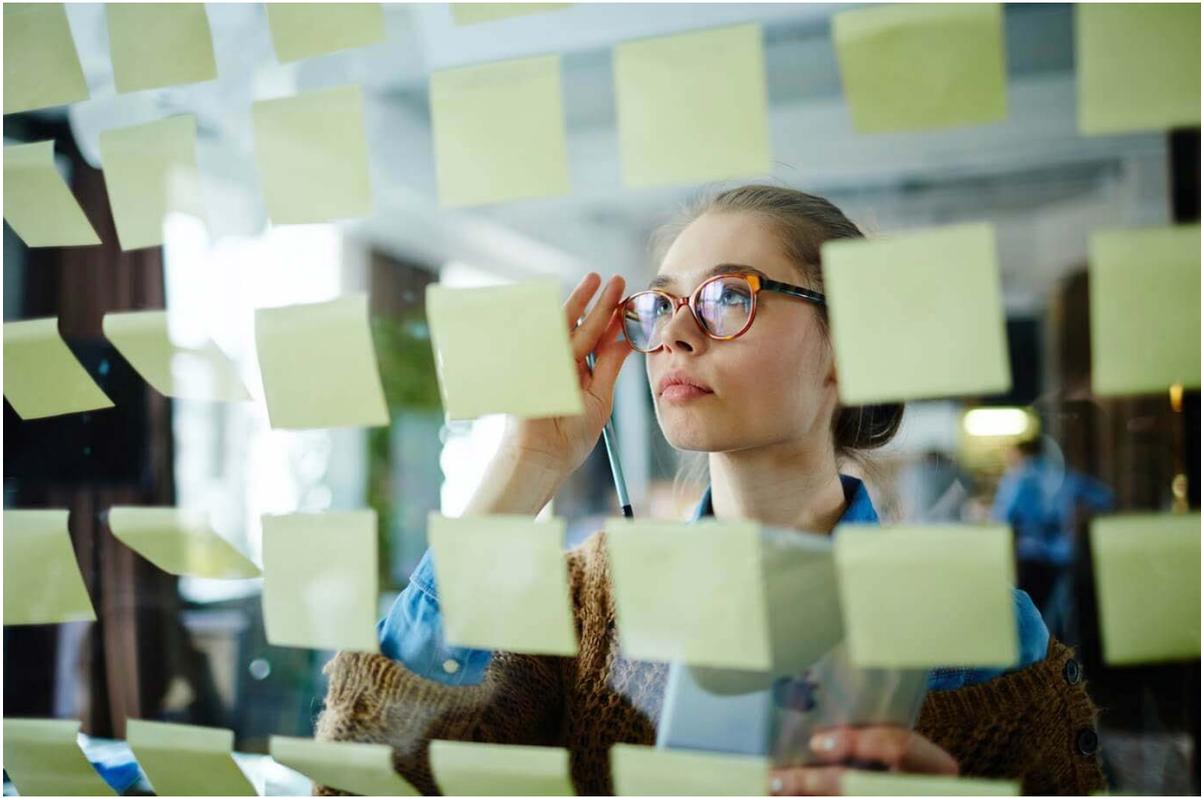


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Supervisor **POP™**

*Interpretation Guide*

# Introduction

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The supervisors in your business are key parts of the team because they are directly responsible for keeping things running as smoothly and efficiently as possible.

The **Supervisor POP™** is a normative, psychometric profiling tool which organisations use to select, train and coach the supervisors and entry level managers who are critical to the business operations.

This guide will help you use the **Supervisor POP™** to coach and manage the supervisors in your organisation.

**The Supervisor POP™ is designed to:**

- Identify and hire the highest quality supervisory candidates
- Match the new supervisor to the existing team
- Match a new team member to the supervisor
- Accurately predict performance and retention
- Obtain an overview of source traits (DNA) as they apply to successful supervisors

# Supervisor POP™

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The **Supervisor POP™** report cover page identifies the individual and gives the date that he or she completed the profile.

It also lists the contents of the report and provides a message from Validity Group explaining the purpose and use of the report.



## **SupervisorPOP™**

### **Operations Supervisor Profile**

**for**

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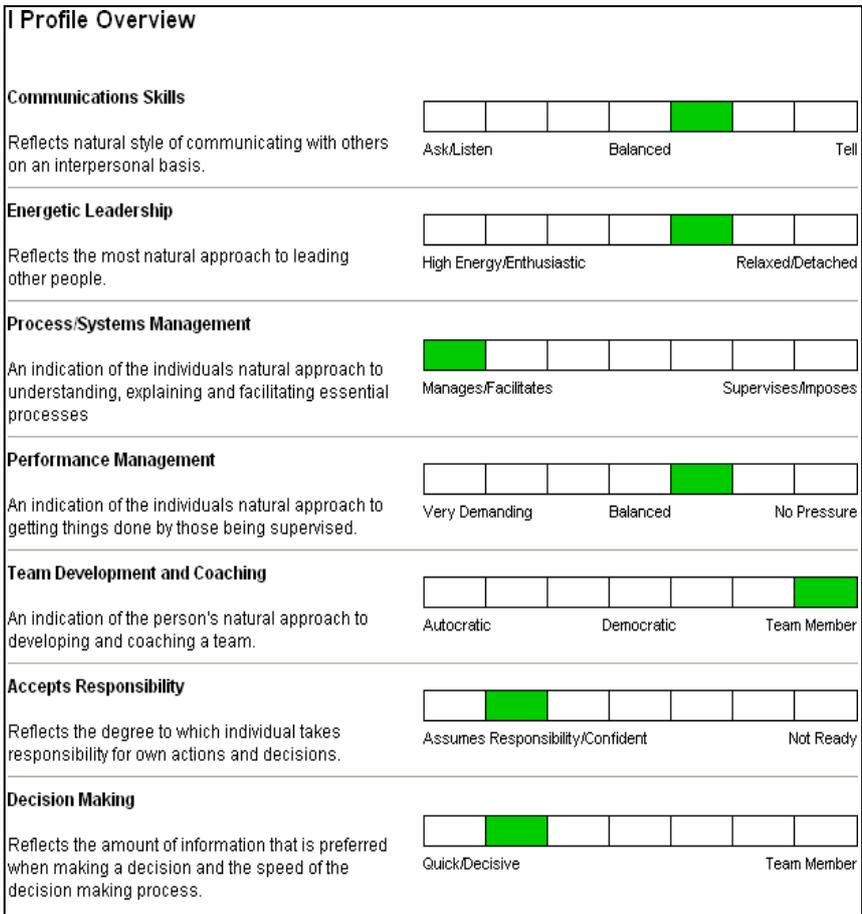
**2021/05/12**

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II Summary of Strengths/Developmental Suggestions	3
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The Operations Supervisor Profile is designed to provide insight into the strengths of individuals who will be acting as supervisors in business operations. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and career coaches will be able to fit people to suitable operational roles. This profile will also provide managers with suggestions on how to coach their people more effectively.

**-- John C. Marshall. Ph.D.**

# Section 1 : Profile Overview



The **Profile Overview** provides a visual overview of some of the key supervisor competencies of the individual.

Each scale is clearly labelled and has descriptions on each end of the scale.

These are descriptive scales which reflect the person's natural approach to each issue.

**Communications Skills** reflect the natural approach to communicating by asking and listening vs telling.

**Energetic Leadership** reflects how he/she is likely to provide an energetic, enthusiastic environment for others.

**Process/Systems Management** style shows the individual's approach to managing processes or systems. Those on the left end of the scale would tend to let the individuals follow the process and coach where necessary. Those on the right end of the scale are more 'hands-on' and would supervise closely and perhaps inflexibly.

**Performance Management** shows the individual's approach to managing the performance of other people. Those who are very demanding may not be suitable for all supervisory roles while those who apply no pressure may also be unsuitable.

**Team Development and Coaching** is the person's approach to leading or being a team member. A democratic or balanced approach is usually suitable for most supervisory roles.

**Accepts Responsibility** is based on the person's natural feelings of being in control and effective. Ideally, those who score on the left side of the scale are more suitable for supervisory roles.

**Decision Making** is an important factor in some supervisory roles. This scale reports on whether the individual is likely to be quick and decisive or a more deliberate style of decision maker.

# Section II to IV

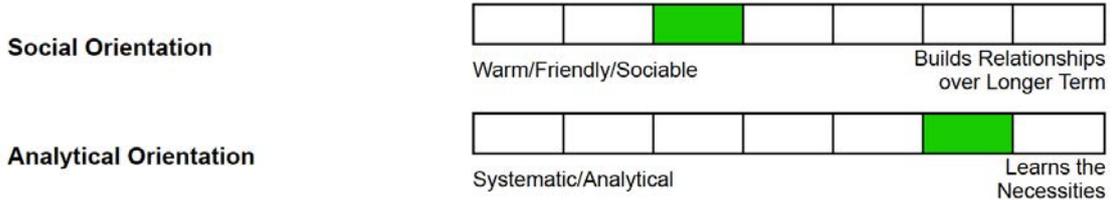
Sections II through IV of the report provide insights into the person’s strengths, development suggestions, communication style and success habits.

For each scale, there is a description of the person and some Interview suggestions based on the personality traits or attributes of the individual. Examples of scale indicators per section below:

## Section II: Summary of Strengths/Developmental Suggestions



## Section III: Communication Style

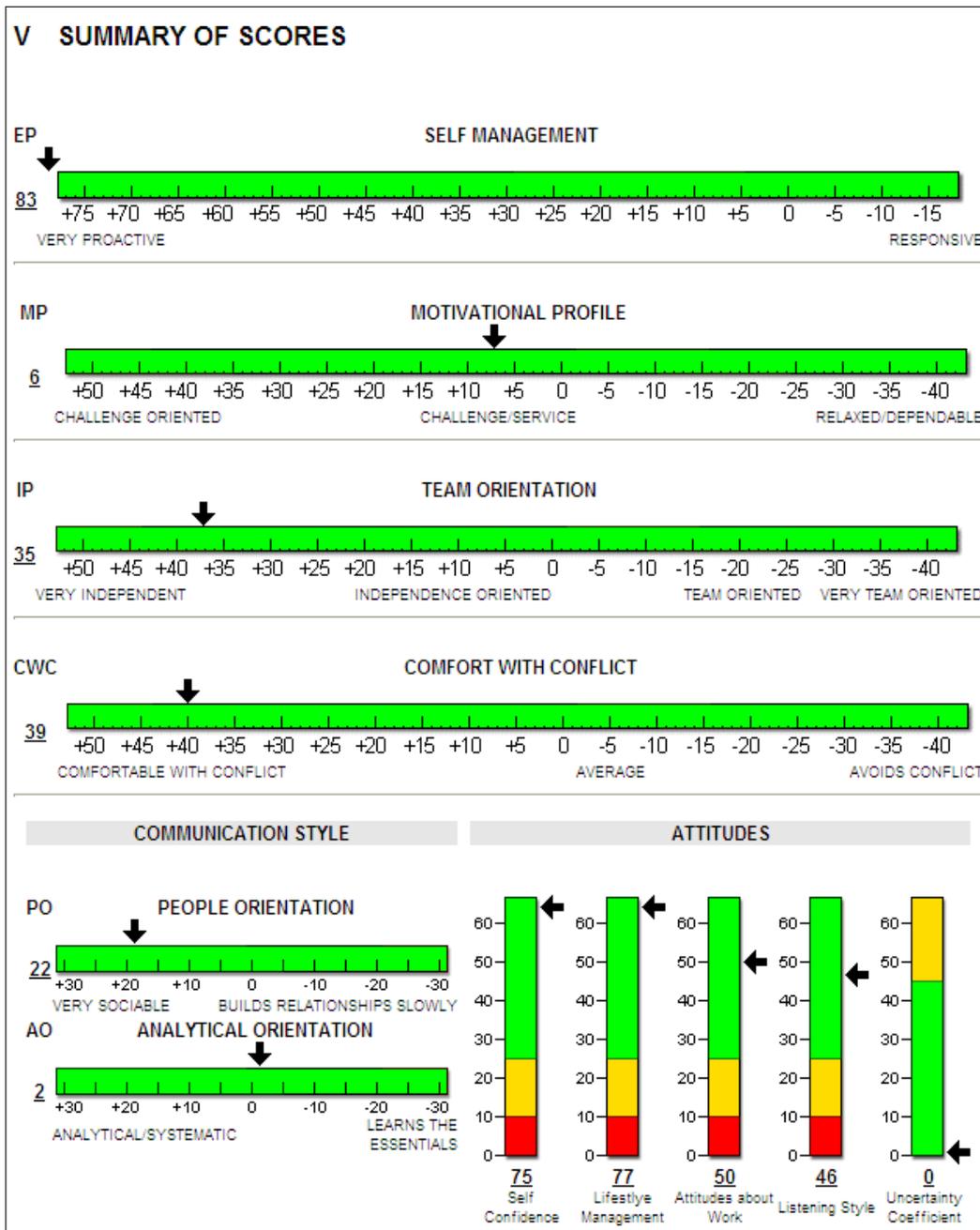


## Section IV: Success Habits



# Section V: Summary of Scores

The Summary of Scores is Section V of the **Supervisor POP™** and provides an overview of the individual's profile. This provides the basis to coach the individual.



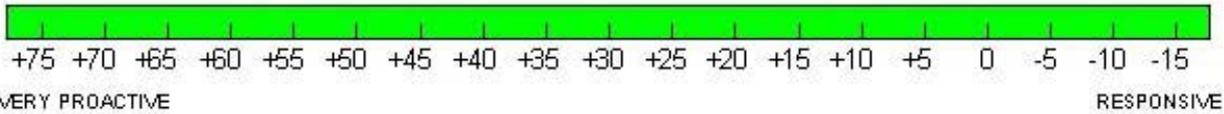
## Self-Management / Enterprising Potential (EP):

The EP measures the individual's inherent potential to self manage, adapt to changing environments and to organise and evaluate self. Competitive, entrepreneurial people tend to score on the left side while process oriented, systematic people are often more towards the right side of the scale.

EP

**SELF MANAGEMENT**

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EP Score	Description	Coaching Suggestions
<p><b>EP greater than 60</b> Very High Self Management potential</p>	<p>Operates on own authority; Initiates activity; Stays focused; not easily distracted; well suited to deal with change.</p>	<ul style="list-style-type: none"> <li>• Ask individual what he or she needs in the way of help and let person operate autonomously if possible.</li> <li>• Rely on this individual to function effectively in changing or fluid environments.</li> <li>• Coach individual on how to look for business opportunities and prospect.</li> <li>• Suitable as leader in changing environments.</li> </ul>
<p><b>EP 31 to 60</b> Strong Self Management Potential</p>	<p>Self starter; Often initiates activity, operates on own authority, stays focused; not easily distracted; can deal effectively with change.</p>	<ul style="list-style-type: none"> <li>• Develop personal plan for individual and coach until person is operational.</li> <li>• Supervise only until consistent competence is shown.</li> <li>• Ask individual for training needs and provide feedback as needed.</li> <li>• Suitable for changing environments.</li> </ul>
<p><b>EP 10 to 30</b> Average Self Management Potential</p>	<p>Can be good self manager if well trained and prepared. Needs ongoing coaching and consistent guidelines.</p>	<ul style="list-style-type: none"> <li>• Develop personal plan for individual and coach until person is operational.</li> <li>• Supervise until processes are second nature.</li> <li>• Develop a coaching plan for this individual that focuses on existing skills and adds new ones.</li> <li>• Ask individual for training needs and provide feedback as needed.</li> <li>• Suitable for changing environments.</li> </ul>
<p><b>EP less than 10</b> Needs Coaching or Process</p>	<p>Process oriented; most effective in consistent, familiar, well-defined environments.</p>	<ul style="list-style-type: none"> <li>• Provide well defined process for individual and supervision until work is consistent and high quality.</li> <li>• Introduce new processes once old ones are second nature.</li> <li>• Develop a coaching plan for this individual that includes regular feedback and review of performance.</li> <li>• Focus on existing strengths.</li> </ul>

## Team Orientation/Independence Potential (IP)

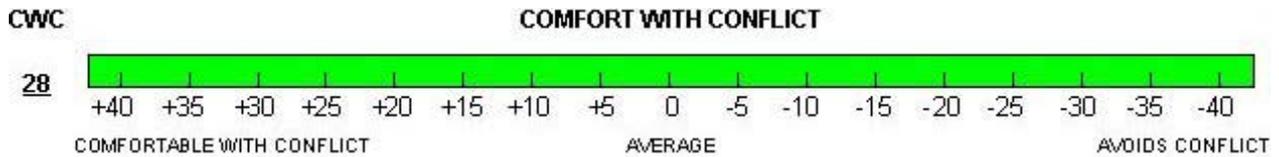
The IP measures to what degree the individual prefers to fit into existing structure and systems and to what degree he/she would prefer to create his/her own structure and systems. This is an important consideration when evaluating the individual's fit to a manager, team or culture.



IP Score	Description	Coaching Suggestions
<b>Greater than 25</b> Very Independent	Will have difficulty adapting to any structure unless they have created it for themselves. Very resourceful when faced with unusual situations but may be stubborn and unwilling to take direction.	<ul style="list-style-type: none"> <li>Outline the essentials and then let him/her get to work. He/she will be resourceful and learn best by doing the work.</li> <li>Monitor activity until satisfied that he/she is following the appropriate approach when consulting and implementing solutions. He/she may feel there's nothing you can teach him/her.</li> <li>Be aware of changes being made and discuss their merit with him/her.</li> <li>Consider using him/her on small projects or small teams.</li> </ul>
<b>IP 0 to 25</b> Independent	Independent but able to adapt to loosely structured environment. Able to work effectively within a group if allowed to operate somewhat independently. Can be very resourceful when faced with unusual situations.	<ul style="list-style-type: none"> <li>Show this individual the essentials and then let him/her get to work. He/she will learn best by doing.</li> <li>Be aware of changes being considered and be prepared to discuss their merit with him/her.</li> <li>Consider for project leadership roles if skills are appropriate.</li> </ul>
<b>IP -20 to 0</b> Team Player	A team oriented person who will work effectively within a group and exhibit independence and resourcefulness as needed.	<ul style="list-style-type: none"> <li>Show this individual the approach used by the organisation and let him/her work with other team players.</li> <li>When working on a project, assure that there is a strong leader in place.</li> <li>Challenge him/her to come up with new ideas to address familiar problems.</li> </ul>
<b>IP less than -20</b> Needs Structure and Team	A team oriented person who will follow the rules and work most effectively in a structured environment.	<ul style="list-style-type: none"> <li>Use a structured group approach to training.</li> <li>Integrate with a team that has a resourceful leader who can provide structure and promote teamwork.</li> <li>Challenge him/her to provide new approaches to old problems.</li> </ul>

## Comfort with Conflict (CWC)

The CWC measures the person's comfort in situations where there is conflict or potential for conflict. Those on the left end of the scale are generally comfortable with conflict and those on the right end tend to avoid conflict.



CWC Score	Description	Coaching Suggestions
<b>CWC greater than 40</b> Very Comfortable	Comfortable with conflict. At ease presenting unpopular points of view. May engage in debate. May use conflict to further own agenda.	<ul style="list-style-type: none"> <li>• Use in situations where there is high potential for conflict.</li> <li>• Provide training on how to satisfy upset clients.</li> <li>• Coach on avoiding conflict and identifying those who are uncomfortable with it.</li> <li>• Assure that this person is not creating conflict to amuse self.</li> </ul>
<b>CWC 20 to 40</b> Comfortable	Generally comfortable with conflict and able to deal with frank discussion.	<ul style="list-style-type: none"> <li>• Feel comfortable using in most situations where there is potential for conflict.</li> <li>• Provide a conflict resolution process.</li> </ul>
<b>CWC 0 - 19</b> Uncomfortable	Will tend to avoid conflict.	<ul style="list-style-type: none"> <li>• Put him/her on projects where there are few opportunities for conflict.</li> <li>• Provide a conflict resolution process that will help him/her deal with routine conflict.</li> </ul>
<b>CWC less than 0</b> Very Uncomfortable	Will avoid conflict and may become stressed or emotional in situations where conflict is a regular occurrence.	<ul style="list-style-type: none"> <li>• Avoid placing this individual in a role that has a lot of conflict.</li> <li>• Provide lifestyle management coaching to handle stress.</li> <li>• Provide a conflict resolution process that has someone more comfortable with conflict interceding.</li> </ul>

## People Orientation (PO)

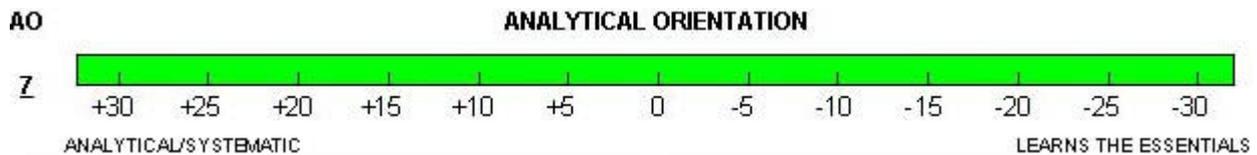
The PO measures how much the individual enjoys meeting new people and building new relationships. Those on the left are most suited for sales and customer contact jobs where they will be energised by meeting and dealing with new people on a regular basis. People on the right end of the scale are more suited to technical roles that focus less on people issues.



PO Score	Description	Coaching Suggestions
<b>PO greater than 30</b> Very Sociable	Very friendly and engaging; builds relationships and makes friends quickly; energised by social interaction	<ul style="list-style-type: none"> <li>• Build on comfort meeting new people to create positive impression of organisation.</li> <li>• Coach this individual to ensure a proper balance between time spent socialising and dealing with business.</li> <li>• Monitor this person until certain that approach to client is consistent and appropriate.</li> </ul>
<b>PO 11 to 30</b> Sociable	Friendly, outgoing, sociable; enjoys meeting new people	<ul style="list-style-type: none"> <li>• Training should include exposure to a variety of other people.</li> <li>• Take advantage of social orientation to build relationships with new clients and work with demanding ones.</li> </ul>
<b>PO -10 to +10</b> Somewhat Sociable	Appropriate in social situations	<ul style="list-style-type: none"> <li>• Help develop his/her ease with meeting new people.</li> <li>• Coach on looking for strengths in other people.</li> </ul>
<b>PO less than -10</b> Builds Relationships Over Time	May be uncomfortable in social situations; prefers to interact with familiar associates.	<ul style="list-style-type: none"> <li>• Help develop his/her ease with meeting new people through role play.</li> <li>• Introduce to new contacts as often as possible to build confidence in social situations.</li> <li>• Integrate into teams where he/she is familiar with at least some of the team.</li> <li>• Coach on building working relationships quickly.</li> <li>• Pay attention to listening skills.</li> </ul>

## Analytical Orientation (AO)

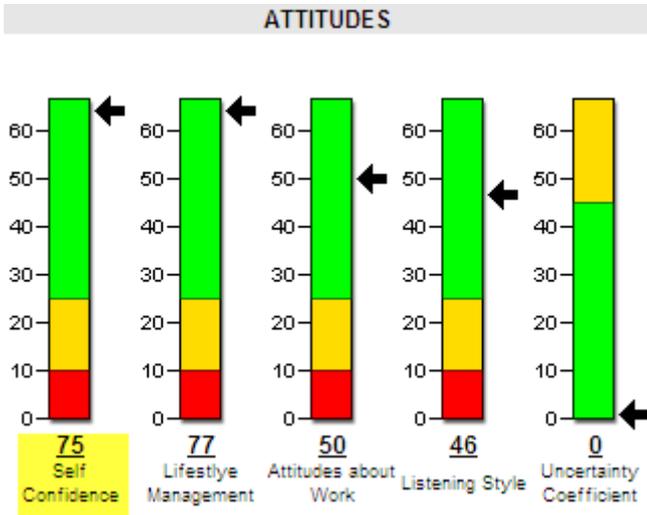
The AO measures the degree to which the individual is interested in learning, technical detail and problem solving. People on the left end of the scale are highly analytical and are best suited for technical or analytical roles like IT, Engineering, Accounting etc. People on the right end are people who learn only what the information that they think is important. For many business roles, people scoring in the average range are most suitable.



AO Score	Description	Coaching Suggestions
<b>AO greater than 20</b> Highly analytical	Very curious; asks a lot of questions; will tend to develop in-depth knowledge of many subjects.	<ul style="list-style-type: none"> <li>• Coach to focus on the key elements when dealing with clients.</li> <li>• Help individual determine that he/she has sufficient knowledge, which will boost confidence level.</li> <li>• Challenge with interesting new problems.</li> <li>• Coach on succinct communication and good listening skills.</li> </ul>
<b>AO 10 to 20</b> Above Average	Interested in learning; will be comfortable in roles that require research or attention to detail.	<ul style="list-style-type: none"> <li>• Provide standard training for position and encourage person to focus on essentials.</li> <li>• Ensure individual knows how to handle situation if he/she does not know something.</li> </ul>
<b>AO -10 to +10</b> Balanced	Has normal approach to learning; is interested in assuring that he/she knows enough to be effective and will learn new material as required.	<ul style="list-style-type: none"> <li>• Just In Time (JIT) learning will be helpful allowing him/her to learn best by applying knowledge during training.</li> <li>• Ensure that he/she has the knowledge needed to properly do the job.</li> </ul>
<b>AO -10 to -20</b> Low Average	Has little interest in learning new skills; will learn the essentials.	<ul style="list-style-type: none"> <li>• Pay attention to whether he/she has the same understanding of the essentials that you do.</li> <li>• Ensure that he/she has the knowledge needed to do the job properly.</li> </ul>
<b>AO less than -20</b> Learns the essentials	Learns only what he/she feels is necessary to do job competently.	<ul style="list-style-type: none"> <li>• Build in checks to ensure individual is learning the required information.</li> <li>• Ensure that he/she has the knowledge needed to properly do the job.</li> <li>• Assign to projects where he/she has a suitable existing skill set.</li> </ul>

## ATTITUDES

Also included in Section V: Summary of Scores, these attitude scores are found below the vertical scale on the bottom right of the page.



## Self Confidence

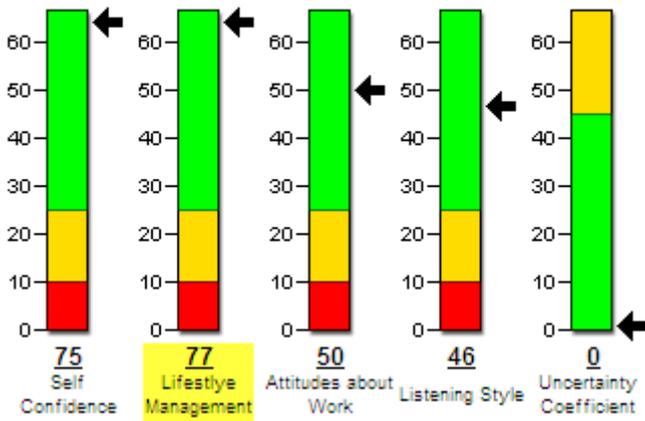
**Self Confidence (SC):** The SC measures the individual's confidence and feelings of being in control of one's circumstances. Those who score high on this scale take responsibility for their own actions while low scores may reflect feelings of ineffectualness.

NB. Confidence and feelings of being in control may change depending on situations and environment.

SC Score	Description	Coaching Suggestions
<p><b>SC greater than 40</b> Feels in control; very confident</p>	<p>Demonstrates feelings of being competent, takes responsibility for own actions.</p>	<ul style="list-style-type: none"> <li>• Provide constructive feedback; individual may be constructively critical about own performance.</li> <li>• Address over confidence by focusing on strengths and then asking if person has any growth opportunities. Focus on growth opportunities only when he/she is feeling strong.</li> </ul>
<p><b>SC 25 to 40</b> Average feelings of confidence and being in control</p>	<p>Demonstrates confidence and feelings of competence most of the time</p>	<ul style="list-style-type: none"> <li>• Provide constructive feedback; individual will likely be constructively critical about own performance.</li> <li>• Address growth opportunities when individual is feeling good about self.</li> </ul>
<p><b>SC less than 25</b> Not confident; may not feel in control</p>	<p>Exhibits lack of confidence and may not take responsibility for own actions.</p>	<ul style="list-style-type: none"> <li>• Create opportunities for success and allow the individual to succeed by doing the things that he/she is good at doing</li> <li>• Focus on strengths.</li> <li>• Ignore growth opportunities until person is feeling very confident.</li> <li>• Address one growth opportunity only after focusing on a number of strengths.</li> </ul>

**ATTITUDES**

**Lifestyle Management**



**Lifestyle Management (LM):** The LM measures how well the individual is integrating his/her work with lifestyle and managing stress.

NB: Avoid becoming a counsellor when person is under stress. This is a job for trained professionals.

LM Score	Description	Coaching Suggestions
<b>LM greater than 40</b> Managing Lifestyle Very Well	Appears to handle difficult situations and manage stress in a productive manner; is effective at handling career and personal life.	<ul style="list-style-type: none"> <li>Provide constructive feedback; individual may be constructively critical about own performance</li> <li>Address over confidence by focusing on strengths and then asking if person has any growth opportunities. Focus on growth opportunities only when he/she is feeling strong.</li> </ul>
<b>LM 25 to 40</b> Managing Lifestyle Reasonably well	Handles stress of career and personal lifestyle effectively most of the time; may show occasional signs of stress.	<ul style="list-style-type: none"> <li>Provide constructive feedback; individual will likely be constructively critical about own performance.</li> <li>Address growth opportunities when individual is feeling good about self.</li> </ul>
<b>LM less than 25</b> Showing signs of stress	May appear 'stressed out' or even exhibit irrational behaviour.	<ul style="list-style-type: none"> <li>When person is showing signs of stress, it is helpful to decrease workload and to give assignments that have a good chance of being successful.</li> <li>Minimise contact with clients until signs of stress abating.</li> <li>Provide stress management training and support.</li> <li>Consider assistance from Supervisor counselors.</li> </ul>

## ATTITUDES

## Attitudes about Work



**Attitudes about Work (AW):** The AW reflects the candidate's attitude towards a career in operations.

Candidates who score poorly on this scale should be thoroughly investigated prior to hiring.

AW Score	Description	Coaching Suggestions
<b>AW greater than 40</b> Positive attitude towards Career	Demonstrates positive attitudes about the career and would be comfortable promoting self and career to others	<ul style="list-style-type: none"> <li>• Provide training to assist in further growth.</li> </ul>
<b>AW 25 to 40</b> Average attitude towards Career	Demonstrates some suitable attitudes about their career	<ul style="list-style-type: none"> <li>• Reinforce the value of operations in the organisation</li> </ul>
<b>AW less than 25</b> Negative attitude towards Career	Poor attitude towards career. Not comfortable promoting self and career to others.	<ul style="list-style-type: none"> <li>• Coach on the importance of operations to the organisation</li> </ul>

**ATTITUDES**

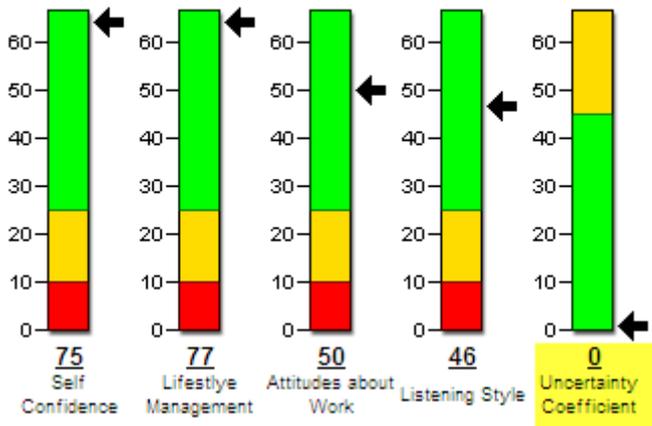
**Listening Style**



**Listening Style (LS):** The LS measures the individual's approach to listening and responding appropriately to other people.

LS Score	Description	Coaching Suggestions
<b>LS greater than 40</b> Excellent Listener	Demonstrates patience and pays attention to what the other person is saying in conversations. Asks for clarification when necessary.	<ul style="list-style-type: none"> <li>Reinforce his/her strength as a good listener.</li> <li>Use this person to deal with clients who may not communicate well with other consultants.</li> </ul>
<b>LS 25 to 40</b> Average Listening Skills	Generally, pays attention to what the other person is saying in conversations. Asks for clarification when necessary.	<ul style="list-style-type: none"> <li>Reinforce strength and provide standard training in how to be a good listener.</li> </ul>
<b>LS less than 25</b> Needs to pay attention to listening skills	Exhibits lack of patience in conversations and may not be getting all the information available from others.	<ul style="list-style-type: none"> <li>Provide standard training in how to be a good listener.</li> <li>Gently help this person understand that listening is a strength that he/she may wish to enhance.</li> </ul>

**ATTITUDES**



**Uncertainty Coefficient**

**Uncertainty Coefficient (UC):** The UC measures the degree to which individuals may be presenting themselves in a socially desirable fashion.

NB. UC items have high 'face validity' which means the person can determine how to answer to create the best impression. The higher the UC score, the greater the likelihood of inflated scores on the other Attitudes and Opinions which also have reasonably high face validity.

UC Score	Description	Coaching Suggestions
<b>UC greater than 60</b> Strong caution	Trying very hard to create the best possible impression.	<ul style="list-style-type: none"> <li>Observe behaviour to validate profile, particularly with regard to attitudes.</li> <li>Review the optional opinions page which provides the person's answers and clarify where the answers do not satisfy you.</li> <li>Consider possible reasons for high UC such as language difficulties or random responding.</li> </ul>
<b>UC 45 to 60</b> Some concerns about reliability of results	Answering in a way that he/she thinks recruiter or manager would want in order to create the best possible impression.	<ul style="list-style-type: none"> <li>Observe behaviour to validate profile, particularly with regard to attitudes.</li> <li>Review the optional opinions page which provides the person's answers and clarify where the answers do not satisfy you.</li> </ul>
<b>UC less than 45</b> Results	Profile results likely reliable.	<ul style="list-style-type: none"> <li>Validate attitudes through observation.</li> </ul>

# validity group.

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