



STEVEN ROSEN  
AUTHOR | COACH | SPEAKER

## PERSONAL ORIENTATION PROFILE - POP™

### VERSION 7.0

CONTENTS	Page
<input checked="" type="checkbox"/> P.O.P. Science Score	2
<input checked="" type="checkbox"/> Summary of Scores & Cautions	3
<input checked="" type="checkbox"/> P.O.P. Snapshot of Sales Potential	4
<input checked="" type="checkbox"/> Management Preview	5
<input checked="" type="checkbox"/> Selection Considerations	6
<input checked="" type="checkbox"/> Interview Questions	7
<input checked="" type="checkbox"/> Responses from Opinions Section	15
<input checked="" type="checkbox"/> Training & Coaching Suggestions	16
<input checked="" type="checkbox"/> Retention Prospects	17
<input checked="" type="checkbox"/> Candidate Feedback	18
<hr/>	
<b>COACHING GUIDE FOR MANAGERS</b>	
<b>SELF-COACHING GUIDE FOR INDIVIDUALS</b>	

Create Report

**#POP7**

2009/04/21

Name: Sample Sample

Telephone:

Email: [sample@sample.com](mailto:sample@sample.com)

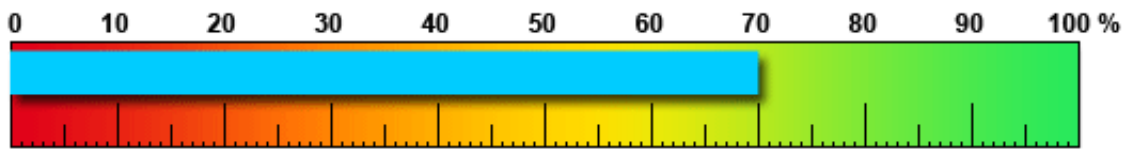
Requested By:

OVERALL RECOMMENDATION



PROCEED WITH EXTREME CAUTION  
 PROCEED WITH CAUTION  
 PROCEED

PROBABILITY OF SUCCESS



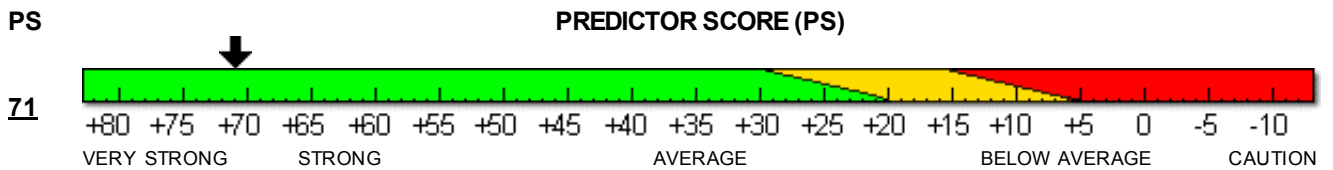
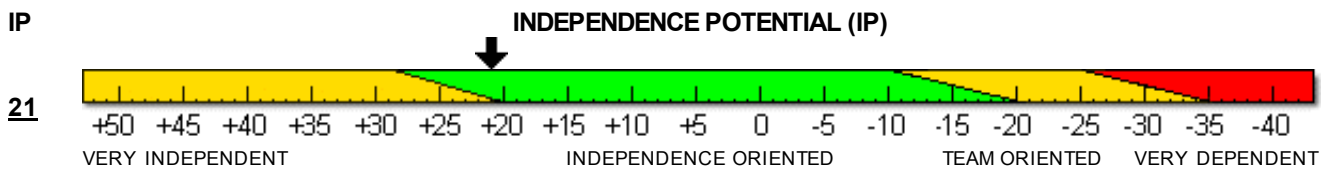
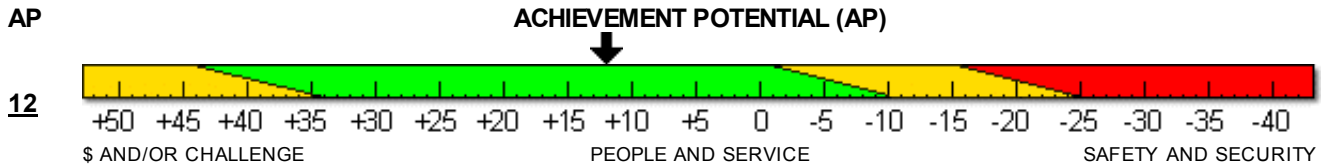
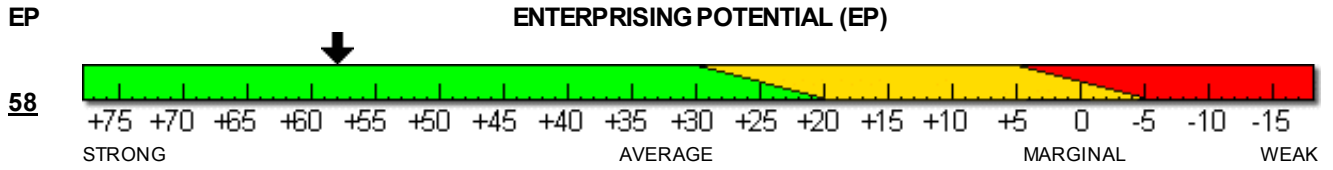
P.O.P. SCIENCE SCORE

	Score		Rating
<b>EP = Enterprising Potential</b> Predicts Daily Activity and Survival	<u>58</u>	If EP is 60 or higher    5 If EP 40 - 59            4 If EP 20 - 39            3 If EP is less than 20    2	<u>4</u>
<b>AP = Achievement Potential</b> Describes Motivational Factors and Predicts Closing Style  <b>IP = Independence Potential</b> Describes the Comfort and Need for Structure and Systems	<u>12</u>  <u>21</u>	<b>Subtract 1 if:</b> AP is less than -5 or IP is less than -25	<u>0</u>
<b>SD = Self Directed</b> Reflects Feelings of Being in Control  <b>CR = Call Reluctance</b> Reflects candidate's attitudes about prospecting, handling rejection and sales as a career.	<u>36</u>  <u>61</u>	<b>Subtract 1 if:</b> SD is less than 25 or CR is less than 30	<u>0</u>
		<b>FINAL POP™ RATING (min. 1)</b>	<u>4</u>

Science Rating

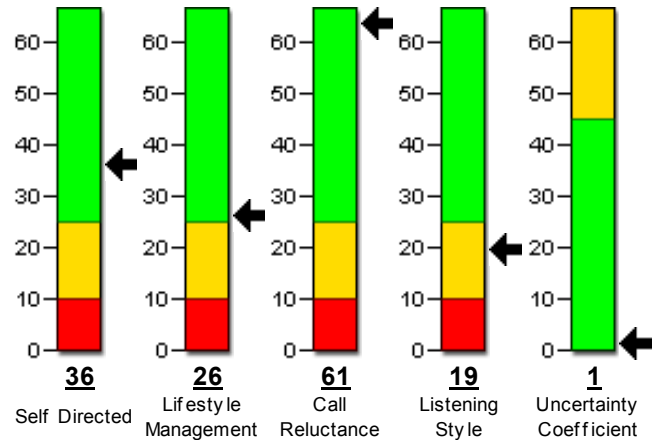
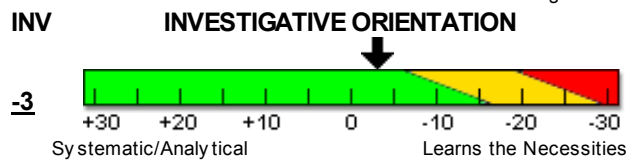
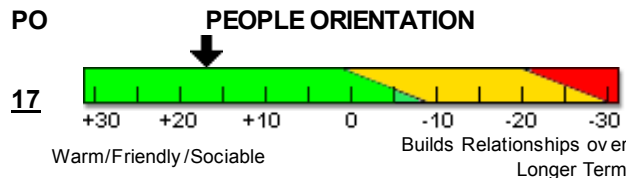
5 Excellent	4 Above Average	3 Average	2	1
<b>Proceed</b>			<b>Proceed with Caution</b>	<b>Redirect</b>

SUMMARY OF SCORES & CAUTIONS



COMMUNICATION STYLE

ATTITUDES



58  
EP

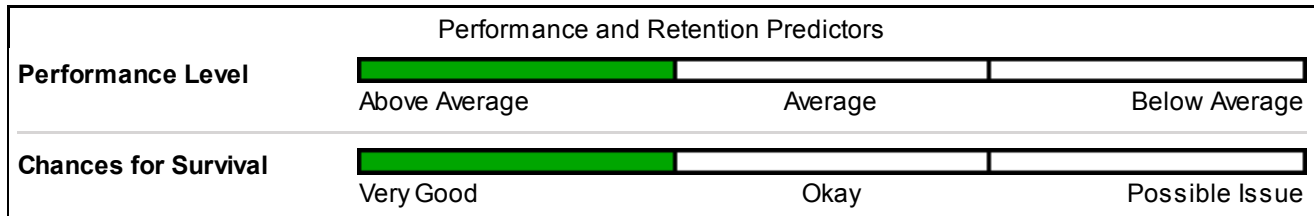
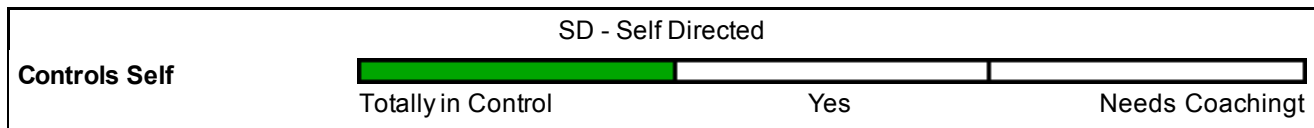
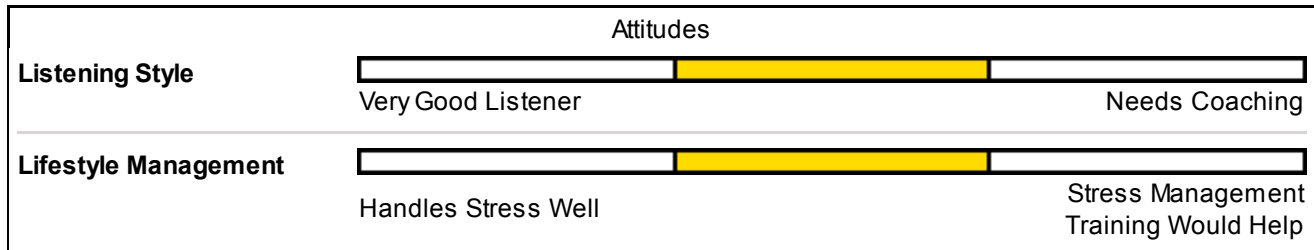
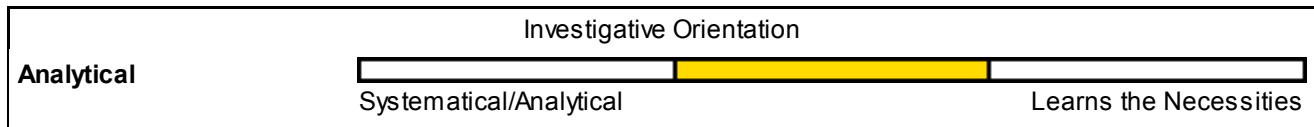
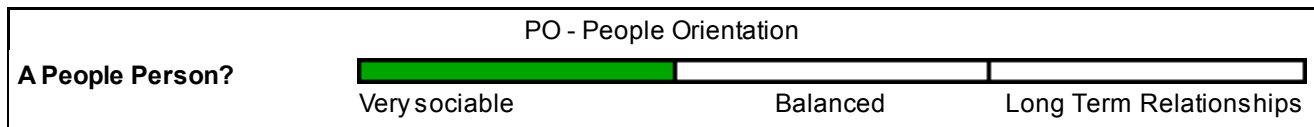
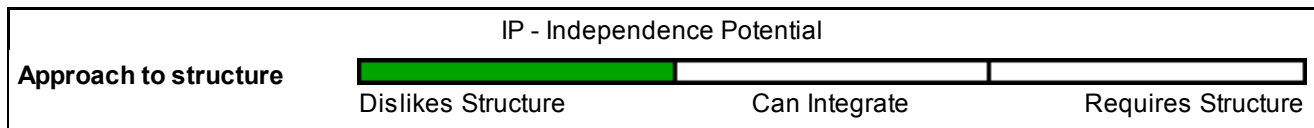
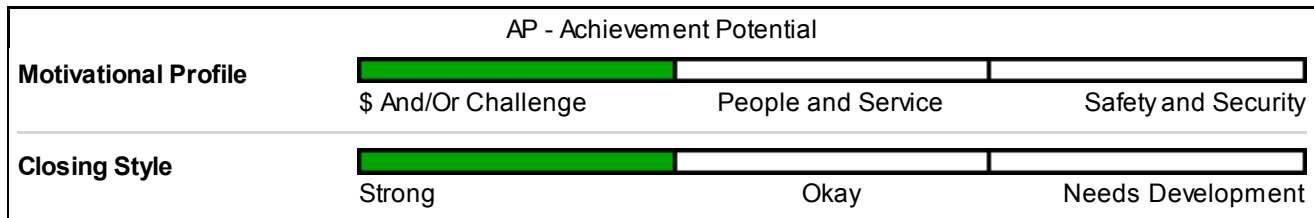
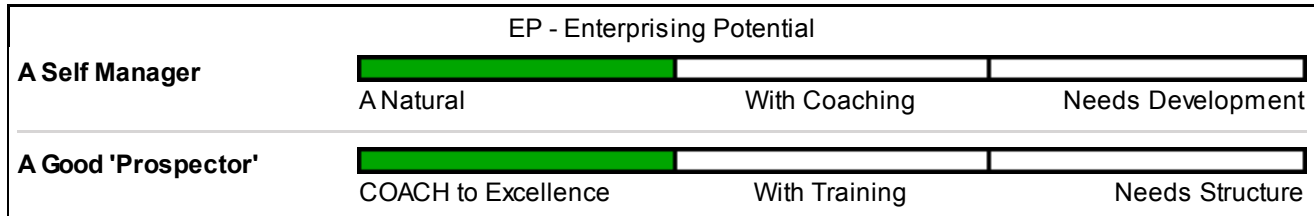
86  
BL

12  
AP

21  
IP

71  
PS

SNAPSHOT OF SALES POTENTIAL



MANAGEMENT PREVIEW

Performance Management

Potentially demanding								Accepting of modest performance

An indicator of this person's performance expectations as they relate to managing a sales force.

Leadership Style

Autocratic								Team Member

A measurement of a person's natural leadership style and approach with others.

Training & Development

Excellent								Caution

The natural inclination to train and develop new representatives.

Recruiting/Attraction

Excellent								Caution

The potential to attract a high volume of recruits.

OVERALL PREVIEW

Excellent								Functional

An overall assessment of this individual's potential as a sales manager.

---

## SELECTION CONSIDERATIONS

**Enterprising Potential (E.P.):** In competitive business environments, her strength on the E.P. Scale would indicate a strong potential for basic survival. She should have a very strong natural inclination towards being a self-manager. Given formal training in planning and time management skills, she 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.

**Achievement Potential (A.P.):** This is an acceptable result on the A.P. Scale. This level of A.P. Scale results predicts the potential for eventual higher than average performance. She has a strong need for achievement and she will be anxious to finish any training requirements and get started at the job.

**Independence Potential (I.P.):** This is a strong score on the I.P. Scale. In the job for which she is being considered, if you can eventually offer her an opportunity to work in a very independent way, assuming that she has earned the right to do so through demonstrated performance, then she may be able to express her independence productively. If your operation is such that tight supervision and control are and remain in place indefinitely, problems will occur. She would be essentially a 'maintenance free' employee from a supervisory standpoint once she has moved out of the initial training and supervision framework.

**People Orientation (P.O.):** This is an acceptable result on the P.O. Score. Generally a result like this has no bearing, either positive or negative, on selection recommendations.

**Investigative Orientation (INV.):** This is an average to low average result on the INV. Score. If she has successfully completed some program of training in the last few years, this will be an indication that she should be able to succeed at most basic training programs.

### Call Reluctance

Sample is quite comfortable prospecting and managing call reluctance. She would also enjoy the challenge of prospecting and selling in her natural market. She would require only minimal support to deal with call reluctance.

**Managing Rejection:** Her high score on the managing rejection scale indicates that she would tend to perceive the sales process in a very objective manner. She would be primarily focused on identifying client needs rather than on how the client was responding to her personally during the sales process. She would benefit from training to become consciously aware of this competence. She is very unlikely to confuse a client's feelings about the product with feelings toward her personally.

**Prospecting Orientation:** Sample would tend to be reluctant to approach specific contacts in her natural market and might avoid business networking at both formal and informal social gatherings. She would need coaching on the benefits of consistent prospecting and networking. An extremely strong commitment to product and a well developed sales track would be prerequisites to consistent activity and high level performance.

**Commitment to a Sales Career:** She has a very positive image about salespeople and a sales career. From a motivational perspective, a manager can facilitate very high performance levels by reinforcing this concept during early training and throughout the developmental process. Her self-esteem levels, which will dictate her expectation levels, will be based to a great extent on her career and will not easily be impacted by rejection.



# INTERVIEW QUESTIONS

---

## **Enterprising Potential (E.P.)**

- Tell me about a time where you were required to use your self-management skills in completing a project or working towards meeting an objective.

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me about a time where you were thrown into a project or situation with very little guidance or direction. What did you do?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me about a time when using your own initiative made the difference in achieving needed results. What actions did you take?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me about a time where you converted a goal/task/directive into a plan of action. How did you manage your time and focus your effort each day to get the job done?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Additional Notes:**

**Achievement Potential (A.P.)**

- What motivates you to put forth your greatest effort in life?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me about a time when you used your persistence and/or "stick-to-itiveness" to overcome a difficult situation/obstacle.

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me about a time where you have worked effectively to achieve bottom line results.

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Describe a time in your past where you made and kept performance commitments to ensure your success.

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Tell me what you have done most recently to show your commitment to your own personal and professional growth? Education? Skill development programs?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Additional Notes:**



**Independence Potential (I.P.)**

- How have you functioned as part of a 'team' both in your work and in other interests? How do you feel about work or personal situations in which you have to operate entirely on your own? Which do you feel is most likely to bring the greatest productivity and satisfaction?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Are there any specific examples of things that you have done to promote 'team' harmony and effectiveness at work or in other personal commitments? If so, how successful were you?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Have you tried to improve yourself in areas of supervision or management? Have you taken any formal or self-study programs? Have you had any specific learning experiences in these areas? Will you take such programs now to further your development?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- In what way(s) do you currently rely on your direct supervisor/manager for guidance and support?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Describe a situation where you were given a task and asked to complete it with very little guidance or structure. How did you respond to the request? What did you do?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Additional Notes:**

**People Orientation (P.O.)**

- Describe a recent situation where you had to utilize your communication skills to initiate and sustain a conversation with someone you did not know. How did you feel?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Describe a situation in which your skill in working with people made the difference in your success.

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Investigative Orientation (INV.)**

- Tell me about any creative, innovative ideas you developed in your current job or in any of your outside interests. In your present or most recent job/department, have any of your ideas that you may have had that you were not able to develop to the extent that you wanted to try them?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Describe any new learning experiences that you have had -- either self-taught or those gained through formal channels. Have you had a significant technical learning experience or practical competence development in the last two years? What do you do to keep abreast of technical or practical developments in your current job?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Additional Notes:**

**Managing Rejection**

- In social situations, do others tend to approach you or do you usually initiate contact? Why?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What strategies do you use to get new acquaintances to like you or buy from you? How important is this in the sales process?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What actions or behaviors do you dislike in other people?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Describe a situation where you felt someone disliked you because of something you did? What did you do to correct the situation? Were you successful in getting the other person to like you?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Additional Notes:**

**Prospecting Orientation**

- Once successful as a salesperson, which friends and family members would you try to recruit into sales? Why?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What other products or ideas have you sold successfully to your friends or family members?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Why aren't your family and friends a good source of sales?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Who do you see as your best sources of sales? Why?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- How do you plan on developing a client base within these sources?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Additional Notes:**

**Commitment to Product**

- Are there people or organizations that you would not approach with our services and products?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What additional features would be needed to meet the needs of these organizations?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- To make a sale, is it more important for the salesperson or the client to believe in the product? Why?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- How do our products and services compare to others you are aware of?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Additional Notes:**

**Commitment to a Sales Career**

- How would you describe your ideal career? How does this sales career fit into your career planning?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What is the image of a salesperson according to the general public?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- How would your best friend describe a salesperson?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Are any of your family or friends involved in sales?

Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Additional Notes:**

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



## TRAINING & COACHING SUGGESTIONS

---

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

(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 her in these areas and monitor her planning and her activities until she demonstrates consistency. She can and will work best if you focus on the management of her EFFORT.

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

(Coaching Suggestions) Since she has the energy and ambition to succeed, she will profit from training in closing techniques so that she may apply that energy and ambition effectively. You will find that she will learn her best techniques for persistence in closing by being trained by someone who has a style of approach which fits well with her own personality.

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

(Coaching Suggestions) She may resent the fact that you feel she must be trained. However, coaching certainly is necessary to ensure that she expends her energies in as productive a fashion as possible. The training should be aimed at getting her into the field as soon as possible.

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

(Coaching Suggestions) She will find satisfaction and productivity enhanced by working with a trainer and fellow employees who are similarly people oriented.

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

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





# RETENTION PROSPECTS

---

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

She may balk at working within an overly structured work situation as she needs continuing opportunities to customize the job structure to make it her own. She 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**

She could become bored with a job that is repetitious even if the outcome of the job is a good income. To stay with you in the long run, she will have to be challenged by both the performance demands of the job and by a requirement to develop new and creative business or personal opportunities for herself.

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

Over the long run, she will almost certainly leave any work situation which is or which becomes too structured or too team oriented. She will insist on the freedom to do things in her own way and at her own pace.

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

She needs and will be motivated in large measure by acceptance and recognition from her boss and fellow employees.

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

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

## **CANDIDATE FEEDBACK**

### **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

**#POP7 for Sample Person on 2009/04/21**

**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**

People would see you as being an achieving person, one who can be quite hard driving, eager, active and occasionally impatient. Challenge for you can involve doing some things simply because they are demanding, and many things because they have a concrete financial reward, but you will occasionally accept a challenge because it has a 'people-oriented' element to it. Financial rewards are important to you but sometimes you direct your energies towards things which have no payoff for you but which have the 'people-oriented' focus. You evaluate how well you are doing in life and in your career by what you earn, by how you feel about yourself and by the good you have done for others.

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

You would be described as quite strong-minded, stubborn, demanding, firm, independent and resolute. You would be innovative in certain circumstances to achieve your objectives and 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 Towards the 'People' Side of Business**

You would be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You would enjoy personal relationships and interactions, and would make a good company representative in terms of customer satisfaction and personal and company public image. You might be very sensitive to rejection in some circumstances.

**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 challenges and opportunities. Ideas and concepts which were of solid practical use would be of interest to you.

**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 in which there is challenge that you evaluate to have importance as a way of earning a good income, as a way of proving yourself and which contains some real 'people-oriented' values in it.
- + Make sure that any new position which requires you to accept close supervision and control initially will have those controls removed when you demonstrate through performance 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 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 positions which are essentially non-challenging and repetitive or which you evaluate as being without real social merit. Even some apparently strongly challenging kinds of jobs may not satisfy you if they lack real human values in their purpose.
- Avoid career paths which have vague supervisory requirements or which expect you to accept continuing and close supervision for a prolonged period of time. You would eventually rebel at too much and too close supervision.
- 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.