



Professional POPTM

Name : TEST TEST

Email : jane@smartworkassessments.com

Phone : 864-275-2880

Report ID : TRYUO4OL5T3V

Test Date : 2024/08/27

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



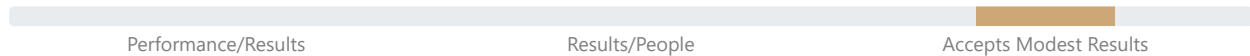
©1979-2025 Selection Testing Consultants Intl Ltd

Contents

✓ Professional Overview	3
✓ Descriptive Overview	4
✓ Summary of Traits	5
✓ Communication Style	9
✓ Self Directed & Lifestyle Management	11
✓ Career Building Attitudes	12
✓ Emotional Intelligence	13
✓ Summary of Scores	14
✓ Responses from Attitudes/Opinions Section	15

Create Report

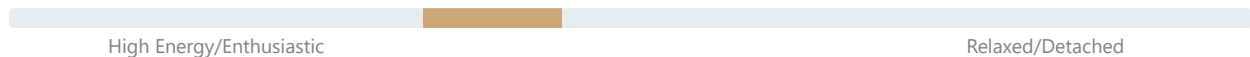
Consulting Style – An indication of the individual's natural consulting style and relative balance between achieving results and dealing with the feelings of other people.



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



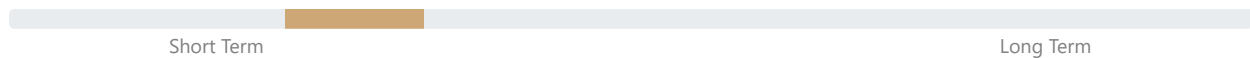
Approach to Motivating Others – This scale reflects the individual's most natural approach to motivating other people.



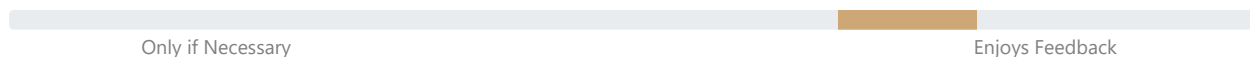
Leadership Style – An indication of the person's natural approach to leadership and dealing with others.



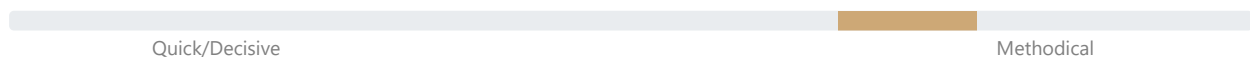
Approach to Goal Setting – Reflects the person's sense of urgency and the importance of establishing short-term goals and objectives.



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



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



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



Self Management

This candidate is a good fit for careers that will build on their previous experience and existing strengths. This person would be most comfortable with a management structure which provides consistent, clear feedback while allowing them the opportunity to plan and manage some of their activities.

Motivational Structure

This candidate is motivated by a mixture of short- and long-term goals and will be most effective in situations that offer both. This person would enjoy working in an environment where the opportunity to meet short-term targets on a regular basis leads to longer-term objectives. This person likes to provide clear goals and achieve them on a regular basis.

Preferred Approach to Being a Team Member or Team Leader

This candidate is an independent person who follows team guidelines and procedures when they are helping them accomplish things more effectively. In many cases, they may simply follow their own experience and instincts or develop new procedures for getting things done. Their preference is to work independently or lead in the implementation of change.

Comfort with Conflict

This candidate is relatively uncomfortable in situations where there is considerable potential for conflict or conflict is a significant aspect of the work environment.

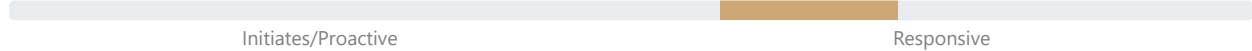
Social Style

This candidate is generally sociable, friendly and outgoing. This person builds relationships easily and they are generally quite comfortable in a role that requires a fair amount of interaction with other people and relationship building.

Analytical Orientation

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

Enterprising Potential



This candidate is generally agreeable and thoughtful. This person would be described as moderately competitive, enterprising, assertive and goal oriented. This person has some potential to become a self-manager if they are coached in the areas of self-evaluation, developing the ability to self-motivate and directing themselves more effectively. This person would be well suited to a situation where they are responding to client and organizational needs. This person would likely work well with a manager who provides clear guidance, coaching and direction.

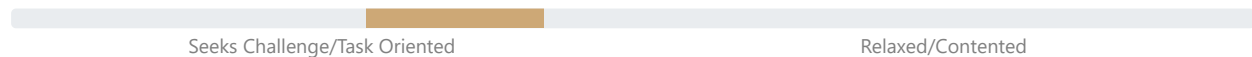
Coaching Suggestions

- Focus this individual on roles that are similar to their previous experience and will allow them to make use of their existing skills while they learn new ones.
- Coach this individual to build on their existing knowledge base and expand their areas of expertise.
- Match them with a mentor who will provide them with regular feedback and keep them focused on their tasks.
- Help them manage themselves more effectively by providing resources that will develop their self-management potential more fully.

Interview Suggestions

- In your current (previous) position, outline your daily activities.
- How do you plan and review your daily activities?
- Describe a situation where there was nothing to do. What did you do?
- Describe the ideal manager.

Achievement Potential



This candidate is relatively challenge oriented and they like to provide a meaningful service to people. Their motivational profile is similar to those people who like to achieve their short-term goals regularly while working toward their longer-term objectives. This individual would normally demonstrate a sense of urgency and would be most effective in an environment that includes a mixture of new challenges as well as more established functions.

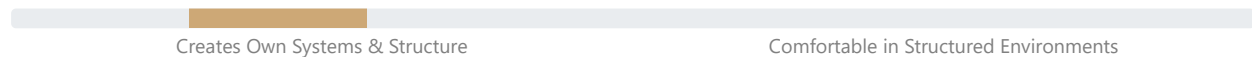
Coaching Suggestions

- Coach this individual to balance their own goals with the needs of the client.
- Allow them to set regular client focused goals for themselves and ask for their commitment to these goals.
- Coach them on selling skills if they are required to sell as part of their organizational role. This person could be an effective closer if taught how to seek additional business opportunities.

Interview Suggestions

- Outline your goal setting process. How do your short-term goals lead to your long-term goals?
- Describe some of your most recent achievements.
- How did you establish the goals that you reached?
- Describe a situation where you helped a customer make a decision on purchasing a product or service. Did you perform well?

Independence Potential



This candidate would be described as independent and often stubborn. This person will follow existing systems and procedures only if they are helping them to accomplish their goals. Often, they will create their own structure as needed. This person will accept supervision very reluctantly. If an issue arises that is not covered satisfactorily by existing procedures, they are likely to create a new procedure to resolve the issue. This area of this individual's character will be a strength in areas where individual initiative is an important aspect of dealing with client/user needs and unusual contingencies. Be prepared to evaluate and discuss their feedback on the existing systems and structure. This level of independence can help this individual be an effective consultant or change agent if they are able to present their recommendations effectively.

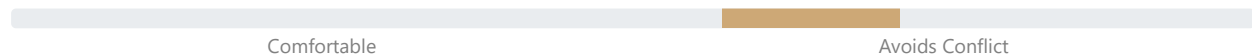
Coaching Suggestions

- This candidate is quite independent which can be an impediment to integrating with very structured business cultures. Encourage them to examine this aspect of themselves to determine if they will be able to cope with structure or whether they should focus their energies on situations where creating change and new systems and procedures are important.
- If they are performing well in their current role but fighting the structure, they may be an excellent candidate for roles where they can work from their home office or develop their own structure.
- If they want to change the culture, ask them to develop prototypes for change and coach them on how to present them.
- Coach them on how to integrate with very structured environments rather than to clash with them.

Interview Suggestions

- How did you feel about the last environment in which you worked? What did you like (or dislike)?
- Outline a situation where you worked in a very structured environment. How were you able to adapt?
- How comfortable are you following a proven methodology?
- Describe a situation where you developed new procedures. What role did you play in their implementation?

Comfort with Conflict



This candidate is relatively uncomfortable in situations where there is potential for conflict or conflict is a significant aspect of the work environment. Typically, they would be accommodating and polite to avoid conflict but can handle a minimal amount of conflict comfortably. Like many people, they would benefit from training in the skills and strategies that would build confidence and enhance their comfort dealing with conflict.

Coaching Suggestions

- This candidate would be more suitable for projects and situations where there is little conflict.
- Help them deal with conflict by providing skills in conflict resolution and communications.
- Provide them with strategies that will help respond effectively where they need to assert themselves.
- Assertiveness training may help this individual feel more comfortable with conflict.

Interview Suggestions

- Describe a working environment that included a lot of conflict. How did you cope with it?
- How have you dealt with argumentative customers (or other people) in the past?
- How long does it take for you to regain your composure after a high conflict situation.

People Orientation



This candidate is generally sociable, friendly and outgoing. This person is at ease building relationships and is quite comfortable with other people. This person will be able to work well in an environment where there is regular contact with people, either with a well-established client base or new clients.

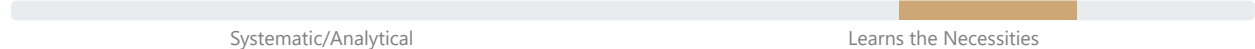
Coaching Suggestions

- Build conscious competence by helping them understand that the ability to work well with others is a strength in any career path and that this can be one of their strengths.
- This candidate's comfort interacting with others will be an asset in many career paths if they have developed their social and communication skills.
- Coach them to develop their knowledge of business applications so that they can interact with client groups and demonstrate that their needs are understood.
- Suggest that they give presentations at meetings with clients and peers.
- This candidate's comfort dealing with others may help them be an effective coach or mentor in areas where they have demonstrable expertise.
- Consult with them on how they would like to develop their communication skills.

Interview Suggestions

- Describe your approach to building an effective relationship with someone you have just met.
- Do you use the same approach on the telephone as in person? If not, what do you do differently?
- What are your goals with regard to growth in interpersonal areas?
- What are you doing to improve your communication skills?

Analytical Orientation



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

Coaching Suggestions

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

Interview Suggestions

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

Self Directed

Feels in Control/Internally Directed

Feels Controlled by External Factors

This candidate shows signs of being very low in perception of control at this time. Perhaps they have experienced a recent setback or trauma and is working to get their confidence back. With this profile, it is unlikely that they will feel that they have much control over events and this may affect their performance. Being self-directed is very important in any task. The level of sense of control can be increased by focusing on the positive accomplishments of the individual.

Coaching Suggestions

- Explore their reasons for the apparent lack of sense of control and develop a plan to address them.
- Remind them of their competencies and strengths.
- Encourage them to take advantage of the support provided by management and peers.
- When they do something well, remind them that they did it themselves.
- If they struggle with some issues, do not focus on them. Help them by providing opportunities to succeed.

Lifestyle Management

Handling Stress Well

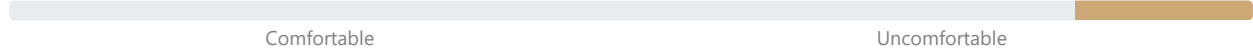
Stress Management Training Would Help

This candidate is currently showing signs that they are experiencing difficulty managing energy and dealing effectively with stress. People who are not dealing effectively with stress have difficulty with consistent performance and may need support from an understanding manager. Fast-paced and/or intense roles with demanding clients would not be a good fit for this individual as long as they are having difficulty coping.

Coaching Suggestions

- Help this individual discover and understand the nature and sources of their stress.
- Help them evaluate their stress coping strategies to determine their effectiveness.
- Coach them with new strategies and/or provide them with stress management training.
- Follow up to determine whether they are integrating new stress management techniques into their daily routines.
- Do not give them additional responsibilities until they demonstrate better coping skills.

Approach to Networking/Self Promotion

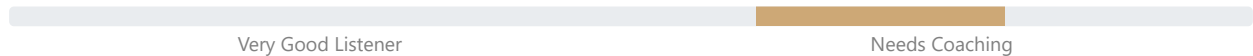


This candidate would tend to prefer a clear separation between their personal activities and business-related activities. This person would potentially have a great deal of reluctance to approach specific contacts in their regular network or natural market. This person would likely avoid business networking at both formal and informal social gatherings. An extremely strong commitment to the product or service and a well-developed marketing approach would be absolutely necessary for this individual to generate high-level performance.

Coaching Suggestions

- If this individual is required to promote themselves or the company's products and services, it is important to help them develop their level of comfort with networking and self-promotion. Most consulting careers require good communication skills, an effective approach to people and comfort promoting oneself and one's company.
- If they want to improve their comfort with networking, they should be coached to be a good listener first and discover what interests the people with whom they wish to network.
- Encourage them to develop a list of the positive aspects of themselves, the products and services that they wish to promote and the company. Help them focus on those positive aspects when asked about any of them.

Listening Style



This candidate's responses indicate that they may have some areas for growth in their approach to listening. This individual may show some difficulty listening attentively to others for longer periods of time. This person may also need development in actively listening to the needs and/or concerns of clients, peers, and others. This individual's approach to listening may be a concern in areas that involved considerable interaction with clients, peers or others.

Coaching Suggestions

- This candidate would benefit from some coaching to enhance their approach to listening and enable them to be a more attentive and effective listener. A mentor would be helpful if they are to be a more effective consultant.
- It may be possible to develop their approach to listening through role-playing potential interactions that this individual will encounter with clients, peers or others. This individual would also benefit from training in methods of handling specific client and/or other business interactions.

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

SELF AWARENESS I: MOOD LABELING – A measure of a person's ability to accurately label personal feelings and emotions.

Labels feelings and emotions as they are happening

Does not label feelings and emotions as they are happening

SELF AWARENESS II: MOOD MONITORING – A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

High monitoring

Optimal monitoring

Low monitoring

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

Demonstrates good self control

Low control over impulses and negative emotions

MANAGING EMOTIONAL INFLUENCES – A measure of a person's ability to manage emotional influences that would prevent them from taking those actions that they believe are necessary in dealing effectively with everyday situations and/or meeting personal goals.

Perseveres

Focus can change

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

Recognizes emotions in others

Low awareness of emotions of others

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

Uses knowledge of the emotions of others in decision-making

Does not factor in the emotions of others in decision-making

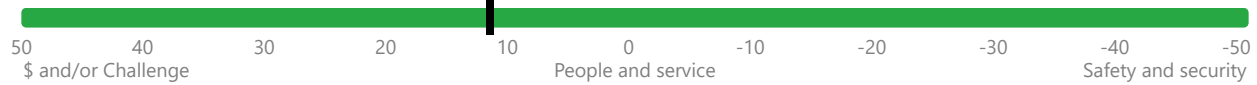
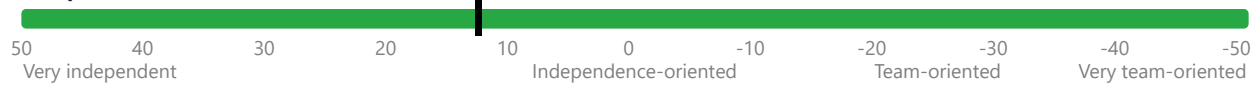
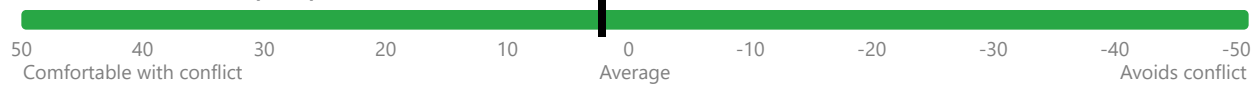
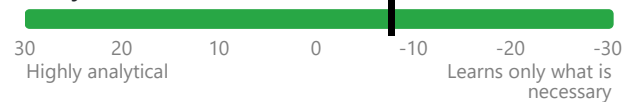
OVERALL – An overall measure of how well a person understands emotional information and uses it effectively.

Understands & uses emotional information

Relies on non-emotional information

Summary of Scores

14

Enterprising Potential (EP)=-6**Achievement Potential (AP)=12****Independence Potential (IP)=13****Comfort with Conflict (CWC)=3****Emotional Quotient (EQ)=40****Communication Style****People Orientation (PO)=11****Analytical Orientation (AO)=-7****Attitudes****Self Directed (SD)=-5****Lifestyle Management (LM)=-9****Networking / Self-Promotion (NSP)=6****Listening Style (LS)=18****Uncertainty Coefficient (UC)=29**

1=Don't Agree At All | 2=Agree A Little | 3=Somewhat Agree | 4=Moderately Agree | 5=Definitely Agree

1. Effort gets results. (2)
2. I thrive under pressure. (3)
3. I rarely interrupt others while they are speaking. (3)
4. I often discuss my career with friends. (2)
5. I am often influenced by others. (3)
6. I would have difficulty integrating a demanding career into my lifestyle. (2)
7. I have never told a lie. (3)
8. I would not like to be a sales person. (4)
9. Most mistakes can be avoided. (1)
10. I am comfortable with changes in technology. (2)
11. I like to hear people fully explain their point of view. (4)
12. I avoid actions that might make people dislike me. (4)
13. People's good qualities are seldom recognized. (1)
14. I sometimes lack the energy to perform important tasks. (3)
15. Most conversations take too long. (2)
16. It is important that people approve of me. (1)
17. I am good at most things that I try to do. (2)
18. I stay focused on my priorities. (2)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me. (4)
20. Sales people have a positive public image. (2)
21. Success is mostly luck. (3)
22. I often allow my attitude to affect my performance negatively. (4)
23. All my habits are good and desirable ones. (1)
24. I am comfortable when people do not agree with me. (2)
25. People get the respect that they deserve. (1)
26. I generally have a positive attitude towards work. (3)
27. I never envy others their good luck. (3)
28. I am persistent in getting others to agree with my point of view. (2)
29. It is impossible to change company procedures. (3)
30. I find it difficult to manage my professional demands. (3)
31. I prefer to listen in conversations. (2)
32. I find it easy to make new acquaintances. (2)
33. Hard work brings success. (1)
34. I excel in a dynamic environment. (2)
35. I consciously pause before responding to others. (1)
36. I am comfortable promoting my ideas to friends and associates. (1)
37. Plans never work out. (4)
38. I often avoid difficult tasks. (1)
39. I have never been late for work or for an appointment. (2)
40. In a group, I feel uncomfortable if a person does not like me. (2)
41. I create opportunities. (3)
42. I take care of myself with good daily habits. (4)
43. I try to do most of the talking when presenting materials to others. (2)
44. I have been successful in developing a large network of people. (4)
45. Compliments make me uncomfortable. (4)
46. I have difficulty coping with daily job challenges. (3)
47. I have never boasted or bragged. (1)
48. I adapt to what others expect of me. (1)

1=Don't Agree At All | 2=Agree A Little | 3=Somewhat Agree | 4=Moderately Agree | 5=Definitely Agree

49. A good plan can avoid mistakes. (2)
50. Stress improves my performance. (3)
51. After listening to someone talk, I repeat the important points back to them to ensure my understanding. (3)
52. I often refer people to my family and friends. (1)
53. Hard work does not always get results. (3)
54. To be effective on the job, I need more energy. (3)
55. I make sure others have finished speaking before I respond. (3)
56. Informal social events are a good source of business contacts. (4)
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. (4)
60. I have met very few people whom I did not like. (1)
61. I am distracted easily. (2)
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. (3)
65. I am a confident person. (3)
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 in my career, I must change my image. (1)
69. My performance depends on the situation. (1)
70. To be effective, I need to make several lifestyle changes. (4)
71. No one is ever rude to me. (2)
72. I would rather talk to a client on the telephone than in person. (4)
73. I am successful in most aspects of my life. (4)
74. Work does not get me down. (2)
75. I enjoy listening to other people. (3)
76. Most people would prefer not to deal with salespeople any more than necessary. (4)
77. I am reluctant to make decisions. (2)
78. Lifestyle demands have interfered with my career success. (4)
79. I always admit my own mistakes. (3)
80. To perform up to my potential, I must have total belief in my job. (2)
81. I take time to reflect on my accomplishments. (1)
82. I enjoy pressure on the job. (4)
83. I give others my undivided attention when they are speaking to me. (2)
84. I have bought a product or service mainly because of the salesperson. (4)
85. I let the organization define my training needs. (2)
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. (1)
88. My business contacts are a good source of future sales. (2)
89. Effort is entirely my responsibility. (4)
90. I manage stress effectively. (2)
91. I have a tendency to finish other people's sentences. (4)
92. To be a successful salesperson, it is necessary to get potential buyers to like me. (1)
93. Others have interfered with my success. (1)
94. It is difficult to establish job priorities. (3)
95. I am not a good listener. (2)
96. I feel comfortable promoting myself and my company at social gatherings. (1)