



Professional POP™

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The Professional Consulting Profile is designed to provide insights into the strengths of individuals seeking professional careers that may include a significant consulting or advisory role. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and career coaches will have more information to help fit people to various professional roles within an organization. This profile will also provide managers with suggestions on how to coach professionals more effectively. *John C. Marshall, Ph.D.*

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PROFESSIONAL PROFILE

Consulting Style

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

| | | | | | | | | |
|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Performance/Results | | | Results/People | | | Accepts Modest Results | | |

Personal Motivational Structure

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

| | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Intense Challenge | | | Challenge/Development | | | Relaxed/Development | | |

Approach to Motivating Others

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

| | | | | | | | | |
|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| High Energy/Enthusiastic | | | | | | Relaxed/Detached | | |

Leadership Style

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

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

Approach to Goal Setting

Reflects the person's sense of urgency and the importance of establishing short term goals and objectives.

| | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Short Term | | | | | | Long Term | | |

Feedback Style

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

| | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Only if Necessary | | | | | | Enjoys Feedback | | |

Decision Making

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

| | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Quick/Decisive | | | | | | Methodical | | |

Communications Style

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

| | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ask/Listen | | | Balanced | | | Tell | | |

PROFILE OVERVIEW

Self Management

This candidate is well suited to projects and roles that provide them with the opportunity to use their own initiative. Situations that allow them to plan and execute their own activity and manage their own daily activity are best for them. A management system that facilitates and provides coaching would suit them well.

Motivational Structure

This candidate's motivation is a balance between meeting long and short term goals and they are most effective in situations that offer both. This person would enjoy using their expertise and consulting in an environment where their short term targets lead to longer term objectives. This person likes to balance meeting the needs of other people with developing good products and meeting their own goals.

Preferred Approach to Being a Team Member or Team Leader

This candidate is a relatively independent person who would enjoy a leadership role where they are able to implement change as part of a team environment. Test is comfortable integrating with structure or creating their own systems and structure as needed.

Comfort with Conflict

This candidate is relatively comfortable in situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment.

Social Style

This candidate is generally quite sociable, friendly and outgoing. This person builds relationships quickly and is quite comfortable with other people. This person will be able to work well in an environment where there is regular contact with new clients or peers.

Analytical Orientation

This candidate will fit roles that have a significant problem solving component allowing them to take advantage of their analytical style. Look for opportunities that will help feed their interest in learning.

SUMMARY OF STRENGTHS

Self Management

| | | | | | | |
|---------------------|--|--|--|------------|--|--|
| | | | | | | |
| Initiates/Proactive | | | | Responsive | | |

This candidate would be described as generally competitive, enterprising, assertive and goal oriented. This person is self directed and comfortable initiating activity on their own. This person has the potential to become a good self manager with some coaching on such issues as self evaluation, developing the ability to self motivate and directing themselves more effectively. This person will likely work well with a manager who provides clear guidance and coaches without being overly directive. Encourage them to use their initiative when they have caught up on all their tasks.

Coaching Suggestions

- This candidate will respond well to a balance of coaching and being left alone to work towards project goals.
- Coach them to be effective when working on their own by asking them to commit to weekly goals and reviewing their commitments with them on a weekly basis.
- When they are not performing as well as you think they should, praise their effort (if it is consistent) and do not coax.

Interview Suggestions

- Describe your goal setting process and how you review your accomplishments.
- Outline a recent example of this.
- Describe the work environment that you found to be best for you.
- In your current (previous) position, how much of your time has been devoted to working on tasks that you have initiated? Give an example.

Motivational Profile

| | | | | | | |
|-------------------------------|--|--|--|-------------------|--|--|
| | | | | | | |
| Seeks Challenge/Task Oriented | | | | Relaxed/Contented | | |

This candidate has a motivational structure that is balanced between seeking challenge and concern for the needs of other people. This person is comfortable working toward long term objectives and will need to focus on achieving their short term goals on a regular basis in order to meet the longer term goals. Test would perform most effectively in an environment that includes a mixture of established functions and new challenges.

Coaching Suggestions

- Coach them to focus on the needs of the client and help them understand how their own goals can be met by meeting client needs.
- Help Test with goal setting so that client expectations are being met.
- Coach them to be an effective closer if they are required to sell as part of their role. This person would tend to be persuasive rather than persistent in pushing for additional business.

Interview Suggestions

- Have you developed any business goals for the next year? What are they?
- How do your short term goals lead to your long term goals?
- Describe some of your most recent achievements. How were the goals set?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

SUMMARY OF STRENGTHS (continued)

| | | | | | | |
|---------------------------------|--|--|--|--|--|--|
| | | | | | | |
| Creates Own Systems & Structure | | | | Comfortable in Structured Environments | | |

Team Orientation

This candidate would be described as a modestly team-oriented person who is comfortable working independently. This person will integrate reasonably well with many systems and work well with a group of peers who are reasonably similar in nature. This person will accept supervision reluctantly while learning the organizational methodology but will expect minimal supervision after gaining the relevant experience. This person will perform most effectively within a loosely defined system that provides them with opportunities to exercise their individual initiative when dealing with clients and their business needs.

Coaching Suggestions

- Coach Test on the best way to integrate with very structured organizations, particularly if they will be required to consult or create change within them.
- If they want to make changes to a culture, encourage them to develop prototypes for change and coach them on how to present them.
- Assign them to projects that will accommodate and reward independent action.

Interview Suggestions

- Describe the work environment that you found most suitable. Why does it work for you?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?
- Describe a situation where you developed new procedures. How were the new procedures implemented?
- How much structure are you willing to accept working in our organization?

| | | | | | | |
|-------------|--|--|--|-----------------|--|--|
| | | | | | | |
| Comfortable | | | | Avoids Conflict | | |

Comfort with Conflict

This candidate is relatively comfortable in situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment. This person will be suited to roles dealing with some conflict where the organization is prepared to invest in training and strategies that will help resolve conflict.

Coaching Suggestions

- Coach them to be effective in tense situations by demonstrating that they are listening to the concerns of clients and others who may be upset.
- Communications and conflict resolution strategies could enhance their ability to deal with conflict.
- Explain the need for them to be able to handle conflict in order to be a good consultant.

Interview Suggestions

- Describe a working environment of yours that included a lot of conflict. What was your approach to dealing with conflict?
- How did you feel about that environment? How would you have changed it?
- How can you use your comfort with conflict to your advantage?

COMMUNICATION STYLE

| | | | | | | |
|------------------------|--|--|--|---------------------------------------|--|--|
| | | | | | | |
| Warm/Friendly/Sociable | | | | Builds Relationships over Longer Term | | |

Social Orientation

This candidate is sociable, friendly and outgoing in a variety of roles and situations. This person is at ease building relationships and is quite comfortable meeting new people. This person would be considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

Coaching Suggestions

- Build conscious competence by helping them understand that the ability to work well with others is a strength in any career path especially consulting.
- Coach them to develop their knowledge of key business applications so that they can interact with client groups and demonstrate that their needs are understood.
- Suggest that they give presentations at meetings with clients and peers.
- This candidate's comfort dealing with others may help them be an effective coach or mentor in areas where they have demonstrable expertise.

Interview Suggestions

- Describe your approach to building an effective relationship with someone you have just met.
- What do you do differently if you are not able to see the other person?
- What are your strengths as a communicator? How can you use them in working with our organization?
- What are your goals with regard to growth in interpersonal areas? What are you doing to improve in these areas?

| | | | | | | |
|-----------------------|--|--|--|------------------------|--|--|
| | | | | | | |
| Systematic/Analytical | | | | Learns the Necessities | | |

Analytical Orientation

This candidate is highly analytical, very logical, inquisitive and interested in learning new things. This person pays close attention to detail and is interested in learning for its own sake. Client problems or situations that provide conceptual challenges would be a source of motivation for them. A role with a fair amount of complexity and detail would be very appropriate for them. Test might fill the role of technical mentor for those with a less analytical nature.

Coaching Suggestions

- This candidate is very likely to be attracted to roles which emphasize developing new concepts, problem solving and continuous learning.
- Encourage them to express themselves as concisely and clearly as possible when dealing with others.
- Consult with them on their training needs to avoid investing in unnecessary training.
- Dealing with new problems and fresh challenges may be necessary to maintain their interest.
- Reinforce them for what they know as well as their day-to-day activities.

Interview Suggestions

- Describe a situation where you were able to provide an innovative solution to a difficult problem. Was your solution understood?
- What are some of the current developments that could have impact on our organization?
- What sources do you use to keep abreast of technical change?

SELF DIRECTED & LIFESTYLE MANAGEMENT

Self Directed

| | | | | | | |
|--------------------------------------|--|--|--|--------------------------------------|--|--|
| | | | | | | |
| Feels in Control/Internally Directed | | | | Feels Controlled by External Factors | | |

This candidate demonstrates a perception of control 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 may feel that they need help occasionally with difficult problems or situations.

Coaching Suggestions

- Assign them to projects that will take advantage of their strengths.
- Help build and maintain sense of control by focusing on their strengths and reinforcing their good work.
- Acknowledge other positive aspects of their performance on a semi-regular basis.
- Help them be a more effective planner.

Lifestyle Management

| | | | | | | |
|----------------------|--|--|--|---------------------------------------|--|--|
| | | | | | | |
| Handling Stress Well | | | | Stress Management Training Would Help | | |

This candidate appears to manage their energy and deal with stress very well. This person will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and their ability to cope with stress effectively should even enhance their performance in challenging situations.

* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. Test may become helpful as a resource to help others learn stress coping strategies.

Coaching Suggestions

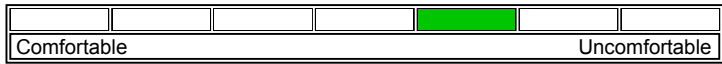
- This candidate may need continual challenge from their work environment to avoid boredom.
- This candidate may be an effective mentor for those who could benefit from learning how to cope with stress.
- This candidate should be able to assume additional responsibilities when there are additional challenges.

Uncertainty Coefficient (UC)

This candidate has an acceptable score on the UC scale indicating that they are not answering in a socially desirable manner. Their answers on the attitude scales tend to be reliable.

CAREER BUILDING ATTITUDES

Approach to Networking/Self Promotion



If promoting themselves or the company's products and services is part of their consulting role, a person in the company who has strength in this area might be a good mentor for them. These mentors can help others develop their level of comfort while networking and promoting themselves and their companies.

Coaching Suggestions

- If Test is required to promote themselves or the company's products and services, they may need coaching to develop their level of comfort with networking and self promotion. If Test is consulting, it will require good communication skills, an effective approach to people and comfort approaching others and they may need to build comfort in these areas.
- To improve their comfort with networking, coach them on how to discover the interests and needs of prospective clients and how to relate them to your business.
- 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.

Listening Style



This candidate's responses indicate that they have an approach to listening that is typical of the majority of people. Test is likely to listen to others attentively most of the time but they may have some development opportunities in their listening style. With training, Test's approach to listening should help in developing good interpersonal relationships with a variety of individuals that they will encounter in their position. Test's approach to listening is likely to be neither an advantage nor a disadvantage when consulting with or advising clients, peers or others.

Coaching Suggestions

- This candidate could benefit from some coaching to enhance their approach to listening and enable them to be a more attentive and effective listener.
- Formal training in listening skills, particularly in handling client relations would be useful. Role-playing potential interactions that Test will encounter with clients, peers or others would also be beneficial.

EMOTIONAL INTELLIGENCE

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

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

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

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

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

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

| MANAGING EMOTIONAL INFLUENCES | | | | |
|-------------------------------|--|------------------|--|--|
| Perseveres | | Focus can change | | |
| | | | | |

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

| EMPATHY | | | | |
|-------------------------------|--|-------------------------------------|--|--|
| Recognizes emotions in others | | Low awareness of emotions of others | | |
| | | | | |

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

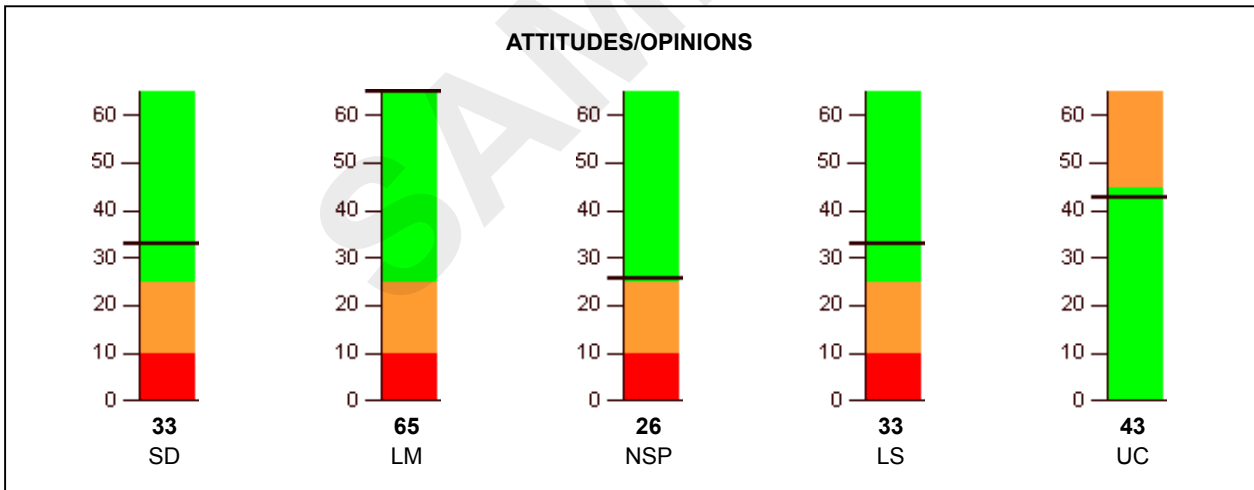
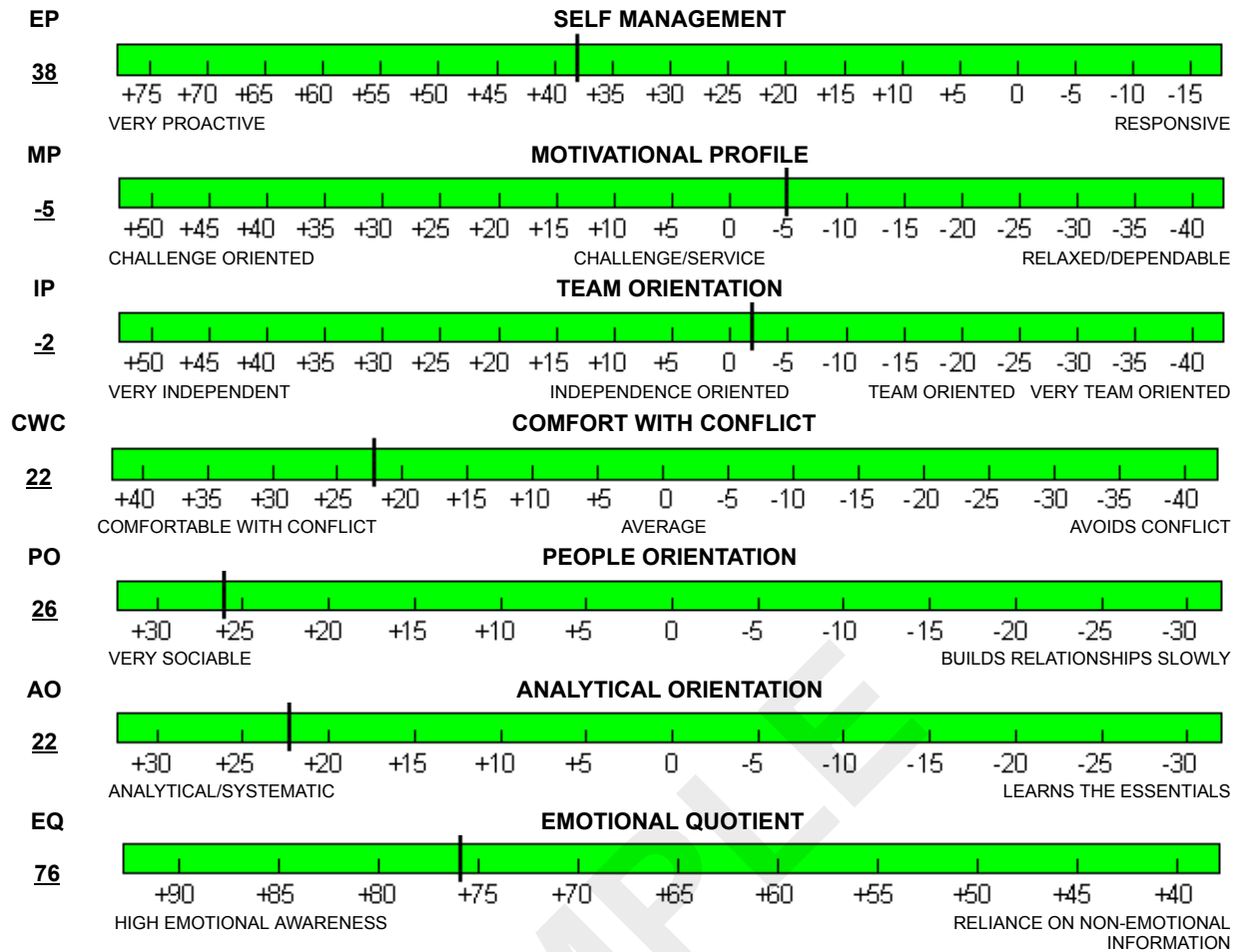
| SOCIAL JUDGEMENT | | | | |
|---|--|--|--|--|
| Uses knowledge of the emotions of others in decision-making | | Does not factor in the emotions of others in decision-making | | |
| | | | | |

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

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

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

SUMMARY OF SCORES



Responses from Attitude/Opinions Section

| 1=Don't Agree At All | 2=Agree A Little | 3=Somewhat Agree | 4=Moderately Agree | 5=Definitely Agree |
|---|------------------|------------------|--------------------|--|
| 1. Effort gets results (5) | | | | |
| 2. I thrive under pressure (5) | | | | |
| 3. I rarely interrupt others while they are speaking (5) | | | | |
| 4. I often discuss my career with friends (5) | | | | |
| 5. I am often influenced by others (4) | | | | |
| 6. I would have difficulty integrating a demanding career into my lifestyle (2) | | | | |
| 7. I have never told a lie (2) | | | | |
| 8. I would not like to be a sales person (2) | | | | |
| 9. Most mistakes can be avoided (4) | | | | |
| 10. I am comfortable with changes in technology (5) | | | | |
| 11. I like to hear people fully explain their point of view (5) | | | | |
| 12. I avoid actions that might make people dislike me (5) | | | | |
| 13. People's good qualities are seldom recognized (5) | | | | |
| 14. I sometimes lack the energy to perform important tasks (2) | | | | |
| 15. Most conversations take too long (5) | | | | |
| 16. It is important that people approve of me (4) | | | | |
| 17. I am good at most things that I try to do (4) | | | | |
| 18. I stay focused on my priorities (5) | | | | |
| 19. After listening to an interesting anecdote, I like to describe a similar situation involving me (5) | | | | |
| 20. Sales people have a positive public image (4) | | | | |
| 21. Success is mostly luck (4) | | | | |
| 22. I often allow my attitude to affect my performance negatively (2) | | | | |
| 23. All my habits are good and desirable ones (5) | | | | |
| 24. I am comfortable when people do not agree with me (4) | | | | |
| 25. People get the respect that they deserve (4) | | | | |
| 26. I generally have a positive attitude towards work (5) | | | | |
| 27. I never envy others their good luck (2) | | | | |
| 28. I am persistent in getting others to agree with my point of view (5) | | | | |
| 29. It is impossible to change company procedures (2) | | | | |
| 30. I find it difficult to manage my professional demands (1) | | | | |
| 31. I prefer to listen in conversations (4) | | | | |
| 32. I find it easy to make new acquaintances (4) | | | | |
| 33. Hard work brings success (5) | | | | |
| 34. I excel in a dynamic environment (5) | | | | |
| 35. I consciously pause before responding to others (4) | | | | |
| 36. I am comfortable promoting my ideas to friends and associates (5) | | | | |
| 37. Plans never work out (1) | | | | |
| 38. I often avoid difficult tasks (4) | | | | |
| 39. I have never been late for work or for an appointment (2) | | | | |
| 40. In a group, I feel uncomfortable if a person does not like me (3) | | | | |
| 41. I create opportunities (5) | | | | |
| 42. I take care of myself with good daily habits (4) | | | | |
| 43. I try to do most of the talking when presenting materials to others (5) | | | | |
| 44. I have been successful in developing a large network of people (4) | | | | |
| 45. Compliments make me uncomfortable (3) | | | | |
| 46. I have difficulty coping with daily job challenges (1) | | | | |
| 47. I have never boasted or bragged (3) | | | | |
| 48. I adapt to what others expect of me (2) | | | | |
| | | | | 49. A good plan can avoid mistakes (5) |
| | | | | 50. Stress improves my performance (4) |
| | | | | 51. After listening to someone talk, I repeat the important points back to them to ensure my understanding (5) |
| | | | | 52. I often refer people to my family and friends (5) |
| | | | | 53. Hard work does not always get results (4) |
| | | | | 54. To be effective on the job, I need more energy (1) |
| | | | | 55. I make sure others have finished speaking before I respond (5) |
| | | | | 56. Informal social events are a good source of business contacts (4) |
| | | | | 57. I find it easy to talk about myself (3) |
| | | | | 58. Regular habits are an important part of my success (5) |
| | | | | 59. I have never said anything unkind about anyone else (3) |
| | | | | 60. I have met very few people whom I did not like (2) |
| | | | | 61. I am distracted easily (1) |
| | | | | 62. Professional demands often interfere with my lifestyle (1) |
| | | | | 63. People take too long to get to the point (2) |
| | | | | 64. I get upset when sales people call me at home (3) |
| | | | | 65. I am a confident person (4) |
| | | | | 66. I can concentrate on my work for long periods of time (5) |
| | | | | 67. I will interrupt other people to provide an answer to their question (2) |
| | | | | 68. To be successful in my career, I must change my image (4) |
| | | | | 69. My performance depends on the situation (4) |
| | | | | 70. To be effective, I need to make several lifestyle changes (1) |
| | | | | 71. No one is ever rude to me (4) |
| | | | | 72. I would rather talk to a client on the telephone than in person (5) |
| | | | | 73. I am successful in most aspects of my life (5) |
| | | | | 74. Work does not get me down (5) |
| | | | | 75. I enjoy listening to other people (5) |
| | | | | 76. Most people would prefer not to deal with salespeople any more than necessary (3) |
| | | | | 77. I am reluctant to make decisions (1) |
| | | | | 78. Lifestyle demands have interfered with my career success (1) |
| | | | | 79. I always admit my own mistakes (3) |
| | | | | 80. To perform up to my potential, I must have total belief in my job (5) |
| | | | | 81. I take time to reflect on my accomplishments (5) |
| | | | | 82. I enjoy pressure on the job (5) |
| | | | | 83. I give others my undivided attention when they are speaking to me (5) |
| | | | | 84. I have bought a product or service mainly because of the salesperson (3) |
| | | | | 85. I let the organization define my training needs (5) |
| | | | | 86. People do not understand the pressures of my job (5) |
| | | | | 87. I prefer to ask very specific questions that require only a 'yes/no' answer (3) |
| | | | | 88. My business contacts are a good source of future sales (3) |
| | | | | 89. Effort is entirely my responsibility (5) |
| | | | | 90. I manage stress effectively (5) |
| | | | | 91. I have a tendency to finish other people's sentences (2) |
| | | | | 92. To be a successful salesperson, it is necessary to get potential buyers to like me (5) |
| | | | | 93. Others have interfered with my success (2) |
| | | | | 94. It is difficult to establish job priorities (1) |
| | | | | 95. I am not a good listener (5) |
| | | | | 96. I feel comfortable promoting myself and my company at social gatherings (4) |