.

Consulting Style

Consulting Style refers to the individual's natural focus when dealing with consulting issues. The construct is based on the Predictor Score (PS) which is a generic predictor of performance derived from the EP, AP and IP scales. It is an effective predictor of how a consultant will approach the question of people vs. performance in most environments.

An indication of the individual's natural consulting style and relative balance between achieving results and dealing with the feelings of other people.



Left Side

Those who are in the leftmost group of three, as in the example, would tend to be demanding and focused primarily on improving performance and getting results. Those scoring in the farthest left box would be the most demanding.

Middle Range

Those in the centre 3 rectangles would tend to balance results with issues related to people.

Right Side

Those on the right will be more accepting of modest performance and may put the needs of the people within the organisation ahead of the performance of the organisation.

Motivational Structure

Personal Motivational Structure is based on the Achievement Potential based on the Achievement Orientation (Ach) scale and examines the candidate's motivations as they would apply to professional services and consulting.

Reflects the relative importance of challenge, service and risk avoidance in the motivational structure of the individual.



Left Side

Very intensely motivated by challenge. This is normally reflected by a very high sense of urgency, a bottom-line focus and/or a drive to make money and keep score. The farther left, the more intense the motivation.

Middle Range

People in this range are balanced between challenge/money motivation and a people/service focus.

Right Side

People in this range tend to be very service oriented. Their primary focus will be on the wellbeing of others and their own development.

Approach to Motivating Others

This reflects the individual's approach to motivating others. It is a construct based on the Achievement Orientation (Ach), Relaxed (Rel) and People Orientation (PO) scales.

This scale reflects the individual's most natural approach to motivating other people.



Left Side

People in this range are highly energetic and enthusiastic which helps other people become enthusiastic about the same issues.

Middle Range

People in the middle range are more relaxed in their approach to motivating others.

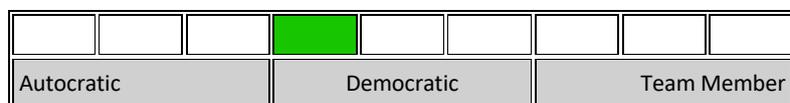
Right Side

People on the right end of the graph tend to be more reserved, relaxed and may be detached when it comes to motivating other people.

Leadership Style

Leadership style is derived from the Achievement Potential (AP) and Independence Potential (IP) scores and reflects the individual's most usual leadership style. The leadership styles range from autocratic to team member with democratic style found in the middle. An ideal leadership style will depend on the type of consulting position and the environment for which the candidate is being considered.

An indication of the person's natural approach to leadership and dealing with others.



Left Side

Those on the left end of the graph tend to be more autocratic in their leadership style. They prefer to command and control subordinates.

Middle Range

Those in this range would have a democratic leadership style which would tend to be more moderate in approach. They would tend to ask for the opinions of others and weigh them in the decision-making process.

Right Side

Those in this area are more apt to be team members rather than team leaders. They would tend to seek consensus on most if not all issues and may find it difficult to lead unless everyone agrees.

Approach to Goal Setting

This construct is derived from the Motivational Profile (MP) scale. It reflects the consultant's approach to setting goals based on a continuum of needing immediate results at one end and a more relaxed long-term approach to results at the other.

Reflects your sense of urgency and the importance of establishing short term goals and objectives.



Left Side

People in this range are very task oriented and have a need to get short term results on a regular basis. As managers they would tend to be drivers of both themselves and others.

Middle Range

People in this range would tend to be balanced between short term and longer-term goals. As managers they would tend to be moderately demanding.

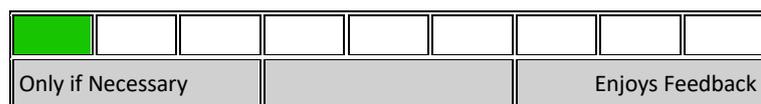
Right Side

People in this range tend to be very relaxed and easy going. As managers they would tend to focus on the long term and may accept modest results over the shorter term.

Feedback Style

This reflects the individual's comfort giving and receiving feedback. It is a construct based on the EP and IP scales.

An indication of the person's approach to giving and receiving feedback.



Left Side

People in this range prefer to avoid giving and receiving feedback preferring to make own decisions without guidance from others or the need to explain to others.

Middle Range

People in this range are generally comfortable giving and receiving feedback.

Right Side

People on the right end of the scale enjoy a systematic environment where they can give and receive feedback regularly.

Decision Making

This measures the individual's natural approach to decision making. It is based on the Enterprising Potential (EP) and Achievement Orientation (Ach) scales.

Reflects the amount of information that is preferred when making a decision and the speed of the decision-making process.



Left Side

Individuals in this range will tend to act on their own and evaluate the situation, making decisions quickly and decisively.

Middle Range

Individuals in this range will tend to evaluate the material and the issues more thoroughly before making decisions.

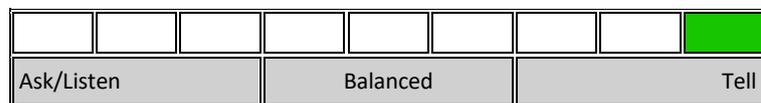
Right Side

People in this range will be methodical and deliberate when making decisions, preferring as much information as possible when deciding.

Communication Style

Communication Style is based on the individual's balance between People Orientation (PO) and Analytical Orientation (Inv) and will indicate the individual's primary approach to communicating and interacting with others.

Reflects the person's natural style of communicating with others on an interpersonal basis.



Left Side

Communicates normally by asking questions and using the answers to direct the flow of information. Is generally patient and interested in the other person's point-of-view.

Middle Range

Balanced between asking questions and giving information.

Right Side

Focused primarily on the facts. Can be impatient and may direct the conversation and provide information rather than eliciting it from others.

Overview of Profile

The Overview of Profile section provides a synopsis of the individual traits and how they would be manifested. This is effectively the executive summary and is suited for managers and coaches who need a quick understanding of the individual in lieu of reading the more detailed feedback in the sections III and IV of the profile.

Self-Management Style

This provides an overview of the individual's self-management style and the degree to which they are self-directed and the level of supervision they will accept or require. More detail is available in the Self-Management part of the report.

Motivational Structure

This paragraph comments on the individual's approach to challenge, security and how they motivate themselves. More detail on motivational issues is available in the Motivational Profile part of the report.

Preferred Approach to Being a Team Member or Team Leader

This paragraph comments on the degree to which the individual is co-operative and enjoys working within a team environment. An individual's approach to team environments and structure is a very important consideration when assessing whether they are a good fit. Approach to structure and being a team member has a significant impact on retention. More detail is available in the Team Orientation part of the report.

Comfort with Conflict

This paragraph describes the individual's approach to situations where there is conflict or potential for conflict.

Social Style

This section provides an overview on the amount and type of social interaction that would be most suitable for the individual. More detail on social style is available in the Social Orientation part of the report.

Analytical Orientation

This paragraph provides an insight into the consultant's approach to problem solving, attention to detail and analytical challenge. More detail is available in the Analytical Orientation part of the report.

Summary of Strengths

This section deals with the candidate's key character traits and how they relate to working in a consulting role. This section reports on:

*SELF MANAGEMENT
MOTIVATIONAL PROFILE*

*TEAM ORIENTATION
COMFORT WITH CONFLICT*

In addition, the **Professional POP™** provides coaching suggestions based on the characteristic of the individual. Each of these traits are scored on a 7-segment scale with the highest numerical scores on the left end of the scale. For purposes of this manual, we will describe each scale in three groups: Above Average; Average and Below Average.

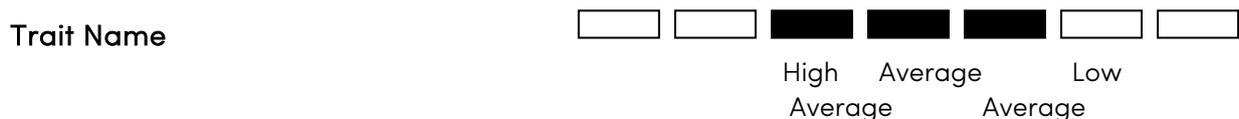
High/Above Average Range

High/Above average scores are represented for each trait in the two leftmost boxes on the scales. This is not an implied judgement but merely represents scores in approximately the top 20% of the population on the scales (which are normative and can be used to provide comparisons of different individuals).



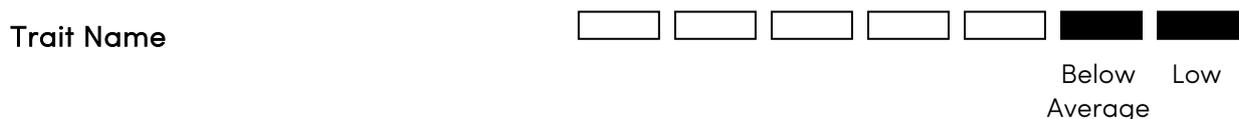
Average Range

Average scores are represented for each trait in the three middle boxes on the scales. Approximately 60% of the population will score in this range.



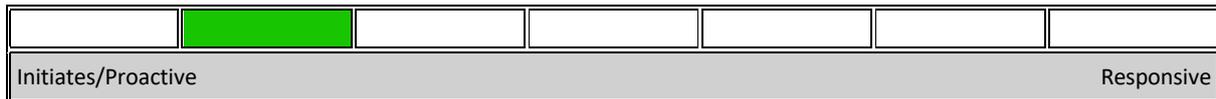
Below Average/Low Range

Below average and low scores are represented for each trait in the two boxes at the rightmost end of each scale. Again, this is not an implied judgement but approximately 20% of the population will score in this range on the given scale



Self-Management

Self-Management is a measure of one's potential to plan and direct oneself effectively, to self-reinforce and to focus on achieving goals. A strong self-manager is one who will typically excel in a good environment and survive in a poorer one. Those who tend to respond to a system will be best suited to more process-oriented roles where there is a consistent, more defined way of doing things. Self-Management is measured on the Enterprising Potential (EP) scale which has been validated as part of the proprietary Predictor of Potential™ or POP™.



Proactive/Assertive

Scores toward the left end of this scale indicate individuals with high levels of self-management potential who would be able to develop their own plans and execute them with limited supervision and feedback from management. They can work on their own and prefer minimal direction. They are normally able to motivate themselves without much input from their management. They would work well within a system that facilitates rather than directs. Managers who coach and consult rather than tell are best for them. A self-manager will be able to handle most situations on their own and be self-monitoring.

Coaching Suggestions for Above Average to High Self-Management

Strong self-managers have the most potential to make use of their strengths and skills to maximise their effectiveness. Individuals with this type of profile are often top performers who will initiate activity rather than waiting to respond to a process or someone else. They should be encouraged to create their own plans to achieve their personal and professional goals. They are generally self-evaluating and may also be somewhat critical of their own performance. Once they have learned to develop their own plans, they should be encouraged to share their progress informally. Coach effort rather than coaxing a self-manager. Avoid being too directive.

People with this sort of profile will prefer consulting careers that provide them with the opportunity to use their skills and self-manage. They will respond best to managers who provide a clear understanding of organisational goals and who help by coaching and facilitating rather than over-managing. People who are effective self-managers can be well suited for more senior and/or independent roles as they must be able to manage themselves effectively before taking on the role of managing others. If they show potential for leadership roles, provide them with suitable leadership and self-management training. Be aware that strong self-managers can be too strong for some managers and cultures. People who are very proactive and self-managing could find 'hands-on' managers to be limiting.

Average Range

Most of the general population (approximately 60-66%) will have scores in the average range, indicating average self-management potential. An individual in the average range may need direction some of the time but can work without supervision much of the time. They have the potential to become good self-managers with some coaching on such

issues as planning, self-evaluation and developing the ability to self-motivate. They will likely work well with managers who provide clear guidance and coach without being overly directive.

Coaching Suggestions for Average Self-Management Potential

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

Help people in this range to evaluate their own progress on an ongoing basis. If short term goals are not being met, long term goals will also slip. Help them prioritise their activities and help them focus on what they need to be doing to accomplish their goals. This is an important issue, particularly for ambitious people with high levels of challenge motivation and only modest self-management potential. People in the average to low average range will find it difficult to perform consistently in very demanding environments unless they are very process-oriented environments where things are relatively predictable. Those individuals can also have relatively modest standards for their personal performance and will be best suited to responding to the standards of a structured, well monitored system. Praise and coach effort. Avoid coaxing.

Responsive/Process Oriented

Individuals who score toward the right end of the scale would be described as responsive or process-oriented. In some cases, they will have modest self-imposed standards but may take great pride in the quality of product or service that they deliver. They will be most comfortable in situations that are well documented and/or like their previous experience. They will seek guidance from management or operational documentation until comfortable that their work is up to standards. These individuals will be at their best when working with familiar products, processes and situations. Some may require coaching to develop and maintain good basic work habits and the ability to work independently. People who score in this range will be most suited best to a structured system that provides consistent and regular feedback.

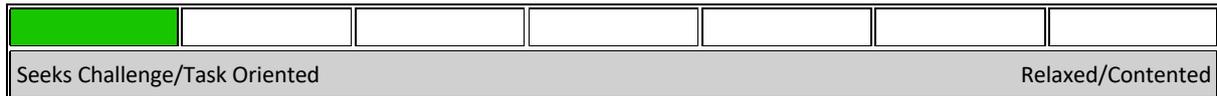
Coaching Suggestions for Responsive/Process Oriented People

Individuals who are below average on this scale who will need consistent feedback and hands-on leadership or well-defined processes. They are best suited to familiar, routine tasks. Previous experience will be a good indicator of the direction their consulting careers should take as people who are process oriented often have difficulty adapting to change. Provide a well-structured plan with clear objectives and outline the specific activities that are needed to achieve these objectives. Avoid unstructured situations or projects where there is a need for a lot of initiative. Use existing strengths as much as possible when coaching individuals in this range.

Some pressure may be necessary to enhance performance but avoid constant pressure as it will be detrimental in the long term.

Motivational Profile

The Motivational Profile (MP) scale provides an assessment on the complex issue of motivation and the factors that motivate the individual. This is very important in determining how well the candidate will fit and perform in certain roles. We are all motivated by a variety of things, but people tend to fit on a continuum. Those on the left tend to seek challenge on an ongoing basis and are often viewed as driven, bottom-line oriented and having an extreme sense of urgency. Those on the right end are very relaxed, easy-going and tend to seek comfort and security. Most of the population is somewhere in the middle with a balanced blend of these factors.



Challenge Oriented

Individuals who score on the left end of this scale would be described as challenge oriented, determined and having a sense of urgency. They look for frequent challenges in their work and like to have ways to measure their successes. People with this type of motivational profile tend to work well in fast-paced, challenging environments. People with this type of profile would likely respond favourably to a compensation package that combined a base salary with performance bonuses based on meeting specific goals.

NB: Individuals motivated by challenge motivation need to have commensurate self-management ability to meet the challenges that they set for themselves. If they are consistently unable to achieve their goals, they can become candidates for 'burn-out'.

Coaching Suggestions for Challenge Oriented People

People who are highly motivated by challenge need frequent new challenges to keep them interested. Keep them challenged by assigning them to projects that need to be completed quickly or by giving them assignments that are difficult and/or unusual. Allow them the opportunity to set goals for themselves as they may be more challenging than those that management would set for them. If they are not achieving their goals on a regular basis, they may get frustrated. To help them achieve their goals, make certain that they are planning effectively and working independently. People with this motivational structure will often respond to financial compensation tied to performance if that is an option within the organisation. Some people who are very focused on the 'bottom line' may need coaching on the people and service aspects of dealing with clients, customers, subordinates and their peer group. Coach them to retain their sense of urgency while helping them focus on ways that they can achieve their goals while maintaining good relationships with other people. 'Bottom line' people also need recognition. Acknowledge and reinforce their achievements when appropriate.

People with high challenge orientation are best suited to careers that provide ways of measuring their success. There are many entrepreneurial professions such as running one's own business where setting and achieving goals on a regular basis is essential for success. Another career path is competitive selling which provides opportunities for goal setting and compensation based on performance rather than the subjective opinions of others.

Average Range

People scoring in the average range have motivational structures that have a balance between both challenge and people/service components. The majority of the population would fit into this range. Those scoring in the left most shaded box would be a little more challenge driven and exhibit more of a sense of urgency while those to the right who would tend to be more relaxed. Generally, people with this motivational profile prefer a mixture of short term and long-term objectives. They are best suited to environments that include a mixture of established functions and new challenges.

Coaching Suggestions for Those with An Average Motivational Profile

People in the average range, particularly those in the high average range like a certain amount of challenge in their work. Coach them to consult on projects that provide clear, achievable goals and ways to monitor their success regularly. Weekly project/developmental meetings can be important. People with average levels of motivation have more need for recognition of their achievements and will respond well to praise and the feeling that they are being of service to others. Help them to understand the aspects of their career that will reward them in this way. If organisational goals are not being met consistently, discuss them with the individual to determine whether they are doing what they have committed to do. If the work ethic is consistent and daily goals are not being met, it may be necessary to find ways to revise these goals.

Service Oriented

Individuals who score on the right end of this scale are normally very relaxed, dependable and most comfortable when working toward long term goals. Usually, they would be perceived as easy going, loyal and would be likely to take as much time as was necessary to deal with their tasks thoroughly. They are generally best suited to a well-regulated environment that uses procedure. People with this type of motivational profile may have difficulty achieving anything better than average performance in fast paced, task-oriented environments.

Coaching Suggestions for Those with Below Average to Low Motivational Profile

People with this profile will be most comfortable in service-oriented roles including training and developing others, building relationships etc. Help the individual understand that this can be a strength where patience, attention to detail and dealing with the needs of others are important. If the individual is working in a goal-oriented environment, they will need help setting regular, achievable goals. Coach them to focus on what needs to be accomplished daily and ask for their commitment to daily goals. Coach them to monitor daily activity on a regular basis to maintain consistent performance. Match with mentors who will help with goal setting and reinforce any achievements by recognising and praising them. Individuals with this motivational profile will be most effective in careers where projects are longer term with less focus on a 'bottom line'.

Team Orientation

Team Orientation is an important measure of how a person will fit into various environments. It is based on the IP scale* and measures to what degree the individual prefers to fit into existing structure and systems and to what degree they would prefer to create their own structure and systems. This is a key indicator of retention as people who dislike structure are often frustrated in highly structured environments while those who prefer structure will be uncomfortable in a very fluid, unstructured environment.

*NB. The IP scale is also called Independence Potential in the Predictor of Potential™ (POP™)



Very Independent

People who score on the left end of the scale will follow existing systems and procedures only when they are viewed as helpful and supporting their own goals. If they do not care for the existing structure, they will often ignore it and/or create their own version. They can be perceived as strong minded, stubborn and demanding and will require considerable freedom to act independently. This profile can be a strength in areas where the individual must work in a very fluid environment and/or create their own structure such as developing new systems or working out of a home office. Be prepared to evaluate and discuss their feedback on the existing systems and structure. Understanding this aspect of a personality is a powerful advantage for both the individual and the organisation as a considerable number of retention issues are based on how well a person adapts to a team and/or an organisational structure.

Coaching Suggestions for Very Independent People

Highly independent people like to develop their own structure, so they will work best in a business culture that provides a fair amount of freedom. They would work best with strong, flexible mentors whom they respect. When highly independent people are exercising good judgement, allow them more freedom. Managers who deal with highly independent people must be very secure and able to cope with people who are more comfortable creating their own systems and structure rather than following established procedures. People with this profile can be stubborn, demanding and non-conforming. They can be very stressful to manage especially if the manager does not have a similar profile. If they have the appropriate skills, independent people with this profile can be valuable in developing new systems and procedures. They will not be comfortable with very structured careers or business cultures that are highly procedure oriented. If they are reluctant to follow existing systems, coach them to develop prototypes for change in their spare time and avoid criticising the structure. Coach them to look for careers where they can create their own structure or team environment as if they are able to work independently within a loose structure with clear team goals. Help them avoid careers where they will feel constrained by too many procedures and/or guidelines.

Independent Team Member

Most of the population will score in the middle boxes on the) scale and would generally be viewed as being co-operative most of the time and moderately independent when the situation calls for independence. They would integrate reasonably well with existing systems and projects and are willing to offer their suggestions as to how to improve things. They work well with peers who are similar in nature and will require some structure. Those in the right side of the shaded area will need more structure and support from team members.

Coaching Suggestions for Independent Team Members

Match individuals with this profile to relatively team-oriented environments that allow for individual initiative but do provide clear leadership and procedures. They will need to have guidelines that will help them complete their work in a timely manner. Coach them to develop their performance levels as quickly as possible so that they can earn more relaxed direct supervision as performance reaches the appropriate levels. Encourage them to use their individual initiative by developing strategies to implement change where they feel that it is important. Consult with them when developing new systems that deal with their areas of expertise.

Team Member/Needing Structure

Individuals who score towards the right end of this scale are very team oriented and tend to conform to societal and organisational guidelines. They will be most comfortable in a work environment that emphasises teamwork and has established structure and existing systems. They are much more likely to follow existing procedures rather than change them. They will perform most effectively in a structured environment.

***People with this type of profile may become reliant on other team members, systems and structure. They can have difficulty adapting to change.

Coaching Suggestions for Dependent Team Members

Match people with this profile to team-oriented roles that are structured and well documented. They will be most comfortable in a team environment that makes use of their existing strengths. Help them look for well documented systems/processes that will help them reach their goals while providing clear direction and feedback. Coach them to avoid developing dependency relationships by asking them for their suggestions on developing new systems, new procedures and other innovations.

Comfort with Conflict

The Comfort with Conflict (CWC) scale reflects the individual's comfort dealing with situations where there is conflict or potential for it. People who are comfortable with conflict will address it while those who are not, tend to acquiesce around others and avoid dealing with issues that may lead to disputes or other forms of conflict. It is a very important factor in consulting as many consulting roles have a significant amount of conflict that must be addressed. Roles which require someone to deal with angry clients will produce conflict on a regular basis. If the individual is not comfortable with conflict, these sorts of roles will be a source of stress.

Comfortable				Avoids Conflict		

Very Comfortable

People who have this profile tend to be comfortable in situations where there is potential for conflict. Sometimes people like this may create conflict if they feel that it will further their own goals or even because they enjoy it. They would be relatively relaxed in situations where conflict is a common occurrence or where there is ongoing tension that requires their intervention.

Developmental Suggestions for People Who Are Very Comfortable with Conflict

Coach them to take advantage of their comfort with conflict by showing the how to practice and demonstrate restraint so they can be very effective in roles that require this ability. Coach them to feel good about keeping cool in these situations and avoiding the temptation to engage in debate. Coach them to listen effectively and to address the concerns of other people. People with this profile can be so comfortable with conflict that they may enjoy it which will not be helpful if they start to create conflict. Provide communications and conflict resolution skills training to help them deal with conflict situations more effectively.

Average Comfort with Conflict

People with average comfort with conflict can be comfortable in most situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment. They will be suited to roles dealing with some conflict where the organisation is prepared to invest in training and strategies that will help resolve and minimise the conflict.

Developmental Suggestions for People Who Have Average Comfort with Conflict

People with this profile will be comfortable with some conflict in their work but should not be assigned to roles where there is a very high probability of regular conflict. Communications and conflict resolution skills training will help them deal with conflict situations more effectively. Assertiveness training may help them feel more comfortable with conflict.

Uncomfortable with Conflict

People with this profile would prefer to avoid consulting careers where there is potential for conflict and would tend to comply with others rather than be disagreeable. Normally they would be perceived as obliging, polite and agreeable. They are best suited for an environment which focuses on growth and development rather than one primarily dealing with conflict and crisis management.

Developmental Suggestions for People Who Are Uncomfortable with Conflict

People with this profile will be best suited for consulting roles where conflict is minimal. For consulting roles where there is a lot of potential for conflict, provide them with a system to deal with disagreements etc. Coach them to deal with conflict by providing skills in conflict resolution and communications. Provide them with strategies that will help them respond effectively where there is need for them to assert themselves. Formal assertiveness training may be helpful.

Communication Style

This section deals with the individual's communication style based on the following character traits:

Social Orientation
Analytical Orientation

The PCP provides Coaching Suggestions which the manager may wish to use to help the individual focus on developing their strengths. These questions are based on the Communication style of the individual.

Social Orientation

Social Orientation (SO) reports on the individual's approach to building relations with other people and the degree that they are motivated by and derives satisfaction from meeting and interacting with new contacts. Many people (approximately 60-65%) would score in the average range on this scale. They would be described as sociable, enthusiastic, cheerful and entertaining. Most would value social interaction but might be inclined to take time to become comfortable with new people.



Highly Sociable

People who score in the above average to high range on Social Orientation are very sociable, cheerful, friendly and outgoing. They can build relationships and friendships without difficulty and are quite comfortable with other people upon meeting them. They can work well in environments where there is regular contact with other people such as clients and customers. They will be well suited for roles that focus on building good relationships with a client/customer base and presenting a positive image for the organisation. Many customer service and sales roles are given to friendly people who score in this range.

Developmental Suggestions for Highly Sociable People

Coach people with high people orientation to understand that this strength will help them in dealing with other people to build good working relationships. By demonstrating an appropriate interest in others, sociable people can make many friends for the organisation. Highly sociable people will enjoy consulting roles that provide a lot of interaction with other people. These may include financial services, social and community service roles. Coach them to take advantage of their sociable nature by learning to give presentations to peer groups or customers. Help them develop their skills as facilitators. Help them understand that the ability to work well with others is a strength in any career path and may be very important in some consulting roles. Coach them to be good coaches in their areas of expertise because they enjoy interacting with others and could be good instructors or coaches themselves.

Sociable

Most people fall into the range on where they would be described as generally sociable, friendly and outgoing. They are generally at ease building relationships and are quite comfortable with other people. They will be able to work well in most environments where there is regular contact with people.

Developmental Suggestions for Sociable People

Help them understand that the ability to work well with others is a strength in any career path. Capitalise on their strengths interacting with other people by using those strengths interacting with clients and peers. Build their communications skills by asking them to deliver small presentations at meetings with clients and peers. Coach them to look for feedback in order focus their presentations. Consult with them on how they would like to develop their communications skills.

Builds Relationships Slowly

People in this range tend to take time to get to know people. They prefer to build friendships slowly until they feel comfortable with people. They feel more at ease dealing with an established client/customer base because of their tendency to build relationships over a longer period. They will benefit from some coaching to achieve their full potential in roles that require them to interact with new people on a regular basis.

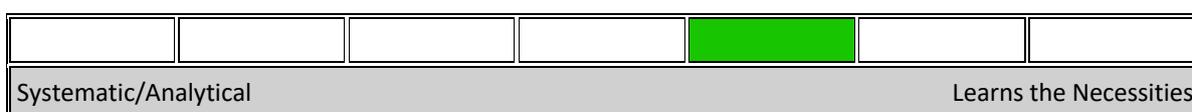
Developmental Suggestions for People Who Develop Relationships Slowly

Integrate them with other people such as peer groups, customer bases etc. gradually so that they can build relationships at their own pace. Build effective communications skills through programs and courses that address such issues as effective listening, speaking, presenting and other related communications skills. Consult with them on specific communications skills that they need to develop. Establish proactive, regular sessions for feedback and coaching on their communications skills.

Analytical Orientation

Analytical Orientation evaluates the degree to which the individual is interested in learning for its own sake and their suitability for dealing with technical and detailed matters as an integral part of the role. This is an important factor in many consulting careers that require in-depth knowledge and attention to detail such medical specialists, engineering, architecture, Information Technology and other applied science professions and consulting careers. The majority (approximately 60 to 65%) of the general population would score in the average range on this scale while those in more technical service roles would tend to be more analytical. This would reflect such attributes as being logical, reflective, analytical and practical.

NB: It should be noted that this reflects the importance of and interest in learning to the individual but does not necessarily reflect intelligence



Highly Analytical

People who score in this area of the graph would be viewed as quite analytical, logical and practical. They would pay attention to detail and examine issues carefully until they were fully understood. They would be most comfortable in consulting roles that have a significant problem-solving component. They are interested in learning for its own sake and working with challenging issues would be enjoyable for them.

Developmental Suggestions for Highly Analytical People

Help highly analytical people understand that their analytical nature is a strength which has great value in consulting roles which include a significant component of intellectual activity and problem solving. Ask them to use their analytical nature to develop new approaches and solutions to problems. Help them develop their ability to communicate their ideas in a way that others can grasp easily. Highly analytical people are motivated by an environment that provides them with opportunities for personal development and education. Consult with them on their training needs to avoid investing in areas where they already have a working knowledge. Focus them on assignments where fresh problems and challenges may be necessary to keep them interested. Match highly analytical people with others who either enjoy delving into technical details or who need someone who can support them technically.

Moderately Analytical

Most of the population will score in this range. They would be comfortable with a balanced mix of technical and non-technical issues in their work. Problem solving would be an interesting aspect of their work, but a mixture of non-technical and technical issues would be most desirable. Their training should be matched to their needs as they may not necessarily regard extra training or research as an incentive.

Developmental Suggestions for Moderately Analytical People

People who are moderately analytical will be most effective in professions and consulting projects where there is a balance between using their analytical skills and dealing with other people. Assign them to projects that can make use of their balance between technical and people-oriented issues.

Focus on existing technical strengths and define a strategy to develop the specific areas that they will need to improve to be more effective.

Learns the Necessities

People who score in this range will learn what is necessary to do the job effectively but would prefer to avoid highly technical issues or ongoing research. They are unlikely to be motivated by solving technical problems or seeking out intellectual and conceptual challenges unless they have a practical application. They are more likely to achieve their full potential in an environment that includes a limited amount of technical or analytical work. They would prefer to avoid detailed or complex projects and assignments.

Developmental Suggestions for People Who Learn the Necessities Only

Assign them to situations with mentors who will be able to use their existing analytical skills appropriately. Less analytical people who are good at dealing with other people may be well suited to interacting with customers, clients and others on familiar or less technical issues. Place them in teams or partnerships with associates whose analytical strengths will complement theirs. Focus on the technical strengths that they do have and define a strategy to develop the technical needs that are of critical importance to their growth.

Self Confidence & Lifestyle Management

This section of the Professional Pro deals with attitudes which reflect recent experience. These attitudes reflect how one is feeling about the important issues of personal effectiveness and integrating stress with one's lifestyle. Attitudes can be changed over time.

Self Confidence

Self-Confidence measures the degree to which the individual feels in control of the events and situations that they face in their daily lives and careers. Confidence can make the difference between being competent or 'meeting expectations' and performing well or 'exceeding expectations. If someone is confident, they can be expected to perform well in their areas of expertise and address new tasks with the belief that they can deal with them. Self Confidence can be affected by personal circumstances such as a family illness, the loss of a job or other events. When someone has reduced confidence, they can often be helped to rebuild it by focusing on their strengths and their past achievements.



Very Confident

People in this range would be very confident that they are in control and able to handle most situations on their own. This profile usually indicates people who accept responsibility for their own performance and who expect to succeed in most if not all their efforts.

**Highly confident people can be perceived as arrogant by others, but it is important to identify their strengths and build on that confidence to get the best performance rather than to shake it to prove a point.

Developmental Suggestions for Very Confident People

People with high levels of self-confidence should be encouraged to feel good about their strengths so that they will use them consistently. Ask them to commit to achieving (and exceeding) agreed upon performance levels to build a reputation for excellence and reliability. If people with this level of confidence ever appear arrogant, remember that it is important to feel good about oneself but also important to avoid the appearance of arrogance. Help by trying to get the individual to be aware of how other people may be perceiving him or her but do not dwell on the issue. Encourage people who are confident to continue to feel responsible for their own performance.

Average Confidence

People in the average range are demonstrating confidence levels consistent with the majority of the population, believing that they are capable of handling most situations that they are likely to encounter. Like most people, they will feel that they need help with difficult problems or in tight situations. Scores to the left end of the shaded range indicate high average self-confidence while scores to the right end of the shaded range reflect low average self-confidence.

Developmental Suggestions for People with Average Confidence

Make certain that people understand their strengths to be effective. Look for positive aspects of their performance that they may have overlooked. Assign them to projects that will take advantage of their strengths. Help build and maintain confidence by focusing on their strengths, acknowledging and praising their accomplishments on a regular basis.

Below Average to Low Self Confidence

People with low self-confidence will feel that they have very little control over events and circumstances. They may look to others for help and could occasionally feel that they are not entirely responsible for their performance level. People in this state need to focus on strengths and positive things that they are accomplishing. Sometimes personal catastrophes such as family illness can have a negative impact on confidence, leaving the individual with feelings of powerlessness.

Developmental Suggestions for People with Below Average Confidence

Make certain that people understand their strengths to be effective. You may have to probe and get the person to outline their own strengths so that they demonstrate awareness. If you tell someone about their strengths, they may dismiss them but if you are able to get them talking about themselves, they will become more aware. Look for positive aspects of their performance that they may have overlooked and help them focus on these things. Focus on what they are doing well and acknowledge it to assist in building self-confidence. Coach them to look for assignments or projects and ultimately career paths that will take advantage of their strengths. Identify the things which they are proud of achieving and help them understand the personal strengths which helped them achieve those things. When they do something well, make sure that they learn to be aware of their competencies. Conscious competence builds confidence. Coach them to acknowledge and learn from mistakes or failures and then move on.

Lifestyle Management

Lifestyle Management reflects how the individual feels about the demands and stresses in their lifestyle. Numerous studies have shown that those who are having difficulty managing stress do not perform as well as when these stresses are managed effectively. If that is an issue, they should be helped with counselling, mentoring and/or stress management training.



Managing Lifestyle Well

People in the above average to high range can handle most stressful situations quite well. Urgent projects, deadlines and criticisms would be dealt with effectively. Their ability to cope with stressful work environments may even enhance their performance in challenging situations.

** The ability to adapt and cope effectively with stressful situations is an asset in any business environment, particularly one filled with demanding users and clients. People who manage stress well may become not only effective members of teams (provided that their other characteristics are suitable) but also resources that will help other team members to learn their coping strategies.

Developmental Suggestions for People Managing their Lifestyle Effectively

Challenge them with additional responsibilities when the need arises. Because they can handle stress and manage their energy effectively, they are good choices for extra work when the situation demands it. Develop their strengths as communicators so they may be used as mentors for those who need help coping with stress.

Managing Lifestyle Effectively

Most of the population would fit into this range, showing that they handle pressure, deadlines, criticism and most stressful situations adequately. Their approach to this issue will be neither a strength or a weakness but like most people they will show occasional signs of stress.

Developmental Suggestions for People Managing their Lifestyle Effectively

Formal stress management training or coaching sessions will help most people deal more effectively with stress and managing their energy. By helping people discover and understand the nature and sources of their stress, they can address it more appropriately. When people are under a great deal of stress, help them deal with it by lightening their workload. Avoid additional assignments when they are not managing their energy well. Help them identify the sources of stress in their lives and encourage them to see them as challenges or benefits rather than threatening or harmful.

Needs Coping Strategies

People who score in this range are currently showing signs that they are having some difficulty dealing with stress. They may be experiencing a significant amount of stress without having good strategies to cope with it. People who are not coping with stress effectively can provide inconsistent performance and may need support from an understanding supervisor.

** It is generally conceded that people under stress tend to perform poorly and that a change of jobs or careers is a major stressor. With that in mind, it is a major caution to consider carefully when bringing a person with this sort of stress management score into a new environment.

Developmental Suggestions for People Who Need Coping Strategies

Help them discover and understand the nature and sources of their stress using discussion or stress evaluation tools. Do not give them additional responsibilities while they are under stress. Consider removing some of their existing responsibilities until they are managing more effectively. Coach them with new strategies and/or provide them with formal stress management training. Help them evaluate their stress coping strategies to determine their effectiveness. Follow up with them to determine whether they are integrating new stress management techniques into their daily routines.

Career Building Attitudes

Approach to Networking/Self Promotion

The individual's Approach to Networking and Self Promotion is an important factor in determining their suitability for careers that require a degree of self-promotion, building personal networks, handling rejection and to a lesser degree, having an interest in sales as a career.

NB: Remember that these are attitudes which reflect personal experience, usually the most recent and they *can be changed over time*.



Very Comfortable

People who score in this range on this scale would be considered as very comfortable promoting themselves and creating a network of associates and friends. They would be comfortable discussing their business and personal goals with their friends, associates and other people in social situations. They do not view the disinterest of others as a personal rejection and they view sales in a generally positive light.

Developmental Suggestions for People who are Very Comfortable Networking & Self-Promoting

People who score in this range would also be suitable attitudinally for a sales or marketing career. Their overall approach to networking and self-promotion is consistent with the attitudes of successful sales people and they are comfortable networking and promoting products and themselves. Make people with this profile more aware of their strength networking and promoting their own ideas. Being able to discuss and present business ideas is an asset in consulting if one develops and enhances one's presentation and approach. Help people with this profile understand that comfort with networking and self-promotion is a strength that combined with strong self-management skills, motivation to succeed financially and good communications skills can help them sell additional consulting services and products.

Moderately Comfortable

People who scored in this range would be comfortable networking within their natural market. To prospect and network from a business perspective, they would require a strong commitment to product and a well-developed method of approaching people. The requirement for consistent networking and prospecting could provide an overwhelming challenge for some of them, particularly in the right end of the range. In those cases, they would need ongoing training, support and probably joint field work from an experienced mentor.

Developmental Suggestions for People who are Comfortable Networking and Self-Promoting

If the individual wants a consulting career where they must promote themselves or the company's products and services, it is important to help them develop their level of comfort with networking and self-promotion. Most careers of this type require good communications skills, an effective approach to people and comfort with these issues. Books on consultative selling and other types of selling would be good sources of techniques. If they want to improve their comfort with networking, they should be coached to be a good listener first and discover what interests the people with whom they wish to network. Encourage them to develop a list of the positive aspects of themselves, the products and services that they wish to promote and the company. Help them focus on those positive aspects when asked about any of them. When combined with strong self-management skills, motivation to succeed and good communications skill, their comfort in this area is a strength that they may wish to build upon.

Uncomfortable

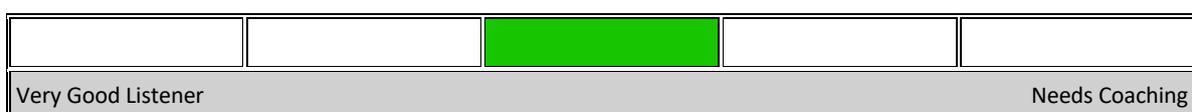
People with this profile would tend to prefer a clear separation between their personal activities and business-related activities. They would likely have a great deal of reluctance to approach specific contacts in their regular network or natural market if they were attempting to promote themselves or some business product, service or venture. They would likely avoid any business networking at both formal and informal social gatherings. To be successful in a networking career, they would need extremely strong commitment to the product/service. They would also require a well-developed approach or sales track for consistent activity and any high-level performance.

Developmental Suggestions for People who are Uncomfortable Networking and Self-Promoting

If the individual is interested in a career where they will need to promote themselves or the company's products and services, it is important to help them develop their level of comfort with networking and self-promotion. Help the individual develop good communications skills, an effective approach to people and comfort with such issues as rejection, disinterest or other responses that could be taken personally but are probably not meant that way. If someone wants to improve their comfort with networking, they should be coached to be a good listener first and discover what interests the people with whom they wish to network. Encourage them to develop a list of the positive aspects of themselves, the products and services that they wish to promote and the company. Help the individual focus on those positive aspects when asked about any of them.

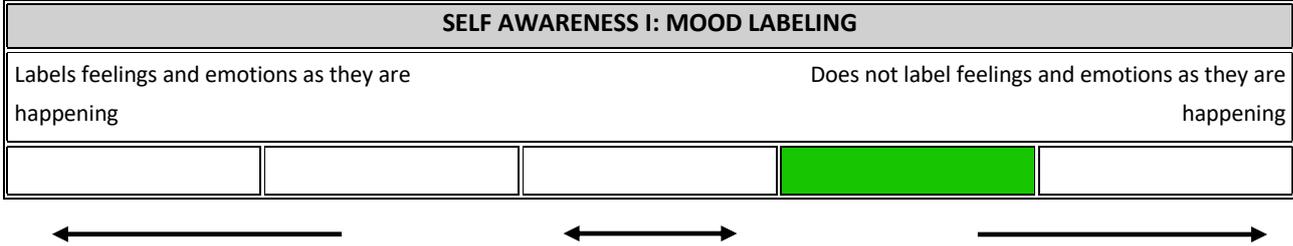
Listening Style

Listening Style is a scale based on the answers to a series of questions which describe the individual's approach to listening to the concerns of other people. The questions deal with patience, trying to understand the other person and overall courtesy.



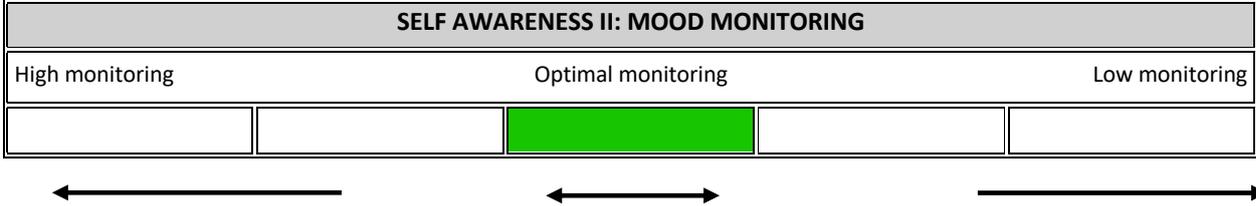
The Listening Style feedback is on a 5-point scale with the largest group of people scoring in the middle box (as in the sample) indicating a typical approach to listening which would be reflected by being a good, attentive courteous listener on some occasions and being less effective on others. Those who score on the left end of the scale would tend to be attentive, courteous and conscientious about assuring the speaker that they are being understood. This is particularly important in consulting roles of any kind. Whether the client is a patient, a consumer, an individual contributor to a business operation or a senior executive, everyone feels that they deserve to be heard (and they do!) For those who score on the right end of this scale, they are demonstrating that they need coaching in some of these areas. People who score at that end may be showing impatience, apparent lack of empathy, indifference to other people's concerns and opinions and other issues that could be a major concern in a consultant.

Emotional Intelligence



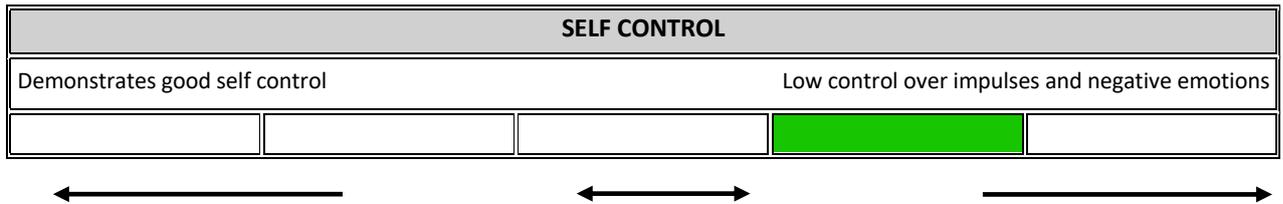
The Mood Labeling (ML) scale measures a person’s ability to accurately label feelings and emotions. This score indicates the extent that individuals can interpret their feelings as they are happening. Strong self-awareness is a key ingredient of EQ

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



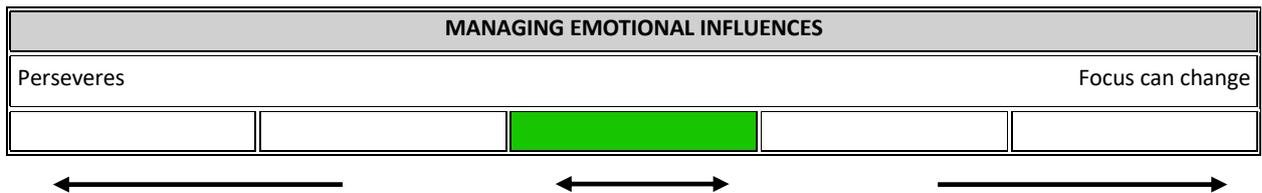
The Mood Monitoring (MM) scale measures the amount of energy a person puts forth in monitoring their feelings and emotions.

- High scores on this scale may identify people who devote too much energy to their mood states. These individuals would benefit from learning how to focus their energy more on external states rather than on their internal feelings and emotions.
- Scores in this range indicate individuals who are focusing an appropriate amount of energy in monitoring their mood states.
- Low scores indicate individuals who do not exert enough energy towards their moods which may limit their overall self-awareness. They would require coaching in learning how to be more aware of their feelings and emotions.



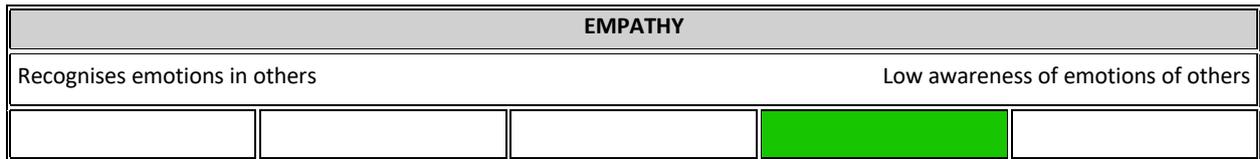
The Self Control (SC) scale measures an individual's control over their feelings and emotions. It also provides a measure of impulse control which is very important for coaching others effectively.

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



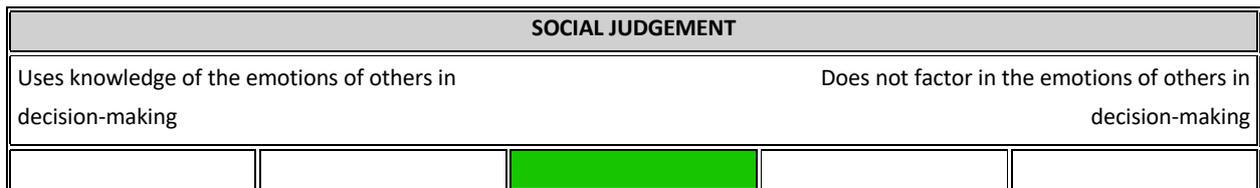
The Managing Emotional Influences (MEI) scale measures an individual's ability to manage emotional influences that would prevent them from taking those actions they believe are necessary in dealing effectively with everyday situations and/or meeting personal goals. This scale provides an indication of the candidate's willingness to act when they are convinced that 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 the majority 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 Empathy (EM) scale measures a person’s ability to understand the feelings and emotions of others. This score indicates how sensitive an individual is to the feelings and emotions of others. Empathy is an important quality for a manager in understanding others and establishing good coaching relationships.

- ← This score indicates that the individual has strong potential to recognise and understand the emotions of others.
- ↔ The individual shows the ability to recognise and understand the emotions of others similar to the majority of the population.
- The candidate shows below average sensitivity to the feelings and emotions others.

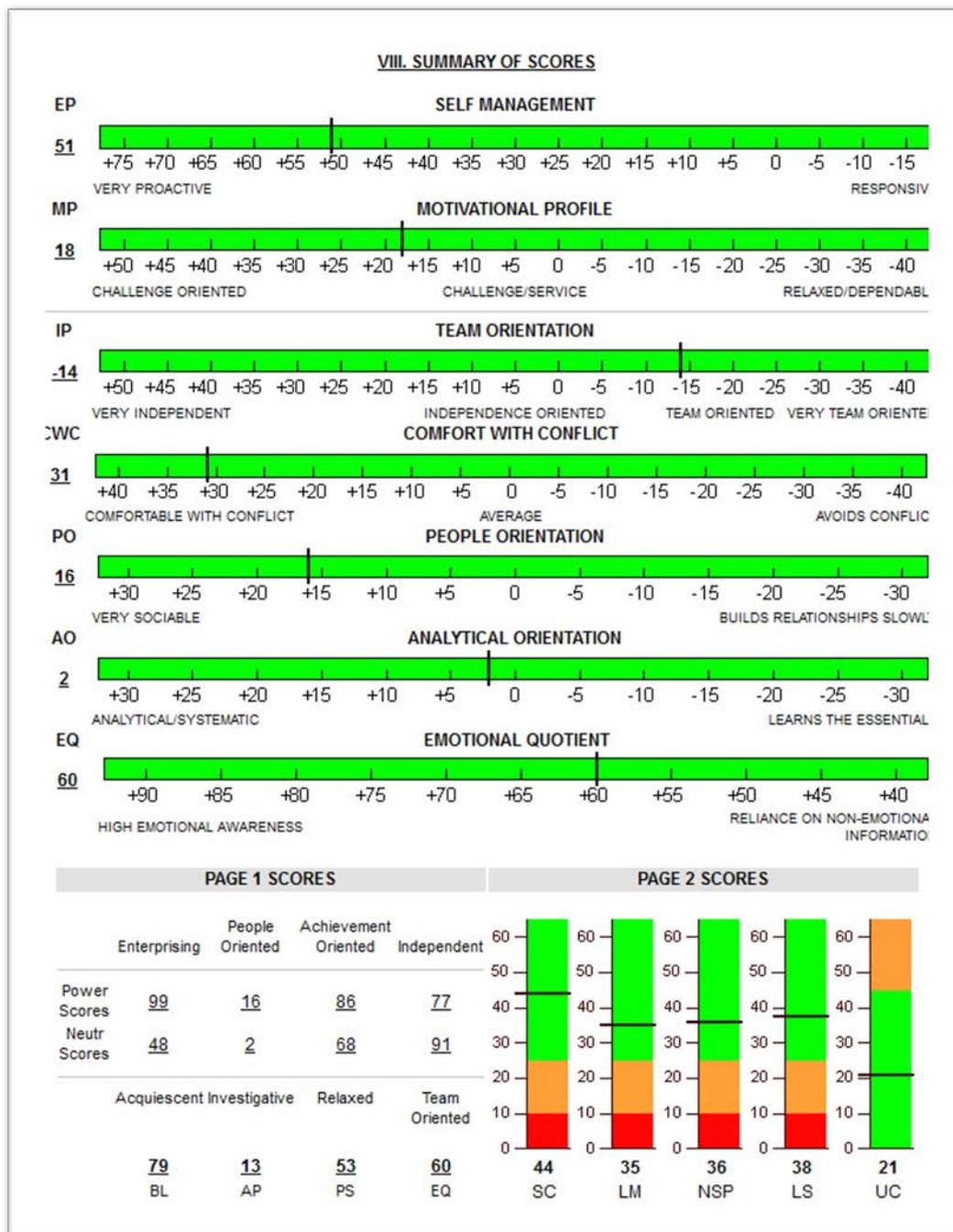


The Social Judgement (SJ) scale measures a person’s ability to make appropriate decisions in social situations based on the emotional states of others. This score provides an indication of an individual’s ability to manage interpersonal relationships. Social Judgement is an important component of management success.

- ← This score indicates that the individual has above average potential to respond appropriately in a variety of situations at work and to manage interpersonal relationships effectively.
- ↔ The candidate shows the potential to respond appropriately in a variety of situations at work and manage interpersonal relationships like the majority of the population.
- The candidate may show some difficulty making appropriate decisions in social situations based on the emotional states of others.

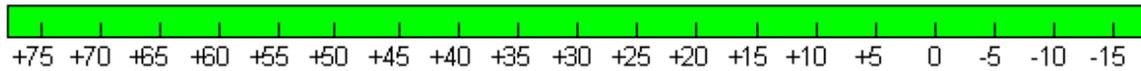
Summary Of Scores

The Summary of Scores is a graphic representation of all the scores on the profile and replicates the back page of the questionnaire. All the major scales are explained in this manual for the reader who wishes to understand how to interpret them. For the experienced user or Self-Management Group consultant, the Snapshot page will be enough to provide an overview of the individual.



Descriptions of the Scales

Self Management



The **Self Management** or **Enterprising Potential (EP)** scale is a bi-polar scale that is derived by subtracting the Acquiescent (ACQ) scale from the Enterprising (Ent) scale. Positive scores indicate that the person sees self as more self-directed than compliant while negative scores indicate a more compliant personality. The SM scale indicates to what degree the person can become a strong self-manager. In many occupations studied, self-management potential is strongly related to performance with scores on the left often indicating better performers.

Motivational Profile



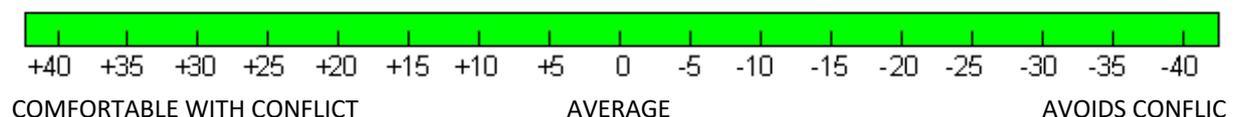
The **Motivational Profile (MP)** scale is a bi-polar scale that is derived by subtracting the Relaxed (Rel) scale from the Achievement Oriented (Ach) scale. Higher scores indicate that the person has a higher component of challenge in their motivational structure while lower scores indicate a more relaxed, dependable, service-oriented individual.

Team Orientation



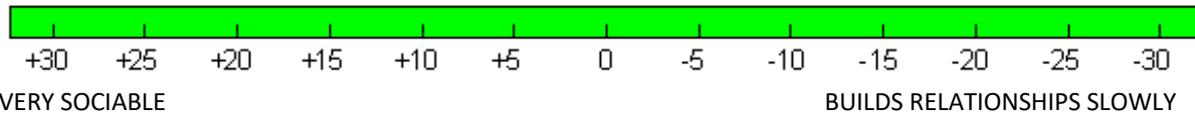
The **Team Orientation** or **Independence Potential (IP)** scale is a bi-polar scale which is derived by subtracting the Team Oriented (Team) scale from the Independent (Ind) scale. Lower scores indicate individuals who prefer structure while higher scores are indicative of people who dislike structure or would prefer to create their own.

Comfort With Conflict



The **Comfort with Conflict (CWC)** scale measures the individual's approach and comfort with situations where there is conflict or other forms of adversity.

People Orientation



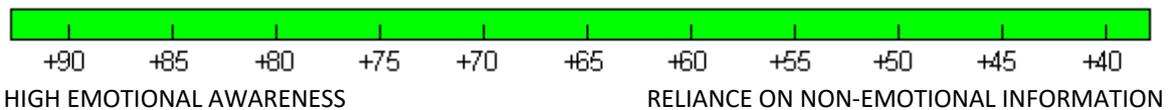
The **People Orientation (PO)** scale measures the degree to which the individual's social orientation is dominant. Higher scores indicate a more socially oriented outgoing type while lower scores would be associated with reserved or even shy people.

Analytical Orientation



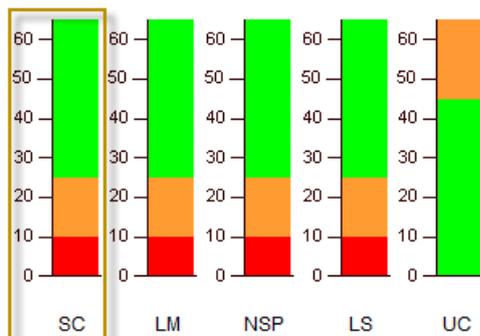
The **Analytical Orientation (AO)** scale is a measure of the degree to which the individual's analytical orientation is dominant. Higher scores are associated with highly investigative people while lower scores indicate those who prefer to learn only what is essential.

Emotional Quotient

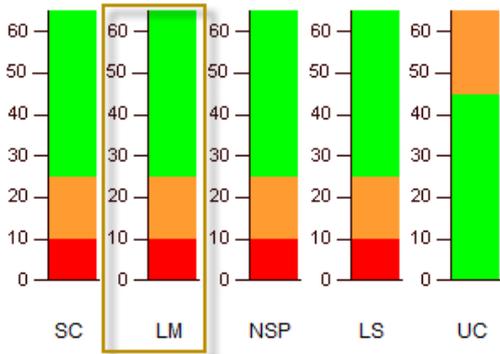


The **Emotional Quotient (EQ)** scale provides an overall indication of the individual's approach to processing emotional information and applying the information effectively.

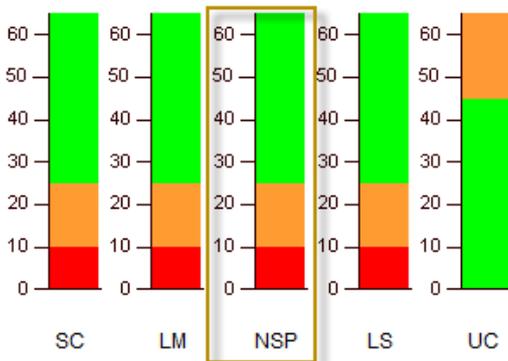
Attitudes/Opinions:



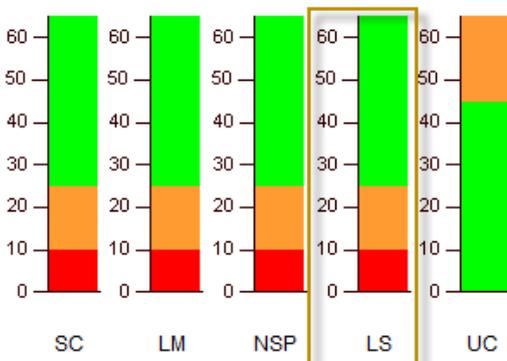
The **Self Confidence (SC)** scale is a measure of the degree to which the individual feels in control of the events and situations that they face in their daily lives and careers. People who feel that they are in control score higher while those who feel unable to make impact on their circumstances score lower.



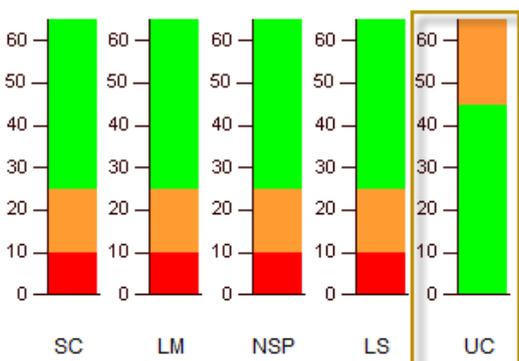
The **Lifestyle Management (LM)** scale reflects how the individual is currently dealing with stress in their career and lifestyle. People who handle stress well score high on this scale while those who are dealing with stress and managing their energy less effectively score low on the scale.



The **Approach to Networking and Self Promotion (NSP)** scale reflects one's feelings about promoting oneself, creating networks for business opportunities or personal gain, handling rejection and feelings about sales as a career.



The **Listening Style (LS)** scale is designed to help understand the individual's approach to actively listening and attempting to understand the viewpoint and concerns of other people.



The **Uncertainty Coefficient (UC)** scale provides an insight into whether the test results are reliable. High scores (above 45) indicate that the candidate may either misunderstand the profile or may be presenting themselves in a socially desirable manner. The character traits measured by the PCP tend to have low face validity meaning it is difficult to fake unless one is an expert in test construction. Some of the Attitudes have higher face validity and a high UC score can indicate the need to check the other Page 2 scores carefully when following up with the candidate.

Candidate Feedback Report

It is recommended that the individual who completed PROFESSIONAL POP™ be provided with the Personal Feedback Report as it provides them with useful, non-judgmental feedback on personal characteristics and strengths. It follows the same general outline as the management report.

I. General Recommendations

This section provides descriptive feedback and general recommendations based on the individual's source traits and attitudes.

II. What to Seek & Avoid in Your Career Path

This section provides recommendations on types of careers to seek and to avoid, again based on the individual's source traits and attitudes.

III. Summary of Strengths

This section provides more detailed feedback and specific recommendations based on the individual's source traits: Self-Management; Motivational Profile; Team Orientation and Comfort with Conflict. This section provides some very helpful self-coaching advice.

IV. Communication Style

This section provides descriptive feedback and specific recommendations based on the individual's communication style: People and Analytical Orientation.

V. Self Confidence & Lifestyle Management

This section provides descriptive feedback and specific recommendations based on the individual's confidence and lifestyle.

VI. Career Building Attitudes

This section provides descriptive feedback and specific recommendations based on the individual's attitudes about Networking and Self Promotion and Listening Style.

Coaching with the Professional POP™

Self-Management

Self-Management is based on the EP scale and provides information about the individual's personal planning, time management and self-management to achieve specific goals. People who are not consistent self-managers will be unlikely to achieve all their goals on a consistent basis.

<u>Score</u>	<u>Interpretation</u>
< 0	Caution: Seeks coaching and feedback. Effort based on a system. Provide a system and/or a mentor for this person and monitor regularly. Needs consistent process-oriented environments.
0 to 10	Weak: Needs a very structured work environment and consistent feedback until comfortable with role. Avoid assigning to changing environments.
10 to 30	Average: Self managing within a consistent, familiar process. Regular progress meetings and monitoring will help until familiar with role. Suitable for most modestly structured environments.
30 to 50	Good: High average potential to self-manage effectively. This person will need very little feedback and will tend to operate on own authority. Avoid micro managing. Could be good fit as project leader if commensurate social skills and motivation are present.
50 +	Strong: Good self-management potential. This person will operate on their own authority. Avoid over-managing. Give feedback only when essential. Good fit as project leader when commensurate social skills and motivation are present.

Motivational Structure

Motivational Structure is based on the MP scale and is reflected in taking on challenges, goal setting (long or short term), sense of urgency (low or high) and such factors as self-interest vs. interest of others.

<u>Score</u>	<u>Interpretation</u>
< -30	Caution: Very relaxed service oriented with a high focus on safety and security. Assign to very customer-oriented situations which focus on quality rather than quantity of service. Monitor for sense of urgency.
-30 to -11	Below Average: Motivated primarily by the people side of the business and will be more comfortable in-service role than developing new business.

- 10 to +10 **Average:** Balance between people/service and some challenge. Could be coached to develop new business if average or better self-manager.
- +11 to +30 **Above Average:** Goal oriented with sense of urgency. Coach to success in getting tasks done quickly. Could be a business developer if average or better self-manager.
- > +30 **Caution:** Very 'bottom line' oriented with a high sense of urgency. Coach to develop patience when dealing with others who are less highly motivated

Independence Potential

Based on the IP scale, Independence Potential reflects the individual's approach to structure and systems. Most managers would tend to exhibit some level of independence and comfort creating their own structure. This scale is very much a factor in fitting the individual to the environment. Some individuals are too independent for some environments.

<u>Score</u>	<u>Interpretation</u>
< -25	Caution: Very Team Oriented. Provide documentation for job and strong support network. Monitor for dependence on team or structure. Challenge with tasks that encourage resourcefulness.
-25 to -11	Low: Strong Team orientation. Similar to above with less monitoring.
-10 to 10	Average: Able to integrate personal structure with most organisational structures. People with this profile are ideal of cultures that emphasise individuality within a team. Invite feedback on policy, structure etc.
+11 to +25	Strong: Independent and comfortable creating structure as required
> +25	Very Independent: This candidate is very independent and may resist any existing structure. Expect stubborn resistance to feedback. Avoid coaching unless essential.

Comfort with Conflict

Comfort with Conflict is important in roles that include conflict on a regular basis, such as management, highly competitive environments and some consulting roles. Those who are not comfortable with conflict may deal with it in unpredictable ways.

<u>Score</u>	<u>Interpretation</u>
< -10	Caution: Very Uncomfortable. Keep away from situations that deal with conflict as much as possible. Provide conflict resolution strategies where possible.

-10 to 15	Average: Able to handle some conflict. Avoid high conflict situations and provide conflict resolution strategies.
+16 to +30	Strong: Can deal with most conflict effectively. Would prefer it not to be ongoing.
> +30	Very Strong: This individual is very comfortable with conflict and may create it to further own agenda. Coach as a strength to be used to help others deal with high conflict situations.

People Orientation

The People Orientation (PO) scale provides an insight into the individual's approach to building relations with other people and the degree that they are motivated by and derives satisfaction from the meeting and interacting with other people. This will be reflected in how much the person would enjoy and their approach to such consulting or project management roles as providing feedback, giving presentations and meeting new clients.

<u>Score</u>	<u>Interpretation</u>
< -20	Caution: Individual does not enjoy a lot of interaction with others outside personal friends and acquaintances. May appear aloof to others. Help to build strong relationships with colleagues who have similar interests.
-20 to 0	Low: Individual builds relationships over period of time. Assign to projects with colleagues who have similar interests until people get to know them.
0 to +20	Average: Individual enjoys and is motivated by interacting with others. Coach to build on this strength by developing presentation and networking skills.
> 20	High: Could be quite sociable. Coach to be good at creating first impressions for the organisation. Coach to build on this strength by developing presentation and networking skills.

Analytical Orientation

Based on the AO scale, the Analytical Orientation reflects the degree to which learning is important to the individual. The scores on this scale will be significant in issues such as learning and passing on technical information and attention to detail. Most senior professional services personnel would be expected to be at least average in this area.

<u>Score</u>	<u>Interpretation</u>
< -20	Caution: Learning and education are not strong motivators. May lack attention to detail

- 20 to 0 **Low:** Unlikely to view learning as a strong motivator. Will learn what is required
- 0 to +20 **Average:** Individual will find satisfaction in learning and shows attention to detail
- > +20 **High:** Enjoys learning a great deal but may become absorbed in detail.

Emotional Quotient

The **Emotional Quotient (EQ)** scale provides an overall indication of the individual's approach to processing emotional information and applying the information effectively

<u>Score</u>	<u>Interpretation</u>
>65	Ideal Range: Good awareness of feelings and emotions of self and others; they will make effective use of emotional information
55 to 65	Caution: Average awareness of feelings and emotions of self and others; they will sometimes consider and apply emotional information
<55	Strong Caution: Does not often consider or apply emotional information in professional activities

Self Confidence

Confidence is based on the Self Confidence (Self Directed) SC(SD) scale. It indicates the extent to which the individual believes in themselves and feels in control of the issues in their life. Feelings of confidence are very important in all work activity. Those who feel in control and confident will take responsibility for their own actions.

<u>Score</u>	<u>Interpretation</u>
< 0	Red Flag: Strong Caution: Probe carefully before hiring. Assign to familiar tasks until achieving satisfactory results. Coach to small successes to build feelings of confidence and control. Point out good results.
0-25	Caution: Demonstrates feelings of not being in control of circumstances. Coach to small successes to build feelings of confidence and control. Point out good results.
25-35	Low Average: Modest level of self-confidence. Avoid very difficult tasks unless essential. Acknowledge successes and praise effort.
35-50	Average to High Average: Quite Confident. Build on strengths. Praise good results to maintain confidence level.

50 + **Strong:** Feeling very much in control and assuming responsibility for own actions. Acknowledge and praise good results. If individual seems arrogant, avoid temptation to point out weaknesses. Ask if there are any growth opportunities, they must help get even better at everything.

Lifestyle Management

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

<u>Score</u>	<u>Interpretation</u>
< 0	Strong Caution: Probe carefully before hiring. Minimise workload so that person can be functional without being stressed.
0-25	Caution: Appears to be having difficulties with stress. Reduce workload somewhat so can be functional with less stress.
25-35	Low Average: Modest level of lifestyle management. Coach to be most effective in modestly stressful environments without too many assignments.
35-50	High Average: Handling well. Use this person in more difficult, stressful situations to get more reliable performance.
50 +	Strong: Shows very strong coping skills (could mentor others). Assign this person to the more difficult, stressful situations that require their skill set.

Networking & Self Promotion (NSP)

The Networking and Self-Promotion scale is a measure of the individual's attitude and approach to networking and looking for additional business opportunities. High scores on this scale indicate that the individual understands the importance of self-promotion and sales in business. Low scores would indicate the individual does not regard selling in a very positive light and may reflect a need for some coaching.

<u>Score</u>	<u>Interpretation</u>
< 0	Strong Caution: Scores this low would indicate that the individual has an attitudinal block towards networking and looking for business opportunities.
0-25	Caution: Appears not to understand how to network and may not view sales in a positive light. Teach the importance of building a positive image and looking for business opportunities for self if not for the organisation.
25-40	Good: Understands how to network and deal with rejection effectively. Coach on business development skills that fit organisational needs.

40 + **Strong:** Should have no difficulties networking or handling rejection. Has attitudinal strengths of a competitive sales person. Explore sales potential if appropriate.

Listening Style (LS)

Listening Style is an indication of the individual's approach to listening to others and seeking to understand rather than being understood. Good listening skills are an asset in any business role and this scale is designed to remind individuals how they score with respect to their peers.

<u>Score</u>	<u>Interpretation</u>
< 10	Strong Caution: Scores this low would indicate that the individual is a poor listener who may be likely to not listen well when others are speaking and to interrupt them or lose interest. This could be an issue when working with clients. Coach by asking person about listening skills. Do they consider themselves a good listener? Could they get better? Share individual feedback with the person if they have not seen it.
0-25	Caution: Appears not to be an exceptionally good listener. May interrupt or become distracted. Share individual feedback with the person if they have not seen it. Ask them to evaluate listening style.
25+	Strong: Appears to be a good listener. Coach individual to realise their strength in this area.

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 **Professional POP™**. They include:

- I have never told a lie.*
- 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 boasted or bragged.*
- I have never said anything unkind about anyone else.*
- No one is ever rude to me.*
- I always admit my own mistakes.*

As evident from the items, they include statements that typically require an absolute or yes/no response. They are very extreme types of questions. For example, "I have never told a lie" can realistically only be answered 1 or 5. Most people mark 1 or 2 for the item. A high UC score becomes a caution when it is greater than 45. To create a score of 45 or greater, a candidate would have to answer most 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 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 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.

Possible Steps for Exploring a High UC Score

To explore the reasons for a high UC score and determine whether 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 Confidence/Self Directed (SC), Lifestyle Management (LM) and Networking & Self Promotion (NSP) and LS 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 neutralising scores (Acquiescent, Relaxed and Team Oriented) on the summary page of the report. If any of the power scores are greater than 140 or neutralising scores less than 40, they are very unusual scores and indicate that the PROFESSIONAL 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 person's background that would justify the PROFESSIONAL POP™. If the answer is NO, ask for examples from the person's 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 **Professional POP™** from the experiences of the candidate. The **Professional POP™** is assessing potential and the answers to the interview questions should substantiate or challenge the **Professional POP™** predictions.

Summary

In summary, the most effective strategy for minimising high UC scores is to be proactive by selecting the appropriate language for each candidate and following the simple administration instructions. This will eliminate all the major reasons for high UC scores. A high UC score does NOT automatically indicate that the **Professional 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 the **Professional POP™** are reliable and valid.

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