



Predictor of Potential 7.0™ (POP7™)

Interpretation Manual

Introduction

The Predictor of Potential™ (**POP7™**) is a psychometric assessment tool designed to fill the essential role of integrating science into recruiting, selection and development of commission sales people. The **POP7™** assesses self-management potential, motivational structure, organizational fit, people orientation, approach to learning needs, communications style, confidence, lifestyle management, managing call reluctance and many other key factors that are common traits in successful commission sales people. It also provides extensive coaching reports for the sales representative and the representative's coach or sales manager.

The Predictor of Potential™:

- Predicts sales performance
- Measures key source traits associated with success in sales
- Provides coaching insights to improve development and retention
- Highlights training needs
- Provides useful career management feedback to candidate
- Is statistically validated using each organization's unique performance criteria

Profiling for Selection, Performance and Retention in Competitive Sales

The POP™ has an enviable record as an important part of selecting individuals who will be top performers and survive in commission sales environments. A significant number of successful commission sales management teams use the POP™ as an integral part of their selection process.

***NB.** We recommend that the POP be part of a well-rounded selection process that includes a structured, behavioral based competency interview as well as an unstructured interview to evaluate the candidate's fit to the opportunity.*

The Science of Normative Profiling

The original Predictor of Potential (POP™), which is the basis for all Self-Management Group assessments, is a personal profiling instrument that has been used to assess and track the careers of over a million-people active or seeking employment in commission sales careers such as financial services, automotive sales, manufacturing, pharmaceutical and many other sales cultures. The POP™ is used by organizations world wide to select, develop and retain top sales performers. It has been validated in hundreds of different sales cultures. With this quantity and quality of data, in many unique sales cultures, the POP™ has been used to develop predictive models for specific industries and specific companies. The **POP7™** allows your company immediate use of our insight into commission selling with the option of building the right assessment for your company through the ongoing validation process. The Predictor of Potential (**POP7™**) psychometric assessment measures the inherent potential or source traits of an individual. It also indicates communication styles and attitudes. It is used by individual sales people to better understand their inherent strengths and how to build on them for improved performance in their sales careers. It is used by sales managers and coaches to select and coach sales people.


This Interpretation Guide is designed to:

- assist in interpreting the **POP7™** Report;
- help use assessment results effectively in the recruiting and selection of commission sales personnel;
- provide coaching, development and mentoring strategies.

The **Predictor of Potential™** is part of the sales representative selection process. It will help identify the best candidates for sales positions and provide coaching and development guidelines. It is validated and follows ADA, EEOC and EU guidelines with respect to privacy and minority groups. The format is easy to follow. This guide will take you through each part of the test and provide you with understanding of the assessment and hints on how to effectively apply the information to select, coach and develop top performers in sales roles.

The Predictor of Potential™ Report (POP7™)

POP7™ reporting is accessed by the **View Reports** function in the Profile Administration Center (the same as all SMG assessments). When user has found correct candidate, click on the name and request the Manager's Report. This will open up the Cover Page (see below). From this page, the user can check off the section that you want to view.



SELECT | DEVELOP | RETAIN | TOP PERFORMERS

PERSONAL ORIENTATION PROFILE - POP™

VERSION 7.0

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[Coaching Guide for Managers](#)
[Feedback Guide for Individuals](#)

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2005/02/25

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Requested By: SMG Admin

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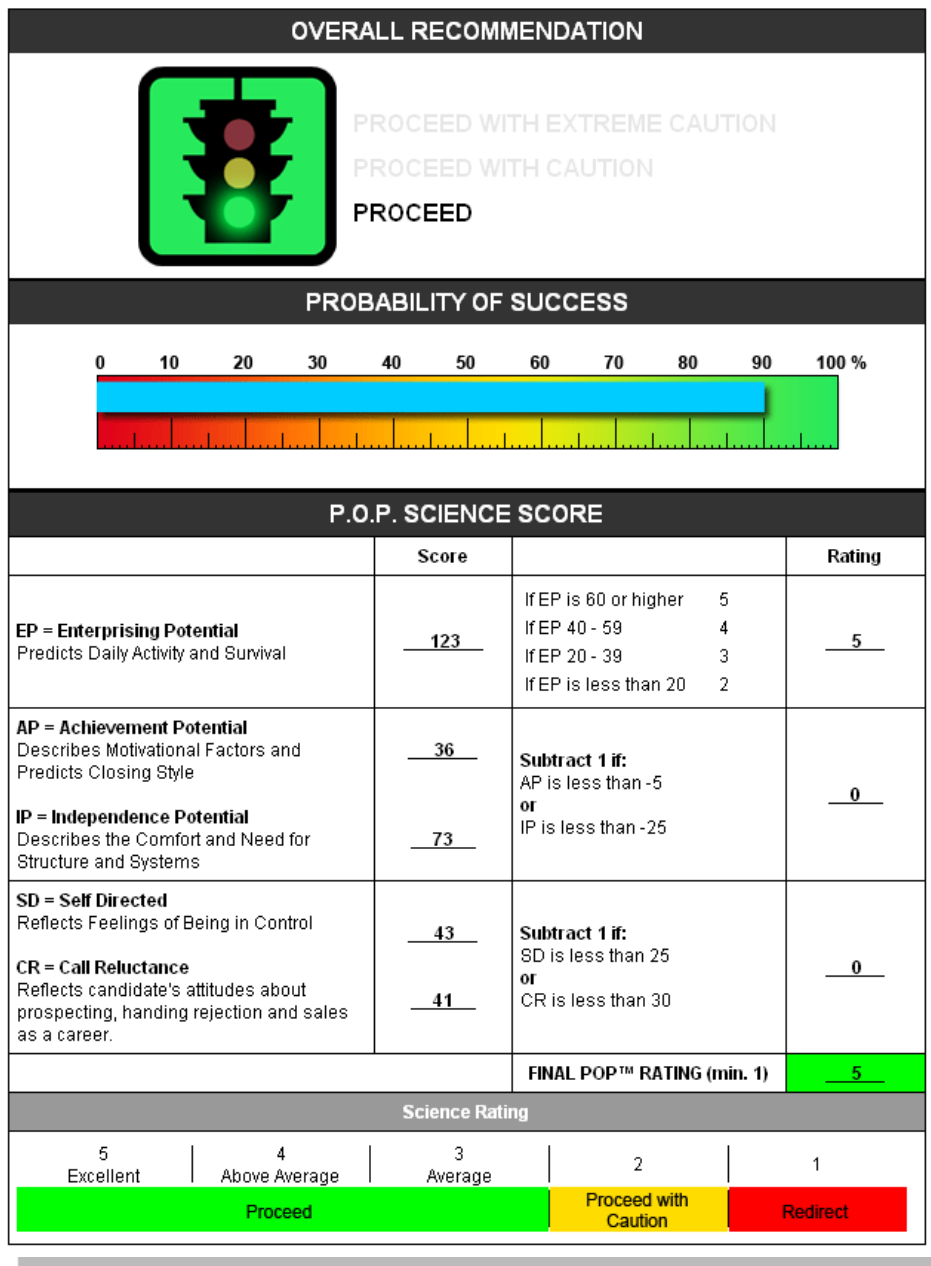
The cover page of the management report is pictured here. It has the **Contents** listed and the page number of the report where that section can be found.

The various sections may be toggled on off so that the report created focuses on any or all of those sections that the manager cares to view.

There are also two hyperlinks on the cover page that link to reports customized to the needs of the individual. These are the **Coaching Guide for Managers** and the **Feedback Guide for Individuals**

POP7™ Science Score Page

The POP7™ Science Score Page provides a colorful graphics for a quick insight into whether or not the candidate is strong and the overall probability of success.



OVERALL RECOMMENDATION provides a quick visual of the candidate's suitability for the sales culture of the client.

The color coded traffic light gives you a quick visual of whether or not to proceed with the candidate or to proceed with caution.

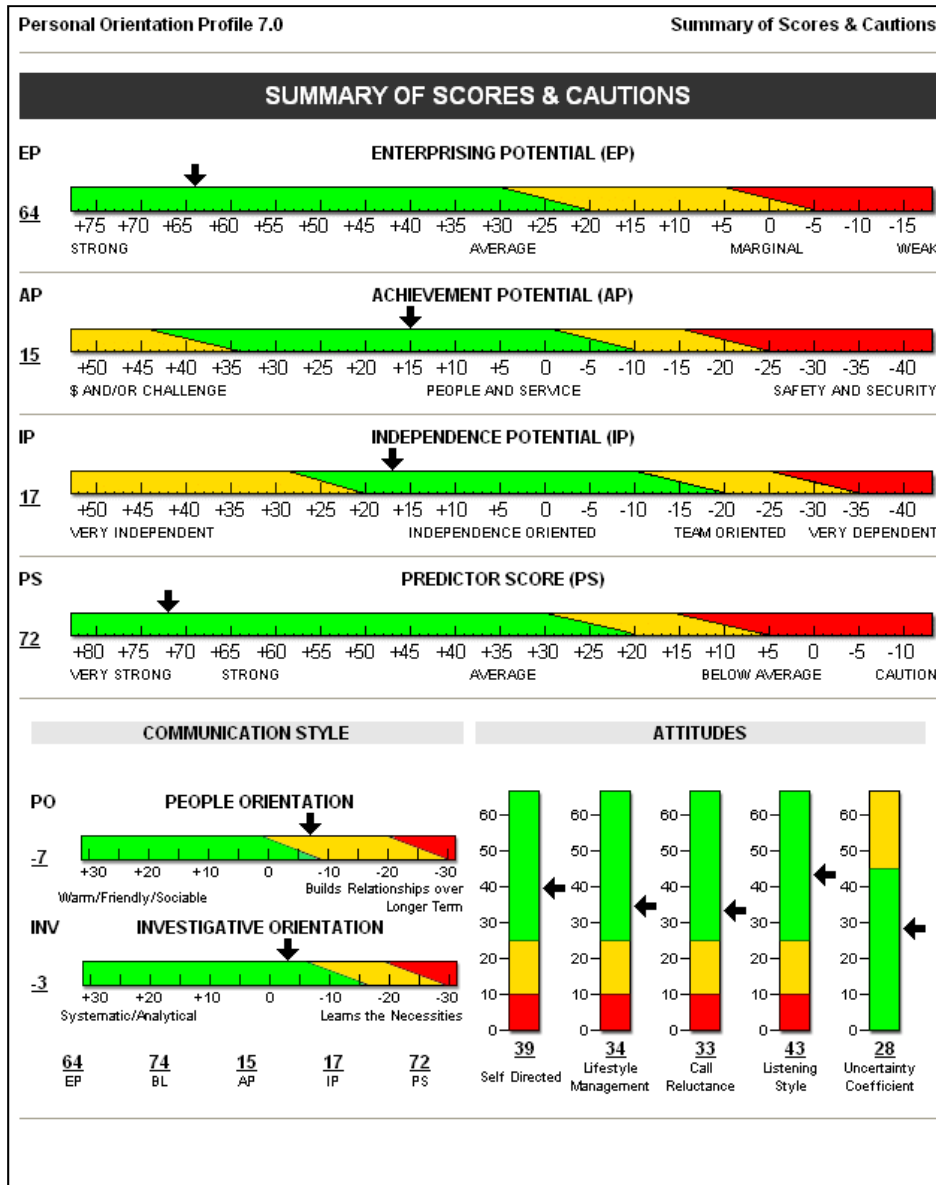
PROBABILITY OF SUCCESS is another graphic representation of probable success based on the candidate's overall competitive nature.

POP SCIENCE SCORING is a science score based on the industry norms for high performing sales people.

The formula used is shown and a score from 1 to 5 is calculated which becomes part of the selection process and is typically integrated with a structured, behavioral focused competency interview and an unstructured fit interview.

Summary of Scores & Cautions

This Summary of Scores and Cautions page provides a graphic representation of the candidate's personality traits and the attitudes which are important in a sales person.



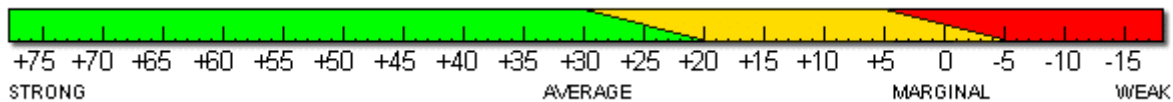
This is the page that will be most helpful to use when discussing a assessment with your SMG consultant.

In general, the horizontal graphs are representations of the individual's source personality traits. These are based on 168 items with low face validity which are arranged into 8 trait scales. The source personality traits remain relatively stable in normal people and are unlikely to change significantly over time.

The vertical graphs are attitude scales which reflect how the person feels at the point in time which he or she completed the POP7™ questionnaire. Attitudes can change based on circumstances.

All scales have green, amber and red zones. Each of these represents respectively: ideal range; mild caution and strong caution. Each of the scales are discussed in detail in the following pages.

Interpreting the Scales: Enterprising Potential



The EP or **Enterprising Potential Scale** is one of the most important POP™ scales. It measures the degree to which an individual is self managed. It is a continuum from very proactive on the left to responsive/process oriented on the right end of the scale. This scale assesses the potential of the candidate for personal planning, time management and self management to achieve specific goals. It predicts the degree of focusing of personal effort to achieve these goals. It evaluates the capacity of the person to focus his/her efforts on tasks to attain daily activity related objectives. This is the major contributor to the prediction of survival in commission sales because strong self managers are good at initiating activity such as prospecting and taking control of the sales process. When strong self management is combined with motivation (measured by AP), the individual tends to be very goal oriented, focused and resilient.

Scores on this scale should be interpreted as follows:

>60 Very Strong	Self-management potential; very enterprising; initiates activity; prefers a coach rather than a supervisor; may be frustrated and directive towards those who do not share this strength
40 - 60 Strong	Good self-management potential; predicts an effort candidate; more proactive than responsive – takes initiative
30 - 40 Good	Self-manager; tendency to be balanced between responsive and proactive
20 - 30 Low Average	May be able to manage activity; developing initiative may need a strong process
10 - 20 Low	More responsive than proactive; lower than average prospecting activity;
<10 Caution	May indicate low effort potential; may not be a natural self-manager; needs external structure; more oriented towards following a familiar process; predicts low prospecting activity

Coaching Suggestions for Above Average to High Self Management Potential

Strong self-managers have the most potential to make use of their strengths and skills to maximize their effectiveness. Individuals with this type of assessment are often top performers who will initiate activity rather than waiting to respond to a process or someone else. They should be encouraged to create their own plans to achieve their personal and professional goals. They are generally self evaluating and may also be somewhat critical of their own performance. Once they have developed their own plans, they should be encouraged to share their progress informally. Coach people who provide effort rather than coaxing people who self manage. Avoid being too directive.

Coaching Suggestions for Average Self Management Potential

Sales people in the average range react well to a balance of coaching and being left alone to work towards their goals. They will need a well managed environment but many (particularly those in the high average range) should be able to learn how to manage their time effectively. Help them build commitment by asking them to develop and commit to their own short-term goals. Regular developmental meetings could be used to review their achievements and provide them with ongoing coaching and renewed focus. They will react favorably to positive feedback when they have achieved their goals and met their commitments.

Coaching Suggestions for Responsive/Process Oriented People

Individuals who are below average on this scale will need consistent feedback and hands-on leadership or well-defined sales processes. They are best suited to familiar sales careers where their previous experience will be a good indicator of the direction their careers will take. Provide a well-structured sales plan with clear objectives and outline the specific activities that are needed to achieve these objectives. Avoid unstructured situations where there is a need for a lot of initiative. Use existing strengths as much as possible when coaching individuals in this range. Some pressure may be necessary to enhance performance but avoid constant pressure as it will be detrimental in the long term. People who are process oriented often have difficulty adapting to change.

Interpreting the Scales: Achievement Potential



The AP or **Achievement Potential Scale** is one of the most important POP™ scales. It measures the degree to which an individual is motivated by challenge as opposed to safety and security. The AP scale evaluates the intensity and durability of the effort and commitment and reflects sense of urgency, bottom line focus, closing style and competitive nature. Our studies have shown that AP predicts survival and success in commission sales. Sales people who must build a book of business need to be closers and tend to score higher on this scale than those who are provided with a book of business and are relationship sales people.

- Those who score in the green range on this scale (+40 to -5) tend to be most suited for a variety of commission sales positions.
- Those who score on the leftmost end of the scale (+40 and higher) may be too focused on money and the bottom line. They can be extremely aggressive closers and not suitable for many sales roles.
- Those who score in the orange zone to the right (-5 to -20) tend to be softer closers and more suited for relationship selling. They can be successful in sales roles that allow them to build a clientele and track record over a longer period of time.
- Those who score in the red code zone (lower than -20) to the right are generally unwilling to close and would not typically be good candidates for sales roles.

The following are some closing style rules of thumb based on the AP score:

>25 Very Strong Money maybe the only thing that matters; strongly task and goal oriented;

	relationships less important; extremely competitive; hard closer
10 to 25 Strong	Motivations are towards money and challenge primarily; persistent “closer”; task and goal oriented
-10 to 10 Good	Balance between money/challenge and people/safety; consultative closer with a combination of persuasion and persistence
-20 to -10 Low	Motivated by safety/security and the people side of the business; tendency to be service oriented; persuasive soft closer; fit to relationship sales
< -20 Caution	Motivations are more towards safety and security vs. challenge and money; weak “closer” or “non-closer”

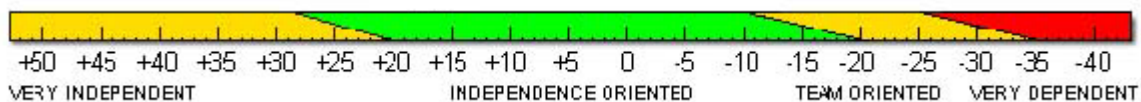
Coaching Suggestions for Challenge Oriented People:

People who are highly motivated by challenge need frequent new challenges to keep them interested. Allowing them to set goals for themselves can be very effective as they may set more challenging goals than those that management would set for them. If they are not achieving their goals on a regular basis, they may get frustrated. To help them achieve their goals, make certain that they are planning effectively and working independently. Some people who are very focused on the ‘bottom line’ may need coaching on the people and service aspects of dealing with clients, customers, subordinates and their peer group. Coach them to retain their sense of urgency while helping them focus on ways that they can achieve their goals while maintaining good relationships with other people. ‘Bottom line’ people also need recognition. Acknowledge and reinforce their achievements when appropriate.

Coaching Suggestions for those with Low AP:

An individual with Low AP will need help setting regular, achievable goals. Coach him/her to focus on what needs to be accomplished on a daily basis and ask for commitment to daily goals. Coach him/her to monitor daily activity on a regular basis in order to maintain consistent performance. Match him/her with mentors who will help with goal setting and reinforce any achievements by recognizing and praising them. Individuals with this motivational profile will be most effective in servicing and selling to an existing clientele.

Interpreting the Scales: Independence Potential



The IP or Independence Potential Scale is a very important POP scale. It measures the degree to which an individual is independent as opposed to dependent. It is also important because our studies have shown that it is very predictive of retention and fit to the sales culture. It indicates the need for structure and affiliation in the work environment.

- Those who score at the high end (+25 and higher) tend to be stubborn and may be unwilling to adapt to the structure of the organization. Scores above +40 are indicative of those who would tend to create their own structure, break the rules and not be team players. They would be

resistant or indifferent to feedback.

- Those who score in the green range (+25 to -20) have been shown to be suitable for a wide variety of commission sales positions. People at the high end of the range (+10 to +25) tend to be comfortable creating their own structure. They are more suited to loosely structured environments. Scores in the range from -10 to +10 tend to be independent but comfortable adapting to structure. Those in the range from -10 to -25 are oriented more towards a structured environment. All of these styles can be successful in commission sales but where the individual fits in the range reflects how he/she will interact with the corporate and managerial culture. It is an important consideration in both selecting for retention and managing for performance.
- Those who score in the orange range to the right (-20 to -30) would be viewed as requiring structure and many sales managers are not always willing to provide it. This is a caution to be explored prior to hiring.
- Those who score in the red range (below -30) would be viewed as requiring structure with the possibility of becoming dependent on it. They are typically unsuitable for many commission sales roles.

Coaching Suggestions for Very Independent People:

Highly independent people like to develop their own structure, so they will work best in a sales culture that provides a fair amount of freedom. They would work best with strong, flexible mentors whom they respect. When highly independent people are exercising good judgement, allow them more freedom. Managers who deal with highly independent people must be very secure and able to cope with people who are more comfortable creating their own systems and structure rather than following established procedures. People with this assessment can be stubborn, demanding and non-conforming. They can be very stressful to manage especially if the manager does not have a similar assessment. If they have the appropriate skills, independent people with this assessment can be valuable in developing new systems and procedures. They will not be comfortable with very structured sales cultures that are highly procedure oriented.

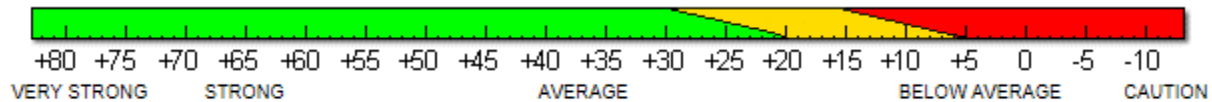
Coaching Suggestions for Independent Team Members:

Match independent team members with similar types where they can create synergies that work for both. Coach them to develop their performance levels as quickly as possible so that they can earn more relaxed direct supervision as performance reaches the appropriate levels. Encourage them to use their individual initiative by developing new sales strategies that work for them.

Coaching Suggestions for Dependent Team Members:

Match dependent people with mentors that have structured and well documented sales processes. They will be most comfortable in a team environment that makes use of their existing strengths. Coach them to avoid developing dependency relationships by asking them for their suggestions on developing new clients and new markets.

Interpreting the Scales: Predictor Score

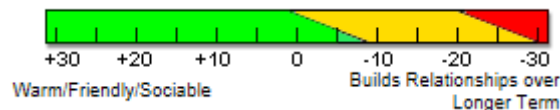


The Predictor Score is a composite score that is based on the key factors that have been shown to predict performance in commission selling: self management (based on the EP scale); need to achieve/motivation (based on the AP scale) and independence (based on the IP scale). This is a blended score based on the EP, AP and IP scales. The Predictor Score is for managers who wish to have an instant read on the probability of success in commission selling. The higher the score on this scale, the more suited the individual is to commission selling based on the source traits (EP, AP and IP). As a general rule of thumb, scores at or above 40 are good with higher scores reflecting more competitive people. Scores below 40 are considered cautions and should be explored prior to hiring a candidate. Low scores (below 30) would be strong cautions and would indicate that the candidate would probably need a strong natural market to succeed.

Caution

While the Predictor Score is the composite score that provides an overview, it is recommended that the hiring manager review all of the scores carefully. A high PS can be comprised of 2 of 3 source traits being high and the third one low. High PS without positive attitudes or strong people orientation may not be enough.

Communication Style – People Oriented



This scale assesses the approach style and the degree to which he/she will likely be motivated and rewarded by the "people" side of business. Those with high scores (+20 and higher) tend to enjoy and be energized by meeting new contacts and establish new friendships while those who are at the low end of the scale (-20 and lower) tend to build relationships over time and may be viewed as distant or aloof until people get to know them.

This score contributes to the communications style of the individual. Traditionally, sales people enjoy prospecting and meeting new people. Those who score low on this scale do not necessarily enjoy these things but they may be able to do so effectively.

Typically, sales forces consist of people who score in the range of +15 to +35. This is in part because people who enjoy meeting other people are often attracted to sales careers. Those who score higher and lower can do well in most sales careers but may need coaching in some aspects of selling. Very low PO scores are somewhat atypical in sales and should be explored prior to selection because the individual may find meeting people either stressful or unrewarding and may not be suited for prospecting and networking.

The following are general guidelines that describe individuals based on the PO score:

- >25** Gregarious, fun-loving, outgoing; relationships are a turn-on; enjoys meeting new people
- 15 to 25** Friendly; builds relationships quickly; enjoys the interaction
- 5 to 15** About Average – people are okay
- 20 to -5** Introvert - may not find satisfaction with the people side of the business
- < -20** Very Introverted - Candidate may have difficulty dealing with associates and the public; people skills may not be well developed

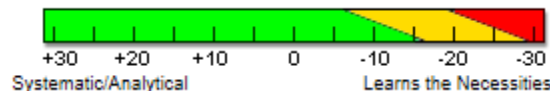
Coaching Suggestions for Highly Sociable People:

To coach people with high people orientation and help them to understand that this strength will help in dealing with other people and build good relationships. By demonstrating an appropriate interest in others, sociable people can make many contacts.

Coaching Suggestions for People who Develop Relationships Slowly:

Help them build effective communications skills through programs and mentoring that address such issues as effective listening, speaking, presenting and other related communications skills. Consult with them on specific communications skills that they need to develop.

Communication Style – Investigative Orientation



This scale assesses technical orientation and the degree to which he/she will likely be motivated and rewarded by the educational and personal development side of business. Those who score high on this scale (+20 or higher) tend to be very analytical and focused on learning things in detail while the low scores (-20 or lower) tend to learn only the absolute essentials. Most successful sales representatives tend to score in the range +10 to -10. Many sales people in non-technical sales fall in the range from +10 to -10 which reflects sufficient interest in learning to be knowledgeable in the product without being overly analytical which can be a factor in communicating. High INV scores are often reflected by telling the client /prospect more than he/she may want or need to know about the product or service.

Coaching Suggestions for Highly Analytical People:

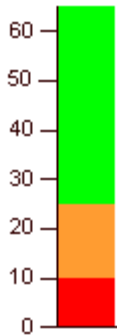
Help highly analytical people understand that their analytical nature is a strength which has great value in developing product knowledge and problem solving. Coach them to develop their ability to communicate their knowledge selectively and in a succinct way that others can grasp easily.

Coaching Suggestions for People Who Learn the Necessities Only

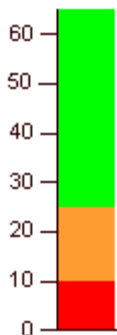
Assure that these individuals have enough product knowledge to sell effectively. Focus on the technical strengths that they do have and define a strategy to develop the technical needs that are of critical importance to their growth.

Attitudes/Opinions

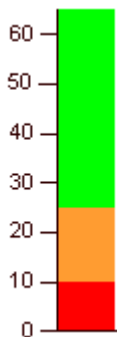
The POP™ 7.0 provides insight into key attitudes related to success in sales. These attitudes and opinions reflect recent experience and can change over time. Three vertical scales at the bottom of the page provide feedback on the candidate's confidence, approach to call reluctance and whether or not the test results should be considered reliable.



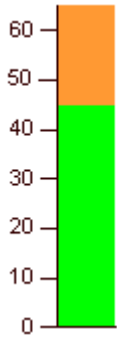
The **Self Directed (SD)** scale is the first of these and it provides excellent insight into the confidence of the candidate. It measures feelings of being in control of one's life and activities. High scores (40 and above) reflect healthy confidence which is reflected by taking responsibility for one's own actions and feeling able to accomplish most tasks that one sets out to do. Scores below 25 on the scale reflect low self-confidence and feelings of being controlled by outside circumstances. Low confidence should be explored prior to hiring someone.



The **Lifestyle Management (LM)** scale, which was previously known as the **Stress Coping (SC)** scale, evaluates the candidate's habits and attitudes about integrating a demanding job with a busy lifestyle. The LM scale is not a personality trait but rather an attitude that reflects recent experiences. Scores in the range of 40 and higher show strong coping skills while those below 25 would be considered as cautions during the selection process. Individuals who are under a lot of stress can be helped by reducing their workload and providing stress coping skills through courses or a mentor.

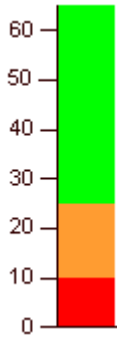


The **Call Reluctance (CR)** scale measures the candidate's feelings about prospecting in his/her natural market, managing rejection and commitment to sales as a career. The CR scale is not a personality trait but rather an attitude that reflects recent experiences. The POP7™ has detailed Call Reluctance feedback, which is largely self-explanatory.



The **Uncertainty Coefficient (UC)** scale provides an insight into whether or not the test results are reliable. High scores (above 45) indicate that the candidate may either misunderstand the assessment or may be presenting him/herself in a socially desirable manner.

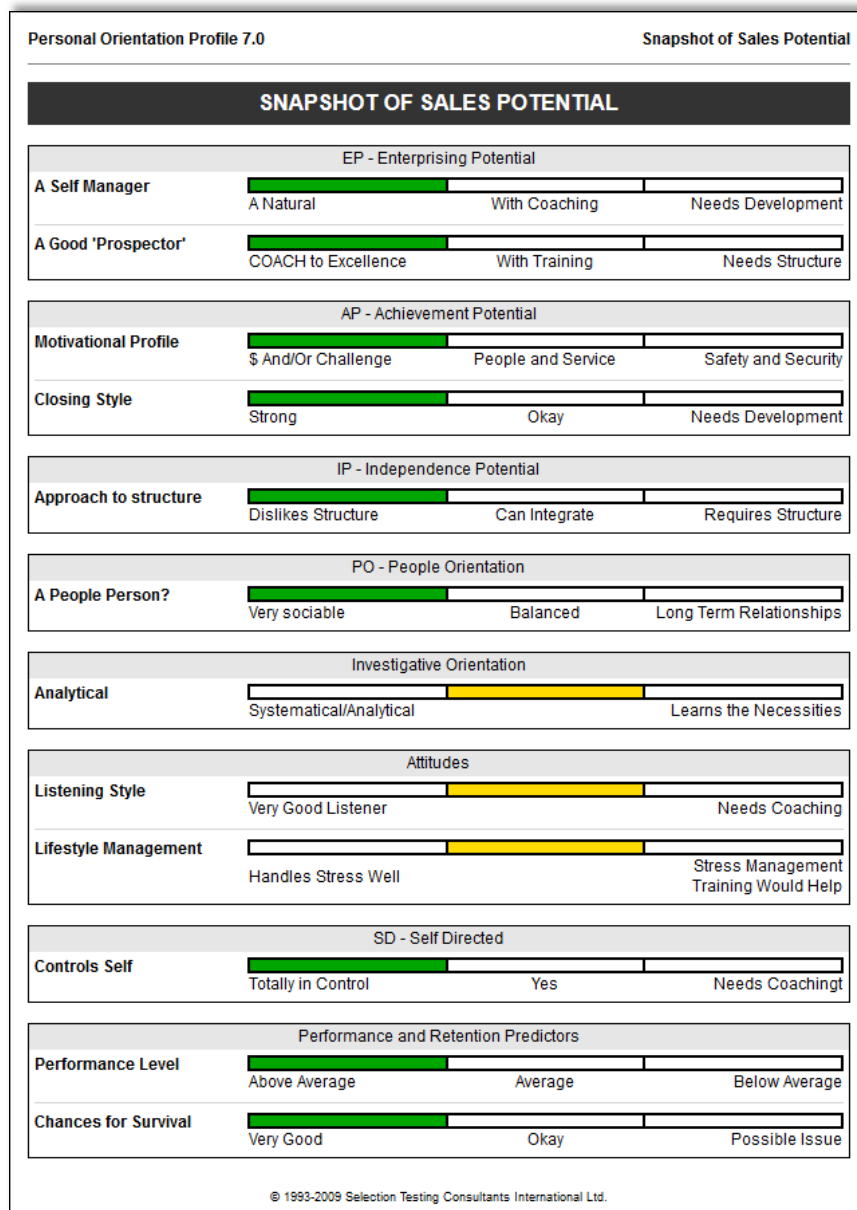
The character traits measured by the POP tend to have low face validity meaning it is difficult to fake unless one is an expert in test construction. Some of the Attitudes have higher face validity and a high UC score can indicate the need to check the SD and CR scores carefully when following up with the candidate.



Listening Style (LS) is a scale which provides insights into the person's effectiveness listening in conversations. People with low score (below 25) may need coaching to be more patient and attentive when dealing with prospects, clients or other people.

Snapshot of Sales Potential

This Snapshot of Sales Potential page provides a set of 3 segment graphs that are color coded so that green segments are a non-issue; yellow segments should be explored; and red segments should be explored with some detail. Most of the graphs on this page are derived from the scales on the Summary of Scores & Cautions page which is discussed in detail in this User Guide. These scales are projections of probable performance based on aggregate data for competitive sales people.



Management Preview

The Management Preview page provides an early overview of the candidate's potential to be an effective sales manager in the future.

SELECTION CONSIDERATIONS
<p>Enterprising Potential (E.P.): 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.</p> <p>Achievement Potential (A.P.): The A.P. Scale result is of great importance, second only to the results obtained by the candidate on the E.P. Scale. This is a very strong result and shows that he needs and thrives on challenge and he will be so anxious to get into the work situation that he may not pay enough attention to learning how to do things the right way. He will probably respond best if his training is as intensive and of as reasonably short duration as possible.</p> <p>Independence Potential (I.P.): It appears that the I.P. Scale scale has its greatest usefulness in selection in discriminating between the Above Average and the Superior potential individuals. With this extremely high level result on the I.P. Scale score, this person will inevitably rebel against any tightly controlled work situation. If you can give him lots of freedom of action once he demonstrates that he has earned it through performance, then he might stay with you. Control him too much or for too long and he will leave.</p> <p>People Orientation (P.O.): 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.</p> <p>Investigative Orientation (INV.): 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.</p>
<p style="text-align: center;">Call Reluctance</p> <p>Sample would tend to be comfortable networking within specific areas of his natural market. To prospect and network from a business perspective, he would require commitment to product and a practised method of approaching people. The requirement for consistent networking and prospecting could require ongoing training support and joint field work.</p> <p>Managing Rejection: His above average score on the managing rejection scale indicates that he would respond to internal cues rather than focus primarily on how the client was responding during the sales process. He would possibly be aware of a client's feelings but does not appear to have an overly strong need to be liked by everyone or a fear of not being liked by everyone. Therefore, he is unlikely to confuse a client's feelings about the product with feelings toward him personally.</p> <p>Prospecting Orientation: Sample would tend to favor prospecting in specific areas of his natural market. To prospect and network from a business perspective he would require a strong commitment to product and a well developed sales track. The requirement for consistent prospecting could provide an overwhelming challenge which would create a need for ongoing training support and joint field work.</p> <p>Commitment to a Sales Career: 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.</p>

The **Management Preview** page provides an early overview of the candidate's potential to be an effective sales manager in the future.

Performance Management reflects the individual's natural approach to dealing with the performance of other people.

Leadership Style reflects the individual's most comfortable approach to leading a team of other people.

Training & Development reflects the individual's natural approach when training and developing new sales people.

Recruiting/Attraction provides a look at the individual's potential to recruit people into the sales career.

Overall Preview is based on the factors described above and provides a snapshot of the individual's potential to be an effective sales manager.


Selection Considerations

The **Selection Considerations** page covers each of the key scales that should be considered as important factors in selecting a competitive sales person.

- **Enterprising Potential (EP):** reflects initiative and natural approach to self-managing, an extremely important factor in sales success.
- **Achievement Potential (AP)** predicts natural risk taking and closing style. Also, extremely important factor is sales success.
- **Independence Potential (IP)** reflects approach to external structure. Important in matching to manager and culture.
- **People Orientation (PO)** reflects the individual's approach to meeting new people
- **Investigative Orientation (INV)** reflects the individual's approach to learning
- The Approach to **Call Reluctance** scale provides a graphic depiction of the candidate's approach to managing the issues that create Call Reluctance. This overall score is comprised of several sub-scales: Managing Rejection, Prospecting Orientation; and Commitment to Sales.
- **Managing Rejection** is an important attitude which reflects sensitivity to rejection which can become an attitudinal block to success in sales.
- **Prospection Orientation** can contribute to Call Reluctance which stops people from making calls to prospect.
- **Commitment to Sales Career** is important because if the candidate does not view sales as a viable career option it will likely show up in his/her work.

Interview Questions

The Management Report provides 7 pages of Interview Questions based on the candidates' unique personality and how he or she responded to the POP Ver. 7.0 assessment items. These questions are designed to help the interviewer identify strengths and growth opportunities.



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:

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Responses from Opinions Section

This page provides the hiring managers with the opportunity to explore how the individual may have answered certain questions. This is used to validate the SD, LM, CR, LS and UC scores to make certain that the candidate has not been misinterpreted or has misunderstood something.

Use of this page is recommended if the results do not match the interviewer's impression of the candidate or if there is a very high UC score (above 45).

Personal Orientation Profile 7.0		Responses from 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)				
2. I thrive under pressure (3)				
3. I rarely interrupt others while they are speaking (4)				
4. It is easier to sell to friends than to strangers (1)				
5. I am often influenced by others (2)				
6. I would have difficulty integrating a demanding career into my lifestyle (3)				
7. I have never told lies (2)				
8. Aggressive sales people usually make a good income but have less repeat business (3)				
9. Most mistakes can be avoided (2)				
10. I am comfortable with changes in technology (4)				
11. I like to hear people fully explain their point of view (5)				
12. I avoid actions that might make people dislike me (3)				
13. People's good qualities are seldom recognized (3)				
14. I sometimes lack the energy to perform important tasks (2)				
15. Most conversations take too long (1)				
16. It is important that people approve of me (3)				
17. I am good at most things that I try to do (3)				
18. I stay focused on my priorities (4)				
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (2)				
20. Sales people have a positive public image (3)				
21. Success is mostly luck (1)				
22. I often allow my attitude to affect my performance negatively (1)				
23. All my habits are good and desirable ones (2)				
24. It is very important to push people to buy a product or service after you have established that they need it (4)				
25. People get the respect that they deserve (5)				
26. I generally have a positive attitude towards work (4)				
27. I never envy others their good luck (4)				
28. Sales people make more money than they deserve (1)				
29. It is impossible to change company procedures (2)				
30. I find it difficult to manage my professional demands (1)				
31. I prefer to listen in conversations (3)				
32. I find it easy to make new acquaintances (3)				
33. Hard work brings success (5)				
34. I excel in a dynamic environment (5)				
35. I consciously pause before responding to others (3)				
36. My first sales should be to my family and friends (2)				
37. Plans never work out (1)				
38. I often avoid difficult tasks (1)				
39. I have never been late for work or for an appointment (3)				
40. In a group, I feel uncomfortable if a person does not like me (1)				
41. I create opportunities (5)				
42. I take care of myself with good daily habits (3)				
43. I try to do most of the talking when presenting materials to others (3)				
44. I have been successful in developing a large network of people (3)				
45. Compliments make me uncomfortable (1)				
46. I have difficulty coping with daily job challenges (1)				
47. I have never boasted or bragged (2)				
48. I adapt to what others expect of me (2)				
49. A good plan can avoid mistakes (3)				
50. Stress improves my performance (3)				
51. After listening to someone talk, I repeat the important points back to them to insure my understanding (3)				
52. I often refer people to my family and friends (2)				
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 (4)				
56. Informal social events are a good source of sales contacts (3)				
57. I find it easy to talk about myself (2)				
58. Regular habits are an important part of my success (2)				
59. I have never said anything unkind about anyone else (2)				
60. I have met very few people whom I did not like (3)				
61. I am distracted easily (1)				
62. Professional demands often interfere with my lifestyle (4)				
63. People take too long to get to the point (3)				
64. I get upset when sales people call me at home (2)				
65. I am a confident person (4)				
66. I can concentrate on my work for long periods of time (4)				
67. I will interrupt other people to provide an answer to their question (1)				
68. To be successful at sales, I must change my image (2)				
69. My performance depends on the situation. (1)				
70. To be effective, I need to make several lifestyle changes (2)				
71. No one is ever rude to me (3)				
72. I would rather approach a potential new client by telephone than in person (2)				
73. I am successful in most aspects of my life (3)				
74. Work does not get me down (3)				
75. I enjoy listening to other people (4)				
76. Most people would prefer not to deal with salespeople any more than necessary (3)				
77. I am reluctant to make decisions (4)				
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 sales person (4)				
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 sales person (4)				
85. I let the organization define my training needs (3)				
86. People do not understand the pressures of my job (3)				
87. I prefer to ask very specific questions that require only a 'yes/no' answer (2)				
88. My family and friends are a good source of sales (3)				
89. Effort is entirely my responsibility (3)				
90. I manage stress effectively (3)				
91. I have a tendency to finish other people's sentences (1)				
92. Rejection is the most difficult aspect of sales (4)				
93. Others have interfered with my success (1)				
94. It is difficult to establish job priorities (1)				
95. I am not a good listener (1)				
96. I feel comfortable promoting myself and my company at social gatherings (2)				

Training & Coaching Suggestions



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

(Training Suggestions) She may require help in building her skills in dealing with both clients and associates.

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.

The Training and Coaching Suggestions page provides insight into the approach to training and coaching that would be most effective for this individual.

Enterprising Potential (EP) reflects initiative and natural approach to self managing. Those who are high on this scale will typically want less training and coaching while the opposite will be true for those low on the scale.

Achievement Potential (AP) reflects risk taking and sense of urgency which can affect how a manager coaches the person.


Independence Potential (IP) reflects approach to external structure and team work. Those who score high, do not like feedback and prefer to work independently while the reverse is generally true for those who score low on the IP scale.

People Orientation (PO) reflects the individual's approach to meeting new people

Investigative Orientation (INV) reflects the individual's approach to learning. Those who score high on this scale are very analytical while those who are low tend to learn only what they think they need to know.

Retention Prospects

The **Retention Prospects** page provides insight into the factors in the candidate's assessment that could affect his/her retention.



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
Probably the social environment of the job will have little or no bearing on whether she is retained over time or lost to you.

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.

Enterprising Potential (EP) reflects initiative and natural approach to self-managing. Low EP scores generally indicate poor retention prospects unless the manager is able to spend a lot of time with coaching and joint field work.

Achievement Potential (AP) reflects closing style. Low scores on this scale are associated with people who are reluctant to close which causes retention issues.

Independence Potential (IP) reflects approach to external structure and team work. High scores on this scale may be too independent for some cultures while low scores can reflect people who need too much structure or need to be part of a team. This scale is very prominent in determining fit to the sales culture and role.

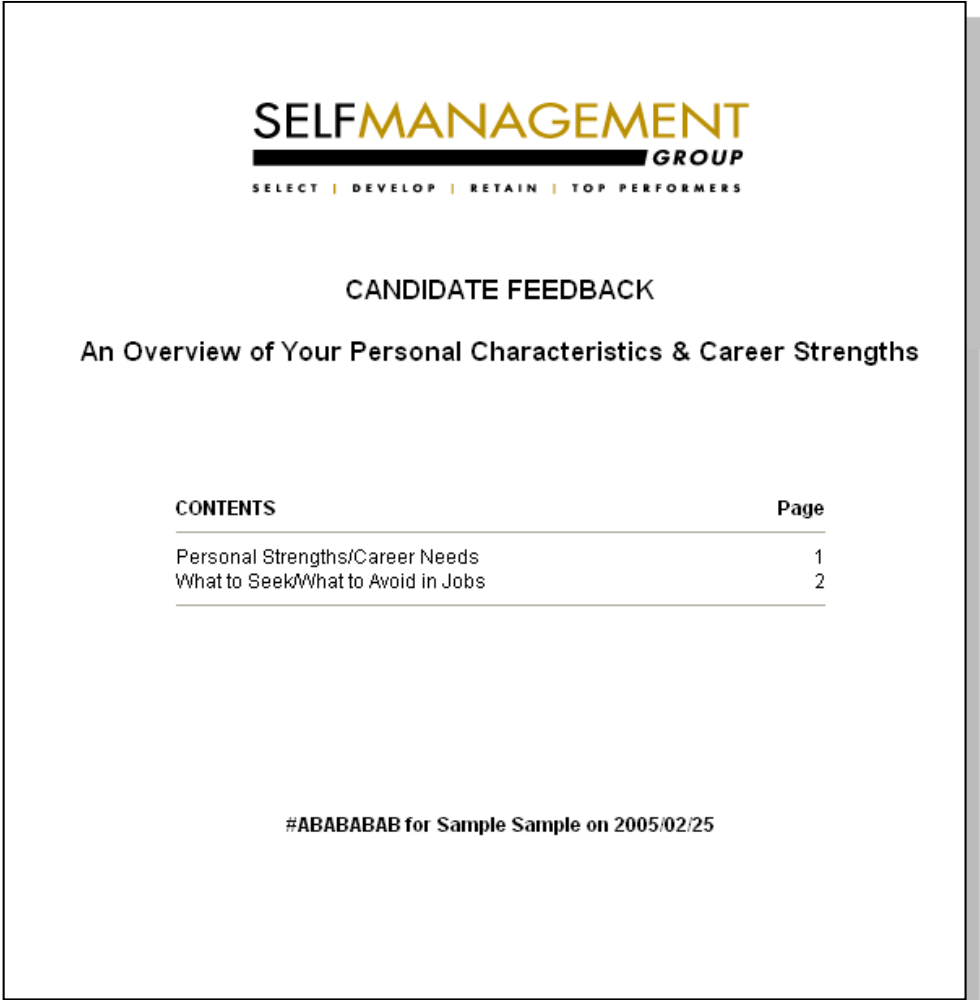
People Orientation (PO) reflects the individual's approach to meeting new people. People who do not enjoy meeting new people may be outside their comfort zone.

Investigative Orientation (INV) reflects the individual's approach to learning. Those who score high on this scale are very analytical and may tend to over explain the products or wish to have more technical learning. Those who are very low on the scale may not learn enough to be effective.

Candidate Feedback Report

It is recommended that each candidate who completes the POP be given the candidate feedback portion of the report which comprises the last 3 pages (cover + 2 pages of text).

The candidate feedback provides the individual with useful information on personal strengths and career needs as well as advice on what to seek and avoid in future career paths.



Personal Strengths/Career Needs

The information on page 2 of the Candidate Feedback Report provides help for the individual to understand his/her personal strengths and how they would apply to different types of roles. This will help the individual gain an understanding of his/her personality in a way that he/she may not have considered and provides a starting point to applying those strengths and building upon them.

Personal Orientation Profile 7.0	Personal Strengths/Career Needs
<p data-bbox="380 562 846 590"><u>In Terms of Enterprising vs Support Role Possibilities</u></p> <p data-bbox="380 590 1334 726">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.</p> <p data-bbox="380 747 873 774"><u>In Terms of Your Style & Strength of Various Motivations</u></p> <p data-bbox="380 774 1334 932">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 this '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.</p> <p data-bbox="380 953 938 980"><u>In Terms of Your Independence vs Your Need to Be in the 'Team'</u></p> <p data-bbox="380 980 1325 1073">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.</p> <p data-bbox="380 1094 971 1121"><u>In Terms of Your Orientation Towards the 'People' Side of Business</u></p> <p data-bbox="380 1121 1325 1188">You would be described as somewhat sociable, enthusiastic, cheerful, lively and entertaining. While valuing social interactions, you may be somewhat reserved in your initial contacts with new people. The achievement of goals would be through personal relationships developed over a very long period of time.</p> <p data-bbox="380 1209 992 1236"><u>In Terms of Your Orientation Towards Technical & Practical Concerns</u></p> <p data-bbox="380 1236 1334 1329">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.</p>	

What to Seek/What to Avoid in Jobs

Page 3 of Candidate Feedback Report

The first half of this page provides information on the job attributes that the candidate should be seeking based on the character traits measured by the POP7™.

The second half of this page provides information on the job attributes that the candidate should be avoiding based on the character traits measured by the POP7™

If the candidate is one that is well suited for the sales job for which he/she is being assessment, this can be part of the 'turn-on'. Conversely, poorly suited candidates can be let down easily by walking through the report and pointing out how the sales career would not be a good fit.

Personal Orientation Profile 7.0	What To Seek/What To Avoid In Jobs
<u>What Should You Look for In a Job/Career that Matches You Best?</u>	
+ 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 has importance as a way of earning a good income, as a way of proving yourself and which has 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 calls for an average amount of people contact and a limited number of contacts with new people. However, some of your job satisfaction would be found in the interaction with people at work.	
+ 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.	
<u>What Should You Avoid in Jobs/Careers that Don't Match You?</u>	
- 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 a position where you are expected to perform an exclusively public relations role.	
- 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.	

Personal Coaching Guide

Build Success Habits and Build Your Business

This personal coaching guide is designed to give to the sales person whether he or she is a new hire or a seasoned veteran. The advice in this guide was developed from very experienced sales managers and is customized to the personality assessment and attitudes of the sales person. This report provides the sales person with in depth self-knowledge that will help him or her identify strengths and growth opportunities.

SELFMANAGEMENT
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SELECT | DEVELOP | RETAIN | TOP PERFORMERS

**Build Success Habits and Build your
Business!**

SMG
#ABABABAB
2007/01/28
Sample Person

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This report is designed to help provide you with self knowledge and insight into your personal strengths. With this knowledge, you will be able to use your strengths as a basis to take control of your own career and build the necessary habits that will become second nature and help you attain success.

Use this report to learn about yourself and how you can benefit from any future training and coaching.

John C. Marshall, Ph.D.

Commitment and Growth

This page of the report gives the sales person feedback on his/her fit to a sales career and what type of sales career. We view sales careers on a continuum from very commission sales at one end to selling from a service contact on the other. This page shows the individual's best fit to sales career type and some strategies to take advantage of that fit.

Commitment and Growth

Fit to Sales Career

You are very well suited to competitive sales and have the attributes to make you successful in this field.

Self Coaching Strategies

- Use this report to identify your strengths and how to use them.
- Make a personal commitment to your sales career in order to take full advantage of your potential.
- Set high standards for yourself in terms of activity and results. You can control the activity and the results will follow if you keep working and improving your skill set.
- Outwork the competition

Work Well with your Manager/Mentor

- Meet regularly with Manager/Mentor and use those meetings to learn what you are doing well and how to leverage your strengths

Commission Sales

We define commission sales as sales where all or almost all of the person's income is derived from commissions. In other words, if they do not sell, they do not survive. Some may call them 'hunters' or other similar terms but the commission sales person is one who must sell to live. Typically, commission sales people have certain characteristics that make them successful. They would be described most often as self managing; competitive; motivated by money; independent. Many commission sales roles have short sales cycles.

Relationship Sales

Relationship sales people can be in the same market place as commission sales people and be compensated in the same way, but most relationship sales roles have a base salary plus a more modest commission structure or a bonus plan. Relationship sales people are usually more suited for working with existing clients and building on longer term relationships. Many relationship sales roles have longer term sales cycles. Relationship sales people tend to be focused on the longer term and may be softer closers. They may be more comfortable with organizational structure and like to make it work to their advantage.

Service Sales

We define service sales as a type of sales that relies more on selling to an existing client, often from a service call or in a retail environment. People who fit this type of selling best are more comfortable responding to a customer's need and providing the proper product or service, typically, these sales people are less likely to prospect or be aggressive business developers.

Building Success Habits

This page is based on the EP score and is devoted to helping the individual take control of his/her sales career by building good habits that become second nature. By developing good habits like those suggested in this personalized self-coaching report, the individual salesperson begins to do the things that are bound to make him or her successful. This page and each that follow will have some or all of these sub-headings with suggestions customized to the individual:

Build Good Habits and do the things that build consistent work ethic. By working hard people will learn how to work smart and once they are doing both, they are very likely to be top performers.

Product Knowledge/Certification requires study habits and knowledge upgrades that people need to know to become licenced or to be well informed in the industry.

Building Your Business is an extension of good work ethic. By doing the things recommended here, the chances of building a client base and/or book of business are enhanced.

Working with your Manager/Mentor will be easier if the sales rep does some or all of the things recommended.

Motivational Profile

This page is based on the AP score of the individual. It provides personalized information on how he or she can use personal motivational needs to his/her advantage.

Independence

This page is based on the IP score of the individual. It provides personalized information on how he or she can take advantage of his/her approach to structure to be more successful.

People Orientation

This page is based on the PO scale and provides self coaching suggestions based on how the sales person feels about meeting and interacting with new people.

Investigative Orientation

This page is based on the Inv scale and provides suggestions on how the sales person may take advantage of his/her approach to learning and information gathering.

Self Confidence

This page helps the sales representative build on strengths to boost and/or maintain personal confidence levels.

Lifestyle Management

Provides feedback on how the sales person is handling stress and possible ways to manage more effectively.

Dealing with Call Reluctance

Gives some tips on how the sales person can deal with rejection, commitment and the other issues that can contribute to Call Reluctance which can be a major attitudinal block to performance.

Listening Style

This page provides feedback on how well the sales representative listens in conversation. This feedback itself can be enough to help people realize that they are not good listeners if that is the case. It also provides some basic suggestions on how to get better if that is an issue.

Manager's Coaching Guide

This coaching guide is for the manager and is customized for the individual sales person. The coaching advice in this guide was developed from very experienced sales managers and is customized to the personality assessment and attitudes of the sales person. This report is also aligned with the Personal Coaching Report so that strategies in each report will complement each other when dealing with a specific sales representative.

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SELECT | DEVELOP | RETAIN | TOP PERFORMERS

**A Guide to Helping
Sample Person
Build Success Habits and Build his
Business!**

**ID#: ABABABAB
2007/01/28
SMG**

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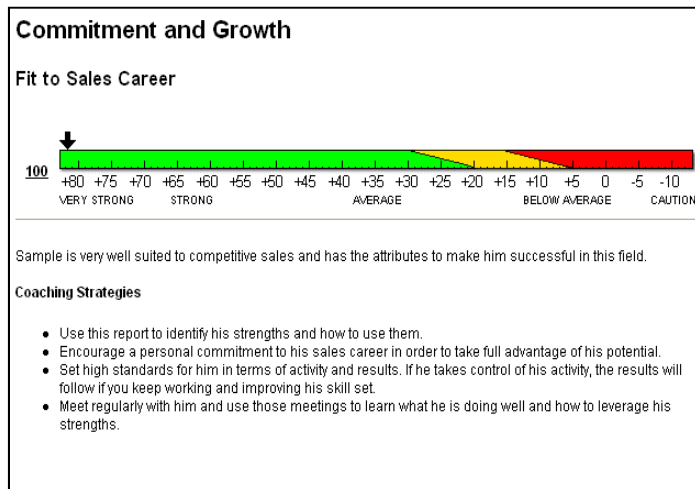
This report is designed to help provide you with self knowledge and insight into your personal strengths. With this knowledge, you will be able to use your strengths as a basis to take control of your own career and build the necessary habits that will become second nature and help you attain success.

Use this report to learn about yourself and how you can benefit from any future training and coaching.

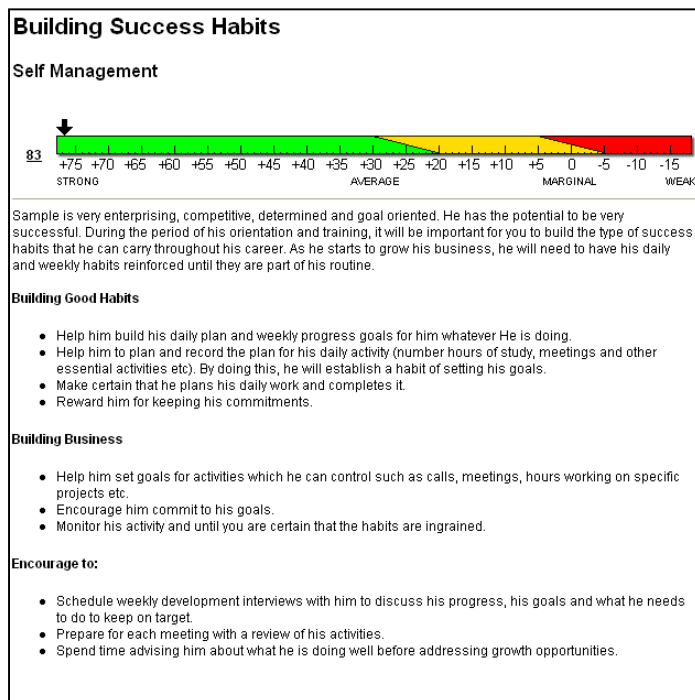
John C. Marshall, Ph.D.

Page 2 of the Manager’s Coaching Guide is an introduction to its purpose and use. The remaining pages show how the sales representative scored on the POP and provide what we believe to be suitable approaches to coaching the sales representative based on his/her personal scores.

This page of the report gives manager or coach feedback on the sales rep’s best fit to a sales career. We view sales careers on a continuum from very competitive sales at one end to selling from a service contact on the other. This page shows the individual’s best fit to sales career type and some strategies on how to coach the rep to take advantage of that fit.



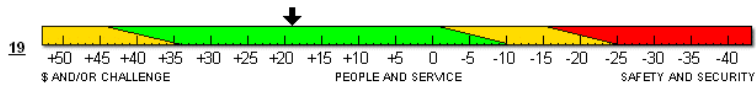
Commitment and Growth is based on the Predictor Score (PS). Those in the green area are generally well suited to commission sales from a personality point of view. Those in the yellow and red areas are more likely to require more time and energy investments by the coach or manager to achieve success.



Building Success Habits is based on the Enterprising Potential (EP) score and is devoted to helping the individual take control of his/her sales career by building good habits that become second nature. The coach can help the sales representative to develop good habits like those suggested in the personalized self-coaching report by reinforcing effort as well as results.

People on the left side of the scale are more likely to use their own initiative while those to the right are more comfortable responding. The yellow and red zones are cautions for commission sales as they are less likely to prospect and will need more coaching.

Motivational Profile



He is highly motivated by challenge and the need to achieve. He is prepared to work hard but he can be impatient and may have a high sense of urgency. His motivational profile is similar to sales people who are strong closers in the sales process.

Building Good Habits

- Design a scorecard for him to monitor his achievements and keep score.
- Help him organize his schedule to allow enough time to meet all his.
- Challenge him to set high standards for himself but always in a constructive way.

Building Business

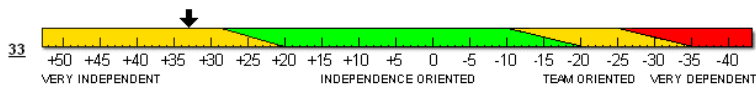
- Because of his high sense of urgency it may be helpful to learn to pace his presentations so that they match the needs of the client/prospect. Monitor his approach until you are comfortable with it.
- Time management will be important for him in order to meet his goals. Developing his self management potential will be very helpful in this regard.

Encourage to:

- Stretch him gradually but continuously.
- Work with him on his closing style.
- Ask his mentor or manager for suggestions on how to challenge him constructively.

Motivational Profile is based on the Achievement Potential (AP) scale. Those in the green area are generally well suited to commission sales because they would have a natural inclination to close during the sales process. Those in the yellow area may be inclined to close too soon (leftmost end of scale) or be reluctant to close (right side of green area). Those scoring in the red area would likely be unsuitable as closers because they are risk avoidant and have little sense of urgency

Independence



He is independent, demanding and enjoys a flexible environment that allows him to develop his own structure and systems. By building good habits he will be able to develop his own approach and integrate it with the HUGHES sales approach.

Building Good Habits

- Once he has developed his approach to learning, studying for his licence etc, make it part of his daily habits because following his own approach consistently will be better than inconsistent work habits.
- He can work alone without supervision so make a point of understanding the essentials of what he needs to learn in order to succeed.
- Becoming licensed or certified can be a very structured process that Sample may resist, but he will have to adapt to some structure in order to be successful.

Building Business

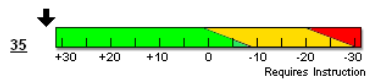
- Negotiate how Sample is going to integrate company materials and methods into his approach to the building a client base.
- Have him demonstrate his knowledge of the HUGHES products so that you can be more comfortable with his independent approach.
- When he demonstrates that he is well organized, competent and committed to his career, he will earn your respect and that of his peers and managers.

Encourage to:

- Discuss the type and amount of feedback that he needs.
- Use his resourcefulness to explore other possible solutions to difficult problems. Validate any new ideas or outside the box solutions with him before he tries them on clients.
- Provide feedback only when it is necessary to keep your relationship fresh. His natural instinct may be not to accept it but your experience can make his life much easier if he can integrate it with what he is doing.

Independence is based on the Independence Potential (IP) score. Those in the green area are considered independent enough to function effectively. The left yellow zone reflects people who may be too independent for most cultures and some managers. The cautions on the right side of the green zone reflect team orientation and possible dependency which require the manager to provide a lot of external structure and may even require selling as part of a team.

People Orientation



Sample is very warm, sociable, cheerful and outgoing. He is motivated and energized by social interaction and able to build relationships and friendships without difficulty. He is quite comfortable with other people upon meeting them.

Building Good Habits

- Coach him to ask people about themselves and get them talking so that he can understand their needs.
- Help him enjoy the social aspects of a sales career and teach him how to build rapport and look for referrals in social situations.
- Coach him on good listening skills.

Building Business

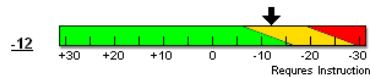
- Help him build his referral network by showing how much fun it can be.
- Provide community oriented strategies for meeting new people.
- Work on strategies to deal with rejection in the sales process because Sample enjoys people and could take rejection personally.

Encourage to:

- Review his presentation skills as necessary to assure that the business focus is still.
- Make sure that his meetings with you deal with the business issues as well as relationship building.

The People Orientation (PO) scale provides an insight into how much the sales representative enjoys meeting new people. Most sales people are in the green area, but this factor does not predict success. Those in the yellow or red zones can be successful if they have good social skills. Those sales people with low People Orientation often find it less rewarding to meet new people or give presentations so they may need to learn behaviors and make them habits in order to be more comfortable in social situations.

Investigative Orientation



He is comfortable with a balance of technical and non-technical issues in his work. He enjoys some problem solving but a mixture of non-technical and technical issues would be most desirable. He has the approach to analysis that is common for sales people.

Building Good Habits

- Encourage him to set aside a regular time each day to review product knowledge and relevant business news.
- Focus on the essential knowledge first and then delve into some of the more difficult material.

Building Business

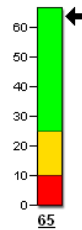
- Encourage him to practise his client approach so that he can deliver a 30 second version that will generate interest.
- Make sure that he knows the strengths and benefits of the products well enough to give a strong presentation and provide answers to most client questions.
- Familiarize him with the HUGHES support network when you do not have an answer.

Encourage to:

- Prepare a list of his technical questions in advance of his meetings and share them with his mentor so that they can be addressed quickly at the meetings.
- Ask his mentor for advice on his presentations.

The Investigative Orientation (INV) scale provides an insight into how much the sales representative enjoys learning. For sales people who are in the green area, we can assume that they are curious and analytical enough to learn about the products and services that they are selling. Sales people in the yellow range can be suitable for non-complex or non-technical sales but those in the red range could be problematic if they must learn new things to be effective. Our experience shows us that sales people in the green range usually do well in licensing and product knowledge, but this scale has little predictive value in sales success.

Self Confidence



He would be considered to be very confident, in control and able to function effectively on his own. He accepts responsibility for his own performance and expects to succeed in his career and most other activities.

Building Good Habits

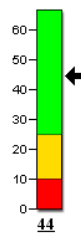
- Be aware of his strengths (build conscious competence) and use them as much as possible.
- Continually build on the success that he has had so far.
- Take responsibility for his own actions.
- Take responsibility for his learning.
- Take control of what he can control and do it to the best of his ability.
- Address his growth opportunities when he is feeling successful.

Coaching Strategies

- Always focus on his strengths and how to get even better.
- Address possible arrogance by asking him for suggestions on how to complement his strengths.

Self Confidence is based on the Self Directed (SD) scale. Those in the green area are suitable for competitive sales because they are generally confident although scores above 40 are preferable because confidence can be transitory in sales. When sales reps have low scores, it is important to focus them on the things that they do well so that they can achieve small victories and feelings of conscious competence to get back on track.

Lifestyle Management



He appears to manage his energy and lifestyle quite well. Pressure and the ability to cope with stress effectively may even enhance his performance in some situations.

Building Good Habits

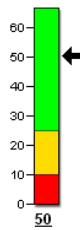
- Identify and understand his own stress coping techniques so he can use them in other situations.
- Continue to manage stressful situations as challenges that he can meet.
- Share his stress coping strategies with others if they ask.

Coaching Strategies

- If his colleagues are showing signs of stress, Sample may be a suitable mentor.

The Lifestyle Management (LM) scale provides an insight into how well the sales representative is managing the stresses of his/her lifestyle. Sales people in the yellow range likely need some help in managing their lifestyle. As a coach, the ideal approach is to try to get them to reduce their work load. Low scores (red zone) may require intervention from stress counselor or other lifestyle management specialists.

Dealing with Call Reluctance



Sample has the sort of attitude about prospecting, managing rejection and sales as a career that would be considered as suitable in almost any sales career. Generally speaking, he does not take rejection personally and should be very comfortable building his business.

Building Good Habits

- Take advantage of his comfort with prospecting and rejection by making a regular habit.
- Commit to a number of contacts or calls that he is going to make each day and start making them. This is a success habit that is hard to beat in sales.
- Focus on the high quality of the products and services that HUGHES provides so that he feels comfortable with the value that he is providing to his prospects and clients.

Building Business

- Keep asking for a referral even if you don't expect one.
- Remember that a positive attitude is essential and building a successful market survey will help you prospect when building his business in the future.
- No one likes rejection but he is generally good at accepting it as non-personal. When people won't talk to you or help with his market survey it is more likely that they are worried about how their friends would react than rejecting you. Try to set them at ease by demonstrating his good judgment and tact.

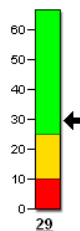
Encourage to:

- Praise his strength in this area.
- Encourage him to be a mentor to others if it is appropriate.
- Brainstorm on finding additional strategies on how to prospect and deal with rejection.

This is based on the Call Reluctance (CR) scale. Those in the green area are generally suitable for competitive sales because they understand that rejection is not usually personal, they like sales as a career and are not afraid to network in their natural market. Scores above 40 are preferable because lower scores are more vulnerable. Scores below 25 indicate a serious attitudinal block to performance.

NB. High CR scores do not predict performance but low CR scores can erode the behaviors that successful sales people need.

Listening Style



Sample's responses indicate that his approach to listening is typical of the majority of people. He is likely to listen to others attentively most of the time but may have some development opportunities in his listening style.

A Guide to Helping

- Think about his approach to listening and becoming more attentive and effective when gathering information.
- Consider formal training in listening skills, particularly in handling client/client relations.

Coaching Strategies

- Provide occasional feedback on his approach to listening.
- Role-play potential interactions that he will encounter with clients, peers or others.

The Listening Style (LS) scale provides an insight into how effective the sales representative is as a listener.

This could be a sensitive area that the coach may wish to address carefully.

APPENDIX

Guidelines for Exploring a High Uncertainty Coefficient (UC) Score

When economic conditions are poor and there is increasing competition of valued positions, the potential exists for higher UC scores on the POP such that candidates feel the need to present themselves in the best possible light. This brief outline will highlight the items associated with the UC score, the major reasons for a high UC score and a set of guidelines for exploring the UC score with a specific candidate. It is recommended that if a recruiter or manager has specific questions, they are encouraged to set up a telephone consultation with their Home Office consultant and a POP consultant from the Self Management Group.

The UC Items:

- 07. I have never told lies.
- 23. All my habits are good and desirable ones.
- 27. I never envy others their good luck.
- 39. I have never been late for work or for an appointment.
- 47. I have never boasted or bragged.
- 59. I have never said anything unkind about anyone else.
- 71. No one is ever rude to me.
- 79. I always admit my own mistakes.

As evident from the items, they include statements that typically require an absolute or yes/no response. They are very extreme types of questions. For example, "I have never told a lie" can realistically only be answered 1 or 5. Most people mark 1 or 2 for the item. A high UC score becomes a **caution** when it is greater than 45. To create a score of 45 or greater, a candidate would have to answer the majority of the items as either 4 or 5. Therefore, it is quite unlikely that a candidate reading the questions and answering them honestly will have a high UC score. However, it can and does happen. The following section outlines the major reasons for a high UC score.

Major Reasons for A High UC Score:

1. ***Social Desirability:*** This is by far the most common reason for a high UC score. The candidate, in an effort to impress the recruiter, attempts to present an inflated positive self-image. As a result, they mark the UC items higher. When exploring a high UC score for this reason, it is important to determine whether or not the candidate inflated just the UC items or all the items. This is usually very easy to determine by asking interview questions to justify the other elements of the POP report. The sample questions in the POP written report are excellent for this purpose.
2. ***Language Difficulties:*** If the candidate is struggling with the language, they do not understand the subtleties of the words, "never" or "always" and as a result trigger the high UC score.
3. ***Random Responding:*** On rare occasions, a candidate will not be reading the questions and will simply respond in a random manner. For example, mark all 5's or alternate between 1 and 5. This type of responding will generally be reflected in the UC score.
4. ***Specific Religious Groups:*** This is the least common reason for a high UC score. Our research has found that some very religious groups tend to trigger a high UC score. For example, they are being

honest when they circle 5 (definitely agree) on the item “I have never told a lie”. Again, this is very easy to determine in a subsequent discussion of the POP report.

Possible Steps for Exploring a High UC Score

To explore the reasons for a high UC score and determine whether or not the POP report is reliable, the following steps are recommended.

- STEP #1:** Investigate the UC items with the candidate. Go to the items on page 3 and ask the candidate to explain their responses to the UC items that they marked 4 or 5. An honest candidate will explain their response quite comfortably. For example, I don’t usually tell lies so I marked a 4. A candidate, who was distorting or inflating their self-image, will become quite defensive or be unable to explain their response. A lack of explanation will also be evident with language difficulties or random responding.
- STEP #2:** Look at the Self Directed (SD) and Call Reluctance (CR) scores. If any of these scores are greater than 60, it indicates that the candidate was also potentially inflating all the scores on page 3.
- STEP #3:** Candidate Feedback. Give the candidate the 2 pages of feedback from the POP report and ask if the pages describe him or her accurately. If the answer is YES, ask for examples from the person’s background that would justify the assessment. If the answer is NO, ask for examples from the person’s background that would justify their challenges to the information.
- STEP #4:** Interviewing Questions. The interview questions included in the POP report are designed to help the recruiter validate the assessment from the experiences of the candidate. The POP is assessing potential and the answers to the interview questions should substantiate or challenge the POP predictions.

SUMMARY

In summary, the most effective strategy for minimizing high UC scores is to be proactive by selecting the appropriate language for each candidate and following the simple administration instructions. This will eliminate all the major reasons for high UC scores. A high UC score does NOT automatically indicate that the POP results are invalid but rather indicates that a recruiter or manager should be cautious about accepting the results as reliable. Reliability indicates consistency; validity is a measure of the accuracy of the results. Validity requires reliability. Therefore, by following the recommended steps to explore a high UC score, the user will be able to determine whether or not the POP results are reliable and valid.