



EPOP+™

*Interpretation Guide*

Your One Assessment  
for 9 Key Roles

# Table of Contents.

Introduction.....	3
Select the Position & Customise the Report.....	4
Section #1: Predictive Snapshot.....	6
Role-Specific Suitability Dials.....	7
Service Suitability .....	8
Sales Suitability .....	11
Professional Suitability .....	13
Management Suitability.....	16
Sales Management Suitability.....	19
Leadership Suitability .....	22
Call/Customer Sales Suitability.....	25
Call/Customer Service Suitability.....	27
Call/Customer Supervisor Suitability.....	30
Section #2: Personality .....	33
Section #3: Summary of Scores .....	36
Section #4: Coaching Tips .....	37
Section #5: Emotional Intelligence .....	38
Section #6: Integrity Report.....	39
Section #7: Trust Report.....	40
Section #8: Responses from Attitudes.....	46
Section #9: Suggested Selection Interview Questions.....	47
Section #10: Candidate Feedback Report.....	48
Converting Recruits with the EPOP+™ .....	52
Career Pathing Model .....	53

# Introduction

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The **EPOP+™** was designed to help organisations objectively evaluate an external candidate or a current employee's natural suitability for up to 9 roles. Each of the 9 roles included in the report was nominated by clients as the most commonly sought roles.

**EPOP+™** therefore supports a broad range of applications across your organisation such as but not limited to:

- Selection of candidates for roles (external & internal).
- Career changes.
- Organisation restructures.
- M&A's.
- New grad programs.
- Succession planning.
- Skill development programs & investments.
- Outplacement programs,

The **EPOP+™** maintains the bulk of the predictive power of the traditional range of **POP™** (Predictor of Potential) assessments and includes a number of key indices useful across all organisations.

## The **EPOP+™**:

- Is a validated psychometric selection assessment.
- Assesses key personality traits that are benchmarked against various roles.
- Is regionally relevant to ensure alignment to requirements.
- Uses a series of standardised, objective, and validated questions.
- Provides an overall recommendation, as well as competency-specific feedback that can be used for training, coaching, and development purposes.
- Available in a range of languages.

## **EPOP+™** Report:

- Determines candidate suitability and potential for various roles.
- Identifies high potentials across a spectrum of 9 positions.
- Allows recruiters to focus and spend time on your quality candidates.
- Provides specific interview questions per candidate.
- Provides managers with insight into how to lead and develop these individuals.
- Provides Coaching suggestions that are most useful for managers and L&D.
- Provides insights into the candidate's suitability/potential for career development.
- Supports career changes and selections for development plans and investments.
- Assessments are available in multiple languages.

# Select the Position & Customise the Report

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The **EPOP+™** report is separated and scored in a number of distinct sections, which are then weighted into the predictive snapshot, illustrated generally on many reports as a traffic light.

Section #1:	Predictive Snapshot
Section #2:	Personality
Section #3:	Summary of Scores
Section #4:	Coaching Tips
Section #5:	Emotional Intelligence
Section #6:	Integrity Report
Section #7:	Trust Report
Section #8:	Responses from Attitudes
Section #9:	Selection Interview Questions
Section #10:	Candidate Feedback Report

To commence the report:

1. On the **Contents Page** you can select from those items you wish to include in the report. (Remember this is a “live” rendition, which means you can toggle between reports as often as you wish and select and de-select items as required.)
2. Select a role from the **Position** drop-down menu (“Select Before Creating Report”), then click the “**Create Report**” button.

See illustration below:

## Contents

✓ Predictive Snapshot	3
✓ Personality	4
✓ Summary of Scores	5
✓ Coaching Tips	6
✓ Emotional Intelligence	7
✓ Integrity Factors	8
✓ Trust Report	10
✓ Responses from Attitudes Section	17
✓ Suggested Selection Interview Questions	19
✓ Candidate Feedback	25

## ✓ ----- Select Before Creating Report -----

Sales  
Sales Management  
Management  
Leadership  
Professional  
Service  
Call/Customer - Sales  
Call/Customer - Service  
Call/Customer - Supervisor/Manager

[Create Report](#)

# Section #1: Predictive Snapshot

The **Predictive Snapshot** contains both role-specific suitability dials as well as an overall recommendation.



The interpretation of the role suitability dials can be found in the next section of this manual. Each role is separated, with each competency fully explained.

The **Overall Recommendation** is an extremely robust and comprehensive data point, as it combines all the critical competencies and their corresponding ideal cut points into a weighted and intensely validated algorithm. The predictive snapshot scoring is different for each position, as different competencies and benchmarks are used. These industry generic recommendations come from 40 years of validation work.

## The Traffic Lights Guide:

### Recommendation



"Golden Eagle"

**Golden Eagle:** Candidate benchmarks among the top 15% of performers

**Green Light:** Candidate has a consistent assessment with that of top performers.

**Amber Light:** Candidate has some strengths, but also significant growth opportunities.

**Red Light:** Candidate benchmarks significantly lower than validated top performers.

## Role-Specific Suitability Dials

At the top of the **Predictive Snapshot** page, you will find role-specific suitability dials that reflect the critical core competencies associated with success in these positions.

The dials that are tri-coloured and have been validated against top performer KPIs and retention over a considerable amount of data collected over many decades, making the benchmarks both empirically supported and highly predictive.

The dials that are all green are intended to be descriptive.

The following sections provide the interpretation of the 9 role-specific suitability dials:

Service	Page 8
Sales	Page 11
Professional	Page 13
Management	Page 16
Sales Management	Page 19
Leadership	Page 22
Call/Customer Centre Sales	Page 25
Call/Customer Centre Service	Page 27
Call/Customer Centre Supervisor	Page 39

## Service Suitability

The following 7 constructs reflect the critical core competencies associated with success in customer/public-facing Service positions.

### Sales/Service Fit

Places the individual on a fit continuum from competitive outbound to more inbound service positions.



**Left Side:** Individual is naturally proactive in their business development approach and would be better suited to a competitive or sales position.

**Middle:** Individual is best suited to positions that balance sales and service. They are strong at building relationships, while comfortable cross selling and upselling where appropriate.

**Right Side:** Individual is naturally suited to service or customer support positions. They are not naturally inclined to a position that require levels of sales responsibilities.

### Service Orientation

Reflects the individual's natural orientation to servicing existing clients/general public.



**Left Side:** Individual has a very proactive and assertive approach to managing client/public relationships.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is process oriented in dealing with clients/public and has the potential to be acquiescent in certain situations.

### Approach to Clients/General Public

Reflects the individual's natural strategy when approaching a new client/general public.



**Left Side:** Individual has a very high sense of urgency and is extremely task or outcome oriented when dealing with clients/public.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is naturally relaxed, patient and may spend more time getting to know the client/public than addressing their needs.



## Adherence to Systems

The degree that the individual prefers and will follow existing systems and processes.



**Left Side:** Individual is independent and therefore might try to create their own way of doing things. They may challenge existing systems and protocols or create their own shortcuts.

**Middle:** Individual is balanced in this trait, and therefore its expression is determined by the environment or task.

**Right Side:** Individual prefers existing structure and processes and will therefore be more than happy to follow existing guidelines and protocols.

## Self-Management

Reflects the individual's natural propensity to self-manage.



**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement, instructions and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum, from extrovert to introvert).



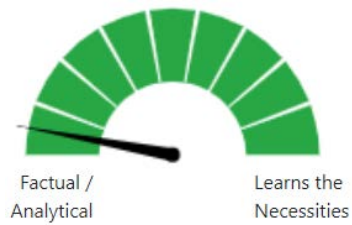
**Left Side:** Individual is outgoing and gregarious. They will naturally enjoy meeting and talking to new people.

**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## *Sales Suitability*

The following 6 constructs reflect the critical core competencies associated with success in competitive sales positions.

### Business Development/Prospecting

Reflects the individual's dominant approach to business prospecting new opportunities.



**Green:** Individual is comfortable taking initiative and being proactive in creating business development opportunities.

**Amber:** Individual has some potential to prospect but could benefit from some training and external support.

**Red:** Individual prefers business to be referred to them and is not naturally comfortable taking the initiative to find new opportunities.

### Closing Orientation/Closing Style

Describes the individual's dominant approach to asking for the business.



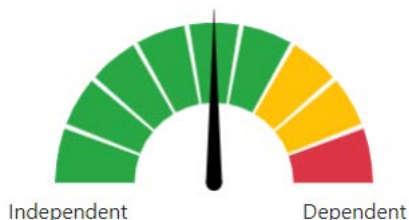
**Green:** Individual is comfortable asking for the business (closing questions), they are direct and potentially aggressive in the sales process.

**Amber:** Individual has the ability to close but could benefit from some targeted training, coaching or development.

**Red:** Individual is uncomfortable asking for the business and thus will wait for the client to bring up the purchase conversation.

### Approach To Feedback/Coaching

Reflects the individual's preference for feedback and coaching from their sales manager.



**Green:** Individual is very independent and does not prefer a lot of structure or feedback.

**Amber:** Individual is balanced on this trait and can therefore work collaboratively or independently.

**Red:** Individual prefers to work collaboratively and is dependent upon external structure and feedback.

## Self-Management

Reflects the individual's natural propensity to self-manage.



**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training, coaching or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

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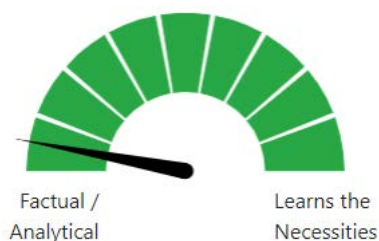
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**Right Side:** Naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## Professional Suitability

The following 7 constructs reflect the critical core competencies associated with success in many professional vocational paths.

### Results Orientation

Reflects what motivates the individual and the degree to which they are results or outcome oriented.



**Left Side:** Individual has a very high sense of urgency and is extremely results oriented. They are more focused on the task than they are on building client relationships.

**Middle:** Individual is balanced on this disposition and will likely be heavily influenced by the task or environment.

**Right Side:** Individual is very relaxed and patient. They are much more focused on building strong professional relationships than they are on task completion or results.

### Professional Fit

Reflects the types of roles or clients that the individual will fit best with.



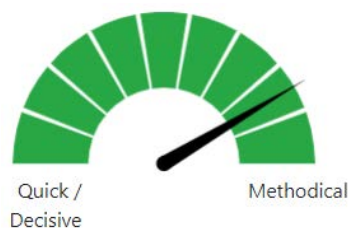
**Left Side:** Individual is very competitive and assertive. They like to win and are naturally direct in how they approach others.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is naturally compliant and process oriented. They are other-oriented in their approach, and as such will acquiesce in many cases when confronted with conflict or disagreement.

### Decision Making

Reflects the individual's dominant decision-making style.



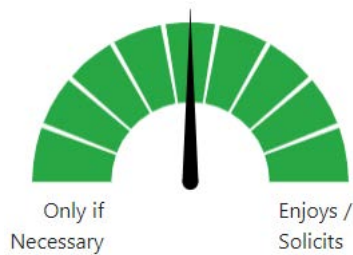
**Left Side:** Individual makes decisions quite quickly and in some cases with limited information.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is very methodical and precise with how they make decisions. They will typically require a lot of information before feeling comfortable in making a decision.

## Feedback Style

Reflects the individual's preference for feedback, as well as their natural feedback style when dealing with subordinates or clients.



**Left Side:** Individual is independent and therefore prefers to give or receive feedback only when necessary.

**Middle:** Individual is balanced in this trait, and therefore its expression is determined by the environment or task.

**Right Side:** Individual prefers frequent feedback. They like to give and receive feedback on a regular basis and will seek it out if it is not being naturally provided.

## Self-Management

Reflects the individual's natural propensity to self-manage.



**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



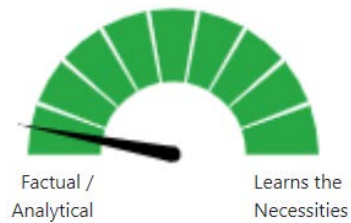
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**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



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**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## Management Suitability

The following 7 constructs reflect the critical core competencies associated with success in people management positions.

### Management Style

Describes the individual's dominant approach to people management.



**Left Side:** Individual has a very high sense of urgency and is extremely results oriented. They are more focused on the task than they are on building relationships with their direct reports.

**Middle:** Individual is balanced on this disposition and will likely be heavily influenced by the task or environment.

**Right Side:** Individual is very relaxed and patient. They are much more focused on building strong professional relationships than they are on driving results and productivity.

### Coaching Style

Describes the individual's natural approach to coaching delivery.



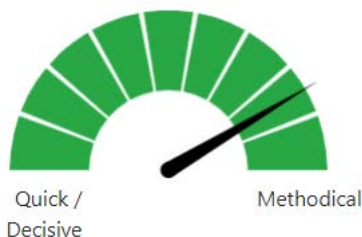
**Left Side:** Individual is very direct and demanding as a coach. They will push subordinates hard.

**Middle:** Individual is not dominant in this personality trait; therefore, it depends on the situation or task.

**Right Side:** Individual is naturally supportive and accepting as a coach. They are well equipped to build strong professional relationships with employees but may be slightly lax on results in certain circumstances.

### Decision Making

Reflects the individual's dominant decision-making style.



**Left Side:** Individual makes decisions quite quickly and in some cases with limited information.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is very methodical and precise with how they make decisions. They will typically require a lot of information before feeling comfortable in making a decision.



## Management Structure

Reflects the degree of fluidity versus structure that the individual will create within their management purview.



**Left Side:** Individual prefers very fluid and unstructured work environments. They enjoy creating their own ways of doing things.

**Middle:** Individual is balanced in this trait and is therefore capable of effectively navigating various environments.

**Right Side:** Individual prefers very well defined and structured work environments. They like to follow a consistent process and enjoy consistency and routine.

## Self-Management

Reflects the individual's natural propensity to self-manage.



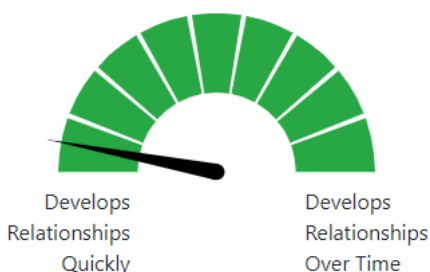
**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. They prefer external reinforcement and instruction as well as frequent feedback or guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert)



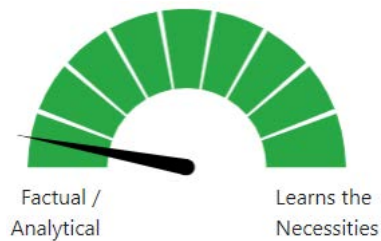
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## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## *Sales Management Suitability*

The following 7 constructs reflect the critical core competencies associated with success in people management positions.

### Recruiting/Attraction

Reflects the person's innate ability to recruit and attract individuals to a sales career opportunity.



**Green:** Individual is naturally well suited to attracting and recruiting new talent. They are proactive by nature and will seek out networking and recruiting opportunities.

**Amber:** Individual has an ability to recruit but could use some training and development in this area.

**Red:** Individual is naturally more responsive and would thus prefer talent come to them. From a recruiting perspective, a more proactive approach has been shown to be more effective.

### Sales Training & Development

Reflects the individual's natural ability to train and develop employees.



**Green:** Individual is naturally strong at training and developing direct reports.

**Amber:** Individual has the capability to be a strong trainer but could use some practice and additional skills in this area.

**Red:** Individual is not naturally suited to coaching and developing others.

### Sales Force Growth

Reflects the individual's ability to grow the size and profitability of a sales force.



**Green:** Individual is very demanding and has a high results orientation. They will push their sales team to increase productivity and meet higher standards.

**Amber:** Individual is moderately demanding. They could benefit from some additional skills in how to push and grow the productivity of a sales team.

**Red:** Individual is relaxed and patient. They will not naturally demand results, nor will they typically increase expectations to force sales growth and increased productivity.

## Performance Management

Reflects individual's natural approach to managing individual and team performance metrics.



**Green:** Individual demands results and will hold people accountable.

**Amber:** Individual could benefit from some performance management training.

**Red:** Individual is uncomfortable holding people accountable and as such will be accepting of modest performance as to avoid conflict.

## Self-Management

Reflects the individual's natural propensity to self-manage.



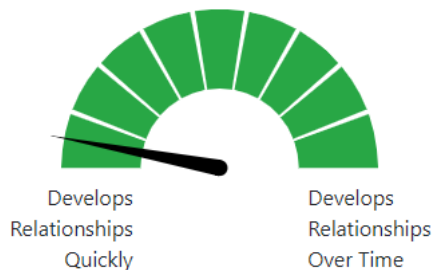
**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



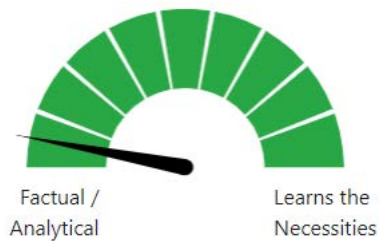
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## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## Leadership Suitability

The following 7 constructs reflect the critical core competencies associated with success in senior leadership positions.

### Results Orientation

Reflects what motivates the individual and the degree to which they are results/outcome oriented.



**Left Side:** Individual has a very high sense of urgency and is extremely results oriented. They are more focused on the task than they are on building relationships with their direct reports.

**Middle:** Individual is balanced on this disposition and will likely be heavily influenced by the task or environment.

**Right Side:** Individual is very relaxed and patient. They are much more focused on building strong professional relationships than they are on driving results and productivity.

### Coaching Orientation

Reflects the individual's natural coaching style.



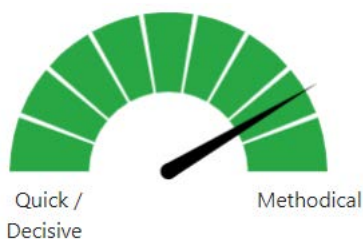
**Left Side:** Individual is very direct and demanding as a coach. They will push subordinates hard.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is naturally supportive and accepting as a coach. They are well equipped to build strong professional relationships with employees but may be slightly lax on results in certain circumstances.

### Decision Making

Reflects the individual's dominant decision-making style.



**Left Side:** Individual makes decisions quite quickly and in some cases with limited information.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is very methodical and precise with how they make decisions. They will typically require a lot of information before feeling comfortable in making a decision.

## Preference

Reflects the degree of fluidity versus structure that the individual will create within their management purview.



**Left Side:** Individual prefers very fluid and unstructured work environments. They enjoy creating their own ways of doing things, and designing their own systems.

**Middle:** Individual is balanced in this trait and is therefore capable of effectively navigating various environments.

**Right Side:** Individual prefers very well defined and structured work environments. They like to follow a consistent process and enjoy consistency and routine.

## Self-Management

Reflects the individual's natural propensity to self-manage.



**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



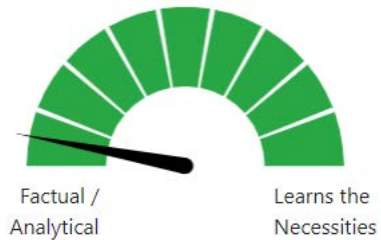
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**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.



## *Call/Customer Sales Suitability*

The following 6 constructs reflect the critical core competencies associated with success in Call/Customer Centre Sales positions.

### **Business Development/Prospecting**

Reflects the individual's dominant approach to business prospecting new opportunities.



**Green:** Individual is comfortable taking initiative and being proactive in creating business development opportunities.

**Amber:** Individual has some potential to prospect but could benefit from some training and external support.

**Red:** Individual prefers business to be referred to them and is not naturally comfortable taking the initiative to find new opportunities.

### **Client Orientation/Closing Style**

Describes the individual's dominant approach to asking for the business.



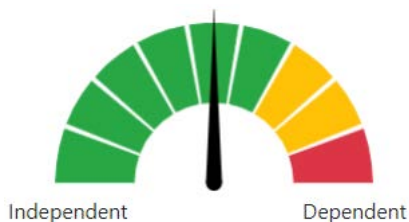
**Green:** Individual is comfortable asking for the business (closing questions), they are very direct in closing the sales process.

**Amber:** Individual has the ability to close, but would benefit from some targeted training, coaching or development.

**Red:** Individual is uncomfortable asking for the business and thus will wait for the client to bring up the purchase conversation.

### **Approach To Feedback/Coaching**

Reflects the individual's preference for feedback and coaching from their supervisor or manager.



**Green:** Individual is very independent and does not prefer a lot of structure or feedback.

**Amber:** Individual is balanced on this trait and can therefore work collaboratively or independently.

**Red:** Individual prefers to work collaboratively and is dependent upon external structure and feedback.

## Self-Management

Reflects the individual's natural propensity to self-manage.



**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training, coaching or development in this area.

**Right Side:** Individual is much more comfortable within existing structures and processes. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



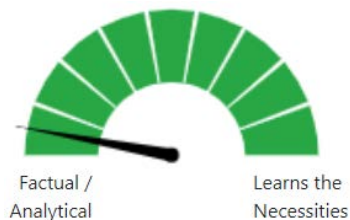
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## Analytical Orientation

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**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## *Call/Customer Service Suitability*

The following 7 constructs reflect the critical core competencies associated with success in customer/public-facing Service positions.

### **Sales/Service Fit**

Places the individual on a fit continuum from competitive outbound to more inbound service focused positions.



**Left Side:** Individual is naturally proactive in their business development approach and would be better suited to a competitive or sales position.

**Middle:** Individual is best suited to positions that balance sales and service. They are strong at building relationships, while comfortable cross selling and upselling where appropriate.

**Right Side:** Individual is naturally suited to service or customer support positions. They are not naturally inclined to a position that require levels of sales responsibilities.

### **Service Orientation**

Reflects the individual's natural orientation to servicing existing clients/general public.



**Left Side:** Individual has a very proactive and assertive approach to managing client/public relationships.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is process oriented in dealing with clients/public and has the potential to be acquiescent in certain situations.

### **Approach to Clients**

Reflects the individual's natural strategy when approaching a new clients/general public.



**Left Side:** Individual has a very high sense of urgency and is extremely task or outcome oriented when dealing with clients/public.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is naturally relaxed, patient and may spend more time getting to know the client/public than addressing their needs.

## Adherence to Systems

The degree that the individual prefers and will follow existing systems and processes.



**Left Side:** Individual is independent and therefore might try to create their own way of doing things. They may challenge existing systems and protocols or create their own shortcuts.

**Middle:** Individual is balanced in this trait, and therefore its expression is determined by the environment or task.

**Right Side:** Individual prefers existing structure and processes and will therefore be more than happy to follow existing guidelines and protocols.

## Self-Management.

Reflects the individual's natural propensity to self-manage.



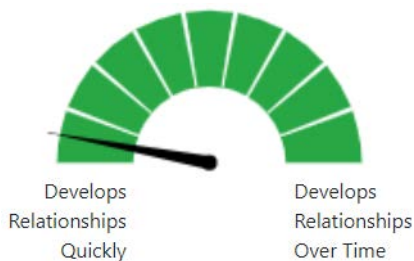
**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement, instructions and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum, from extrovert to introvert).



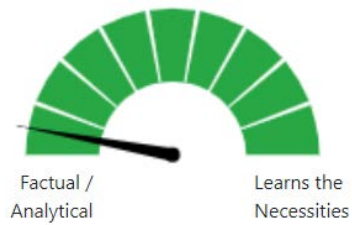
**Left Side:** Individual is outgoing and gregarious. They will naturally enjoy meeting and talking to new people.

**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.

## *Call/Customer Supervisor Suitability*

The following 7 constructs reflect the critical core competencies associated with success in a people supervisor/management position.

### Management Fit

Describes the individual's fit to supervisor/management positions.



**Left Side:** Individual is primarily focused on delivering results and outcomes of the team. This focus on tasks suggests that they are less inclined to build relationships with their team.

**Middle:** Individual is balanced on this disposition and will likely to be both results and people orientated.

**Right Side:** Individual is very relaxed and patient with their team. They are much more focused on building strong professional relationships than they are on driving results and productivity.

### Management Style

Describes the individual's dominant approach to people management.



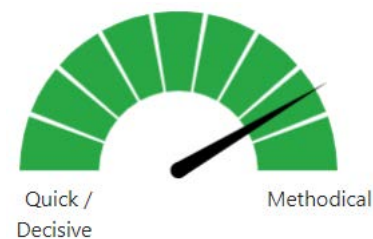
**Left Side:** Individual has a very high sense of urgency and is extremely results oriented. They are far more focused on the results and will hold their team accountable.

**Middle:** Individual is balanced on this disposition and will likely attempt to be even handed in their focus on both results and team members.

**Right Side:** Individual is very relaxed and patient. They are much more focused on building relationships and will have a tendency to not hold people accountable.

### Decision Making

Reflects the individual's dominant decision-making style.



**Left Side:** Individual can make decisions quite quickly and may be made with limited information. This can be viewed as a weakness in a supervisor/manager.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is very methodical and precise with how they make decisions. They will typically require a lot of information before feeling comfortable in making a decision. This can be seen as indecisive and slowing the business.

## Coaching Style

Reflects the individual's natural coaching style.



**Left Side:** Individual is very direct and demanding as a coach. They will push subordinates hard.

**Middle:** Individual is not dominant in this personality trait, and therefore it depends on the situation or task.

**Right Side:** Individual is naturally supportive and accepting as a coach. They are well equipped to build strong professional relationships with employees but may be slightly lax on results in certain circumstances.

## Self-Management

Reflects the individual's natural propensity to self-manage.



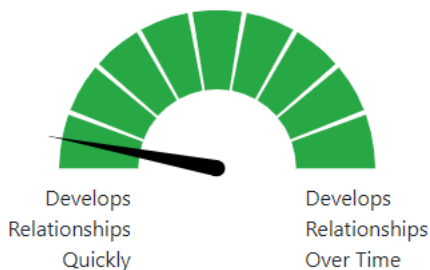
**Left Side:** Individual is a natural self-manager and is comfortable motivating themselves. They deal with change and uncertainty very effectively.

**Middle:** Individual is a modest self-manager but could benefit from additional training or development in this area.

**Right Side:** Individual is much more comfortable with existing structure and process. This type of individual prefers external reinforcement and instruction and enjoys frequent feedback and guidance.

## People Orientation

Reflects the individual's preference for meeting and interacting with new people (continuum from extrovert to introvert).



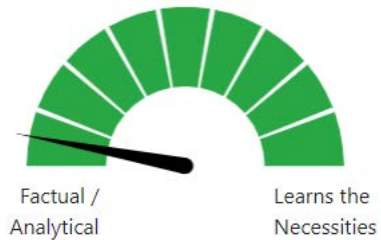
**Left Side:** Individual is outgoing and gregarious. They will naturally enjoy meeting and talking to new people.

**Middle:** Individual does not have a dominant extroverted personality. They may appear outgoing but may require time to build relationships.

**Right Side:** Individual is naturally introverted and prefers to build relationships more gradually and over longer periods of time.

## Analytical Orientation

Reflects the amount of detail and information the individual prefers to use when communicating, as well as when being communicated to.



**Left Side:** Individual is naturally curious and detail oriented. Prefers very thorough explanations.

**Middle:** Individual is balanced in their preference for detail. They will be able to communicate effectively with a diverse audience and will be comfortable with both analytical and non-analytical people.

**Right Side:** Individual is naturally more applied in their thinking. They do not like a lot of detail and prefer conversations that are more direct and to the point.



## Section #2: Personality

The **Personality** section provides a holistic and descriptive overview of the individual's dispositional tendencies. These scores are used within the scoring algorithm that drives the overall predictive snapshot but can also be leveraged for coaching or development purposes as well as interpersonal understanding and general self-awareness.

### Resilience

Measures a person's ability to push through challenges and overcome barriers.



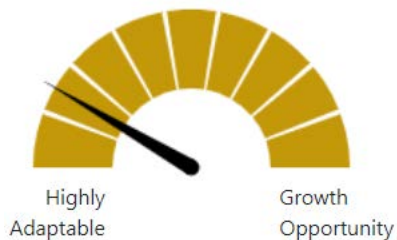
**Left Side:** Individual is naturally resilient and will push through difficult challenges.

**Middle:** Individual has potential to be resilient but could benefit from some training or development in this area.

**Right Side:** Individual might view challenges as roadblocks or hurdles and may feel as though they cannot accomplish their goals until they are removed.

### Adaptability

Reflects an individual's ability to adapt and change according to various tasks or situations.



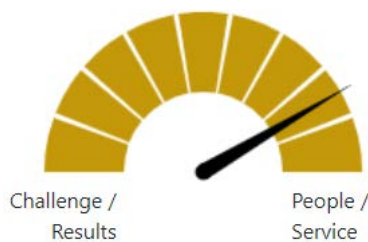
**Left Side:** Individual is very comfortable with change and dynamic environments and will adapt accordingly.

**Middle:** Individual has potential to be adaptable but could benefit from some training or development in this area.

**Right Side:** Individual prefers routines and structure. When this familiar structure is removed, they may experience anxiety and feelings of doubt or discomfort.

### Motivational Mix

Measures various work-related characteristics that motivate individuals and places them on a continuum from challenge/results to people/service.



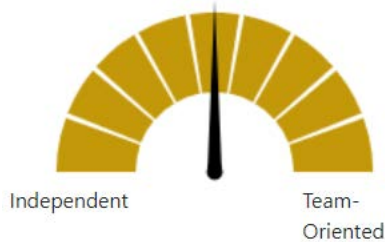
**Left Side:** Individual is motivated by challenge, task completion and results.

**Middle:** Individual is balanced and situationally influenced.

**Right Side:** Individual is motivated by helping people and building deep professional relationships.

## Collaboration

Measures an individual's natural disposition to prefer working independently as compared to collaboratively.



**Left Side:** Individual is independent and prefers to do things on their own, and their own way.

**Middle:** Individual is balanced and situationally influenced on this construct.

**Right Side:** Individual is team-oriented and prefers to work collaboratively on tasks.

## Sense Of Urgency

Reflects the speed at which this individual prefers to operate. Sense of urgency reflects things like decision making, task completion, and the individuals preferred working environment.



**Left Side:** Individual has a very high sense of urgency. They would be best suited to environments with a similar level of intensity.

**Middle:** Individual is balanced and situationally influenced on this construct.

**Right Side:** Individual is very patient and relaxed.

## Comfort With Conflict

Measures the individual's natural comfort with handling situations of interpersonal conflict.



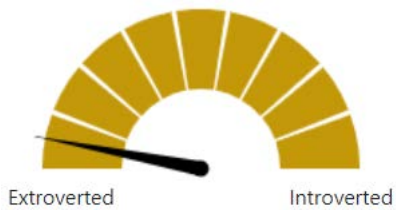
**Left Side:** Individual is very comfortable handling difficult interpersonal situations.

**Middle:** Individual has a moderate comfort with handling conflict.

**Right Side:** Individual is very uncomfortable with situations of interpersonal conflict and may avoid or ignore these situations at all costs.

## People Orientation

Reflects an individual's natural social orientation, meaning their degree of comfort engaging in social exchanges with people they are unfamiliar with.



**Left Side:** Individual is very outgoing and gregarious.

**Middle:** Individual is balanced and situationally driven on this attribute.

**Right Side:** Individual is naturally more introverted and prefers to build social relationships gradually over time.

## Learning Agility

Measures a person's natural degree of curiosity, as well as the amount of detail they prefer to use and receive when communicating.



**Left Side:** Individual is very detail oriented and analytical. They love to learn new things and are naturally curious.

**Middle:** Individual is balanced and situationally driven on this attribute.

**Right Side:** Individual prefers to learn the essentials. They are more applied in their learning style and prefer to keep detail at a strategic level.

## Section #3: Summary of Scores

This part of the report provides you with the raw personality scores for the individual. These scores are used throughout the report to create the roles-specific Suitability and Personality dials. If you are interested in learning more about these raw scores, please contact your Validity Group account manager or reach out to [info@validity.group](mailto:info@validity.group) to set up a consultation.

### Summary of Scores

5

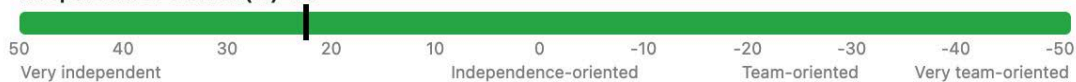
#### Enterprising Potential (EP)=59



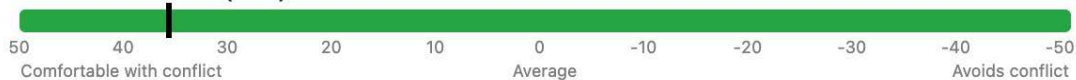
#### Achievement Potential (AP)=-2



#### Independence Potential (IP)=23



#### Comfort with Conflict (CWC)=36



#### Emotional Quotient (EQ)=87

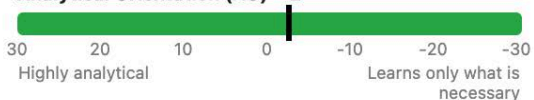


### Communication Style

#### People Orientation (PO)=23



#### Analytical Orientation (AO)=-2



### Attitudes

#### Self Directed (SD)=62



#### Lifestyle Management (LM)=73



#### Uncertainty Coefficient (UC)=55



NB: The **Uncertainty Coefficient (UC)** is of interest in determining how accurately your candidate has answered the questions. Indicator in the Green section shows that they have been completely open and forthright in their responses. However, as the indicator moves across into the Yellow and Red sections, this would strongly suggest that the results cannot be relied upon as accurate.

## Section #4: Coaching Tips

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This part of the report provides customised tips on how to coach this individual. The feedback considers their natural management preferences and provides the manager with strategies aimed at leveraging these qualities.

**NOTE:** Should you require any further support on coaching programs, please contact [info@validity.group](mailto:info@validity.group)

### Coaching Tips

6



#### Based on the Enterprising Potential (E.P.) Results

This individual enjoys dynamic and fluid work environments and has a natural potential to organize daily activities and self manage them through to completion. Providing this individual with a degree of autonomy to take initiative would be the suggested management approach.



#### Based on the Achievement Potential (A.P.) Results

This individual prefers external motivation and challenge, which must be set by the manager. The manager will likely need to keep frequent contact with this individual and will have to reinforce efforts towards achieving objectives. This individual might have some tendencies to lose focus in a remote work environment, so frequent contact should be maintained.



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

Individuals with this score prefer to work independently. They also do not prefer to receive feedback on a very frequent basis, rather prefer to connect with management as needed. It will be important to balance your need as a manager for follow up and interaction, with their need for autonomy.



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

Since this individual gets some satisfaction out of people contact, suggest virtual coffee / lunch meetings with other colleagues as a way of staying connected. Regular company meetings and town halls are other ways of keeping your highly extroverted employees engaged.



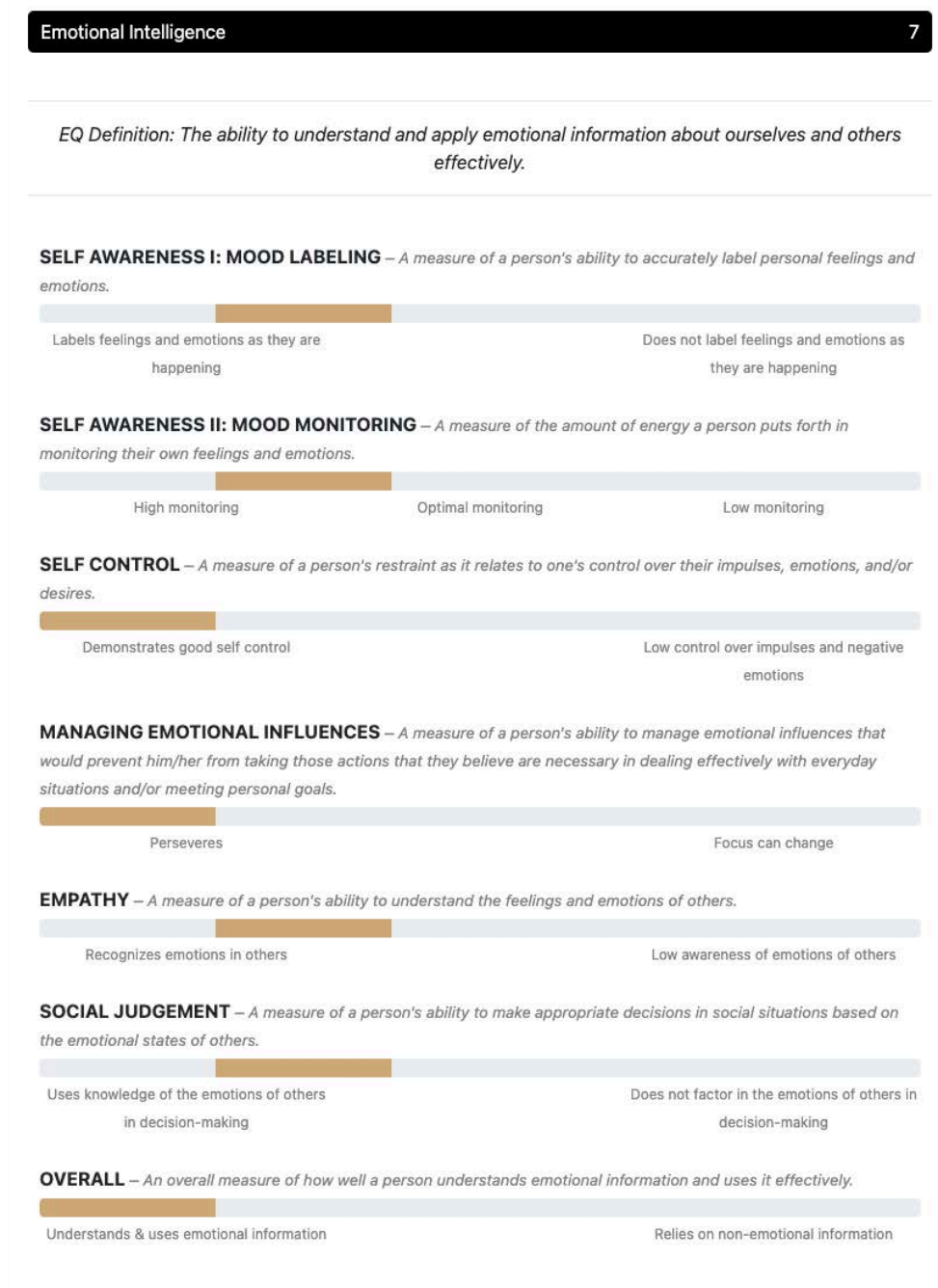
#### Based on the Analytical Orientation (A.O.) Results

This individual does not prefer to learn or explain things in great detail. It will be important to be clear and direct with this individual when you communicate and check to ensure their understanding. Ensure that this individual utilizes the appropriate amount of detail in completing tasks, especially in a remote environment where direct supervision is absent. You may also want to create a direct link between this individual and any support departments you have available (e.g. IT).

## Section #5: Emotional Intelligence

This section of the report provides insights into the ability of the individual to understand and apply emotional information about themselves and others effectively. Having these skills can be an important aspect of effective careers in the modern business environment.

The reports are horizontal bar charts that represent the individual on each straightforward scale. Should further assistance be required, contact [info@validity.group](mailto:info@validity.group).





## Section #6: Integrity Report

The Integrity Report is extremely helpful in examining a range of key behavioural aspects that are important in most organisations:

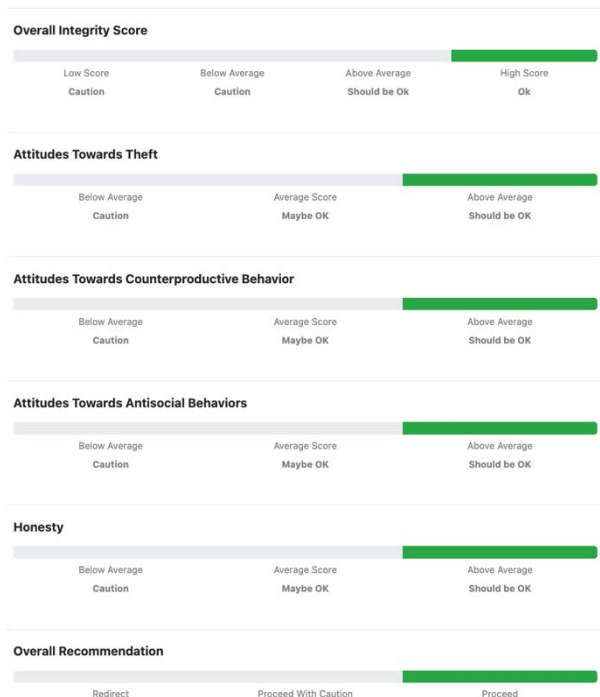
- o Attitudes to Theft;
- o Attitudes to Counterproductive Behaviour;
- o Attitudes to Antisocial Behaviours;
- o Honesty; &
- o Providing an Overall Integrity Scale & an Overall Recommendation.

The first screen shot in each report shows where the individual has been plotted based upon their responses. This screen also provides a quick and easy-to-read interpretation of the results.

The Second page of this section of the report provides further information and insights to support your selection process.

Further support and information is available at [info@validity.group](mailto:info@validity.group).

### Snapshot of Integrity Results



### Overall Integrity Score

#### Selection Considerations

Test does not appear to condone unethical and/or inappropriate workplace behaviors. Test's responses to the items comprising the IntegrityScreen™ indicate that he/she perceives theft, counterproductive behavior, and manipulative behaviors to be inappropriate within the workplace. Test is therefore able to clearly distinguish between appropriate and inappropriate workplace behaviors, and is therefore likely to use such discretion while at work.

#### Attitudes Towards Theft

Test does not condone theft in the workplace. Test appears to perceive theft as universally wrong, and does not make a distinction between personal and corporate theft. In addition, Test's attitudes towards theft do not appear to be influenced by environmental factors or the object being stolen (e.g., pencil vs. computer). Overall, Test's attitudes indicate that he/she would not likely steal from his/her place of work.

#### Attitudes Towards Counterproductive Behavior

Test's responses indicate that he/she believes that employees should be productive during their assigned work hours. Test believes that employees should be punctual and subsequently work all of their assigned hours. Test perceives long lunches and extra breaks to be inappropriate and costly to his/her employer. Overall, Test is likely to be a productive employee.

#### Attitudes Towards Antisocial Behaviors

Test appears to have his/her colleagues and the company's best interests in mind. Test does not perceive cheating and dishonesty as appropriate strategies for improving his/her performance. As a result, Test is not likely to sabotage the performance of others in an attempt to stand out and gain recognition. Test is a team player who puts the company's interests before his/her own.

#### Honesty

Test's responses to these items indicate that he/she is an honest and self aware individual. These responses indicate then when asked difficult questions Test will provide honest and candid responses. In addition, we can be confident that Test answered the other questions comprising the IntegrityScreen™ in an honest manner, and therefore his/her responses reflect his/her true attitudes regarding these morally-based constructs.

## Section #7: Trust Report

The Trust Report provides information about your candidates' attitudes and behaviours across several key Trust dimensions. A great deal of empirical research has shown that Trust is one of the most critical elements effecting a broad range of roles.

***You will note that the screen shots featured in this part of the document are drawn from a Test Report. In each report the score is shown numerically in brackets after the title – designed to make your interpretation easier.***

### Consistency

Consistency measures the degree to which the individual perceives themselves to be predictable. Consistent individuals can be relied upon to carry out tasks, meet obligations, and be part of a team environment that strives to be successful. When the individual must make a decision to trust another, the degree to which their behaviours and effort can be predicted can influence the speed and magnitude in which the trust-based decision is made. The consistency score reflects both *attitudes and behaviours*.



#### SCORE

#### INTERPRETATION

##### >10 High

Indicates the individual scored highly for both attitudes and behaviours. This is a desirable score and indicates the individual feels they are consistent and steady, and they overtly express this predictability by following routines and presenting a consistent image and emotional mood.

##### 0 – 10 Low

Indicates the individual falls in one of three patterns: a) high attitudes, low behaviours; b) low attitudes, high behaviours; or c) average attitudes and behaviours. The first two reflect discordance between belief and action, while the last pattern reflects average belief and action.

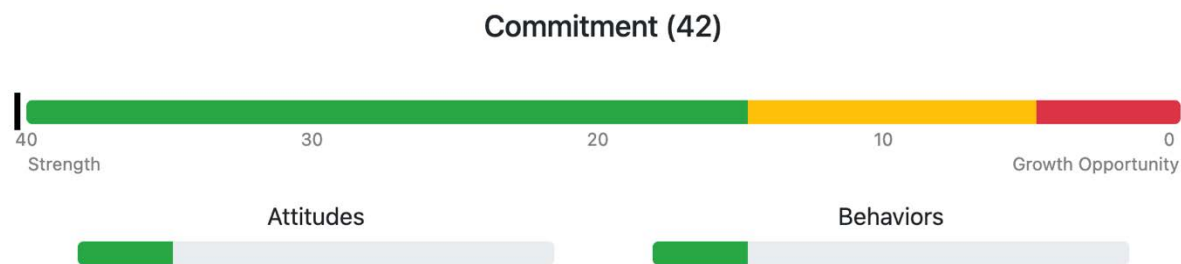
##### <0 Very Low

Indicates the individual scored below average on both attitude and behaviours, suggesting that the individual does not consider themselves to be a consistent or reliable individual and perceives their daily activity as unpredictable.



## Commitment

Commitment measures the importance the individual places on keeping commitments, as well as their self-assessed performance in this area. Individuals who make and keep commitments are often able to facilitate trust-based relationships with those around them, in part because the other individual can accurately gauge the likelihood that they will do what they say they will.



### SCORE

### INTERPRETATION

#### >15 High

The individual scored high for both attitudes and behaviours. This is a desirable score and indicates the individual feels they have a strong standard towards commitments, and they follow real targets to get things done.

#### 5 – 15 Moderate

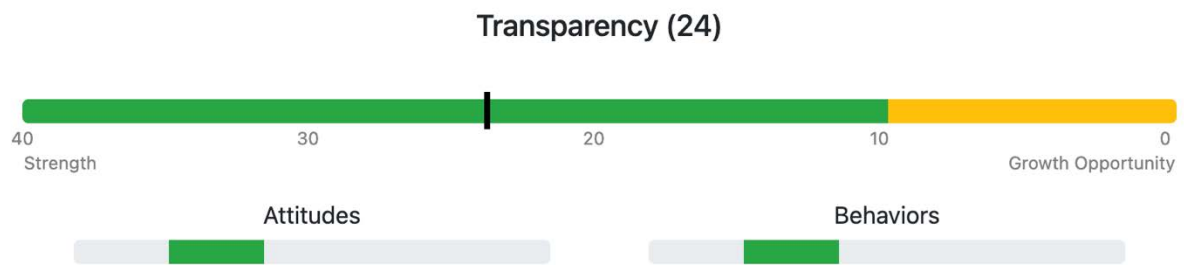
The individual falls in one of three patterns: a) high attitudes, low behaviours: b) low attitudes, high behaviours: or c) average attitudes and behaviours. The first two reflect discordance between belief and action surrounding commitment, while the last pattern reflects average belief and action.

#### <5 Very Low:

The individual scored below average on both attitude and behaviours, suggesting that they do not place a great deal of importance on keeping commitments, and admit that they have routinely broken commitments in the past.

## Transparency

Transparency measures the degree to which the individual perceives themselves as transparent, as well as displaying this quality in their professional life. Transparent individuals are direct and candid with colleagues and clients by providing all pertinent details to allow others to make informed decisions. They feel comfortable talking about their personal lives with colleagues and give off a strong perception that they have nothing to hide (no alternative agenda).



### SCORE

### INTERPRETATION

#### >10 High

The individual perceives themselves as possessing attitudes and behaviours supporting personal transparency. This is desirable and reflects that the individual perceives themselves to be candid, forthright, unlikely to hide things from others, and unlikely to speak about others behind their backs.

#### 1 – 10 Moderate to Low

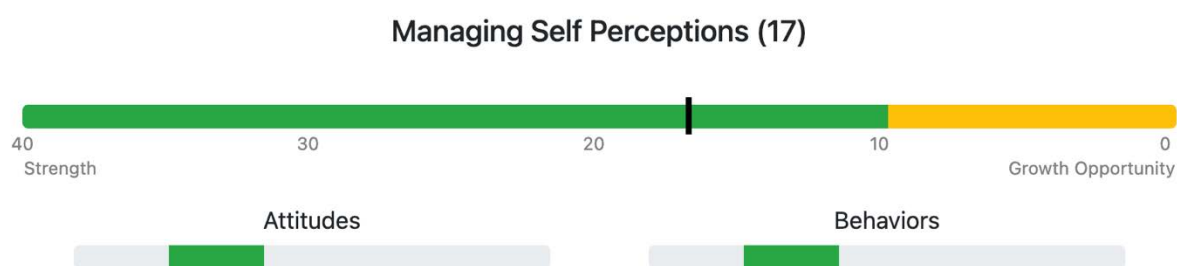
The individual falls in one of three patterns: a) high attitudes, low behaviours; b) low attitudes, high behaviours; or c) average attitudes and behaviours. The first two reflect discordance between belief and action surrounding transparency, while the last pattern reflects average belief and action.

#### <10 Very Low

The individual scored below average on both attitudes and behaviours; the individual may not feel they are candid or forthright and suggests their behaviours are not consistent with those of an individual who is transparent. This may be because the individual has things to hide or does not trust others with personal information. Their guardedness inhibits their transparency.

## Managing Self Perceptions

Managing Self Perceptions measures the degree to which the individual attempts to present themselves in a socially desirable manner, depending on the audience. Those who believe they should always be themselves when meeting others will develop more meaningful relationships than those who adjust themselves according to their audience. The Managing Self Perceptions score reflects both *attitudes and behaviours*.



### SCORE

### INTERPRETATION

#### >10 High

The individual perceives themselves as “thick skinned” and not overly concerned with others’ opinions of them. As such, the individual presents themselves in a candid manner that is consistent regardless of their surroundings.

#### 1 – 10 Moderate to Low

The individual falls in one of three patterns: a) high attitudes, low behaviours; b) low attitudes, high behaviours; or c) average attitudes and behaviours. The first two reflect discordance between belief and action surrounding self-perception, while the last pattern reflects average belief and action.

#### <1 Very Low

The individual scored below average on both attitudes and behaviours, suggesting they changes their presentation according to the audience, making it difficult for others to pin down who they really are.

## Potential to Trust

Potential to Trust measures the propensity of the individual to trust others in an expedited manner. It determines whether they will be skeptical and cautious when meeting new people, or naturally trusting of others until they have a solid reason not to. It is based on attitude only.



### SCORE

### INTERPRETATION

>30 High

The individual is trusting of others; they easily or quickly place trust in others and take what others say at face value unless given reason otherwise.

1 – 30 Low

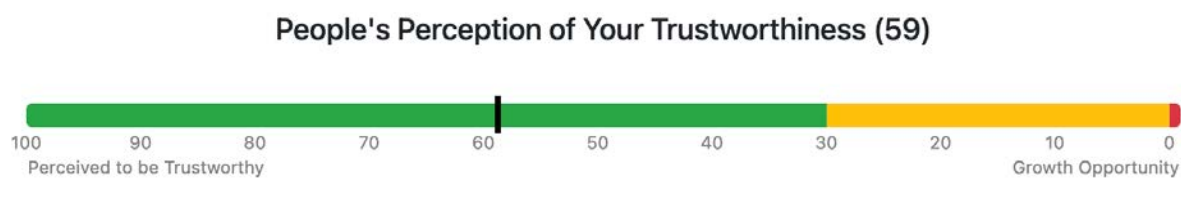
The individual puts trust in others only after getting to know them. They look for key predictors of another person's character and trustworthiness when first meeting them.

<1 Very Low

The individual does not trust others; they treat what others say with skepticism and are unlikely to put trust in them despite getting to know them better.

## People's Perception of Your Trustworthiness

People's Perception of Your Trustworthiness measures the degree to which others would approach the individual in a confidential manner, sharing personal information and trusting their advice. The score is derived from the individual's behaviour score only.



SCORE	INTERPRETATION
>30 High	The individual's behaviour and interactions with others reveal that they are likely to be perceived as trustworthy. The fact that other people confide in them is a strong indicator of this construct.
1 – 30 Low	Indicates that some that are close to the individual perceive them as trustworthy and are therefore willing to share and divulge information. Others will likely require more time.
<1 Very Low:	Most, if not all the people the individual interacts with, do not share personal or candid information. This may be a result of the job, but in most social situations it can be an indicator of perceived low trustworthiness.

## Section #8: Responses from Attitudes

The Responses from Attitudes Section is a 2-page section that shows how the individual responded to the various questions.

The SAMPLE below is of the first page only:

### Responses from Attitudes Section

17

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. (4)
4. It is easier to sell to friends than to strangers. (2)
5. I am often influenced by others. (1)
6. I would have difficulty integrating a demanding career into my lifestyle. (1)
7. I have never told lies. (2)
8. Aggressive salespeople usually make a good income but have less repeat business. (1)
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. (2)
13. People's good qualities are seldom recognized. (4)
14. I sometimes lack the energy to perform important tasks. (1)
15. Most conversations take too long. (1)
16. It is important that people approve of me. (4)
17. I am good at most things that I try to do. (5)
18. I stay focused on my priorities. (5)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me. (3)
20. Salespeople have a positive public image. (5)
21. Success is mostly luck. (3)
22. I often allow my attitude to affect my performance negatively. (1)
23. All of my habits are good and desirable ones. (4)
24. It is very important to push people to buy a product or service after you have established that they need it. (5)
25. People get the respect that they deserve. (5)
26. I generally have a positive attitude towards work. (5)
27. I never envy others their good luck. (5)
28. Salespeople make more money than they deserve. (1)
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. (3)
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. (5)
36. My first sales should be to my family and friends. (1)
37. Plans never work out. (1)
38. I often avoid difficult tasks. (1)
39. I have never been late for work or for an appointment. (1)
40. In a group, I feel uncomfortable if a person does not like me. (1)
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. (3)
44. I have been successful in developing a large network of people. (5)
45. Compliments make me uncomfortable. (3)
46. I have difficulty coping with daily job challenges. (1)
47. I have never boasted or bragged. (4)
48. I adapt to what others expect of me. (4)

## Section #9: Suggested Selection Interview Questions

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The report contains a series of **Interview Questions** over a number of subject areas based upon the responses supplied by the candidate. These questions are invaluable as they provide the interviewer with additional areas to question the individual and discover further details and insights.

The report also provides space in which the interviewer can record answers and observations. This can be useful for others who may participate in the interview process and be of further assistance to the line manager should the individual secure the role.

Below is **just one sample** of the Interview Questions contained within each report. This particular example is focused on Enterprising Potential, however, you will have access to a broad range of questions across numerous report metrics.

### Interview Questions

19

#### Enterprising Potential



Outline a situation in which you had to develop a plan and follow it to completion.

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Outline a similar situation where you had to follow someone else's plan. Which did you prefer?

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What were the advantages of each situation? Which situation suited you best?

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## Section #10: Candidate Feedback Report

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The Candidate Feedback Report is a 3-page document that can be given to candidates after they complete the **EPOP+™** assessment. This report is intended to provide them with some additional awareness of their dispositional strengths and tendencies and how those align with various vocational paths.

The report is entirely text based and positive in its content, thus ensuring a positive candidate experience. It remains your decision as to whether to share this part of the report with you candidate and that decision may be influenced by your own company's policy.

We have a number of clients who like to share this with their candidates as they believe it provides the candidate with a positive experience of the process and their interaction with the company, regardless of whether their application was successful.



### *Candidate Feedback Report*

## **ExpressPOP™**

Name : Test Test

Email : [reports@validity.group](mailto:reports@validity.group)

Phone : 0396539551

Report ID : ETM6K163Y6D

Test Date : 2021/05/19

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Thank you for taking the time to complete the POP™.

The following information identifies several of your personal strengths that are important to your career planning. The objective of the POP™ is to match you to the "best fit" position that will capitalize on your strengths and maximize your chances for a successful, rewarding career.

John C. Marshall, Ph.D.

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The first page provides the candidate with insight into their personal strengths and dominant dispositional tendencies.

### Personal Strengths / Career Needs



#### In Terms of Enterprising vs. Support Role Possibilities

You can be described as extremely competitive, enterprising, assertive, aggressive, tough-minded, determined and goal-oriented. You may display new and creative ways to reach your personal and work objectives. You typically evaluate your work, and you can sometimes be critical of your own performance. Given a goal, objective or requirement, you can develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self manager should come very naturally to you, and these skills should be refined through formal training and/or on-the-job experience.



#### In Terms of Your Style & Strength of Various Motivations

People see you as being motivated to a very great extent by your sincere concern for the well-being of others. In addition, they may see you as a person who has the potential to achieve some very meaningful objectives related to creating a good level of personal income. To achieve at the highest level that you are capable of, and to obtain both personal and financial satisfaction, you should set your career goals toward obtaining a position in an organization whose purpose has real human and/or social merit, and where you can occasionally take on challenging special tasks that are very demanding and that will reward you for their successful completion.



#### In Terms of Your Independence vs. Your Need to Be in the Team

You can be described as quite strong-minded, stubborn, demanding, firm, independent and resolute. You can be innovative in certain circumstances to achieve your objectives, and you tend to seek some additional responsibilities in your job and personal life. You would accept minimal supervision, but it would be difficult for a supervisor to guide or closely supervise you over an extended period of time.



#### In Terms of Your Orientation Toward the "People" Side of Business

You can be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You enjoy personal relationships and interactions, and would make a good company representative in terms of customer satisfaction, and personal and company public image. You value initial and ongoing interpersonal relationships.








#### In Terms of Your Orientation Toward Technical & Practical Concerns

You can be described as somewhat logical, reflective, analytical, factual and practical. Intellectual challenges, when offered without any obvious practical utility, would not appeal to you as strongly as would other kinds of challenge and opportunity. Ideas and concepts that are of solid practical use would be of more interest to you.

The second page provides a list of qualities and characteristics that the candidate should look for in a career. This information is customised to align with their various dispositional strengths.

## What To Seek / What To Avoid In Jobs

### What Should You Look for In a Job/Career that Matches You Best?

-  Look for opportunities to create your own work structure and to develop your self-management skills through training in time management and activity planning. The opportunity to put solid effort into the job each day is a real plus for you, as you know that effort invested consistently will produce the results you seek in both productivity and recognition.
-  Your best prospects for both personal satisfaction and personal productivity can be found in career directions that focus on challenging jobs in which you can see a real value in terms of rendering a valuable and valued service to people.
-  Make sure that any new position that requires you to accept close supervision and control initially will have those controls removed when your performance demonstrates that you no longer need the help.
-  You should look for employment that provides you with "people" contact or some public relations opportunities. You derive satisfaction from interaction with other people in both personal and work environments.
-  Look for employment that has a limited amount of analytical, technical and discovery learning to it. There are other challenges and rewards in the work environment that are more appealing to you. When you discover these, target them as ideal job requirements/opportunities.

The final page of the report uses those same dispositional strengths and tendencies to provide the candidate with a list of career features that they should attempt to avoid.

## What To Seek / What To Avoid In Jobs

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

- Avoid tightly and rigidly structured work situations. If there is no room to put your personal touch to work in organizing and managing yourself, the job may become too constricting for you. Try to avoid jobs that may limit your self-management skills development. You have a strong need to be a self manager, and that affects your personal productivity and your sense of satisfaction with any job.
- Avoid jobs that you perceive as having little service orientation. If the company tends to reward everyone the same, regardless of their effort and results, your desire to be valued for your productivity is unlikely to be satisfied with them.
- Avoid career paths that have vague supervisory requirements or that expect you to accept continuing and close supervision for a prolonged period of time. You would eventually rebel at being supervised too much and too closely.
- You should avoid employment in jobs that have only limited feedback from others. You should also not be in situations that isolate you from others.
- Avoid jobs that are particularly detail-oriented. Jobs that require you to quickly learn and apply new technologies or vast amounts of new information won't be particularly satisfying.

# Converting Recruits with the EPOP+™

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The EPOP+™ is a multi-purpose assessment that can be used for selection, promotions, New Grad programs, training and development planning and budgeting, coaching, self-awareness, succession planning, and outplacement programs, to name a few.

The report is also used extensively up front in the recruitment or attraction process as a **conversion tool**.

Many new recruits, especially those venturing down career paths where they have little to no experience, can sometimes feel quite overwhelmed and anxious about the process. Using the EPOP+™ as both a validated objective evaluation tool, as well as a platform through which a career management conversation can take place, are effective strategies that can help convert potential recruits and support those high potentials development plans.

## Validated Objective Evaluation Tool

Many recruiters use the Predictive Snapshot page to help candidates understand that they possess many of the natural qualities that have been statistically linked to success in these careers. Using our 3rd party validated data points can help ease some of the anxiety and apprehension that a potential recruit may be feeling, especially if they are making a significant career change.

### Recommendation



"Golden Eagle"

### Sample Recruiter Conversation

"I bet you are curious why I think you would be a strong fit for this position. Well, we have successfully used this assessment tool for years and it has been validated and benchmarked against top performers, and according to this report you have many of the exact same qualities and traits as those people".

## Career Management Conversation

Another effective conversation strategy is to help recruits better understand what they are looking for in a career and help them align that pursuit with their natural strengths and the characteristics of your specific opportunity. The Candidate Feedback report, in the previous section, provides great insights into the type of careers and work environments that are well aligned with the candidate's natural tendencies. Use that information, along with the career pathing model on the following page to help the candidate understand why your opportunity would be a strong fit for them.

# Career Pathing Model

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## Job Satisfaction

The Career Path you are on is a multi-lane highway. Each lane is a job within a career path. One destination contains your professional desires, and the opposite destination contains the options you do not want. Most people are in a lane on this highway, but do not know, or think about, where that lane is leading. It is time to plan your career.

*An effective career management conversation includes 4 questions:*

### Question #1:

#### **What do you currently like about your job/career?**

Identify their employment desires, both quantitatively and qualitatively. Quantitative components include salary levels, working hours, working week, and work locations. Qualitative issues include working conditions, career prospects and where they are situated in the chain of command.

### Question #2:

#### **Define what you currently dislike about your job/career?**

These are independent issues, and not always the flip side of what they want. It may be important that they have their own office, but this may not exclude a desire to working with others. They might want to work remotely, or in a team environment.

### Question #3:

#### **Identify a career path that interests you.**

A career path is a group of jobs that all head in the same direction. The education/training field is a career path. The jobs (lanes) along this highway include teacher, principal, trainer, professor, seminar leader, lecturer, etc.

### Question #4:

#### **What additional characteristics would you like to have in your next career?**

This question is intended to get them to build on the list of factors that they identified in Question #1. This is the opportunity to align their goals/needs/desires with their specific career opportunity (e.g., flex hours, performance compensation, professional development etc.)

This career management conversation is intended to help the candidate start to talk about making a career change (disturb them). While at the same time having them come to realise that there are things about their current career that do not appeal to them. By helping them see that there are things they want in a career that they aren't getting, and that your opportunity checks off more of these boxes, you have moved them closer to making a career change decision.

*What to seek in a Career Path?*

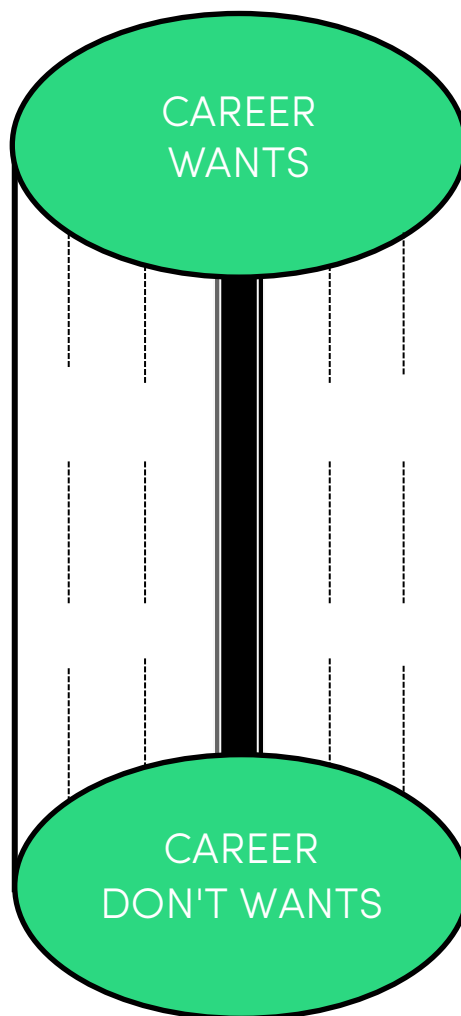
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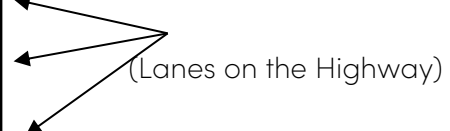
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**THE CAREER PATH**  
(Major Highway)



*Jobs and job Clusters*



*What to avoid in a Career Path?*

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For further information and support, email us at [info@validity.group](mailto:info@validity.group)