



ManagementPro™

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MPP3# 000000 for Sample Person on June 20, 2002

Management Profile

MANAGEMENT PROCESS (structure)								
Thrives on fluid/adaptive structure					Needs existing structure			

A measurement of a person's self-management potential, specifically in the ability to plan, organize and implement plans of action.

MOTIVATIONAL STRUCTURE								
Intense challenge motivation			Challenge/Service			Service/Security		

Reflects the relative importance of challenge, service, and security as key motivators for the person.

APPROACH TO LEARNING								
Highly analytical						Learns only what is necessary		

Relates to the importance of this person's learning new things and comfort in transferring knowledge to others.

TASK ORIENTATION								
Short term, intensive						Long term, relaxed		

Reflects this person's sense of urgency and importance of daily goals and objectives.

PEOPLE DEVELOPMENT								
Outgoing; personable; empathetic				Balanced			Technical; factual; analytical	

Reflects this person's natural style when training and helping others in areas of development.

SELF DIRECTED								
Their actions dictate future outcomes						Other factors dictate future		

Reflects the degree that this person believes he/she is in control of the future through his/her own actions.

COMFORT WITH CONFLICT								
Comfortable, might create conflict						Prefers to avoid conflict situations		

Reflects the tendency of an individual to be comfortable with or avoidant of

Management Style

LEADERSHIP

Autocratic									Democratic									Team Member								

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

COMMUNICATION STYLE

People oriented									Balanced									Factual/Analytical								

Reflects a person's approach to communicating with others on an interpersonal level.

IMPLEMENTATION STYLE

Directive/demanding									Permissive/supportive																	

An indication of a person's approach to implementing goals, objectives and strategies.

APPROACH TO MOTIVATING OTHERS

High energy/enthusiastic									Relaxed/detached																	

A measure of a person's natural approach to motivating others.

DECISION MAKING

Quick/decisive									Methodical																	

Reflects the amount of information required to make a decision and the speed of the decision making process.

FEEDBACK STYLE

Only if necessary									Enjoys giving and receiving feedback																	

An indication of a person's comfort and need to give and receive feedback.

COACHING ORIENTATION

Performance/results									Results/people									Accepts modest performance								

An indicator of this person's coaching style and the relative balance of focussing on results vs. people.

Sales Management Functions (optional)*

RECRUITING/ATTRACTION								
Excellent			Good			Caution		

The potential to attract a high volume of recruits.

SALES TRAINING & DEVELOPMENT								
Excellent			Good			Caution		

The natural inclination to train and develop new representatives.

SALES FORCE GROWTH								
Excellent			Good			Caution		

The ability to grow the size of a sales force.

PEFORMANCE MANAGEMENT								
Potentially demanding						Accepting of modest performance		

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

OVERALL RECOMMENDATION								
Excellent			Good			Functional		

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

* If you are not interested in assessing this candidate's potential as a Sales Manager, then please disregard this page.

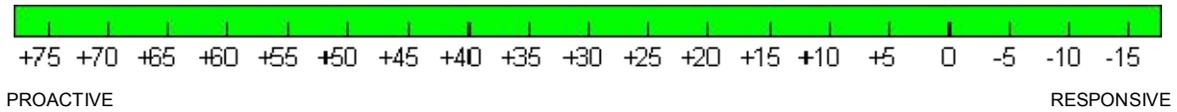
Orientation & Coaching Factors

Self Management

EP

ENTERPRISING POTENTIAL (EP)

89



SELECTION CONSIDERATIONS

Task Orientation

As an exceptionally strong self-manager, his expectation of others will be that they too are completely capable self-managers in all aspects of planning, managing their time, taking initiative, etc. He will lead by example in being a self-manager.

What is His Entrepreneurial Style Likely to Be?

As an exceptionally enterprising person, he will manage others in an assertive, aggressive, and intensely results-oriented way. He will be extremely competitive in all aspects of his dealings with others.

Conflict Resolution

At this extreme level of non-acquiescence, he will be a person who seeks problems, perhaps even unwittingly creating some, in order to solve them.

QUESTIONS

- 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?
- 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?
- 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.

DEVELOPMENTAL SUGGESTIONS

Self Management Potential - Structure Component

For a person showing such exceptionally strong self-management potential, the approach should be to build on those potential strengths by offering any training/learning experiences to flush out, refine or redirect the individual's existing self-managing behaviors.

Self Management Potential - Monitoring Processes

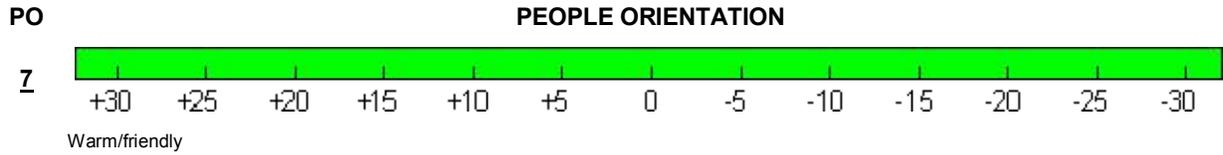
He may have well developed self monitoring processes in place but perhaps at an unconscious level. For top performance and to help this individual achieve his potential, a self structured monitoring system will reinforce these skills in the new work environment. To maximize management learning opportunities and performance development, the evaluation processes need to be formalized.

MATCHING CONSIDERATIONS

MENTORING by a person who is flexible in his/her demands and who prefers others to be self-sufficient self-managers. Associates should be exceptionally strong natural self-managers.

Communication Style

People Orientation & Investigative Orientation



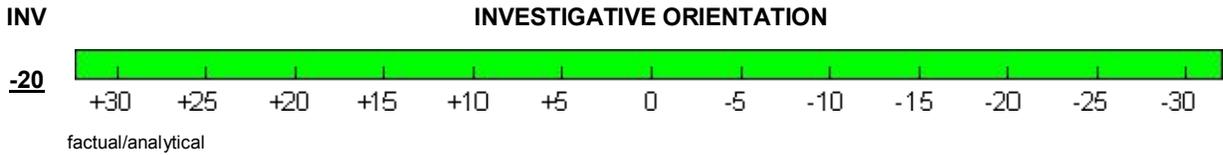
Implications

Interpersonal Style

Interacting with people in a comfortable way in the workplace would be accepted by this person and he will balance interpersonal considerations with content considerations.

Matching Considerations

MENTORING by a successful person who has shown that he or she can build good supportive relationships among associates + associates likely to build good relationships with or without active intervention on the part of the manager.



Implications

Approach to Technical Competence

Applied learning would be his preferred teaching approach.

Acquiring Technical Competence

Theoretical learning without practical application might be considered unnecessary. Gain commitment and an understanding of the practical value of crucial areas.

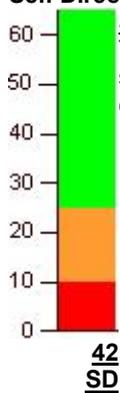
Matching Considerations

MENTORING by a technically competent person who knows first hand through his or her own struggles that despite a low inclination to technical learning, with a will it can be achieved and maintained + associates who are much stronger in their natural inclination to self and technical development than he

Attitude Survey

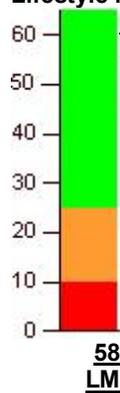
Self Directed

Self-Confidence/Self-Control Issues
This result shows a better than average sense of self-confidence and a belief that he is generally in control of much of his own life.



Lifestyle Management

Lifestyle-Coping Issues
An above average (positive) result indicating that he is dealing well with any current life stressors.



Emotional Quotient

The ability to understand and apply emotional information about ourselves and others effectively.

SELF AWARENESS I: MOOD LABELING				
Demonstrates ability to label emotions			Needs development	

A measure of a person's ability to accurately label personal feelings and emotions.

SELF AWARENESS II: MOOD MONITORING				
High monitoring		Optimal monitoring		Low monitoring

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

SELF CONTROL				
Demonstrates good self control			Needs development	

A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

MANAGING EMOTIONAL INFLUENCES				
Perseveres			Focus can change	

A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

EMPATHY				
Recognizes emotions in others			Shows difficulty in recognizing emotions	

A measure of a person's ability to understand the feelings and emotions of others.

SOCIAL JUDGEMENT				
Demonstrates judgement			Needs development	

A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

OVERALL				
Understands & uses emotional information			Relies on non-emotional information	

An overall measure of how well a person understands emotional information and uses it effectively.

Perception of a Career in Management

Very Positive



Has Some Concerns

Overview

The selection process should explore the motivation of this individual for considering a management career. It will be essential to assure that he wants the benefits associated with a career in management rather than simply not being satisfied with his current job or employment situation. The company should avoid over selling the benefits of the management career. It will be essential to establish his specific career goals relative to the management position.

Question Analysis

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

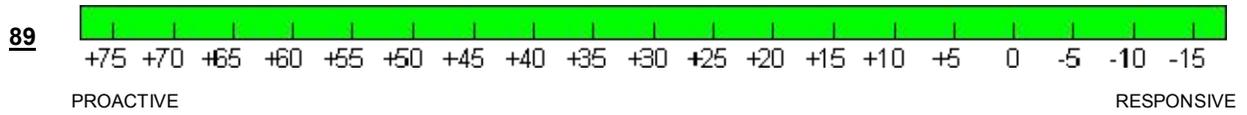
Candidate Interview Questions

- How would you describe your ideal career? How does this career in management fit into your career planning?
- What have you enjoyed the most about your current or most recent job? What would you change about it if you could?

Summary of Scales

EP

ENTERPRISING POTENTIAL (EP)



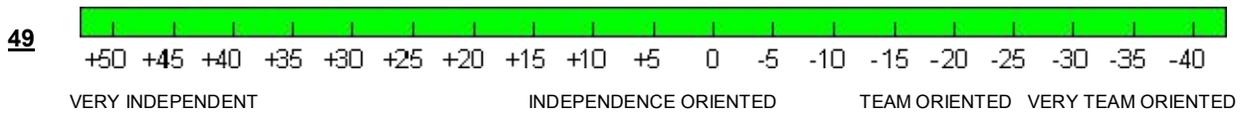
AP

ACHIEVEMENT POTENTIAL (AP)



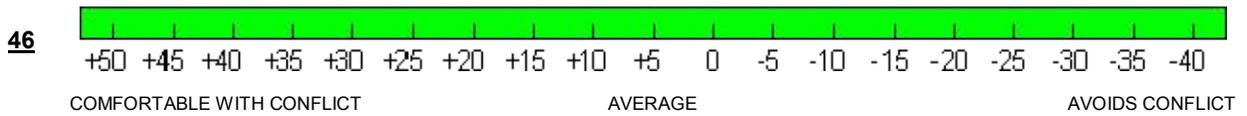
IP

INDEPENDENCE POTENTIAL (IP)



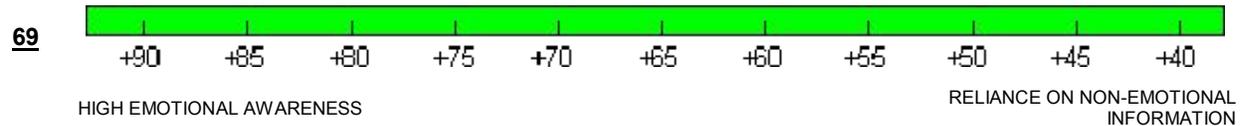
CWC

COMFORT WITH CONFLICT



EQ2000

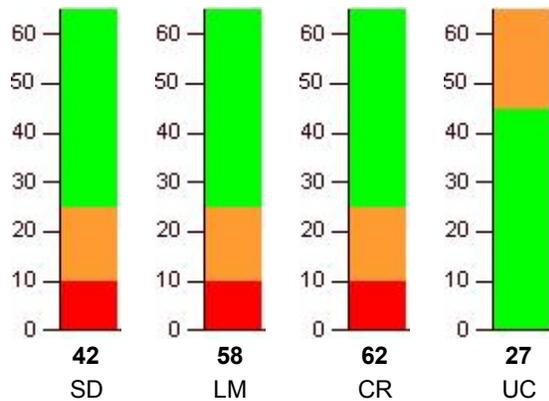
EMOTIONAL QUOTIENT (EQ2000)



PAGE 1 SCORES

PAGE 2 SCORES

	Enterprising	People Oriented	Achievement Oriented	Independent
Power Scores	145	7	127	127
Neutr Scores	56	-20	57	78
	Acquiescent	Investigative	Relaxed	Team Oriented
163	89	102	31	49
REAL	EP	BL	AP	IP
	111			
	PS			





Candidate Feedback On The Results Of The ManagementPro™

An Overview of Your Personal Characteristics & Career Strengths

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Thank you for taking the time to complete the ManagementPro. The following information identifies several of your personal strengths that are important to your career planning. The objective of the MPP 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.

MPP3# 000000 for Sample Person on June 20, 2002

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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 a goal, 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

Compared to others, you would be described as extremely achievement oriented, hard driving, eager, active and impatient. You will find challenge a reason in itself for striving to achieve because when you do accomplish something of value you will feel good about yourself. In a job, both the challenge of the work itself and the rewards for doing the job well and being productive will be strong motivators. High income as well as your sense of personal satisfaction would be your way of keeping score on how well you are reaching your goals.

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

You would be described as extremely strong minded, stubborn, demanding, firm independent and resolute. You would seek responsibility and dislike constant supervision. Your result indicates that you are an individual interested in developing your own skills, and innovative in developing your own procedures or methods of approaching business, perhaps even to the extent of conflicting with existing company procedures. In a team situation you would be most likely to move as quickly as possible into a team leadership role if you decided to participate in the team at all.

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 value initial and ongoing interpersonal relationships.

In Terms of Your Orientation Towards Technical & Practical Concerns

Jobs with a heavy technical orientation will be less satisfying for you as compared to jobs which better match your characteristics to the job opportunity. Extensive intellectual, conceptual and detailed work is not particularly appealing. You could experience some difficulty in coping with certain demanding, technically-oriented jobs, and you might want to ask for assistance in support of your efforts on projects that are detailed, complex or highly technical.

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.

+ Seek positions with an exceptional requirement and opportunity for challenge and for the financial rewards which go with succeeding under very high pressure. You will find that some things that you do just for the challenge are rewarding in themselves so a job which has no real limits to it in terms of challenge, as well as the more common financial reward and recognition for outstanding performance, would be ideal.

+ Look for employment that will provide you with a lot of freedom of action to be creative in developing your own ways to do business. You should seek a supervisor that likes staff to think for themselves and work independently.

+ 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.

+ You should focus on jobs which employ other than highly advanced technical competencies. There are lots of things you can do and lots of challenges that you can take on in other areas which will provide you with personal and work satisfactions.

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 mundane, unchallenging and repetitious jobs, especially those which essentially reward everyone for attendance rather than performance. Jobs with limits on performance/income or jobs which intentionally or unintentionally penalize the highest performers by placing limits on them are not for you.

- Avoid work circumstances in which you would be expected to follow rigorous rules and be under close and continuing supervision for an extended period. However, you should be careful not to give people the impression that there is little anyone can teach you.

- 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 have as a major basic feature very strong technical, factual and analytical requirements. While you may well be able to do the job, employment of this nature probably would not be a source of satisfaction for you.