



## PERSONAL ORIENTATION PROFILE






### SYSTEM V

<b>CONTENTS</b>	<b>Page</b>
P.O.P. Snapshot of Sales Potential	1
Executive Summary of Sales Potential	2
Predictor Score Summary/Recommendations	3
E.P. Summary/Questions/Training	4
A.P. Summary/Questions/Training	5
I.P. Summary/Questions/Training	6
P.O. Summary/Questions/Training	7
Inv. Summary/Questions/Training	8
Retention Prospects	9
Summary of Scores & Cautions	10
<b>Call Reluctance Report</b>	
Managing Rejection Scale	1
Prospecting Orientation Scale	2
Commitment to Product Scale	3
Commitment to a Sales Career Scale	4
<b>Candidate Feedback Report</b>	
Personal Strengths/Career Needs	1
What To Seek/What To Avoid In Jobs	2

#000000 for Sample Person on January 21, 2002

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**P.O.P. Snapshot of Sales Potential**

<b>Results Reliable?</b>	Some Questions	Seems O.K.	O.K.
			
<b>A Self Manager</b>	Not Likely	With Coaching	A Natural
			
<b>An Effort Person</b>	Needs Coaxing	Works to a Plan	Yes-Use Coaching
			
<b>A "Team" Person</b>	Too Much	A Team Member	A Team Leader
			
<b>A "People" Person</b>	Uninterested	People are O.K.	Definitely
			
<b>\$/Challenge Motivated</b>	Very Little	Yes	Very Much
			
<b>Service Motivated</b>	Very Little	Yes	Very Much
			
<b>Security Motivated</b>	Very Cautious	Takes Some Risks	Will Take Risks
			
<b>Independent</b>	Becomes Dependent	Sometimes	Very Strong
			
<b>Controls Self (SD)</b>	Not in Control	Yes	Totally in Control
			
<b>Handles Stress (SC)</b>	Poorly	O.K.	Totally in Control
			
<b>A Good "Prospector"</b>	Not Likely	With Training	COACH to Excellence
			
<b>A Good "Closer"</b>	Weak Closer	Soft/Persistent	Tough/Persistent
			
<b>Likes Learning</b>	Uninterested	O.K. When Needed	Loves It
			
<b>Chances for Survival</b>	Risky	With+++Effort??	With Effort-Good
			
<b>2nd Year Performance</b>	Below Average	+++Effort=Average	++Effort=Superior
			
<b>Total Recommendation</b>	Doubtful	With+++Effort-Maybe	With Effort-Yes
			

**Executive Summary of P.O.P. Results**

PS = 87	EP = 82	AP = 19	IP = 11	SD = 51	UC = 9	SC = 66	CR = 53
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PROSPECTING ABILITY?	Excellent - should be a self-manager
CLOSING STYLE/ABILITY?	Hard closer style - moderate persistence likely
HOW CONFIDENT?	Very high - in control and self confident
A PEOPLE PERSON?	Definitely yes! People are a turn-on
LIKES LEARNING?	Sometimes yes. Depends on the demands/topic
WHAT ABOUT STRESS?	Very good - handling life stresses very well
TRAINING NEEDS?	Train intensely and quickly and get this person out doing the job as soon as possible. All usual training needs apply to all candidates.
PERFORMANCE LEVEL?	Very high performance is very possible
START FAST OR SLOW?	A fast starter with fairly quick development
SUPERVISION NEEDED?	After training only occasional supervision needed
STRONGEST NEEDS?	Provide the opportunity to be successful with variety and challenge.
WHAT ARE THE RISKS?	Very High Pred. Score - constant challenge needed. There are no other apparent high risks.
HOW DO WE RETAIN?	Lots of challenge and income. Lots of variety No other specific considerations are apparent
CHANCES FOR SURVIVAL?	A really good chance for survival
WHAT ELSE?	Boredom, even in what others would see as a very challenging situation, is a threat to retention.

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**Summary and Recommendations Concerning the Predictor Score**

Predictor Score (PS) = 87	Achievement Potential (AP) = 19
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This is a very strong result on the Predictor Score and indicates the potential for an exceptionally high level of performance. People like this can sometimes survive and prosper even in environments which are not at all supportive. If he is really this good, he will already have an outstanding HISTORY OF EFFORT and probably lots of demonstrable SUCCESS.

**Notes/Additional Questions/Answers**

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### Enterprising Potential (E.P.) Selection Questions & Coaching Needs

EP = 82		
EP < 10 is WEAK	EP 10 - 20 is MARGINAL	EP > 40 is STRONG

**Selection Considerations** In competitive business environments, his strength on the E.P. Scale would indicate a strong potential for basic survival. He should have a very strong natural inclination towards being a self-manager. Given formal training in planning and time management skills, he should be able to make a routine of the daily effort required to maintain the basic contact activities essential for survival in demanding business opportunities.

**QU** What kind of natural orientation does he have towards being a self-manager, i.e., how quickly and effectively can he learn to plan and organize himself and manage his time to get the daily, weekly etc. objectives met?

**QU** How willing is he to take any learning opportunities to develop his self-management potential for use within the career, either from within the company or through outside sources?

**QU** Ask about any specific tasks or requirements he may have had in the past which will show how he can take the requirement, convert it into a plan for action and how he manages his time and focuses his effort each day to get the job done. Ask him for references to verify the examples.

**Coaching Suggestions** Maximize existing strengths through training in basic personal time management and activity planning skills. Develop specific job related task planning and self management skills. Train him in these areas and monitor his planning and his activities until he demonstrates consistency. He can and will work best if you focus on the management of his EFFORT.

#### Notes/Additional Questions/Answers

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### Achievement Potential (A.P.) Selection Questions & Coaching Needs

AP = 19

AP < -15 is STRONG CAUTION

AP 0 to -15 or > 40 is MILD CAUTION

**Selection Considerations** This is quite a strong result on the A.P. Scale. He would appear to have good prospects for a high level of success in terms of his commitment to earning an exceptionally good income and feeling good about himself because of the challenging situations he has mastered. He may get bored easily if not given very challenging requirements routinely.

**QU** You really want to know if this apparently very high level of achievement motivation has reflected itself in his behavior. Ask him to tell you about things he has done in the last two years which would show what motivates him and how effectively he does perform when motivated to do so. **IMPORTANT!** Ask him to give you examples of his performance in things which he does not feel were particularly motivating. Can he get the job done with vigor and enthusiasm even when he is not keen on it? Check with references.

**QU** What does he feel motivates him? Does he do things primarily for the sense of accomplishment that success brings and/or for the more tangible rewards that come with being successful?

**QU** Has he had some really good successes in work, in sports, in education or in his personal life where he has faced some real challenge and won? Check the examples with his references.

**Coaching Recommendations** He will want to get on with the job very quickly so a short and intensive introduction and training period would be advised. Key issues should be to learn closing techniques and to develop practical skill in their use. He must understand that he will be under close supervision and scrutiny only until he shows by his performance that he is doing the job correctly, ethically and legally and that his achievements show that he is using the energy and commitment profitably.

**Notes/Additional Questions/Answers**

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### Independence Potential (I.P.) Selection Questions & Coaching Needs

IP = 11

IP < -25 IS VERY DEPENDENT

IP > 25 is VERY INDEPENDENT

**Selection Considerations** This is a moderately high and positive result on the I.P. Scale. Since this is a third level factor in the prediction of survival and eventual performance, this moderately positive result has importance only if the individual is already both a demonstrably good self- manager and a solidly achievement motivated person. If he is, then he could be seen as easily assuming a self-managing role once his initial training and supervision is completed. He should be virtually 'maintenance free' from a supervision point of view once he is in the mainstream of work.

**QU** Ask him to tell you about work or personal situations within the last two years in which he has had to operate essentially on an independent basis. Did he succeed at whatever he was trying to do? Did he find it gratifying to do it pretty much on his own? Is that the way he prefers to accomplish objectives in his work situation? In his personal commitments too?

**QU** Ask him for examples of situations in which he has had to work or wanted to work in a 'team'. How did these situations work out? Were they successful and satisfying? Check with references.

**QU** Has he done anything in the line of self initiated study, practical work or personal experiences or company sponsored learning opportunities to develop new skills aimed at enhancing either his independence and self reliance or at making him better able to understand and work in a team with others?

**QU** Has he ever had difficulty in dealing with an immediate superior? When and under what circumstances? Were the issues those of productivity or personality clash or what? How did he resolve the issues?

**Coaching Suggestions** His training can be concentrated in areas other than that of training for independence. Keep the course as short and to the point as possible because he will want to get into the working situation as soon as possible to try out his new skills and to ease away from supervision. However, don't be misled by this level of strength in independence, he must still earn his way out of close supervision by demonstrated performance.

#### Notes/Additional Questions/Answers

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**People Orientation (P.O.) Selection Questions & Coaching Needs**

PO = 31		
PO = 0 is OK	PO -15 is MARGINAL	PO -25 is CAUTION

**Selection Considerations** This is a very strong result on the P.O. Score. This person will find a position with lots of interaction with new people to be a real plus. Keep in mind as well, that people who are extremely people- oriented can also be sensitive to rejection if the interaction feels wrong.

**QU** Ask him how he feels about meeting and putting people at ease. Examples?

**QU** How well does he adjust to different personalities? Examples?

**QU** How does he feel and what has he done about the importance of team work and good public relations in achieving company goals? Examples?

**Coaching Recommendations** Training in the field will probably be most effective if he is paired with another highly 'people oriented' type 'coach'.

**Notes/Additional Questions/Answers**

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**Investigative Orientation (Inv.) Selection Questions & Coaching Needs**

INV = -2		
INV = 0 is OK	INV -10 is MARGINAL	INV -25 is a CAUTION

**Selection Considerations** This is an average to low average result on the Inv. Score. If he has successfully completed some program of training in the last few years, this will be an indication that he should be able to succeed at most basic training programs.

**QU** Ask him how he feels about 'going back to school' and learning new things related to his current job and to possible future career needs. What has he done on his own in the last two years to upgrade his technical, practical or personal skills?

**QU** What does he see as his areas of current technical/practical competencies both on the job and in his personal life? Does he feel that he can use these competencies as a basis for further personal and technical growth? Is he willing to invest his own time, EFFORT and money, if necessary, to get the learning experiences that will aid any career development?

**Training Suggestions** Don't just assume that if he has the books and materials that he will learn the content. Probably he should be monitored carefully through training to ensure that he does learn the necessary material.

**Notes/Additional Questions/Answers**

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## What Will We Have To Do To Keep This Person With Us?

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

Retention Considerations He may balk at working within an overly structured work situation as he needs continuing opportunities to customize the job structure to make it his own. He will likely need little managing in the long run from the standpoint of structuring and organizing the work.

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

Retention Considerations Probably he can become bored very easily so constant challenge in the work situation will be needed to keep him interested and producing at the level which he is capable of achieving.

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

Retention Considerations He will be a lot more satisfied in the long run if he has a good degree of freedom of action in how he does business. If he is in a group or team situation, he will occasionally feel the need to lead the group and if he can do so it could make the job sufficiently varied and interesting to capture and retain his interest.

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

Retention Considerations Since he gets a lot of his satisfaction out of people contact, recognition from the boss and his peers will be very important.

### **Based on the Investigative Orientation (Inv.) Results**

Retention Considerations It is likely that he would find it a disincentive having a constant pressure to learn new material and/or new methods.





**MANAGING CALL RELUCTANCE**

**PERSONAL ORIENTATION PROFILE**

**SYSTEM V**

**Call Reluctance Score =53**

Excellent

Good

Caution

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**#000000 for Sample Person on January 21, 2002**

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### Managing Rejection

Very Good	Good	Average	Caution	Difficult

**Overview**

His average score on the managing rejection scale indicates that he could be quite sensitive during the sales process and would require additional coaching and training strategies to be an effective performer. He would require reasonably structured sales tracks that allow for individual input and ongoing development.

**Question Analysis**

Item analysis reveals that his responses to the following items give rise to some concern with respect to this scale.

- I avoid actions that might make other people dislike me.
- It is important that people approve of me.
- I adapt to what I think others expect of me.
- It is very important to push people to buy a product or service after you have established they need it.

**Candidate Interview Questions**

- In the ideal sales situation or interpersonal relationship, what percentage of time do you spend listening and talking?
- What are the major qualities you would like to develop that would help you become successful with us?
- What qualities do you have to change?
- Do you make friends quickly or does it usually take a long period of time for others to get to know you?
- Is it more important to be respected or to be liked by others? Why?

**Notes/Additional Questions/Answers**

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### Prospecting Orientation

Strong	Good	Average	Marginal	Weak

**Overview**

He would enjoy and be quite comfortable in dealing with prospects in his natural market providing he has a strong commitment to product. Prospecting in cold markets would provide a positive challenge with appropriate training and joint field work with a mentor or manager.

**Question Analysis**

Item analysis reveals that none of his responses to the questions on this scale raises any concerns.

**Candidate Interview Questions**

- Once successful as a salesperson, which friends and family members would you to recruit into sales? Why?
- What other products or ideas have you sold successfully to your friends or family members?
- Why aren't your family and friends a good source of sales?
- Who do you see as your best sources of sales? Why?
- How do you plan on developing a client base within these sources?

**Notes/Additional Questions/Answers**

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### Commitment to Product

Unnecessary		Desirable		Essential

**Overview**

He would probably develop a commitment to the product by approaching prospects in his natural market and determining the type of feedback he was receiving. If the feedback proved neutral or negative, he would require coaching to help him understand the benefits of the product. Approaches for generating feedback and integrating the feedback into his value system would help him achieve high levels of performance. Coach the sales process with emphasis on developing the need.

**Question Analysis**

Item analysis reveals that none of his responses to the questions on this scale raises any concerns.

**Candidate Interview Questions**

- Are there people or organizations that you would not approach with our services and products?
- What additional features would be needed to meet the needs of these organizations?
- To make a sale, is it more important for the salesperson or the client to believe in the product? Why?
- How do our products and services compare to others you are aware of?

**Notes/Additional Questions/Answers**

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### Commitment to a Sales Career

Very High	High	Average	Low	Very Low

**Overview**

The recruiting process should explore the motivation of this individual for considering a sales career. It will be essential to assure that he wants the benefits associated with a sales career rather than simply not being satisfied with his current job or employment situation. Management should avoid over selling the career during the hiring process. Ask him for his career goals rather than outlining all the features of a career in sales.

**Question Analysis**

Item analysis reveals that his responses to the following items give rise to some concern with respect to this scale.

- Most people would prefer not to deal with salespeople any more than necessary.

**Candidate Interview Questions**

- How would you describe the ideal salesperson?
- Which of these qualities do you possess and which ones would you need to develop?
- Describe the last time you were approached by a salesperson and bought something. What did you like and dislike about the salesperson?
- How much does a salesperson influence the buying decision?

**Notes/Additional Questions/Answers**

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**CANDIDATE FEEDBACK ON THE RESULTS OF THE  
PERSONAL ORIENTATION PROFILE  
SYSTEM V**

**An Overview of Your Personal Characteristics & Career Strengths**

<b>Contents</b>	<b>Page</b>
Personal Strengths/Career Needs	1
What To Seek/What To Avoid In Jobs	2

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## Personal Strengths/Career Needs

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

You would 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 and you will be self-evaluative and sometimes critical of your own performance. Given an aim, objective or requirement, you would be able to 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**

In comparison with most people, you would be described as strongly achievement oriented, quite hard driving, active, eager and sometimes impatient. In some circumstances, just taking on a challenge because it is a challenge is enough motivation for you because it makes you feel confident about your capabilities. In your career, you will want some challenge for its own sake, but in the main, the rewards, both financial and recognition, for doing the job well and being productive will be the main motivators. Earning a high income and having a strong sense of personal achievement will be your way of evaluating how well you are doing in your career.

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

You would be described as somewhat strong-minded, stubborn, demanding, firm, independent and resolute. You can accept moderate levels of supervision, and in these circumstances, you would develop some practical alternatives for achieving objectives. A great deal of detailed work or work with little inherent responsibility would not be the kind of work to which you would give your greatest commitment and best all-round performance.

### **In Terms of Your Orientation Towards the 'People' Side of Business**

You would be described as extremely sociable, entertaining, cheerful, genial and outgoing. In addition to being a fluent talker, you would be comfortable with new people, value social interaction and make new friends easily. Generally, you would be a good company representative and have the ability to communicate with a wide variety of people in a number of different functions. Being extremely sociable could make you somewhat sensitive to rejection.

### **In Terms of Your Orientation Towards Technical & Practical Concerns**

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

## 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 by 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.
- + Look for a career path with the opportunity to undertake major personal challenges and which will reward you financially in proportion to your effort and your accomplishments. Taking on challenges for the sake of the challenge itself and for the recognition you may receive when you are successful may be a sufficient motivator in some cases.
- + Look for opportunities to work under only moderate supervision so that you may continue to develop your relatively independent approach to your work. In a team situation, expect to be in an occasional leadership role.
- + Look for employment that provides you with lots of people contact on a daily basis. A job with a great deal of person to person interaction and public relations opportunities would be ideal for you.
- + 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 which are more appealing to you. When you discover these, target them as ideal job requirements/opportunities.

### 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 which is a very strong need in you for your personal productivity and your sense of satisfaction with any job.
- Avoid jobs which treat everyone the same, regardless of how much effort they put in or how much they achieve. Non-challenging or repetitious jobs are probably not going to make use of your powerful achievement potential.
- Avoid jobs in which you must do it your supervisor's way indefinitely and which totally lack the opportunity to approach your work in a creative fashion. You need room to exercise some independence and leadership.
- You should avoid employment that would isolate you from people. A job that lacks social interaction would not be adequately stimulating and rewarding to you.
- 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.