



Professional POP™

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The Professional Consulting Profile is designed to provide insights into the strengths of individuals seeking professional careers that may include a significant consulting or advisory role. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and career coaches will have more information to help fit people to various professional roles within an organization. This profile will also provide managers with suggestions on how to coach professionals more effectively. *John C. Marshall, Ph.D.*

ID# QM2IVTAKNMPF for SAMPLE SAMPLE on September 3, 2019

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PROFESSIONAL PROFILE

Consulting Style

An indication of the individual's natural consulting style and relative balance between achieving results and dealing with the feelings of other people.

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Performance/Results			Results/People			Accepts Modest Results		

Personal Motivational Structure

Reflects the relative importance of challenge, service and risk avoidance in the motivational structure of the individual.

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Intense Challenge			Challenge/Development			Relaxed/Development		

Approach to Motivating Others

This scale reflects the individual's most natural approach to motivating other people.

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
High Energy/Enthusiastic						Relaxed/Detached		

Leadership Style

An indication of the person's natural approach to leadership and dealing with others.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Autocratic			Democratic			Team Member		

Approach to Goal Setting

Reflects the person's sense of urgency and the importance of establishing short term goals and objectives.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Short Term						Long Term		

Feedback Style

An indication of the person's approach to giving and receiving feedback.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Only if Necessary						Enjoys Feedback		

Decision Making

Reflects the amount of information that is preferred when making a decision and the speed of the decision making process.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
Quick/Decisive						Methodical		

Communications Style

Reflects the person's natural style of communicating with others on an interpersonal basis.

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Ask/Listen			Balanced			Tell		

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PROFILE OVERVIEW

Self Management

This candidate is very self directed and well suited to roles that provide them with the opportunity to use their own initiative and allow them to plan and execute their own activity. A management system that facilitates and provides coaching as needed would be best for them. This person can expect to succeed in most career paths that interest them and allow them to self manage.

Motivational Structure

This candidate's motivation is a balance between meeting long and short term goals and they are most effective in situations that offer both. This person would enjoy using their expertise and consulting in an environment where their short term targets lead to longer term objectives. This person likes to balance meeting the needs of other people with developing good products and meeting their own goals.

Preferred Approach to Being a Team Member or Team Leader

This candidate is a relatively independent person who would enjoy a leadership role where they are able to implement change as part of a team environment. SAMPLE is comfortable integrating with structure or creating their own systems and structure as needed.

Comfort with Conflict

This candidate has the potential to be quite comfortable in situations where there is conflict or potential for it.

Social Style

This candidate is generally quite sociable, friendly and outgoing. This person builds relationships quickly and is quite comfortable with other people. This person will be able to work well in an environment where there is regular contact with new clients or peers.

Analytical Orientation

This candidate would be comfortable in a career that focuses more on people issues and somewhat less on technology or highly technical issues. This person would prefer a role that provides them with technical support when dealing with technical issues outside their own area of expertise.

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SUMMARY OF STRENGTHS

Self Management

Initiates/Proactive				Responsive		

This candidate would be described as very assertive, competitive and goal oriented. This person has the potential to become a very strong self manager who will be able to work within general guidelines and with minimal documentation and supervision. This person will be able to motivate themselves and evaluate their own performance with little feedback from management. When they are comfortable with the application, they will be able to handle most situations on their own and will be able to monitor and manage their own daily activities. SAMPLE has the potential to be effective in a variety of situations including unfamiliar ones. People with SAMPLE's level of self management are often good candidates for entrepreneurial roles including selling.

* Strong self managers can be too strong for some cultures and management styles. It is important to match them with a strong manager who will facilitate for them rather than micro-manage them.

Coaching Suggestions

- This candidate will respond best to opportunities that are flexible and provide them with the opportunity to use their own initiative.
- This candidate will do very well in a role that interests them and allows them to self manage their progress and set their own goals.
- Coach them to develop their own work plan and to share their progress with you on a weekly basis.
- Place them on projects where they can work with project leaders or managers who coach and facilitate.

Interview Suggestions

- Outline a situation in which you had to develop a plan and follow it to completion.
- Outline a similar situation where you had to follow someone else's plan.
- What were the advantages of each situation? Which situation suited you best?

Motivational Profile

Seeks Challenge/Task Oriented				Relaxed/Contented		

This candidate has a motivational structure that is balanced between seeking challenge and concern for the needs of other people. This person is comfortable working toward long term objectives and will need to focus on achieving their short term goals on a regular basis in order to meet the longer term goals. SAMPLE would perform most effectively in an environment that includes a mixture of established functions and new challenges.

Coaching Suggestions

- Coach them to focus on the needs of the client and help them understand how their own goals can be met by meeting client needs.
- Help SAMPLE with goal setting so that client expectations are being met.
- Coach them to be an effective closer if they are required to sell as part of their role. This person would tend to be persuasive rather than persistent in pushing for additional business.

Interview Suggestions

- Have you developed any business goals for the next year? What are they?
- How do your short term goals lead to your long term goals?
- Describe some of your most recent achievements. How were the goals set?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

SUMMARY OF STRENGTHS (continued)

Team Orientation

Creates Own Systems & Structure				Comfortable in Structured Environments		

This candidate would be described as a modestly team-oriented person who is comfortable working independently. This person will integrate reasonably well with many systems and work well with a group of peers who are reasonably similar in nature. This person will accept supervision reluctantly while learning the organizational methodology but will expect minimal supervision after gaining the relevant experience. This person will perform most effectively within a loosely defined system that provides them with opportunities to exercise their individual initiative when dealing with clients and their business needs.

Coaching Suggestions

- Coach SAMPLE on the best way to integrate with very structured organizations, particularly if they will be required to consult or create change within them.
- If they want to make changes to a culture, encourage them to develop prototypes for change and coach them on how to present them.
- Assign them to projects that will accommodate and reward independent action.

Interview Suggestions

- Describe the work environment that you found most suitable. Why does it work for you?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?
- Describe a situation where you developed new procedures. How were the new procedures implemented?
- How much structure are you willing to accept working in our organization?

Comfort with Conflict

Comfortable				Avoids Conflict		

This candidate has the potential to be quite comfortable in situations where there is conflict such as an angry client or disgruntled client. Their comfort with conflict can be a strength in situations where conflict is a common occurrence or there is ongoing tension that may require their intervention. People with SAMPLE's level of comfort with conflict may even occasionally create conflict to further their own goals or to enhance performance.

Coaching Suggestions

- Use SAMPLE in high conflict situations if they show restraint and is able to avoid the temptation to engage in debate.
- This candidate can be effective in tense situations if they are coached to listen and address the concerns of an irate client.
- This candidate may benefit from conflict resolution training which would be an asset in a project leader or manager role.

Interview Suggestions

- Describe a situation where you had to deal with an angry client.
- Why did the person become angry? How did you resolve the situation?
- What strategies have you used to avoid conflict?

COMMUNICATION STYLE

Warm/Friendly/Sociable			Builds Relationships over Longer Term			

Social Orientation

This candidate is sociable, friendly and outgoing in a variety of roles and situations. This person is at ease building relationships and is quite comfortable meeting new people. This person would be considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

Coaching Suggestions

- Build conscious competence by helping them understand that the ability to work well with others is a strength in any career path especially consulting.
- Coach them to develop their knowledge of key business applications so that they can interact with client groups and demonstrate that their needs are understood.
- Suggest that they give presentations at meetings with clients and peers.
- This candidate's comfort dealing with others may help them be an effective coach or mentor in areas where they have demonstrable expertise.

Interview Suggestions

- Describe your approach to building an effective relationship with someone you have just met.
- What do you do differently if you are not able to see the other person?
- What are your strengths as a communicator? How can you use them in working with our organization?
- What are your goals with regard to growth in interpersonal areas? What are you doing to improve in these areas?

Systematic/Analytical					Learns the Necessities	

Analytical Orientation

This candidate will learn what is necessary to do the job effectively but would prefer to avoid highly technical issues and use their existing knowledge base. This person is unlikely to be motivated by solving technical problems or seeking out intellectual and conceptual challenges unless they have a practical application. This person is more likely to reach their full potential in a less technical environment such as consulting with clients on their general needs as they prefer working on the macro issues rather than details.

Coaching Suggestions

- Assign SAMPLE to projects where there is more emphasis on interacting effectively with other people than using their analytical skills.
- Assign them to projects that are similar to their own interests and expertise. This person is more likely to be effective in those that match their own interests.
- Assign them technical support when there are a lot of detailed technical issues or unpredictable problems.

Interview Suggestions

- Describe the most demanding technical job which you have had.
- What did you enjoy about it? What did you not enjoy?
- Outline how you approached a technical problem outside your area of expertise? Was the problem fixed?

SELF DIRECTED & LIFESTYLE MANAGEMENT

Self Directed

Feels in Control/Internally Directed				Feels Controlled by External Factors		

This candidate shows a very high perception of control at this time. This person believes that most situations can be managed by their own efforts and feels competent to deal effectively with them. This person would be seen as an individual who feels responsible for their own performance.

Coaching Suggestions

- Build on their sense of control and sustain it by supporting their good feelings about themselves.
- If SAMPLE seems arrogant, remember that awareness of their strengths will help them maintain their best performance levels. Deal with perceived arrogance by asking them to evaluate their own relationship to their peer group and others. If they care about the impact they are having, they will work to correct it without hurting their confidence.
- Encourage them to continue to feel responsible for their performance.
- Coach SAMPLE to commit to mutually agreed upon goals.

Lifestyle Management

Handling Stress Well				Stress Management Training Would Help		

This candidate appears to manage their energy and deal with stress very well. This person will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and their ability to cope with stress effectively should even enhance their performance in challenging situations.

* The ability to adapt and cope effectively with stress can be a large asset in any business environment, particularly one filled with demanding users and clients. SAMPLE may become helpful as a resource to help others learn stress coping strategies.

Coaching Suggestions

- This candidate may need continual challenge from their work environment to avoid boredom.
- This candidate may be an effective mentor for those who could benefit from learning how to cope with stress.
- This candidate should be able to assume additional responsibilities when there are additional challenges.

CAREER BUILDING ATTITUDES

Approach to Networking/Self Promotion

Comfortable				Uncomfortable			

This candidate is generally quite comfortable in meeting new people and creating a larger network of associates and friends. This person would also enjoy the challenge of promoting themselves in their natural market. To accomplish this, they should be involved with a variety of social and business groups at both the formal and informal levels. This would help them develop more consulting business.

Coaching Suggestions

- This candidate will be suitable for marketing opportunities. Their overall approach to networking and self promotion is consistent with the attitudes of those who are comfortable networking and promoting products and themselves.
- Help them understand that comfort with networking and self promotion is a strength that combined with strong self management skills, motivation to succeed financially and good communication skills can help them.

Listening Style

Very Good Listener			Needs Coaching	

This candidate demonstrates an above average approach to listening effectively while in conversation with others. SAMPLE is likely to listen to others attentively which will enable them to better understand and relate to others. SAMPLE's approach to listening should help them in developing good interpersonal relationships with a variety of individuals that they will encounter in various consulting roles. SAMPLE would be well-suited for positions that involved interaction with clients, peers or others.

Coaching Suggestions

- Help SAMPLE take advantage of their strengths as a listener by using them to gather information where others have had difficulty with the client.
- Make SAMPLE aware of their strengths as a listener so that they are consciously competent. may be an effective coach for those who need development in their listening style.

EMOTIONAL INTELLIGENCE

SELF AWARENESS I: MOOD LABELING				
Labels feelings and emotions as they are happening			Does not label feelings and emotions as they are happening	

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			Low control over impulses and negative emotions	

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			Low awareness of emotions of others	

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

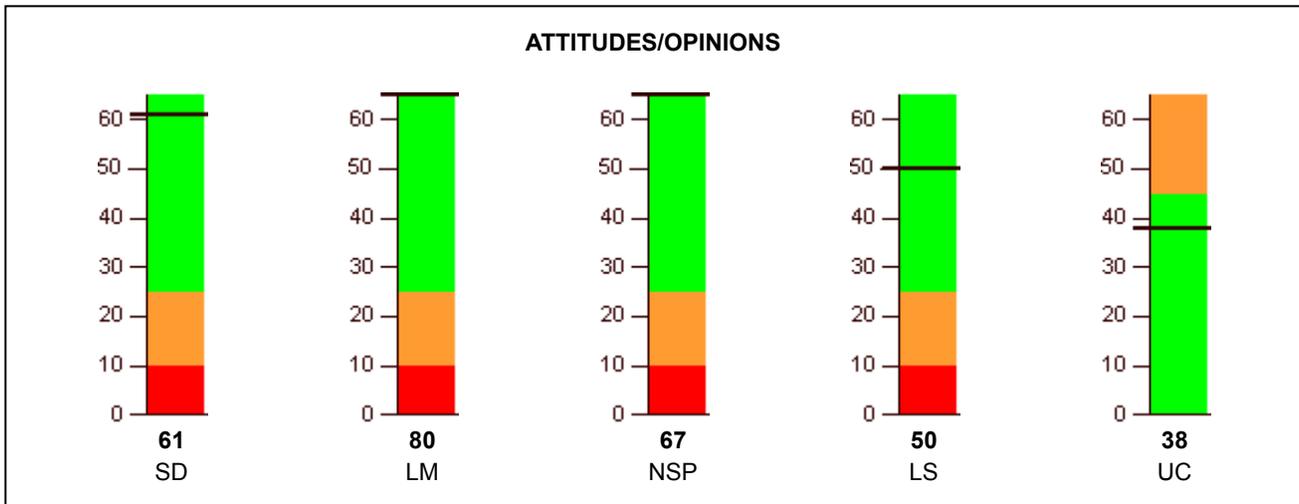
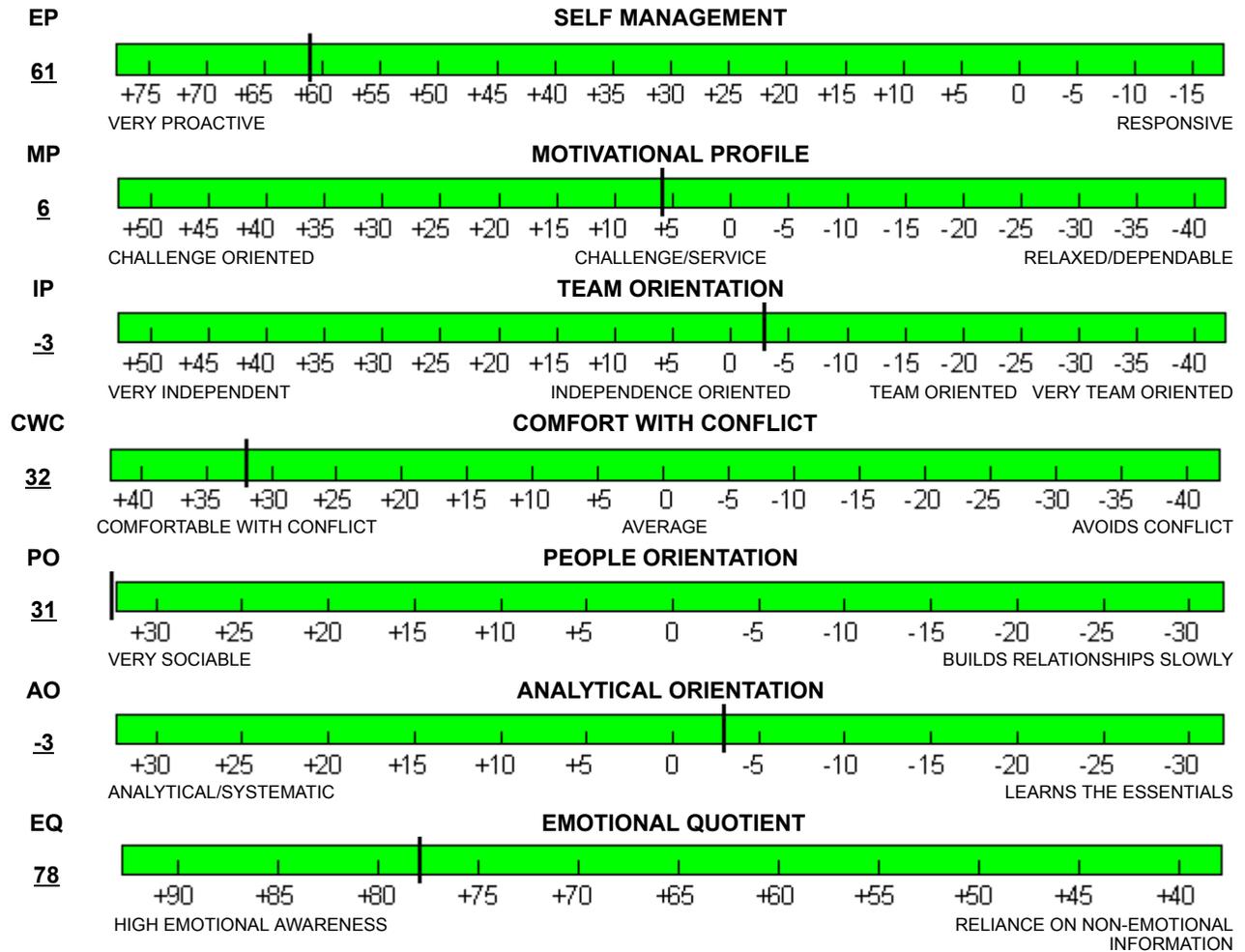
SOCIAL JUDGEMENT				
Uses knowledge of the emotions of others in decision-making			Does not factor in the emotions of others in decision-making	

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.

SUMMARY OF SCORES



Responses from Attitude/Opinions Section

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