



Management POP™

Management Predictor of Performance

A Validated Selection Profiling System

Interpretation Guide

Introduction

The Management POP™ is a psychometric assessment tool that fills the essential role of integrating science with the recruiting, selection and development of managers from entry level to senior executive positions.

The Management POP™ assesses self-management potential, motivational structure, organisational fit, people orientation, leadership style, learning needs, communications style, approach to training, emotional intelligence and many other key factors found in managers in the very diverse world of management.

The Management POP™ Can Be Used For:

- Selecting candidates who would be suited for a management career.
- Assisting in the development process for those in the role of functional managers.
- Analysing the make-up of various management teams.
- Assessing management potential to develop a succession plan based on a benchmark of
- qualified management candidates.
- Coaching and developing existing and future managers.

The Management POP™ Provides Valuable Insight Into:

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

This Interpretation Guide Is Designed To:

- Assist in interpreting the Management POP™ Report.
- Help you use the profile results effectively in the recruiting and selection of management candidates.
- To provide coaching, development and mentoring strategies.

The Management POP™ is part of the management selection, development and coaching process. It will help identify the best candidates for specific management roles and cultures as well as provide insights into training, development and coaching. It is thoroughly validated and follows ADA and EEOC guidelines. The format is easy to follow. This guide will take you through each part of the report, providing you with hints on how to effectively apply the information.

The Management POP™ Report

The Management POP™ report is divided into six sections plus a Candidate Feedback Report. The cover page of the MPP™ lists the “Contents” of the report. This is where the individual sections and the corresponding page numbers of the report can be found. The sections are as follows:

Snapshots: (Provides graphic representations of the key management factors)

- Management Profile
- Management Style
- Sales Management Functions (Sales Management Report only)

Orientation & Coaching Factors: discusses key selection, developmental and mentoring issues

- Self-Management
- Motivational Structure
- Independence Potential

Communication Style & Attitude Survey: deals with individual’s communication style and key attitudes

Emotional Quotient: assesses the individual’s approach to understanding and applying emotional information about self and others

Commitment Reluctance Report: orientation to asking for commitment and holding to the commitments

- Overall Score
- Attitudes Towards Others
- Implementation of Commitment
- Perceptions of a Career in Management

Summary of Scales: this page summarises the MPP™ scales

Candidate Feedback Report: this report can be given to the candidate to provide feedback on the report as well as some valuable counseling on his or her management style.

Management POP™ Interpretation Information

There are 8 individual scales which measure 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 labeled “Power Scores” are those that are often considered strengths in a senior-level manager or executive leader. The Power scores are paired with Neutralising scores, which tend to moderate the corresponding Power score to provide a balance between the two.

These 8 trait scales are used to create several key constructs which include:

- Enterprising Potential (EP)
- Achievement Potential (AP)
- Independence Potential (IP)
- Comfort with Conflict (CWC) and others

In addition, the MPP measures:

- Self Directed (SD)
- Lifestyle Management (LM)
- Commitment Reluctance (CR) – reflect the individual’s attitudes and opinions.

It is important to understand what each of these scales measure and how the results indicate the candidate's potential for management success:

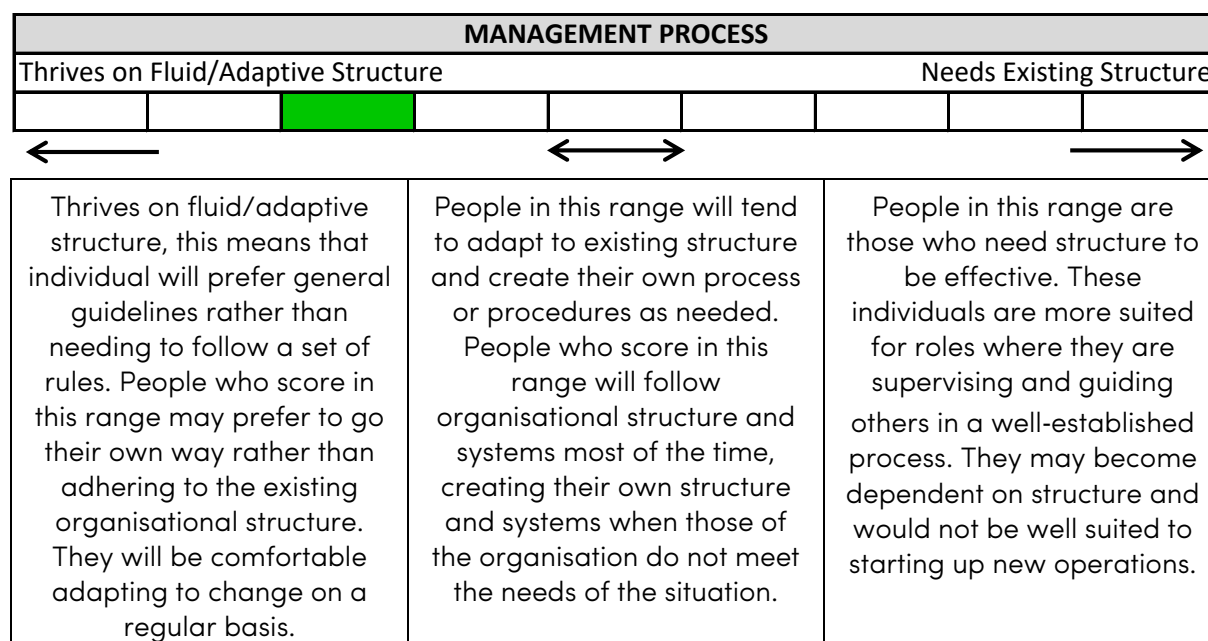
- **Enterprising Potential (EP):** Self management potential; initiating vs. responding; ability to plan, organise and monitor own results; plan implementation
- **Achievement Potential (AP):** Challenge orientation; sense of urgency; relationship to others
- **Independence Potential (IP):** Relationship to structure; independent vs. team oriented
- **People Orientation (PO):** Relationship style with subordinates and mentors; approach to coaching and training; recruiting style
- **Investigative Orientation (INV):** Approach to learning technical material; approach to skill transfer as a trainer; attention to detail
- **Self Directed (SD):** Reflects extent to which individual feels confident and in control of their life
- **Commitment Reluctance (CR):** Reflects an individual’s approach
- **Lifestyle Management (LM):** Effectiveness in coping with a demanding lifestyle toward asking for commitment from others

Snapshots – Management POP™

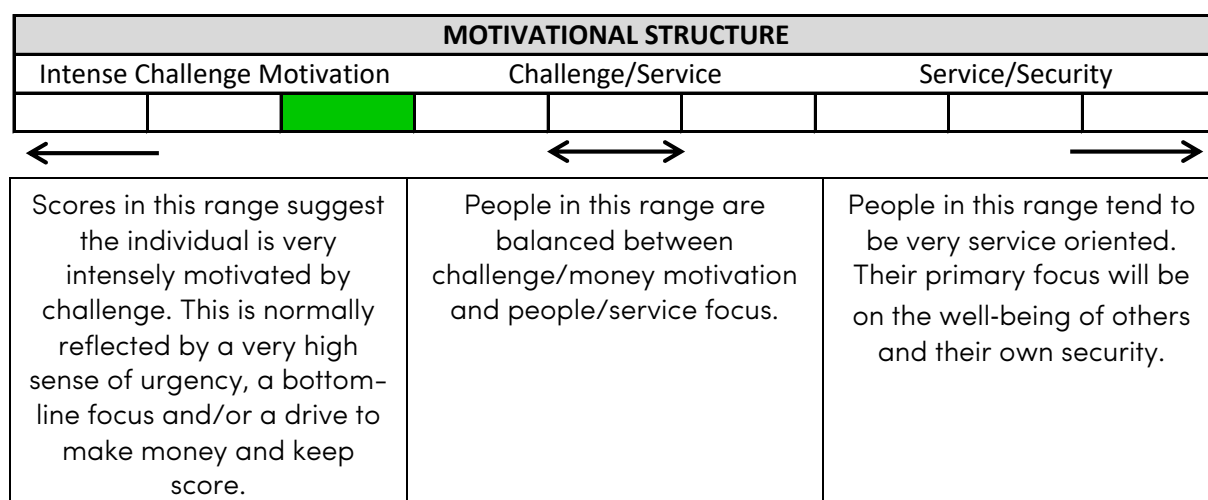
The Snapshots section provides a comprehensive overview of the candidate and how he or she is likely to manage. This section is divided into three subsections:

1. *Management Profile*
2. *Management Style*
3. *Sales Management (Sales Management version only)*

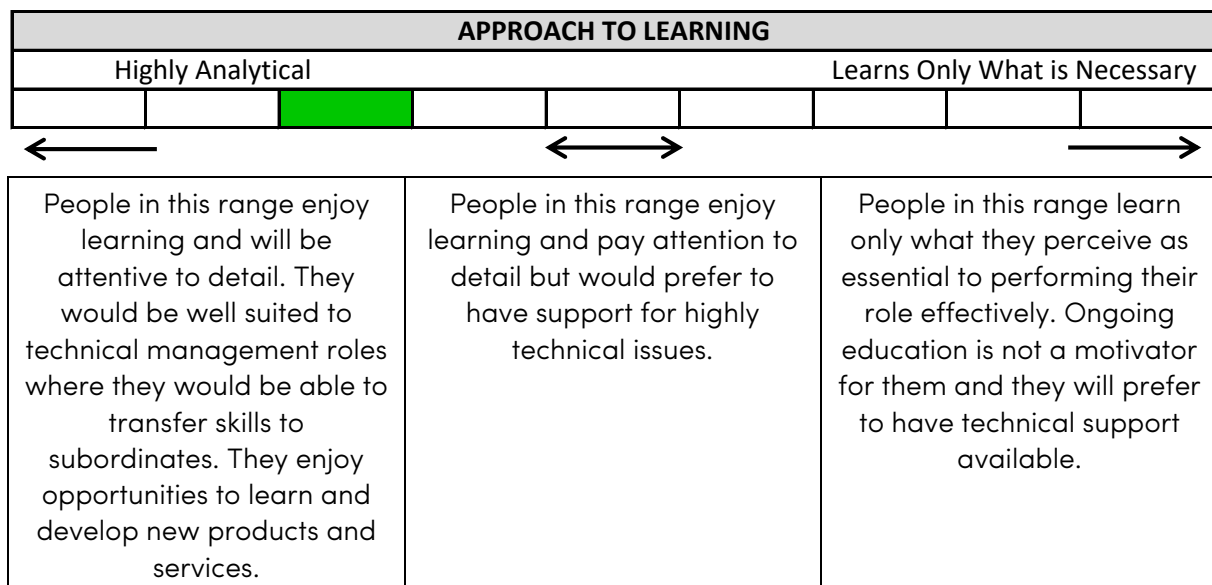
Management Process is constructed from the **EP** and **IP** scores. It predicts a candidate's approach to and need for structure when in a management role. A measurement of a person's self-management potential, specifically in the ability to plan, organise and implement plans of action.



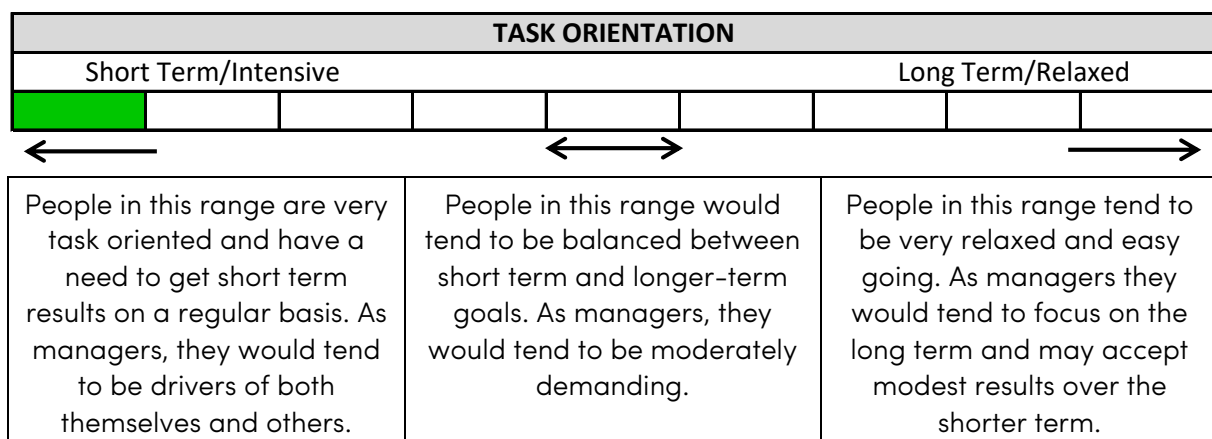
Motivational Structure is derived from the AP scale and examines the candidate's motivations for being in management. Reflects the relative importance of challenge, service, and security as key motivators for the person.



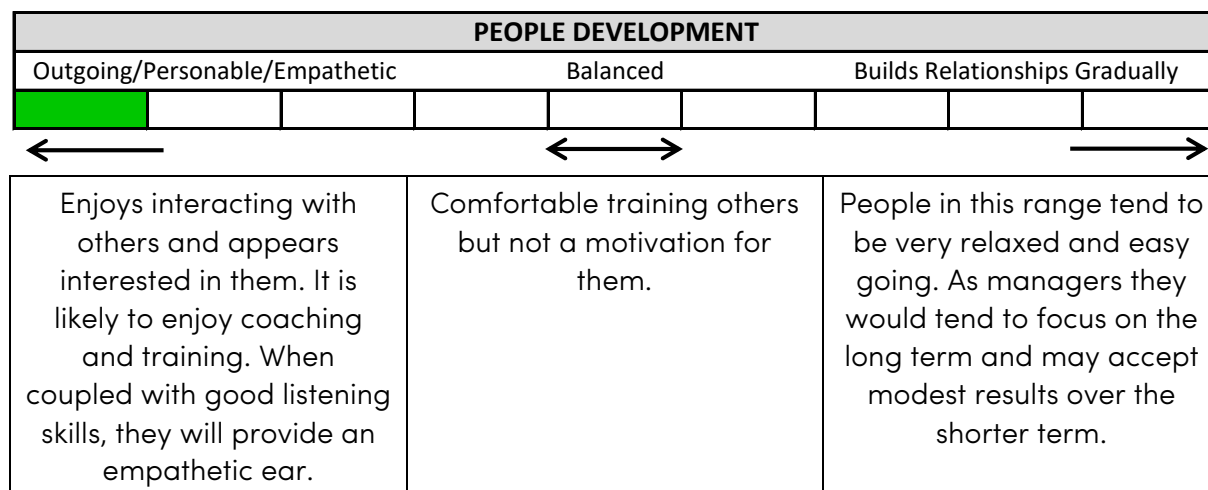
Approach to Learning is derived from the **INV** score and reflects the person's interest in learning and attention to detail. Relates to the importance of this person's learning new things and comfort in transferring knowledge to others.



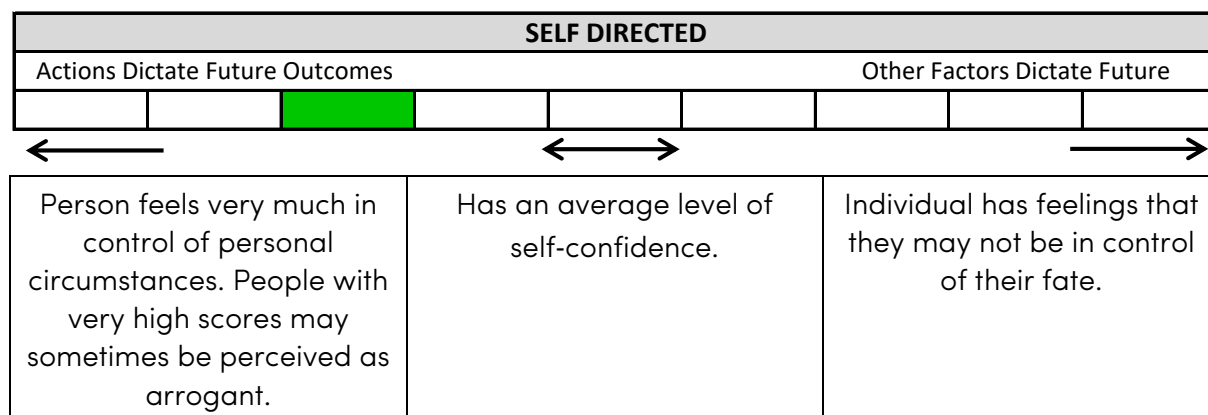
Task Orientation is derived from the combination of Achievement Oriented (Ach) and Relaxed (Rel) scales. It reflects the continuum of task orientation between the need for immediate results and the more relaxed long-term approach to results. Reflects this person's sense of urgency and importance of daily goals and objectives.



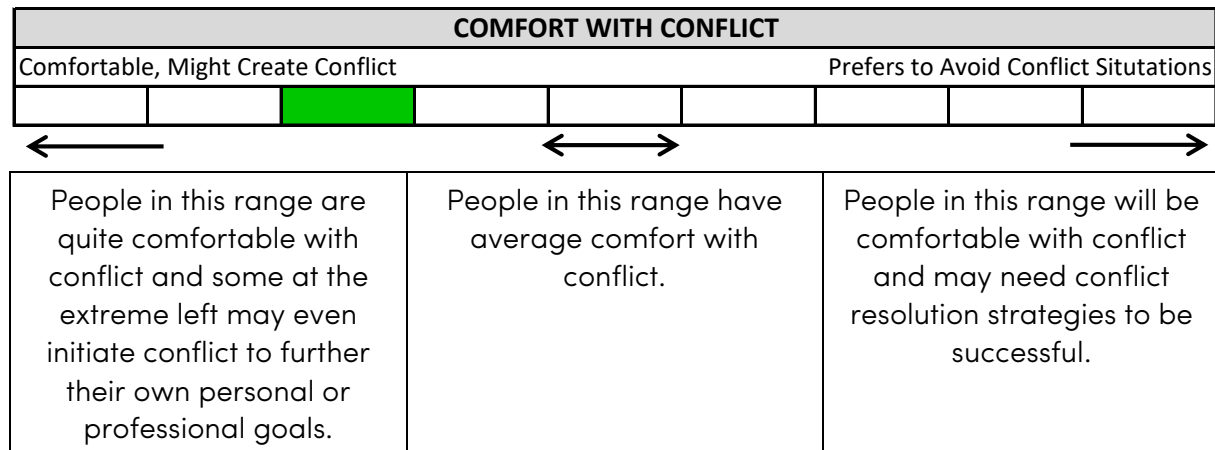
People Development is based on the **PO** score and reflects the person's approach and style to developing subordinates. It provides an indication of the approach to transferring skills and the likelihood the individual would enjoy training others. Reflects this person's natural style when training and helping others in areas of development.



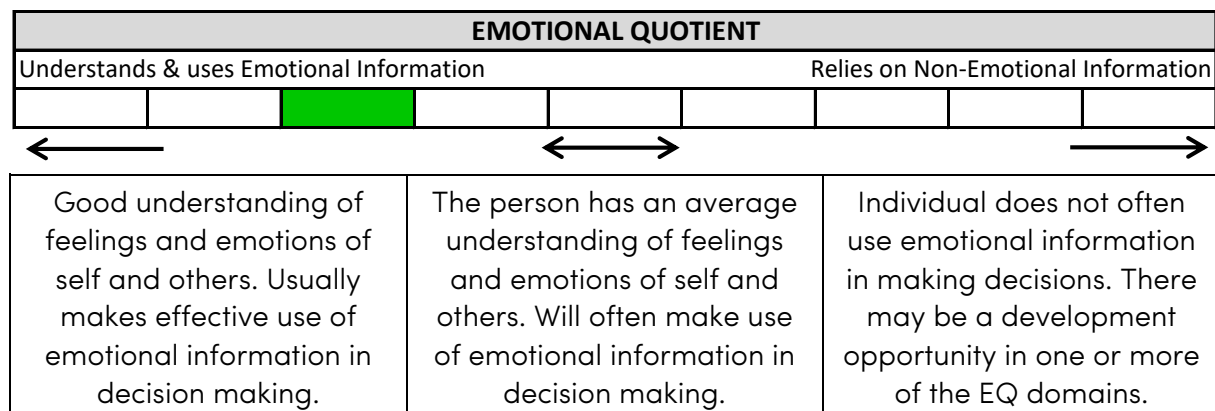
This scale reflects the individual's score on the **Self-Directed (SD)** scale. It indicates the extent to which the **management candidate** believes in themselves and feels in control of the issues in their life. Feelings of confidence are very important in managing successfully and taking responsibility for one's own actions. Reflects the degree that this person believes he/she is in control of the future through their own actions.



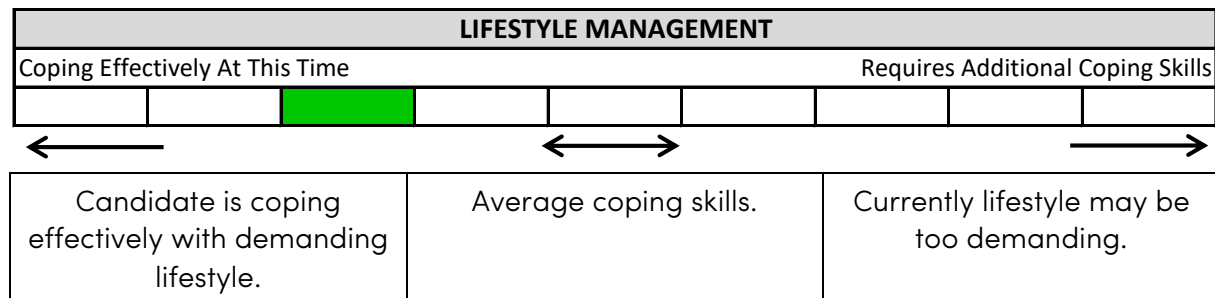
This reflects the individual's comfort in dealing with conflict and is derived from the **Comfort with Conflict (CWC)** scale. Comfort with conflict has been shown to be an important factor in most management positions as conflict is something that most managers must deal with from time to time. Reflects the tendency of an individual to be comfortable with or avoidant of conflict with others.



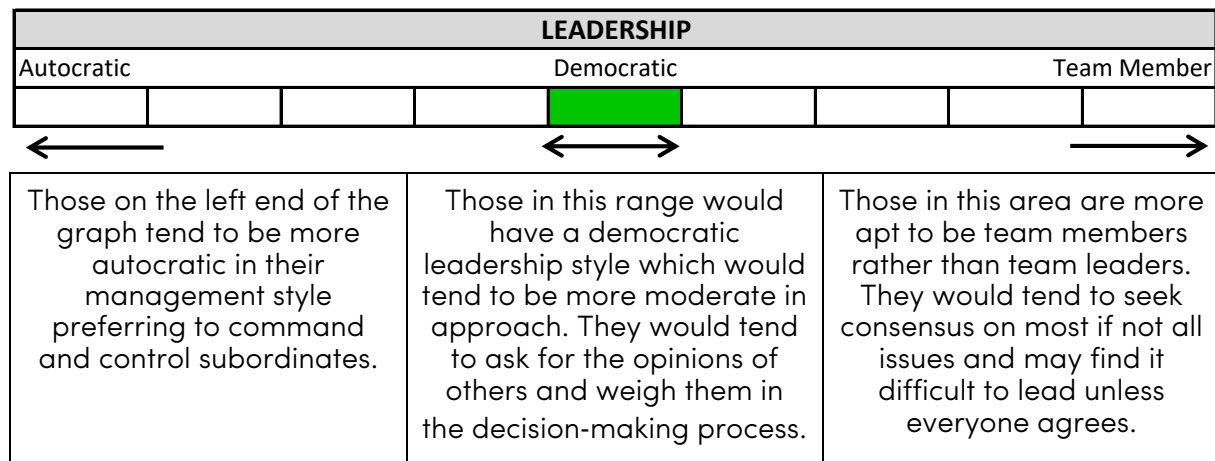
This score is an overview of the individual's **Emotional Quotient (EQ)**. This provides an indication of the person's ability to process emotional information and apply the information effectively and the ability to monitor the emotions of one's self and others and to act accordingly.



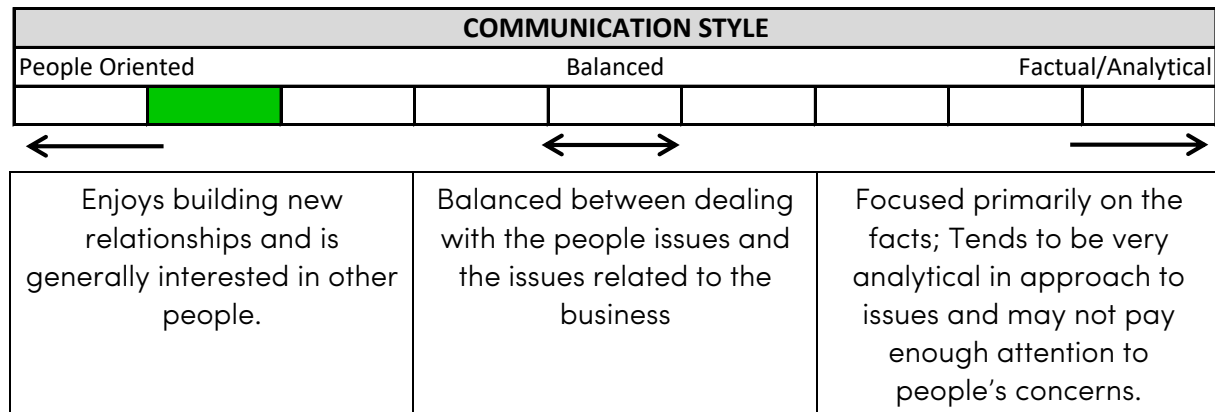
This graphic is derived from the **Lifestyle Management (LM)** score and provides insight into the individual's current effectiveness in coping with a demanding lifestyle. Assesses an individual's current effectiveness in coping with a demanding lifestyle.



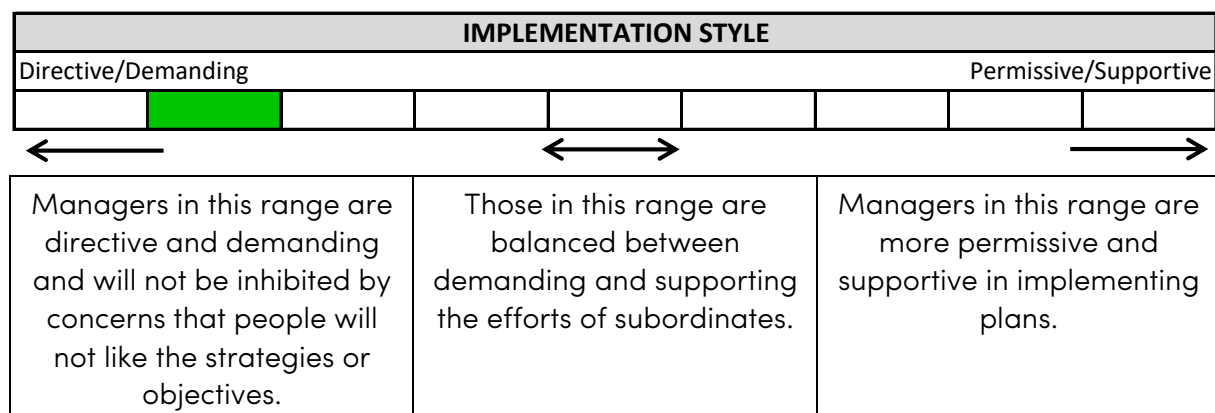
"Leadership" is derived from the **Achievement Potential (AP)** and **Independence Potential (IP)** scores and reflects the individual's most natural leadership style. Leadership styles range from autocratic to team member with a democratic style found in the middle. An ideal leadership style will depend on the position and the environment for which the candidate is being considered. A measurement of a person's natural leadership style and approach with others.



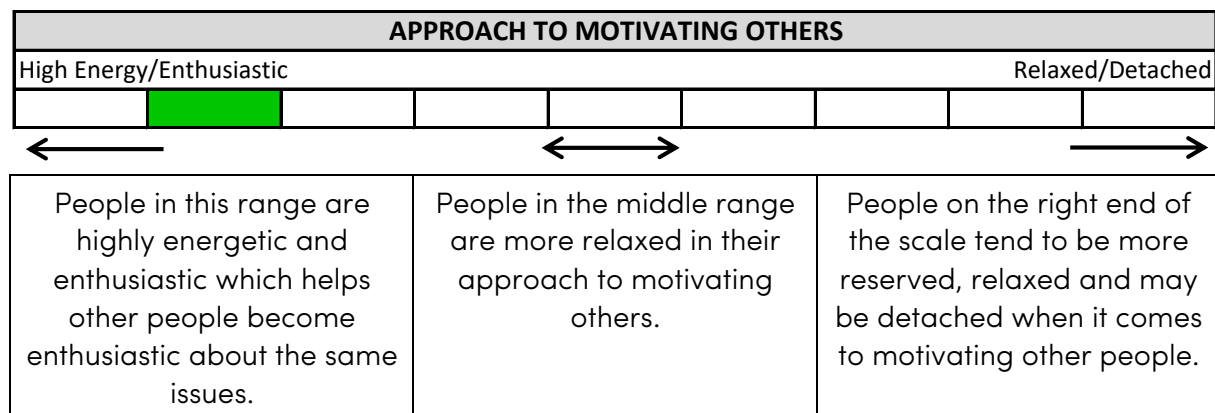
"Communication Style" is based on the balance between **People Orientation (PO)** and **Investigative (Inv)** scores and will indicate the individual's primary approach to communicating and interacting with others. Reflects a person's approach to communicating with others on an interpersonal level.



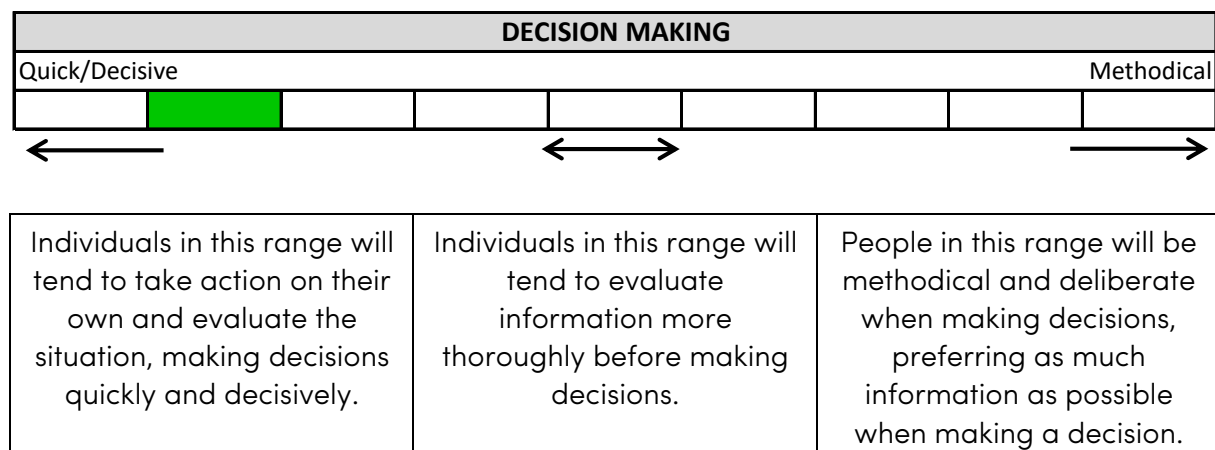
"Implementation Style" provides an indication of the individual's approach to implementing strategies, planning and setting objectives and measuring progress. This scale is derived from the **Achievement Potential (AP)** and **Comfort with Conflict (CWC)** scores. An indication of a person's approach to implementing goals, objectives and strategies.



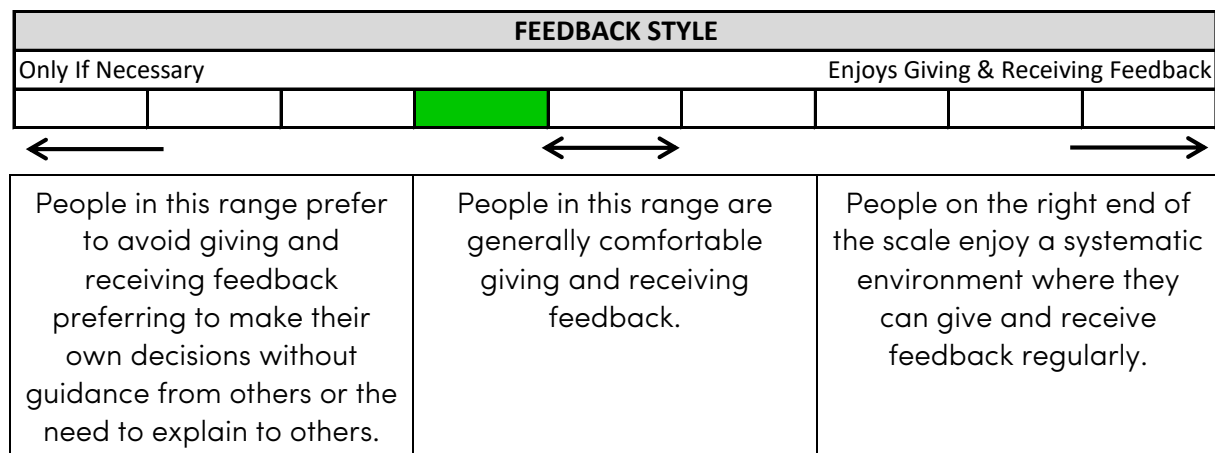
This scale reflects the individual's motivational structure and their approach to motivating others. It is a construct based on **Achievement Orientation (Ach)**, **Relaxed (Rel)** and **People Orientation (PO)** scores. A measure of a person's natural approach to motivating others.



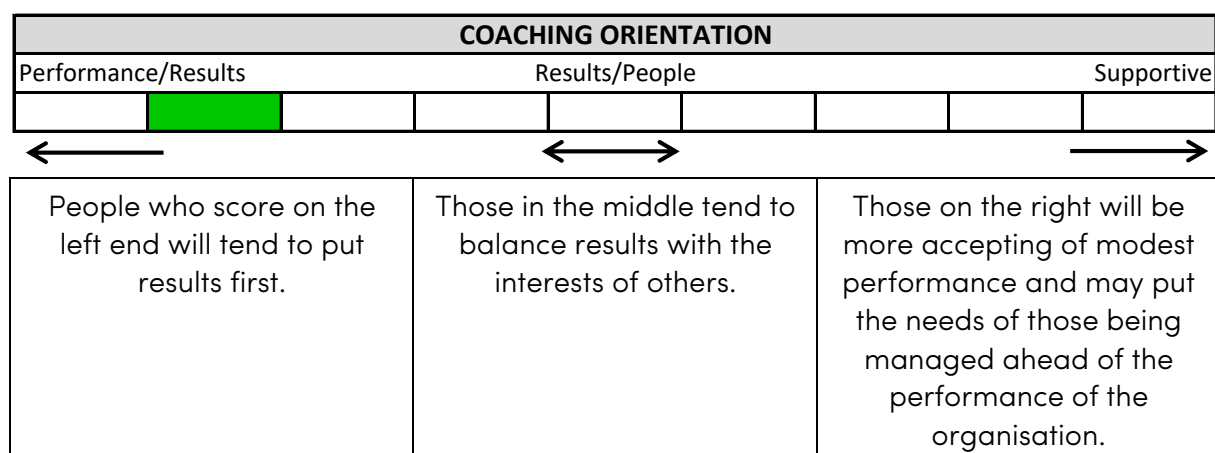
This scale measures the individual's approach to decision making. It is based on the **Enterprising Potential (EP)** and **Achievement Potential (AP)** scores. Reflects the amount of information required to make a decision and the speed of the decision-making process.



This scale reflects the candidate's comfort toward giving and receiving feedback. It is a construct based on the **EP** and **IP** scales. An indication of a person's comfort and need to give and receive feedback.



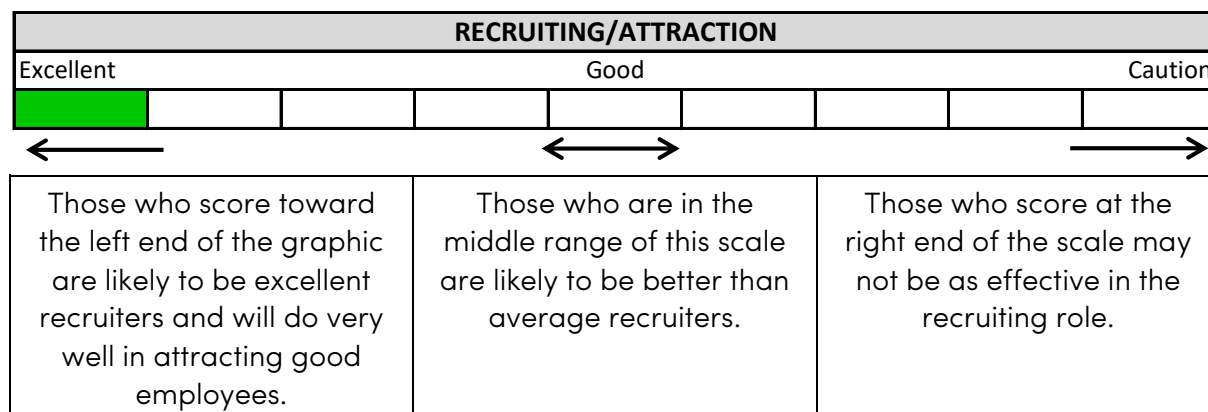
The **Coaching Orientation** scale is based on the Predictor Score (a generic predictor of performance derived from the EP, AP and IP scales). It is an effective predictor of how a management candidate will coach for performance in most environments. An indicator of this person's coaching style and the relative balance of focussing on results vs. people.



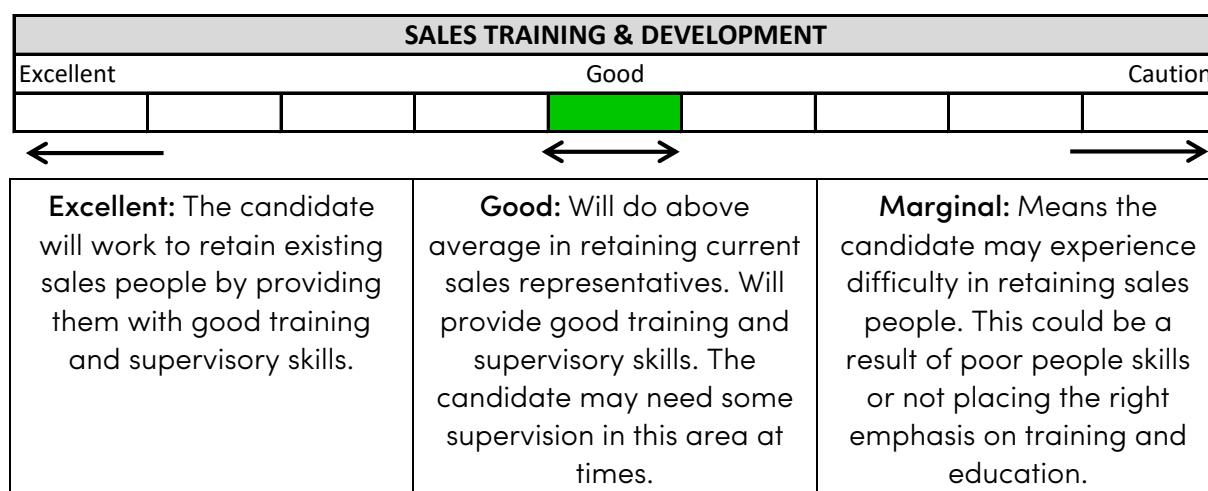
Snapshots – Sales Management Functions

NOTE: This is an optional section of the Management POP™ and provides an overall assessment of the candidate's approach to achieving performance in a sales management role.

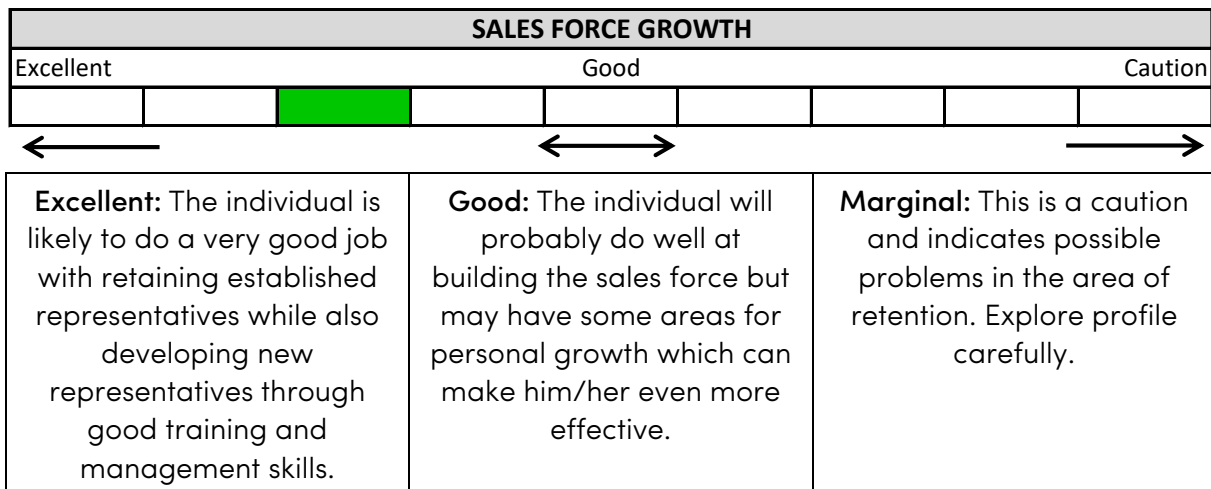
This graphic reflects the candidate's effectiveness when focused on recruiting and attracting candidates to a sales organisation. The potential to attract a high volume of recruits.



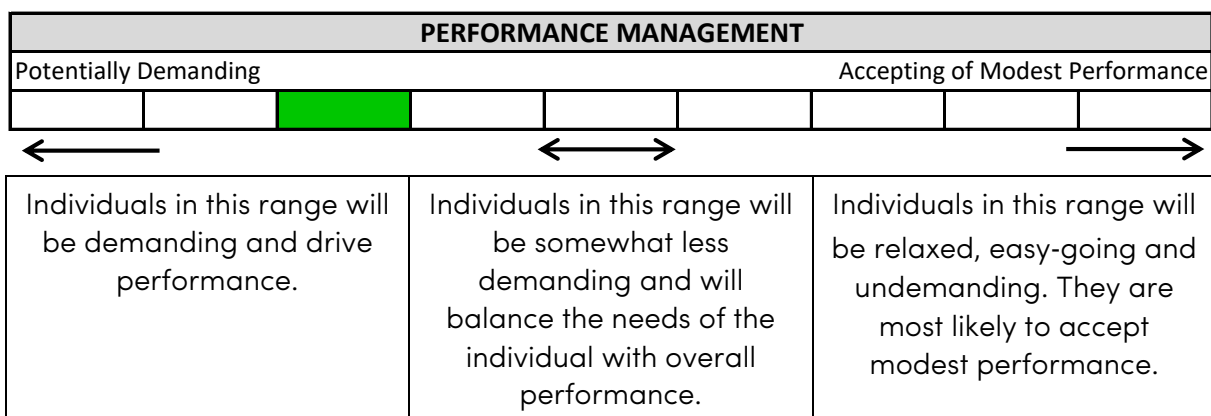
The **Sales Training & Development** scale examines the individual's approach to becoming an effective trainer and developer of sales people. The natural inclination to train and develop new representatives.



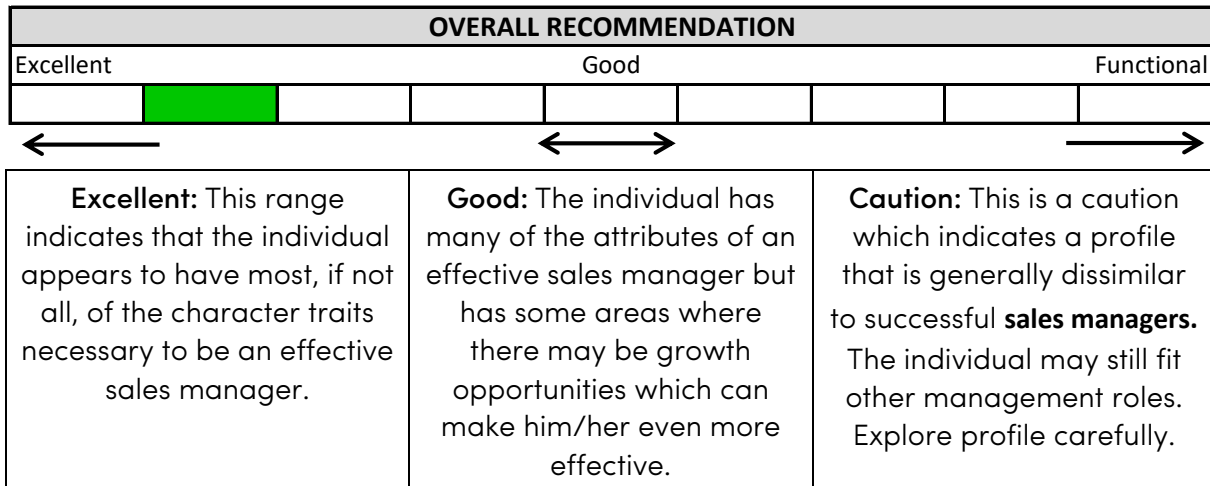
This scale is an indicator based on the complex combination of the individual's approach to working with other people, their motivational structure, leadership style, and importance placed on education. The ability to grow the size of a sales force.



"Performance Management" is based on the combination of the individual's motivational structure and leadership style. An indicator of this person's performance expectations as they relate to managing a sales force.



The "Overall Recommendation" scale is based on the combination of all of the other factors in the Management Profile. It provides an overview of the candidate, but it is recommended that all other salient factors in the profile be reviewed when making a selection decision. An overall assessment of this individual's potential as a sales manager.



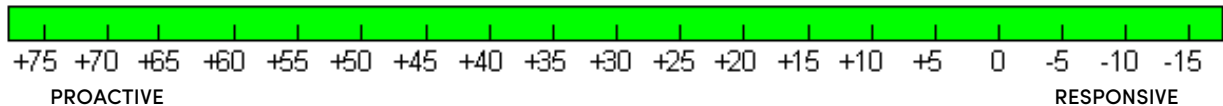
End of Snapshots – Sales Management Functions Section

Interpretation Guide continues below

Orientation & Coaching Factors

Self-Management is based on the **Enterprising Potential (EP)** scale and provides information about the individual's personal planning, time management and self-management ability to achieve specific goals. People who are not consistent self-managers will be unlikely to sustain activity on a consistent basis. If one manages oneself effectively, it is an important factor in being credible and being able to manage others effectively.

ENTERPRISING POTENTIAL (EP)



Score	Interpretation
<10	Caution: Seeks coaching and feedback. Effort based on a system.
10 – 20	Weak: Needs a very structured work environment.
20 – 30	Low Average: May be able to manage some activity; Effort still a question mark.
30 – 40	Good: High average potential to self manage effectively.
>40	Strong: Good self-management potential.

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

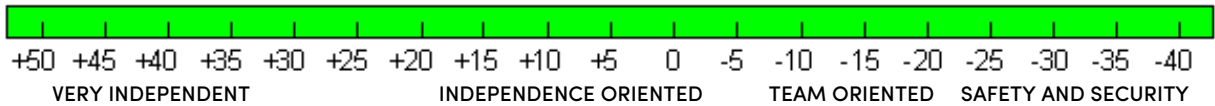
ACHIEVEMENT POTENTIAL (AP)



Score	Interpretation
<-20	Caution: Very service oriented with a high focus on safety and security.
-20 – -11	Below Average: Motivated primarily by the people side of the business.
-10 – 10	Average: Balance between people/service and challenge.
11 – 40	Above Average: Goal oriented with a sense of urgency.
>40	Caution: Very 'bottom line' oriented and can be too strong for some cultures.

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 with 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.

INDEPENDENCE POTENTIAL (IP)

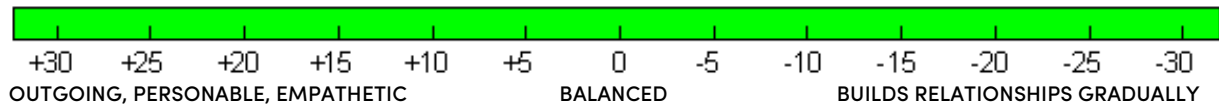


Score	Interpretation
<-25	Caution: Very team oriented.
-25 – -11	Low: Strong team orientation
-10 – 10	Average: Able to integrate personal structure with most organisational structures
11 – 25	Strong: Independent and comfortable creating structure as required.
>25	Caution: This candidate is very independent and may resist any existing structure.

Communication Style & Attitude Survey

The **People Orientation (PO)** scale provides insight into the candidate's approach to building relations with other people and the degree that he/she is motivated by and derives satisfaction from the meeting and interacting with other people. This will be reflected in how much the person would enjoy providing feedback, giving presentations and recruiting people into the business culture.

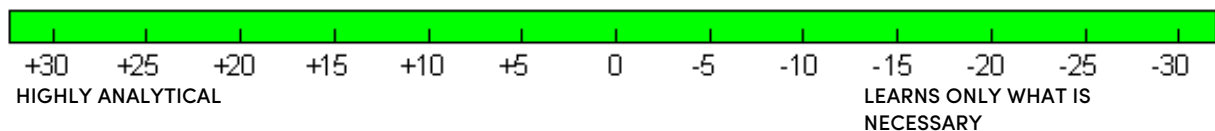
PEOPLE ORIENTATION



Score	Interpretation
<-20	Caution: Candidate does not enjoy a lot of interaction with others outside personal friends and acquaintances, may appear aloof to others.
-20 – 0	Low: Candidate builds relationships over period of time.
0 – 30	Good: Candidate enjoys and is motivated by interacting with others.

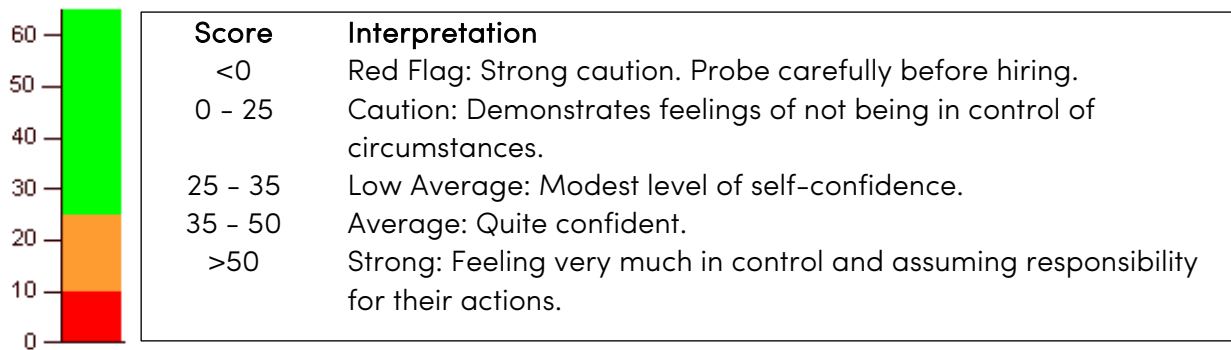
Based on the INV scale, the **Investigative Orientation** score reflects the degree to which learning is important for the individual. The scores on this scale will be significant in issues such as learning, passing on technical information and attention to detail. An interest in continuous learning is important in developmental managers or trainers but may not be an issue for all managers.

INVESTIGATIVE ORIENTATION

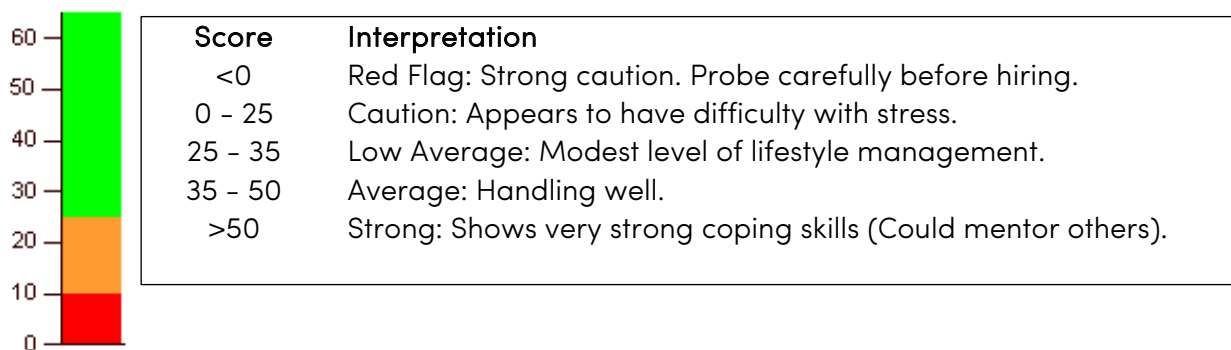


Score	Interpretation
<-20	Caution: Learning and education are not strong motivators. May lack attention to detail.
-20 – 0	Low: Unlikely to view learning as a strong motivator. Will learn what is required.
0 – 20	Good: Candidate will find satisfaction in learning and shows attention to detail.
>20	High: Enjoys learning a great deal but may become absorbed in detail.

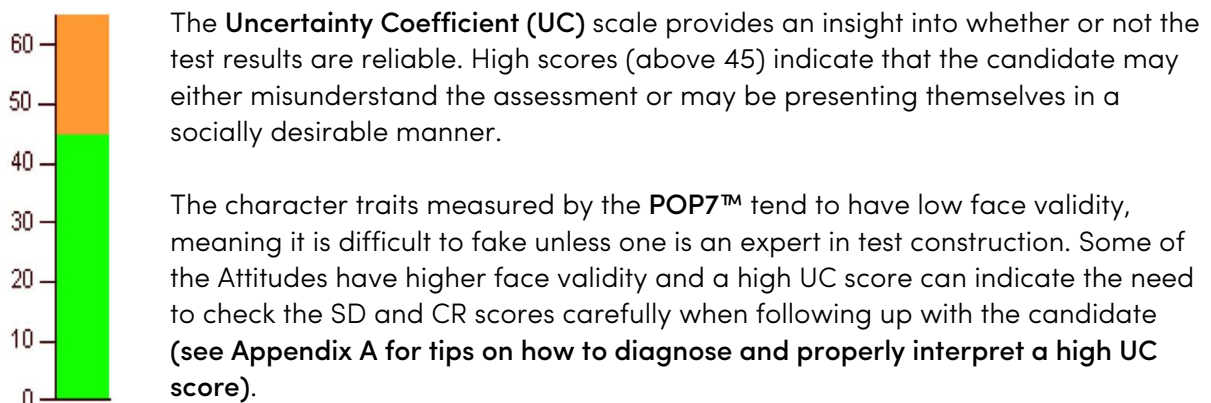
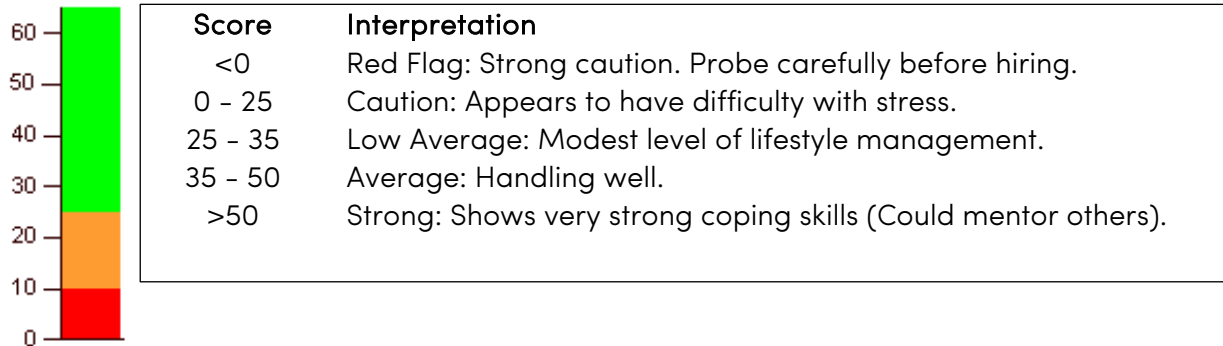
Confidence is based on the *Self Directed (SD)* scale. It indicates the extent to which the management candidate believes in themselves and feels in control of the issues in their life. Feelings of confidence are very important in managing successfully and taking responsibility for one's own actions. NB. This same information is presented graphically in the Management Profile section as well.



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 stress is an issue, they should be helped with counselling, mentoring and/or stress management training.



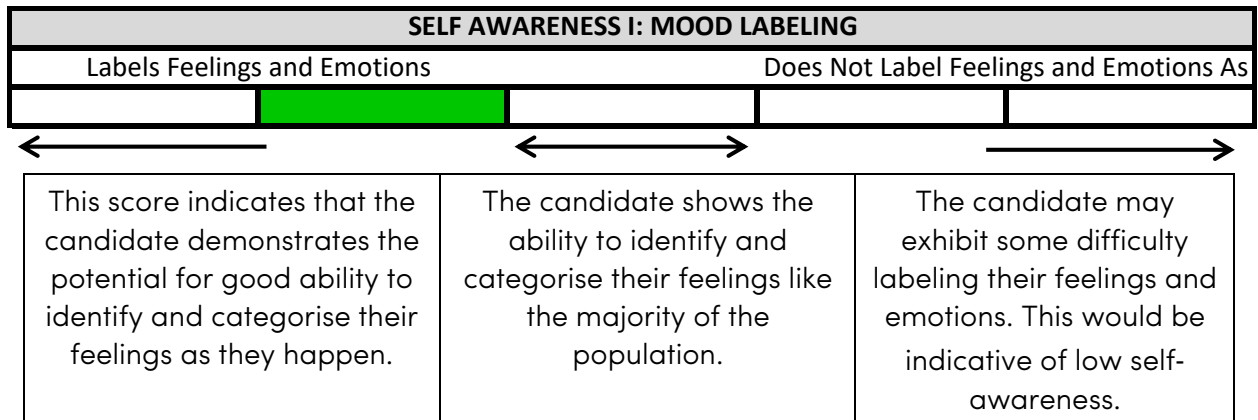
The ***Commitment Reluctance*** scale is a measure of the individual's attitude and approach to asking for and getting commitment from others. High scores on this scale indicate that the individual understands how to approach this issue while low scores can be an attitudinal block to performance.



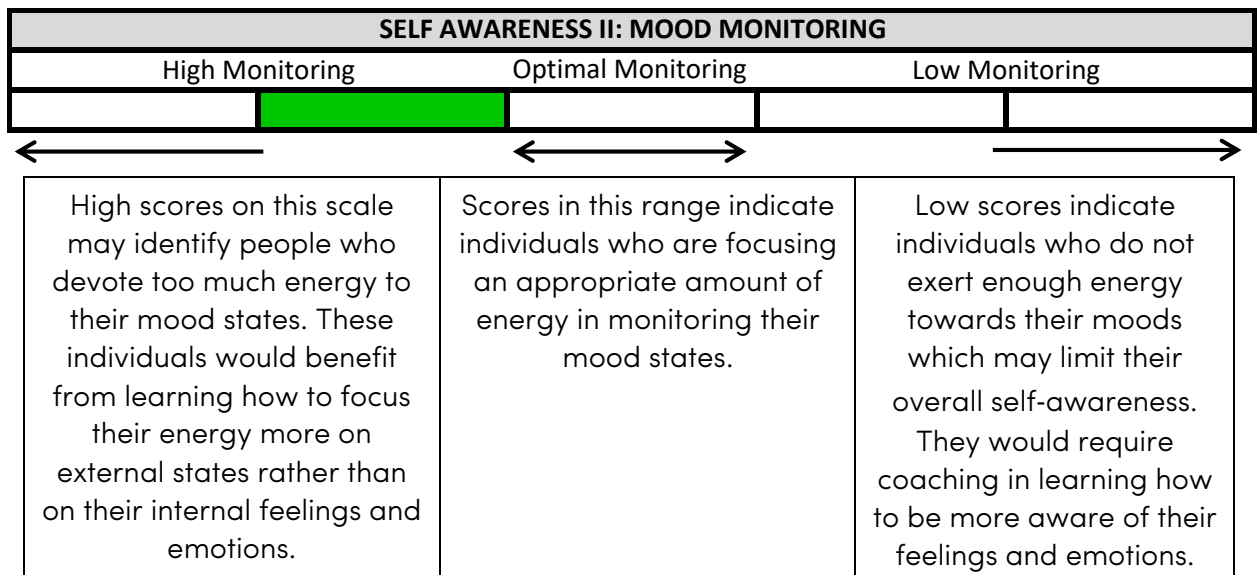
Emotional Quotient

The Emotional Quotient (**EQ**) report provides an overview of the individual's ability to use emotional information in decision making.

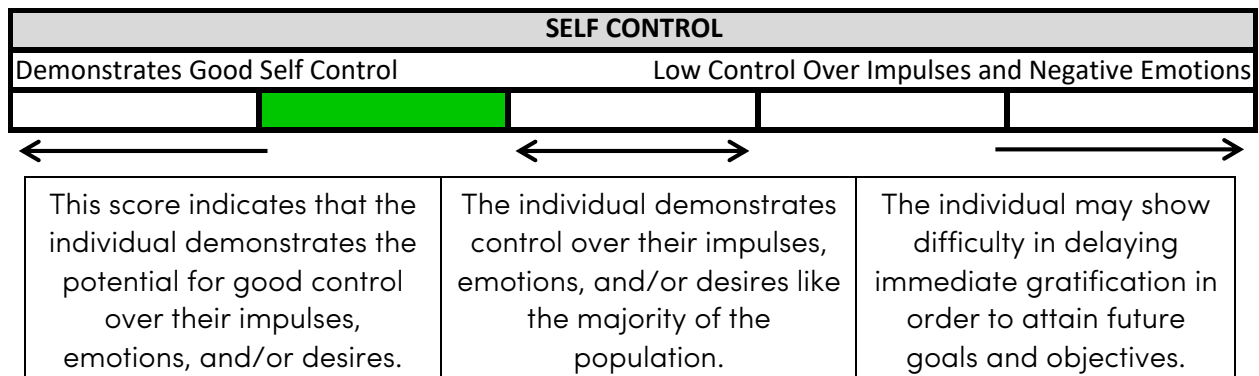
The Mood Labeling (**ML**) scale measures a person's ability to accurately label feelings and emotions. This score indicates the extent that individuals can interpret their feelings as they are happening. Strong self-awareness is a key ingredient of EQ



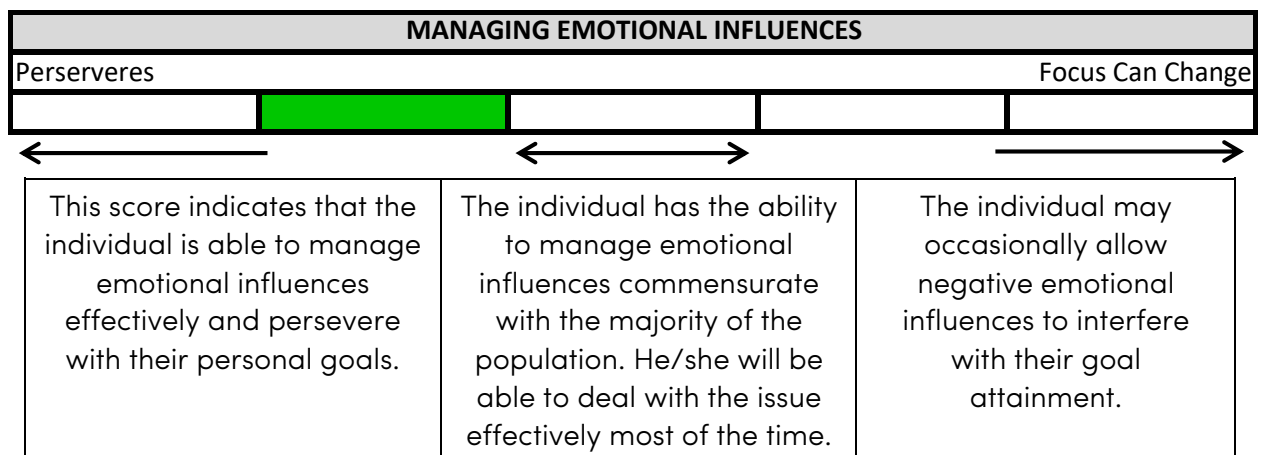
The Mood Monitoring (**MM**) scale measures the amount of energy a person puts forth in monitoring their feelings and emotions.



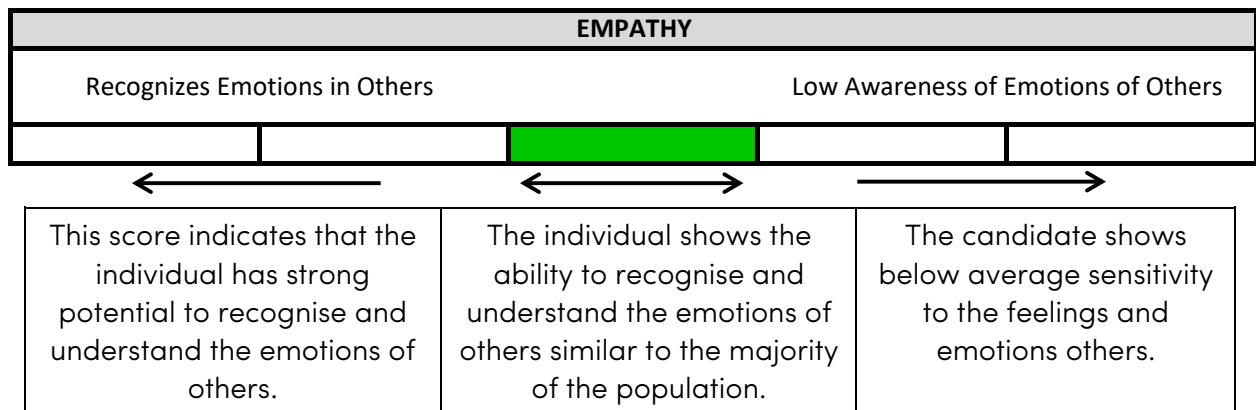
The Self Control (**SC**) scale measures an individual's control over their feelings and emotions. It also provides a measure of impulse control which is very important for coaching others effectively.



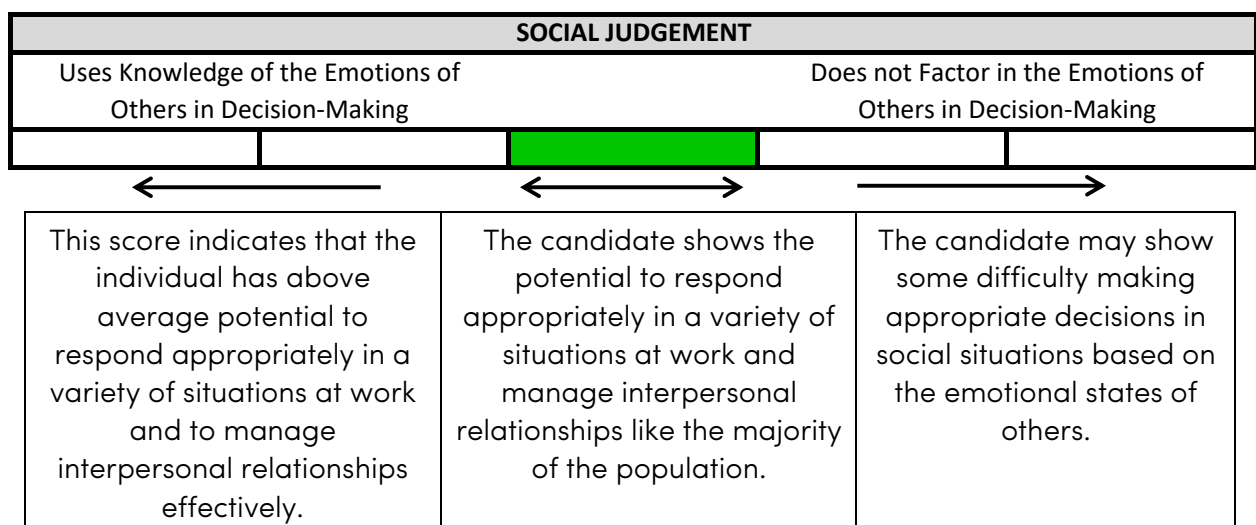
The Managing Emotional Influences (**MEI**) scale measures an individual's ability to manage emotional influences that would prevent him/her from taking those actions he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals. This scale provides an indication of the candidate's willingness to take action when they are convinced that it is the right thing to do.



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.



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.



Commitment Reluctance Report

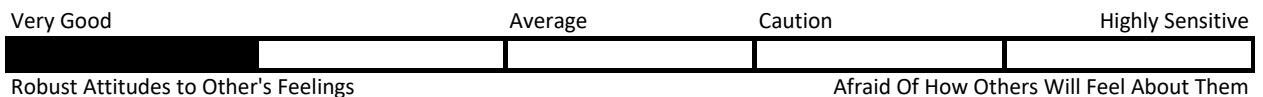
This section of the report deals with a candidate's orientation towards asking for commitments from associates and holding them to their commitments.

OVERALL COMMITMENT RELUCTANCE

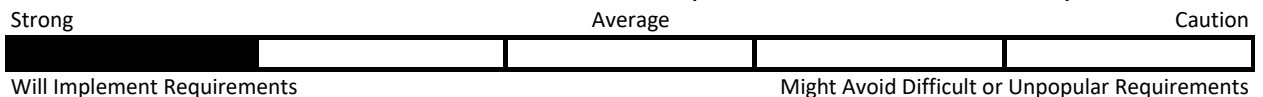


It deals with the candidate's:

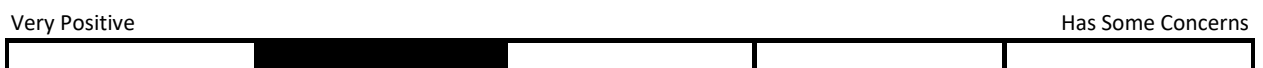
ATTITUDES TOWARDS OTHERS



COMFORT WITH IMPLEMENTING NEW INITIATIVES (IMPLEMENTATION OF COMMITMENT)



PERCEPTIONS OF A CAREER IN MANAGEMENT



A good manager demands commitment and high performance from direct reports, should be comfortable implementing new initiatives and be able to ask others for the necessary commitment levels.

Summary of Scales

A good candidate has a positive image about a management career.

This section provides a summary of the candidate's score on the core MPP™ scales. Use this page to get an overall look at the candidate's characteristics and attitudes. It is very important to refer to this page when discussing an MPP™.



Candidate Feedback Report

It is recommended that the individual who completed the MPP™ be provided with the Candidate Feedback Report as it provides them with useful feedback on personal characteristics and strengths.

This information will be helpful to the candidate by providing information about the type of career that is the best fit for them based on their characteristics and attitudes.

Appendix

Guidelines for Exploring a High Uncertainty Coefficient (UC) Score

When economic conditions are poor and there is increasing competition of valued positions, the potential exists for higher UC scores on the POP™ such that candidates feel the need to present themselves in the best possible light. 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.

The UC Items:

- I have never told lies.
- All my habits are good and desirable ones.
- I never envy others their 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 the majority of the items as either 4 or 5. Therefore, it is quite unlikely that a candidate reading the questions and answering them 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, in an effort 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 or not 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 POP™ report. The sample questions in the POP™ written 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 will 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 in 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 POP™ report.

Possible Steps for Exploring a High UC Score

To explore the reasons for a high UC score and determine whether the POP™ report is reliable, the following steps are recommended.

- STEP #1:** Investigate the UC items with the candidate. Go to the items on page 3 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 Directed (SD) and Call Reluctance (CR) scores. If any of these scores are greater than 60, it indicates that the candidate was also potentially inflating all the scores on page 3.
- STEP #3:** Candidate Feedback. Give the candidate the 2 pages of feedback from the POP™ 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 assessment. If the answer is NO, ask for examples from the person's background that would justify their challenges to the information.
- STEP #4:** Interviewing Questions. The interview questions included in the POP™ report are designed to help the recruiter validate the assessment from the experiences of the candidate. The POP™ is assessing potential and the answers to the interview questions should substantiate or challenge the 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 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, the user will be able to determine whether the POP™ results are reliable and valid.



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