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ADMIN POP™

Potential for fit as

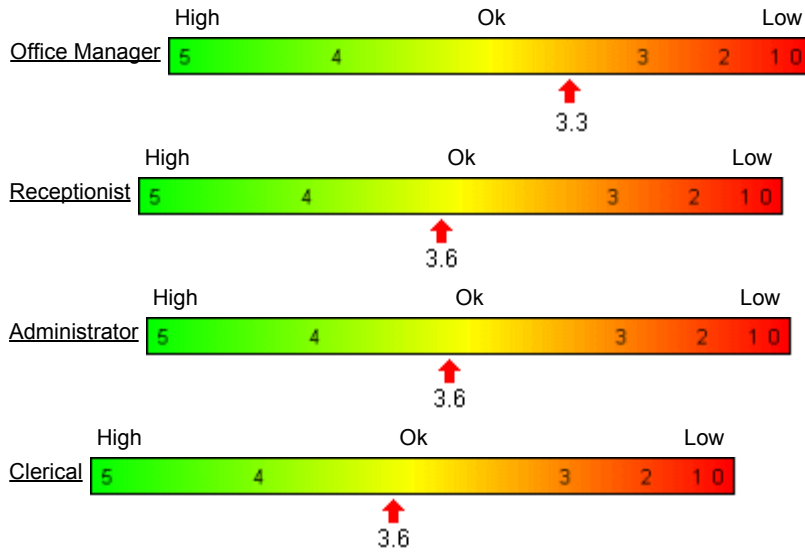
Office Manager
Receptionist
Administrator
Clerical

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JOIP3YAPTH4U for SAMPLE SAMPLE on October 4, 2022

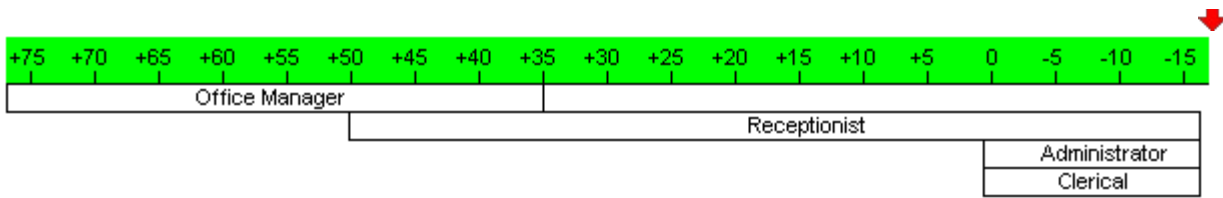
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Overall Admin Suitability



Match to Position

Enterprising Potential (EP) = -21



Overview

His/Her score on the EP scale would indicate an inclination toward being comfortable in career environments that had a very well-defined process and/or a consistent career environment. He/She would respond well to regular work demands that could be planned for and accomplished through a structured work schedule. Training in self-management skills would improve his/her productivity and help him/her survive in his/her career.

Structured Interview Questions

- Ask him/her to describe a situation where he/she has fitted into an established position and quickly learned the job and how he/she felt about following established rules and procedures.
- Ask him/her identify his/her most immediate training needs for success in the position.
- Verify all information with his/her references.

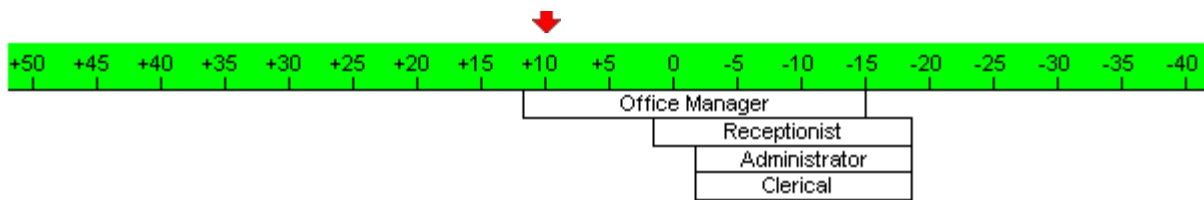
Developmental Suggestions

To capitalize on his/her score on this characteristic, coaching should consist of establishing a consistent work schedule that meets the needs of the customer and the demands of the position. Self management training would be essential for retention and success.

Notes

Match to Position

Achievement Potential (AP) = +10

**Overview**

This result on the AP scale indicates that he/she has a good amount of drive and energy and would respond well to relatively intensive goals and objectives. From a motivational perspective, he/she has a relatively balanced motivational mix with a slight dominance of challenge and/or money over an almost equally strong service and/or recognition component. He/She would enjoy a position that focused on building good client relationships and was complemented by a strong need for achievement.

Structured Interview Questions

- Ask him/her to describe his/her achievements over the past two to five years which gave him/her the greatest satisfaction. What was the challenge or financial gain outcome of these accomplishments?
- Ask him/her to describe a situation that required him/her to work harder than he/she had planned for?
- Verify all information with the performance records of his/her references.

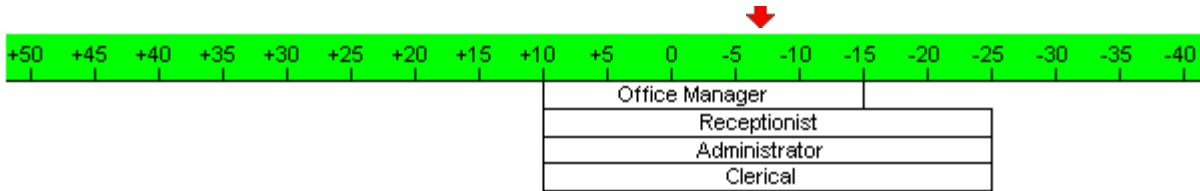
Developmental Suggestions

He/She has the energy and ambition to succeed and will profit from training that will help him/her apply his/her energy and ambition effectively. He/She will monitor his/her effectiveness from both a recognition and results perspective. Therefore, his/her coach can help him/her self manage both results and activities. Training in managing effort would help him/her feel "successful" everyday. He/She will learn best from a coach or mentor who has a style or approach that is well matched to his/her own personality.

Notes

Match to Position

Independence Potential (IP) = -7



Overview

His/Her score on the IP scale indicates that he/she would be very comfortable with a successful organization that has proven, well-established structure and systems. He/She would be very coachable and would display a strong commitment to existing structure after the initial training. He/She would be considered a good team player and could be relied on to follow mutually agreed to team strategies and procedures. He/She will be very attentive during the initial training and try to integrate all suggested ideas and approaches.

Structured Interview Questions

- Ask him/her to highlight examples from his/her previous work situations in which he/she has operated essentially on a strong teamwork basis.
- In his/her previous position, what new systems did he/she integrate into his/her daily activities? What were the important things he/she learned from his/her previous manager or coach?
- You should expect good feedback from his/her references.

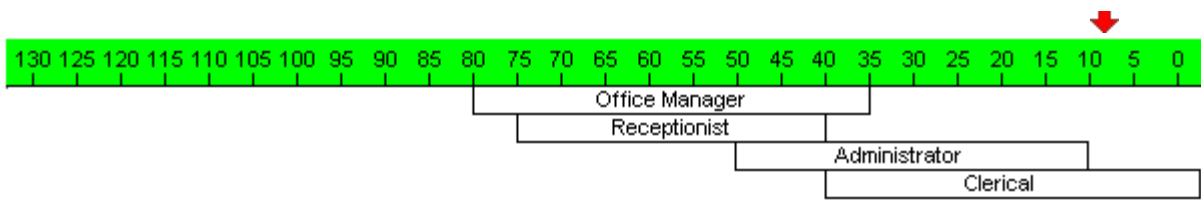
Developmental Suggestions

He/She will expect his/her coach or manager to offer direction and guidance on the systems that he/she would be required to follow. Regular feedback sessions would help him/her evaluate how effectively he/she is integrating into the new structure. Training and development of self management skills, including both self evaluation and self reinforcement strategies, would help maintain good habits after the initial intensive training. He/She will also be receptive to the influence and advice of associates and peers, therefore it will be important to match him/her to team members who are similar in terms of team orientation.

Notes

Match to Position

Career Fit (CF) = +9



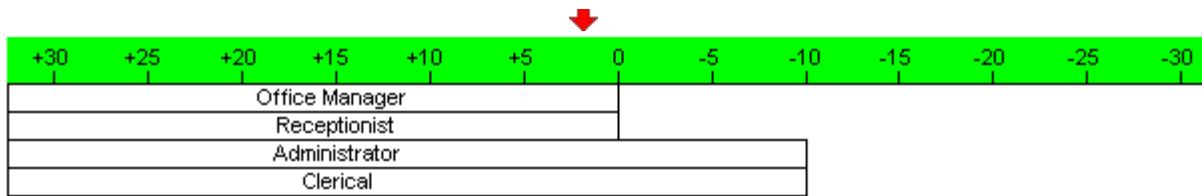
Overview

He/She is best matched to the Support roles of Receptionist, Administrator and/or Clerical. He/She is a very service oriented person who will be most comfortable responding to the needs of others in a well documented, systematic environment. He/She would be best suited for customer service or operation roles with clearly defined goals and a system that provides regular feedback and guidance.

Notes

Match to Position

People Orientation (PO) = +2

**Overview**

He/She would value interactions with others on a daily basis and tend to develop longer term relationships with clients and associates.

Structured Interview Questions

- Ask him/her to outline how he/she developed new relationships with associates when he/she first started his/her previous job.

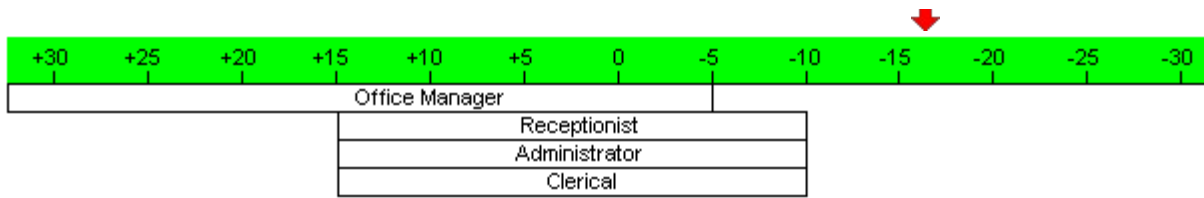
Developmental Suggestions

Capitalize on this characteristic through training communication skills and rapport building strategies.

Notes

Match to Position

Analytical Orientation (AO) = -16



Overview

He/She would focus his/her learning of technical and product information on the essentials that would be necessary for practical application. Advanced technical training or job requirements would need to be in an area of high interest and aptitude. The acquisition of essential new knowledge should be scheduled on a comfortable, long term basis.

Structured Interview Questions

- Ask him/her how he/she plans to learn the product and technical knowledge necessary to be effective in his/her new position with you.
- Ask him/her to describe a recent example that demonstrates his/her ability to master a technical competency or skill.

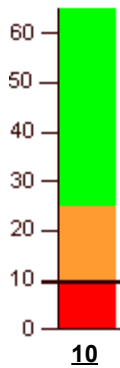
Developmental Suggestions

The acquisition of product and technical knowledge should include formal training as well as on the job application. His/Her manager can help ensure that he/she learns and correctly employs new technical knowledge through personal observation and regular development meetings.

Notes

Match to Position

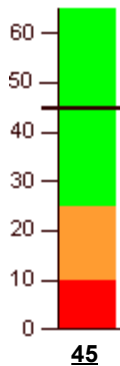
Self-Determination (SD) = +10



He/She express a belief that he/she has only limited control over his/her future and that chance, luck, fate and other people hold a greater degree of control over his/her future than he/she does. His/Her indicated level of self confidence is somewhat below average at this time, but this can change to a more positive level over time with successes in college, work and personal life.

Notes

Call Reluctance (CR) = +45



One of the main reasons that people have difficulties is the fear of rejection. Fortunately, learning how to manage rejection is a trainable skill. His/Her score indicates that he/she probably does not fear these rejections. It would be important to continually improve his/her responses in situations where rejection occurs. Have him/her work with a mentor to find different methods to turn these rejections into opportunities.

Notes

Match to Mentor/Environment

The Ideal Mentor/Subordinate Environment Should Include:

MENTORING by a much stronger self-manager role model + SUBORDINATES who are adequately strong in their inherent self-management potential: probably they will need it to experience growth.

MENTORING by a role model who has a reputation of being a great 'service' type person and who consistently achieves all \$ targets + SUBORDINATES who want feedback from satisfied clients but who keep score in part by counting income.

MENTORING by a manager/trainer who has shown that he/she can build a caring team AND a performing group simultaneously + SUBORDINATES who are committed to working in a 'people' environment but without allowing dependencies to form.

MENTORING by someone who isn't the 'warmest' person in town but who has built good successful work relationships among those people he/she manages + SUBORDINATES who won't be put off by a boss who may seem 'distant' at times.

MENTORING by someone who may have struggled to achieve personal and technical competence but who has done and can lead others to do it + SUBORDINATES who are more naturally inclined to self-development since he/she isn't.

The Ideal Mentor/Subordinate Environment Should Avoid:

A MENTOR who has no idea about developing systematic approaches to getting the job done or a mentor who leaves it all up to his or her subordinates and/or SUBORDINATES who need this person to organize and plan.

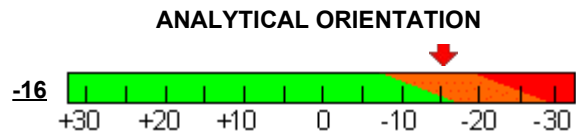
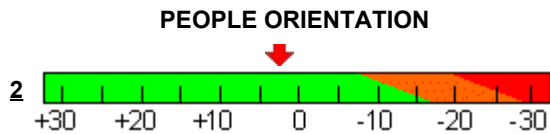
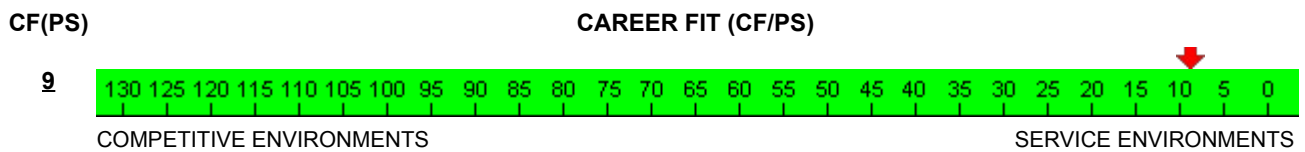
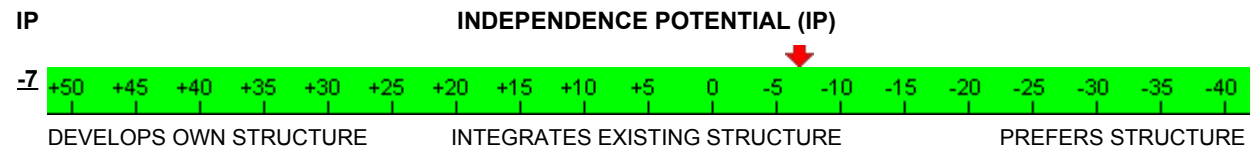
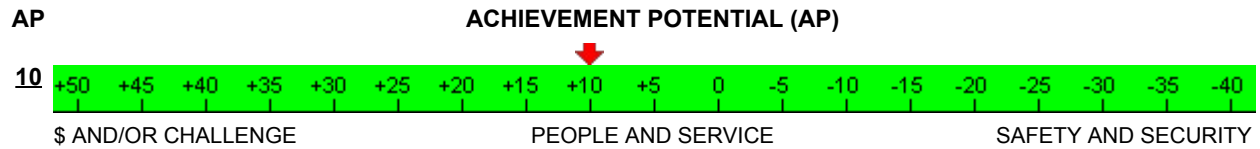
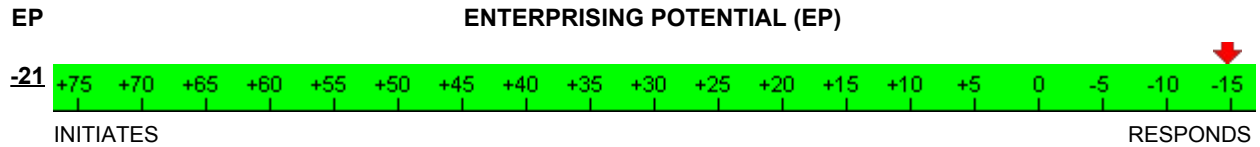
A MENTOR who has an unbalanced view of work, i.e. that it is either totally a \$\$ issue or that it is not at all a \$\$ issue and/or SUBORDINATES who are relentlessly greedy or those who don't care at all for a high income.

A MENTOR who is too demanding of his or her subordinates that they operate entirely independently with at best, only a loose-knit team and/or SUBORDINATES who want to do it all on their own and have no feel for what a 'team' can be.

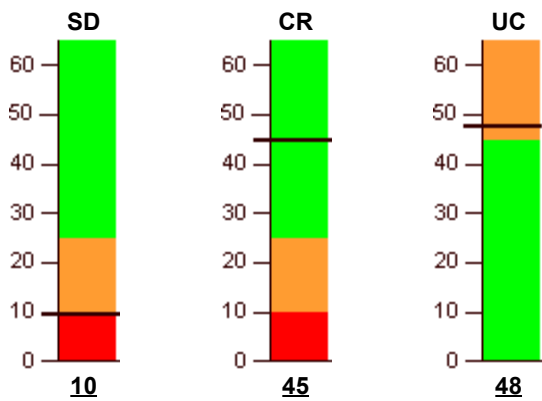
A MENTOR who doesn't feel that relationships with subordinates matter all that much and/or SUBORDINATES who need lots of feedback from clients and the boss.

A MENTOR who supports subordinates who can't/won't learn new 'stuff' and/or SUBORDINATES who won't make the effort to keep abreast of new learning.

Summary of Scores & Cautions



PAGE 3 SCORES



	Enterprising	People Oriented	Achievement Oriented	Independent
Power Scores	39	2	54	47
Neutr Scores	60	-16	58	54
	Acquiescent	Investigative	Relaxed	Team Oriented
	-21	50	10	-7
	EP	BL	AP	IP

The Uncertainty Coefficient

The Uncertainty Coefficient (UC) provides an insight into whether or not the test results are reliable. High scores (above 45) indicate that the candidate may either misunderstand the profile or may be presenting him/herself in a socially desirable manner. The character traits measured by the Admin POP™ tend to have low face validity meaning it is difficult to fake unless one is an expert in test construction. A high UC score can indicate the need to check the SD and CR scores carefully when following up with the candidate.

The following provides detailed information on how to explore high UC scores.

GUIDELINES FOR EXPLORING A HIGH UNCERTAINTY COEFFICIENT (UC) SCORE

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 consultation with a consultant from the Self Management Group.

THE UC ITEMS

The UC items come from the attitude page of the Admin POP™ . They include:

- My opinion is always the correct one.
- I have never told a lie.
- No one is ever rude to me.
- All my habits are good and desirable ones.
- I never envy another person's good luck.
- I have never been late for work or for an appointment.
- I have never said anything unkind about anyone else.
- I have never boasted or bragged.

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 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 report. The sample questions in the 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 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 by 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 report.

The Uncertainty Coefficient (cont'd)

POSSIBLE STEPS FOR EXPLORING A HIGH UC SCORE

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

STEP #1: Investigate the UC items with the candidate. Go to the items on page 3 (attitude items) 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 attitude scores.

STEP #3: Investigate the power scores (Enterprising, Achievement and Independent) and the neutralizing scores (Acquiescent, Relaxed and Team Oriented) on the summary page of the report. If any of the power scores are greater than 140 or neutralizing scores less than 40, they are very unusual scores and indicate that the Admin POP™ might be inflated.

STEP #4: Candidate Feedback. Give the candidate the candidate feedback from the report and ask if the pages describe him or her accurately. If the answer is YES ask for examples from the persons background that would justify the Admin POP™. If the answer is NO ask for examples from the persons background that would justify their challenges to the information.

STEP #5: Interviewing Questions. The interview questions included in the report are designed to help the recruiter validate the Admin POP™ from the experiences of the candidate. The Admin POP™ is assessing potential and the answers to the interview questions should substantiate or challenge the Admin 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 Admin 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 will determine whether or not the Admin POP™ results are reliable and valid.

Responses from Opinions Section

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
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1. I am successful at most aspects of my life. (1)
2. To be successful in my career, it is necessary to get all my associates to like me. (4)
3. Chance determines most things. (1)
4. I have been successful at developing a large network of people. (1)
5. Effort gets results. (4)
6. To perform up to my potential, I must have total belief in my job. (4)
7. I am often influenced by others. (3)
8. I avoid actions that might make people dislike me. (4)
9. I have never told a lie. (3)
10. Most mistakes can be avoided. (4)
11. It is important that people approve of me. (2)
12. Mistakes are inevitable. (1)
13. My family and friends support my career choices. (4)
14. People get the respect that they deserve. (2)
15. Aggressive salespeople usually make a good income but have less repeat business. (1)
16. Salespeople have a positive public image. (4)
17. Others have interfered with my success. (4)
18. I find it easy to make new acquaintances. (4)
19. I control my attitude toward work. (4)
20. I am comfortable promoting my ideas to friends and associates. (1)
21. All my habits are good and desirable ones. (3)
22. People's good qualities are seldom recognized. (3)
23. I never envy others their good luck. (4)
24. Hard work brings success. (1)
25. In a group, if a person does not like me, I feel uncomfortable. (2)
26. Success is mostly luck. (2)
27. I have been successful in developing a large network of friends and associates. (3)
28. I have never been late for work or for an appointment. (1)
29. I can be whatever I choose to be. (4)
30. I adapt to what I think others expect of me. (2)
31. I have never boasted or bragged. (4)
32. What I am was decided when I was born. (1)
33. Informal social events are a good source of sales contacts. (1)
34. I have never said anything unkind about anyone else. (4)
35. The right decision can change things. (1)
36. It is very important to push people to buy a product or service after you have established they need it. (3)
37. What will happen will happen. (1)
38. Most people would prefer not to deal with salespeople. (1)
39. I am successful in most areas of my life. (3)
40. No one is ever rude to me. (2)
41. To be successful in my career, I must change my image. (1)
42. I let the organization define my training needs. (4)
43. I often refer salespeople to my family and friends. (3)
44. My opinion is always the correct one. (4)
45. A good plan can avoid mistakes. (3)
46. I would rather talk to a client on the telephone than in person. (2)
47. Plans never work out. (2)
48. I must believe in a product before I can sell it. (4)
49. There is some good in everybody. (2)
50. I have met very few people whom I do not like. (2)
51. Some people are just "no good". (4)
52. I feel comfortable promoting myself and my company at social gatherings. (2)
53. There is no such thing as luck. (4)
54. I get upset when salespeople call me at home. (1)
55. Things happen mostly by accident. (1)
56. I have bought a product or service mainly because of the salesperson. (3)



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CANDIDATE FEEDBACK ON THE RESULTS OF THE

Admin POP™

An Overview of Your Personal Characteristics & Career Strengths

Thank you for taking the time to complete the Admin POP™. The following information identifies several of your personal strengths that are important to your career planning. The objective of the Admin POP™ is to match you to the "best fit" career position that will capitalize on your strengths and maximize your chances for a successful, rewarding career.

John C. Marshall, Ph.D.

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JOIP3YAPTH4U for SAMPLE SAMPLE on October 4, 2022

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Your Personal Strengths

In Terms of Enterprising vs Support Role Possibilities

People would see you as a goal oriented person within organized, structured and well defined situations. You would appear to be very considerate, accepting, agreeable, mild mannered and perhaps cautious in any less clearly defined work or personal situation. When given a requirement or objective and a plan of how to reach the objective, you could be depended upon to work diligently to achieve the stated goals. Your talents would probably be best employed within what is usually defined as the service or support aspects of an organization.

In Terms of Your Style & Strength of Various Motivations

People would see you as being an achieving person, one who can be quite hard driving, eager, active and occasionally impatient. Challenge for you can involve doing some things simply because they are demanding, and many things because they have a concrete financial reward, but you will occasionally accept a challenge because it has a 'people-oriented' element to it. Financial rewards are important to you but sometimes you direct your energies towards things which have no payoff for you but which have 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.

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

You would be described as quite cooperative, obliging, efficient, conscientious, painstaking and team oriented. Generally, you would be easy on others and quite accepting of supervision. You would be a good company person working well within a variety of group settings. Security and stability would be valued working conditions desired in the job.

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

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.

In Terms of Your Orientation Towards Technical & Practical Concerns

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

Career Planning

What Should You Look for In a Career that Matches You Best?

- + Look for a job in a support or service role in an organization which you feel is very well structured and organized. In considering any position, see if there is a detailed job description and daily work plan and you may want to speak with other people in the company doing essentially similar jobs, to see if the job functions the way the personnel department describes it.
- + 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.
- + You should look for a job that is stable in an established career environment. Your preference should be to work within a recognized team type situation. For even greater job satisfaction, you should find a company that you can identify with and respect for their products and services.
- + 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.
- + You should focus on jobs which employ other than highly advanced technical competencies. There are lots of things you can do and lots of challenges that you can take on in other areas which will provide you with personal and work satisfactions.

What Should You Avoid in Careers that Don't Match You?

- Avoid taking a job in a work situation which appears to be disorganized or which lacks a clear and functioning structure. If the position requires that you be responsible for both planning and carrying out the job, it may not be the position which will make the best use of your particular talents.
- 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 environments which have poor or very inexperienced supervision and those that demand an intense level of independence and/or a high demand to work essentially on your own all the time.
- You should avoid a position where you are expected to perform an exclusively public relations role.
- Avoid jobs that have as a major basic feature very strong technical, factual and analytical requirements. While you may well be able to do the job, employment of this nature probably would not be a source of satisfaction for you.

