



SMART  
**WORK**  
ASSESSMENTS

*Powered by Predictive Analytics*

## ManagementPOP™

*"You cannot manage others unless you manage yourself first."*

- Peter Drucker

# Sample Report

Contents

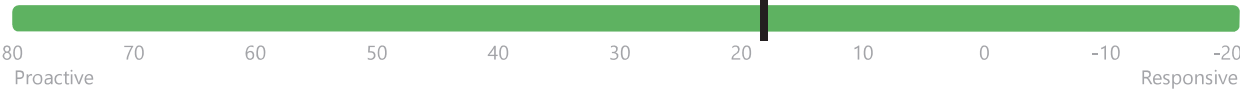
✓ Summary of Scores	3
✓ Snapshots	
Management Snapshot	4
Management Style	5
✓ Orientation & Coaching Factors	
Enterprising Potential	6
Achievement Potential	8
Independence Potential / Comfort with Conflict	10
✓ Emotional Quotient	12
✓ Communication Style & Attitude Survey	13
✓ Commitment Reluctance Overview	
Overall Commitment Reluctance Score / Attitudes Toward Others	15
Implementation of Commitment	16
Perception of a Career in Management	17
✓ Responses from Attitudes Section	18
✓ Candidate Feedback Report	20

Create Report

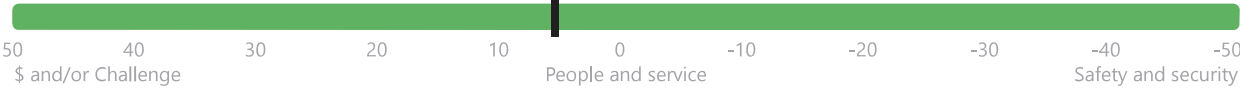
Summary of Scores

3

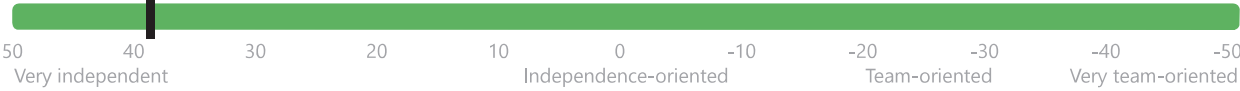
Enterprising Potential (EP)=19



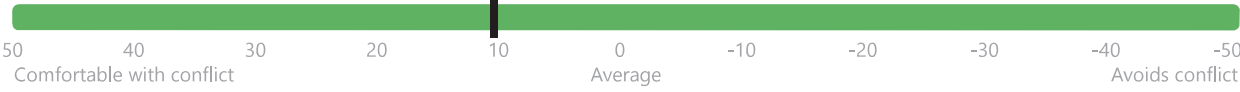
Achievement Potential (AP)=6



Independence Potential (IP)=39



Comfort with Conflict (CWC)=11

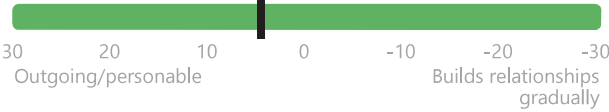


Emotional Quotient (EQ)=40

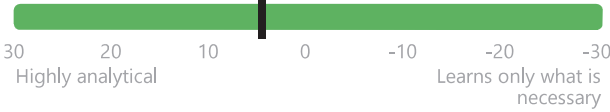


Communication Style

People Orientation (PO)=5

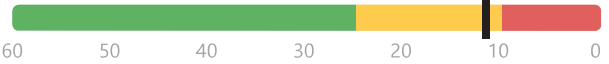


Analytical Orientation (AO)=5

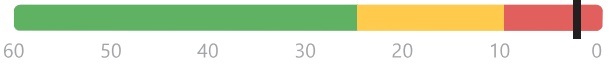


Attitudes

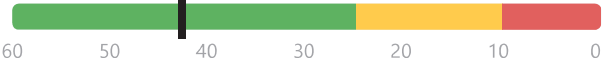
Self Directed (SD)=12



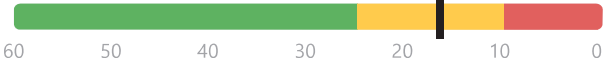
Lifestyle Management (LM)=3



Commitment Reluctance (CR)=43



Listening Style (LS)=17



Uncertainty Coefficient (UC)=45



## Management Snapshot

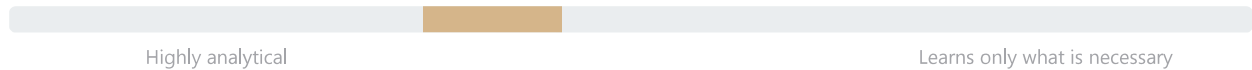
**Management Process (structure)** – Measures an individual's self-management potential, specifically in the ability to plan, organize and implement plans of action.



**Motivational Structure** – Reflects the relative importance of challenge, service, and security as key motivators for this individual.



**Approach to Learning** – Relates to the importance of this person's eagerness to learn new things and comfort in transferring knowledge to others.



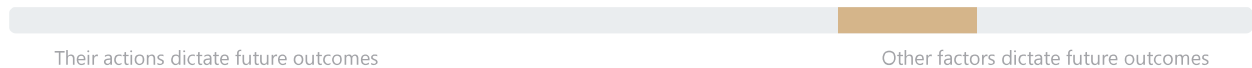
**Task Orientation** – Reflects this person's sense of urgency and importance of daily goals and objectives.



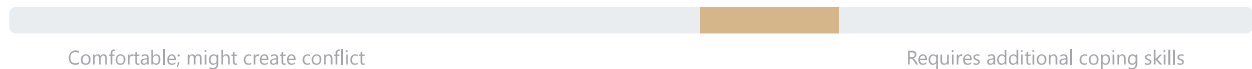
**People Development** – Reflects this person's natural style when training and helping others to develop.



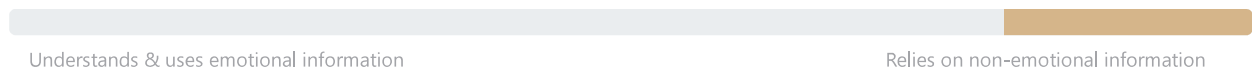
**Self Directed** – Reflects candidates belief that they are in control of the future through their own actions.



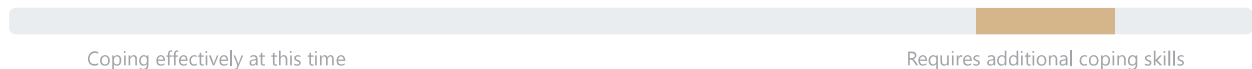
**Comfort with Conflict** – Reflects the tendency of an individual to be comfortable with or to avoid conflict with others.



**Emotional Quotient** – Reflects the ability to monitor the emotions of oneself and others, and to act accordingly.



**Lifestyle Management** – Assesses an individual's current effectiveness in coping with a demanding lifestyle.



## Management Style

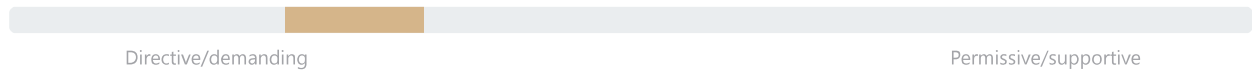
**Leadership** – Measures a person's natural leadership style and approach to working with others.



**Communication Style** – Reflects a person's approach to communicating with others on an interpersonal level.



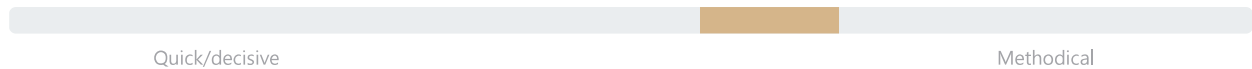
**Implementation Style** – Indicates a person's approach to implementing goals, objectives and strategies.



**Approach to Motivating Others** – Measures a person's natural approach to motivating others.



**Decision-Making** – Reflects the amount of information required to make a decision, and the speed of the decision-making process.



**Feedback Style** – Indicates a person's comfort with and need to give and receive feedback.

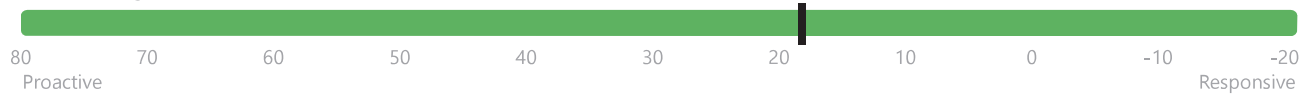


**Coaching Orientation** – Indicates this person's coaching style and the relative balance of focusing on results vs. people.



## Enterprising Potential

Enterprising Potential (EP)= 19



### Selection Considerations

#### Task Orientation

This level of self-management potential indicates a need to give this person a management structure that this individual can work with and teach associates to help them achieve at the highest performance levels.

#### What is the individual's entrepreneurial style likely to be?

At this level of entrepreneurial orientation, this individual will likely target specific accomplishments in managing others. This individual may be able to push others, when necessary, to reach the required performance objectives.



### Questions

- Ask about this person's inclination toward being a self-manager. How well has this individual performed in past work situations where they had to plan their daily activities, manage their time and be responsible for focusing their own effort to get the job done? Verify details with their references.
- Ask this individual about any specific full-time or part-time jobs, or tasks or requirements they may have had in the past that show how they have been able to take an objective, convert it into a plan for action and manage their time and focus their effort each day to get the job done.
- Would this individual be willing to take any learning opportunities to develop their self-management potential for use within the job, either through the company or through outside sources? Have they completed any skills training recently?

## Enterprising Potential



### Developmental Suggestions

#### Self-Management Potential - Structure Component

This individual would benefit from training in self-management principles that can be applied in a well-established organization. A strong systematic approach to developing good work habits would help in the area of activity planning and time management.

#### Self-Management Potential - Monitoring Processes

Monitoring themselves in terms of effort and/or performance is something that this person must concentrate on. Rather than imposing a system or a set of procedures on this individual, the ideal process to ensure the day-to-day implementation would involve obtaining their commitment to the development and maintenance of the systems.

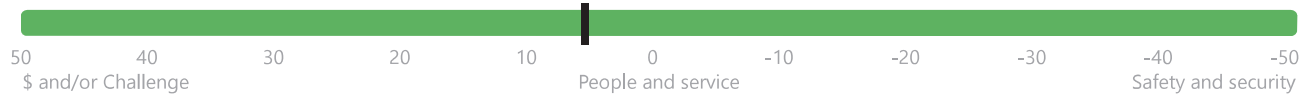


### Matching Considerations

Mentoring by someone assessed as having started with only modest personal self-management potential, but who has used the systems well and trained others to do so. Associates who are at least average in their own self-management potential would be best for this individual.

## Achievement Potential

**Achievement Potential (AP)=6**



### Selection Considerations

#### Personal Motivation Pattern - Impact on Others

Working with others, both associates and superiors, in an open, comfortable fashion would be the preferred style, and this individual will be able to deal in an accepting and effective way with people who create some negative tensions.

#### Effective Reinforcement Processes

The motivational profile of this person is somewhat weighted toward money and challenge, but there is also a substantial people/service orientation. This individual will be in a management position to attain both a good level of income and the sense of accomplishment that comes with being part of the success of others. You should expect, however, that even when people and service are an apparent primary focus, the underlying theme will still be THE BOTTOM LINE! This individual should be quite adaptable and trainable.



### Questions

- Ask them to think about, then to tell you about what they see as their really important motivating forces. Ask them for examples of things they have done that they felt were of real value, and that were exceptionally demanding and challenging. Ask for details of these challenging and meaningful events, including attempts that were unsuccessful, as well as those that worked out well. Ask what motivated them to persist in trying to do these things.
- How committed would this individual be to taking any opportunities that may become available to participate in company-sponsored or recommended training programs to increase their job-related skills? Any training done recently?



## Achievement Potential



### Developmental Suggestions

This individual has the energy and ambition to succeed, and will profit from training in client management techniques that help this individual apply this individual's energy and ambition effectively. This individual will monitor this individual's effectiveness from both a recognition and results perspective. Therefore, this individual's coach can help this individual self-manage both results and activities. Training in managing effort would help this individual feel successful every day. As a persistent/persuasive person, this individual will learn best from a coach or mentor who has a style or approach that is well-matched to their own personality.

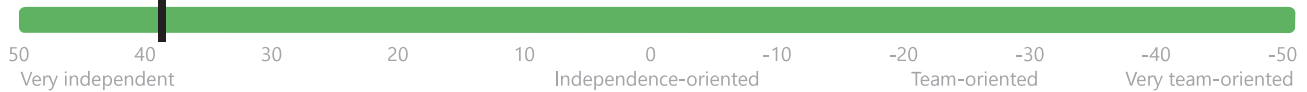


### Matching Considerations

Mentoring by a manager who enjoys giving recognition and feedback, and whose applied business philosophy strongly compensates others. Match with associates who believe that seeking challenge while providing outstanding service is the pathway to success.

## Independence Potential

Independence Potential (IP)=39



### Selection Considerations

#### How will this individual express independence?

With a very strong independence orientation, this individual demands that others be independent, and will be critical of overly dependent behaviors.

#### How will this individual express team orientation?

Positive leadership behavior will be evident with this individual. The individual's actions as a manager/team leader will feature persuasion over pressure to achieve goals.

#### Leadership Style

With this strength of independence, this person must be matched to superiors who like, or at least accept, independent associates. Similarly, this individual must be encouraged to select associates who are just about as strongly independent as this individual is. The issue for this individual for developing associates and KEEPING them will be, in large measure, the associates' demonstrated independence.



### Questions

- How much freedom, independence and autonomy has this individual had in their most recent job(s)? What did they accomplish within whatever constraints were placed upon them? How much supervision were they given? How did they feel about the type and quantity of supervision they received? Did it help or get in the way of getting the job done? Examples? Check with references.
- In the past five years, have they ever come into conflict with a supervisor over any issue relating to their need for a great degree of independence? What were the circumstances, and how was the conflict resolved? Check with references.
- Can this individual give some examples of circumstances within which they took on, either voluntarily or by assignment, additional responsibilities either on the job or outside of work? How successful were they in meeting the challenge of these additional responsibilities? Check with references.
- What does this individual see as the best kind of work environment for themselves, in terms of being supervised, in terms of being part of a team and in terms of team leadership by themselves and/or others? How do they feel about having the opportunity to be creative and innovative within their potential jobs and eventual career development path?

## Independence Potential



### Developmental Suggestions

This individual will value training and coaching that seeks to obtain their commitment rather than compliance to the existing business systems. The manager must have the flexibility to feel comfortable with a strong-minded, independent performer. A well-focused and intensive learning experience that continues until this individual achieves a specific performance standard is recommended.

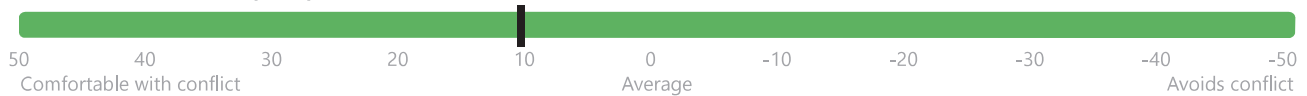


### Matching Considerations

Mentoring by a person who, as an exceptionally independent person themselves, has successfully managed a group of team members. Match with associates who are totally self-sustaining and extremely independent.

## Comfort with Conflict

Comfort with Conflict (CWC)=11



### Implications

#### Conflict Resolution

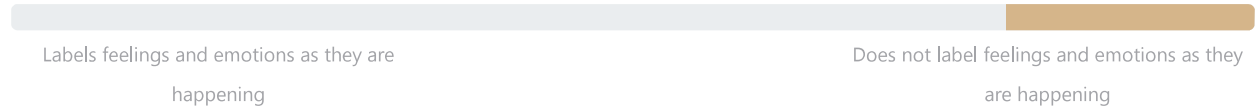
Being only slightly comfortable with conflict, this individual looks at problems and their solutions as a necessary, but generally undesirable, stress of management.

## Emotional Quotient

12

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

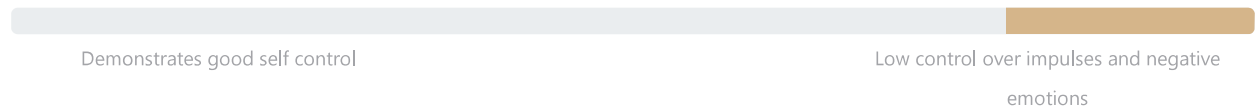
**Self Awareness I: Mood Labeling** – A measure of a person's ability to accurately label personal feelings and emotions.



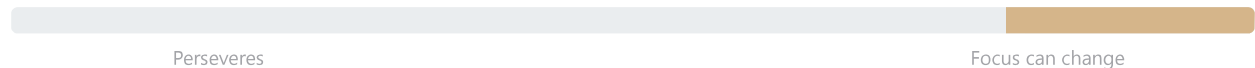
**Self Awareness II: Mood Monitoring** – A measure of the amount of energy a person puts forth in monitoring their own feelings and emotions.



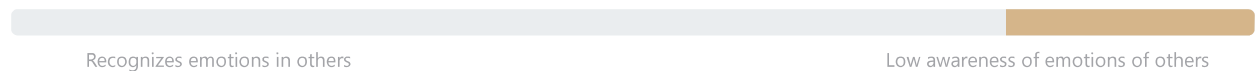
**Self Control** – A measure of a person's restraint as it relates to one's control over their impulses, emotions, and/or desires.



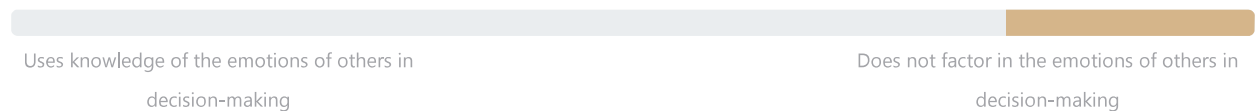
**Managing Emotional Influences** – A measure of a person's ability to manage emotional influences that would prevent them from taking those actions that they believe are necessary in dealing effectively with everyday situations and/or meeting personal goals.



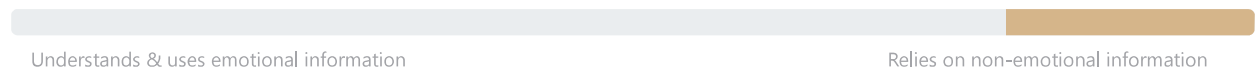
**Empathy** – A measure of a person's ability to understand the feelings and emotions of others.



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



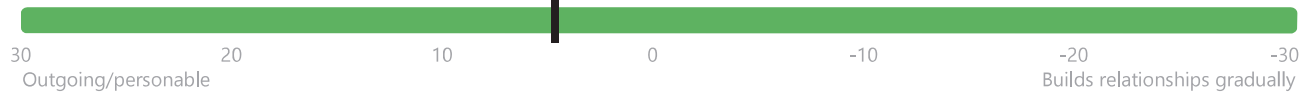
**Overall** – An overall measure of how well a person understands emotional information and uses it effectively.



## Communication Style

### People Orientation

**People Orientation (PO)=5**



#### Implications

##### Interpersonal Style

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

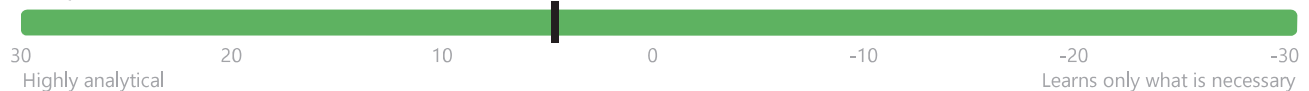


#### Matching Considerations

Mentoring by a successful person who has shown that they can build good, supportive relationships among associates. Match with associates who are likely to build good relationships with or without active intervention on the part of the manager.

## Analytical Orientation

**Analytical Orientation (AO)=5**



#### Implications

##### Approach to Technical Competence

Learning and teaching are fun, and this individual manages and trains with that perspective.

##### Acquiring Technical Competence

This individual has great learning potential for the content material of management as a discipline. This individual is oriented toward and really enjoys training that has both intellectual challenge and practical utility.



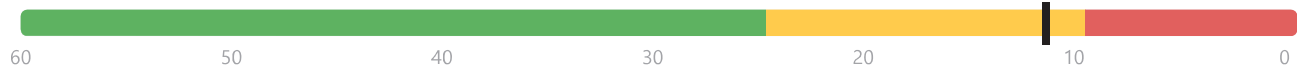
#### Matching Considerations

Mentoring by a technically competent manager who is good at applying new learning to the business. Match with associates who are turned on by technical and training opportunities.

## Attitude Survey

### Self Directed

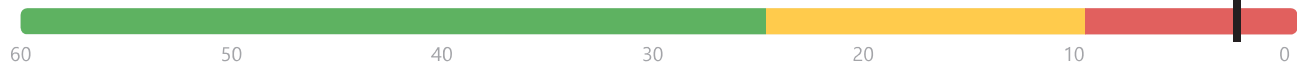
**Self Directed (SD)=12**



This result indicates some current doubts by this person that they have much control over events in their life.

## Lifestyle Management

**Lifestyle Management (LM)=3**



This score suggests that this person is experiencing difficulty managing stress. Training in additional stress-coping strategies is recommended.

## Uncertainty Coefficient (UC)

**Uncertainty Coefficient (UC)=45**



TEST has a high score on the UC scale indicating that they are possibly answering in a socially desirable manner. This could cause their answers on the attitude scales to be unreliable as they have some face validity and could also be answered in a manner that the candidate thinks is desirable. If you would like to probe this issue please explore the following questions with the candidate:

## Listening Style (LS)

**Listening Style (LS)=17**

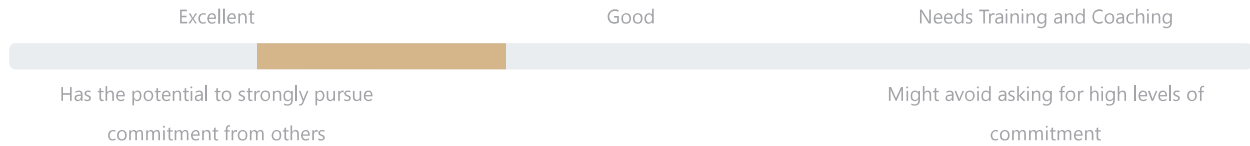


TEST's responses indicate that they may have some areas for growth in their approach to listening. TEST may show some difficulty listening attentively to others for longer periods of time. They may also need development in actively listening to the needs and/or concerns of clients, peers, and others.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

- 72. I have never boasted or bragged.

*The orientation of a manager to ask for commitments from associates and hold them to their commitments.*

## Overall Commitment Reluctance Score = 43



## Attitudes Toward Others



### Overview

The individual's average score on the Sensitivity to Rejection scale indicates that they could at times accept modest levels of commitment from others. Coaching and training in strategies to help develop a performance management system would help improve their effectiveness. This individual would benefit from a reasonably structured performance appraisal and employee development system that allows for input and adaptation.



### Question Analysis

Item analysis reveals that this individual's responses to the following items give rise to some concern with respect to this scale:

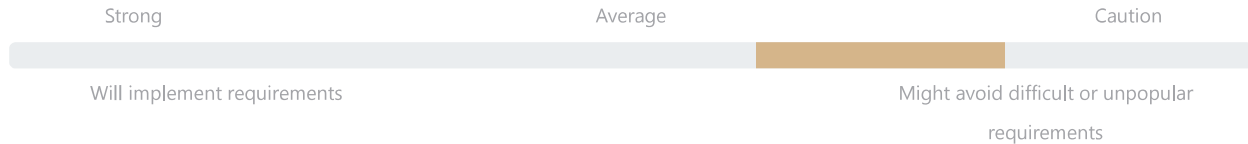
- 5. It is important that people approve of me.
- 12. In a group, if a person doesn't like me I feel uncomfortable.



### Candidate Interview Questions

- In the ideal coaching or development meeting with an employee, what percentage of time do you spend listening versus talking?
- What are the major qualities you would like to develop that would help you become successful with us?
- What qualities do you have to change?
- Do you make friends quickly, or does it usually take a long time for others to get to know you?
- Is it more important to be respected or to be liked by others? Why?
- As a manager, what situation makes you feel most uncomfortable? What do you do to improve the situation?
- Describe the last time you felt that someone did not like you. What did you do?

## Implementation of Commitment



### Overview

This individual might be somewhat uncomfortable with implementing new initiatives and asking associates for the necessary commitment levels. This individual would tend to view the demands associated with implementing an unpopular decision as potentially quite stressful. This individual would require the guidance of a strong mentor who would be active in assisting with implementing increasing performance expectations and moving employees out of existing comfort zones. This individual might initially avoid any strong resistance from long-term employees and allow interpersonal factors to delay effective implementation. Additional skills and training in conflict management would help enhance their effectiveness.



### Question Analysis

Item analysis reveals that this individual's responses to the following items give rise to some concern with respect to this scale:

- 2. To be a successful manager, it is necessary to get employees to like me.
- 7. My family and friends are very supportive of my career choices.
- 11. I would have no problem implementing a decision that is unpopular with employees.
- 17. At informal social events, I often talk about my job and company.



### Candidate Interview Questions

- Consider the commitments necessary to be effective in a management role. What are the major commitments that you will need to make to be effective?
- Once in the management role, how would you approach experienced employees who were not performing up to expectations? How would you ensure that the low performance of experienced employees did not interfere with the performance of new employees?
- Would you treat high-performing employees differently from low-performing employees? Why? or Why not? How would you manage an individual who was lacking self-discipline? How would you fire someone?
- Outline the management strategy you would use to implement an unpopular decision. How would you approach any employee resistance to the decision? Which are more important: corporate goals or individual goals?
- Outline a situation where you had to present an unpopular point of view. Did you enjoy it? What was the outcome? Have you ever had to coach an individual to accept a decision that was perceived as unpopular? Were you successful?



## Perception of a Career in Management

Very Positive

Has Some Concerns



### Overview

Based on this individual's positive image of management as a career, they should actively pursue professional development and be constantly seeking information to help them become more effective as a manager. The organization should encourage and support their management development plan. From a career management perspective, available career paths and future promotions and career opportunities will keep this individual focused and motivated.



### Question Analysis

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



### Candidate Interview Questions

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

## Responses from Attitudes Section

18

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

1. My opinion is always the correct one. (3)
2. To be a successful manager, it is necessary to get employees to like me. (4)
3. I rarely interrupt others while they are speaking. (4)
4. Good managers don't necessarily attract good employees. (2)
5. I avoid actions that might make other people dislike me. (1)
6. It is important that people approve of me. (4)
7. Managers are highly regarded as company representatives. (1)
8. My family and friends are very supportive of my career choices. (1)
9. I thrive under pressure. (2)
10. I find it easy to discipline employees and associates. (3)
11. I like to hear people fully explain their point of view. (1)
12. I find it easy to make new acquaintances. (3)
13. I would have no problem implementing a decision that is unpopular with employees. (1)
14. In a group, if a person doesn't like me I feel uncomfortable. (4)
15. Most conversations take too long. (4)
16. I often help my family and friends with their career planning. (3)
17. I adapt to what I think others expect of me. (2)
18. I have helped several of my associates find new careers. (3)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me. (4)
20. I have little influence over my work environment. (3)
21. At informal social events, I often talk about my job and company. (1)
22. I have met very few people whom I do not like. (4)
23. I get upset when someone challenges my authority. (1)
24. To be successful in management, I must change my image. (3)
25. I avoid presenting an unpopular point of view at meetings. (1)
26. Effort gets results. (4)
27. I have never told a lie. (4)
28. My work has no effect on my attitude. (4)
29. Most employees feel that their managers enjoy the power of controlling others. (1)
30. My current job is quite satisfying. (4)
31. I prefer to listen in conversations. (3)
32. Chance determines most things. (3)
33. I would have difficulty integrating a demanding career into my lifestyle. (4)
34. Employees tend to have less commitment to a job than managers. (1)
35. I consciously pause before responding to others. (2)
36. Things don't get me down. (1)
37. I am often influenced by others. (1)
38. I sometimes have difficulty completing important tasks. (1)
39. I am reluctant to make decisions. (2)
40. I am an underachiever. (1)
41. I am good at most things that I try to do. (3)
42. No one is ever rude to me. (2)
43. I try to do most of the talking when presenting materials to others. (3)
44. I allow my attitude to negatively affect my performance. (2)
45. People get the respect they deserve. (4)
46. I generally have a very positive attitude toward work. (2)
47. There is little opportunity for growth in my current job. (3)
48. All my habits are good and desirable ones. (4)

## Responses from Attitudes Section

19

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

49. People's good qualities are seldom recognized. (1)
50. I never envy another person's good luck. (1)
51. After listening to someone talk, I repeat the important points back to them to ensure my understanding. (1)
52. Hard work brings success. (4)
53. It is difficult to balance personal and professional demands. (4)
54. I have never been late for work or for an appointment. (4)
55. I make sure others have finished speaking before I respond. (4)
56. I find it very easy to 'wind down'. (4)
57. Success is mostly luck. (1)
58. Managers are generally positive role models. (4)
59. Sometimes I have doubts about the whole course of my life. (2)
60. Employees often influence company policies. (4)
61. I usually feel very happy and content. (1)
62. I am a confident person. (2)
63. People take too long to get to the point. (3)
64. I am usually relaxed. (1)
65. Regular habits are an important part of my success. (2)
66. Promotions are seldom based on performance. (4)
67. I will interrupt other people to provide an answer to their question. (1)
68. Managers should not aggressively push employees to increase performance standards. (3)
69. I create opportunities. (2)
70. Mistakes are inevitable. (2)
71. Most of my jobs have been quite stressful. (3)
72. To be a successful manager, it is essential to be persistent in holding employees to commitments. (4)
73. I have difficulty coping with daily job challenges. (3)
74. I have never said anything unkind about anyone else. (4)
75. I enjoy listening to other people. (1)
76. The right decision can change things. (2)
77. I feel comfortable promoting myself and my company at social gatherings. (4)
78. Most mistakes can be avoided. (1)
79. I can concentrate on things over long periods of time. (3)
80. Other people have interfered with my success. (2)
81. I always have a good attitude. (4)
82. It is impossible to change company procedures. (2)
83. I give others my undivided attention when they are speaking to me. (4)
84. To be effective, I need to make several lifestyle changes. (2)
85. I have never boasted or bragged. (2)
86. A good plan can avoid mistakes. (1)
87. I prefer to ask very specific questions that require only a 'yes/no' answer. (2)
88. I manage stress effectively. (4)
89. Plans never work out. (3)
90. I often avoid difficult tasks. (2)
91. I have a tendency to finish other people's sentences. (1)
92. There is no such thing as luck. (1)
93. I am comfortable with changes in technology. (2)
94. Things happen mostly by accident. (2)
95. I am not a good listener. (1)
96. Lifestyle demands have interfered with my career success. (2)



*Candidate Feedback Report*

# Management POPTM

Name : TEST TEST

Email : [jane@smartworkassessments.com](mailto:jane@smartworkassessments.com)

Phone : 8642752880

Report ID : FXVIJC4X11K2

Test Date : 2024/11/13

---

Thank you for taking the time to complete the POP™.

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

John C. Marshall, Ph.D.

---



## Personal Strengths / Career Needs



### In Terms of Enterprising vs. Support Role Possibilities

You can be described as quite competitive, enterprising, assertive, aggressive and goal-oriented. At times you may find new and different ways to reach your personal and work objectives. You typically evaluate your own performance. With appropriate training, you would find that, for many goals, objectives or requirements, you can develop your own plan, manage your time and focus your effort on a daily basis to reach those goals.



### In Terms of Your Style & Strength of Various Motivations

You can be described as being motivated both by a genuine concern for the well-being of others and by the opportunity to achieve an excellent standard of income for yourself through applying your talents and effort to achieving very demanding goals. To achieve both your people-oriented goals and your personal goals, you may become somewhat hard-driving, eager, active and, if delayed, occasionally impatient. There is a balance in your motivational pattern between an orientation toward people or service considerations and toward bettering your own life. This means that you will want to assess each step in your career path in terms of its social merit, as well as its payoff to you. If either element is seriously limited in a job, you may have difficulty in committing yourself completely to it.



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

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



### In Terms of Your Orientation Toward the "People" Side of Business

You can be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You enjoy personal relationships and interactions, and would make a good company representative in terms of customer satisfaction, and personal and company public image. You value initial and ongoing interpersonal relationships.








### In Terms of Your Orientation Toward Technical & Practical Concerns

You can be described as quite logical, reflective, analytical, factual and practical. A job requiring the solving of intellectual or conceptual problems would stimulate someone like you. You have a flair for technically-oriented, detailed work. Taking on challenges to learn and use new information in a field that interests you would be rewarding in itself.






## What To Seek / What To Avoid In Jobs

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

-  Look for opportunities to develop your self-management potential through training in personal time management, and personal and business activity planning. The opportunity to put into use the skills you develop is important for you.
-  Look for career opportunities that combine work of genuine social value with an equally genuine opportunity to take on demanding and challenging tasks for which you will receive recognition and good financial compensation.
-  Look for employment that provides you with a lot of freedom to be creative in developing your own ways to do business. You should seek a supervisor that likes staff members who think for themselves and work independently.
-  You should look for employment that provides you with "people" contact or some public relations opportunities. You derive satisfaction from interaction with other people in both personal and work environments.
-  A job with some learning and technical requirements would be quite satisfying. The opportunity to be creative and to put your new-found knowledge into action would also be appealing to you.

## What To Seek / What To Avoid In Jobs

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

-  Avoid work situations that are absolutely and rigorously structured. You have the potential for some level of self-management, and you need some flexibility to allow you to develop and use these skills for both success on the job and for your personal satisfaction.
-  Avoid jobs that you feel do not have any real human merit in them. Also avoid positions in which everyone is treated alike, regardless of their effort and performance. You can use your talents best where both the "people" element and the challenge element are present.
-  Avoid work circumstances in which you would be expected to follow rigorous rules and be under close and continuing supervision for an extended period. However, you should be careful not to give people the impression that there is little anyone can teach you.
-  You should avoid employment in jobs that have only limited feedback from others. You should also not be in situations that isolate you from others.
-  You should avoid jobs that are not intellectually challenging, creative and those that do not offer a chance for personal growth in a technical or practical sense.