Management POP™ (MPP III)
*Interpretation Manual*
Introduction

The Management POP™ (MPP III) is a psychometric assessment tool that fills the essential role of integrating science with the recruiting, selection and development of managers from entry level to senior executive positions.

The Management POP™ assesses self management potential, motivational structure, organizational fit, people orientation, leadership style, learning needs, communications style, approach to training, emotional intelligence and many other key factors found in managers in the very diverse world of management.

The Management POP™ Can Be Used For:
- Selecting candidates who would be suited for a management career.
- Assisting in the development process for those in the role of functional managers.
- Analyzing the make-up of various management teams.
- Assessing management potential to develop a succession plan based on a benchmark of qualified management candidates.
- Coaching and developing existing and future managers.

The Management POP™ Provides Valuable Insight Into:
- Individual needs assessment.
- Making the right selection decisions.
- Matching individual profiles to organizational culture.
- Improving retention and growth.
- Improving bottom line results.

This Interpretation Guide Is Designed To:
- Assist in interpreting the Management POP™ Report.
- Help you use the profile results effectively in the recruiting and selection of management candidates.
- To provide coaching, development and mentoring strategies.

The Management POP™ is part of the management selection, development and coaching process. It will help identify the best candidates for specific management roles and cultures as well as provide insights into training, development and coaching. It is thoroughly validated and follows ADA and EEOC guidelines. The format is easy to follow. This guide will take you through each part of the report, providing you with hints on how to effectively apply the information.
The Management POP™ Report

The Management POP™ report is divided into six sections plus a Candidate Feedback Report.

The cover page of the MPP III lists the “Contents” of the report. This is where the individual sections and the corresponding page numbers of the report can be found. The sections are as follows:

**Snapshots** (this section provides graphic representations of the key management factors)
- Management Profile
- Management Style
- Sales Management Functions (Sales Management Report only)

**Orientation & Coaching Factors** (this section discusses key selection, developmental and mentoring issues)
- Self Management
- Motivational Structure
- Independence Potential

**Communication Style & Attitude Survey** (this section deals with individual’s communication style and key attitudes)

**Emotional Quotient** (assesses the individual’s approach to understanding and applying emotional information about self and others)

**Commitment Reluctance Report** (orientation to asking for commitment and holding to the commitments)
- Overall Score
- Attitudes Towards Others
- Implementation of Commitment
- Perceptions of a Career in Management

**Summary of Scales** (this single page summarizes the MPP III scales)

**Candidate Feedback Report** (this report can be given to the candidate to provide feedback on the report as well as some valuable counseling on his or her management style)
MPP III™ Interpretation Information
There are 8 individual scales that measure character traits found in everyone to a greater or lesser degree.

<table>
<thead>
<tr>
<th>Power Scores</th>
<th>Neutralizing Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprising (Ent)</td>
<td>Acquiescent (Acq)</td>
</tr>
<tr>
<td>People Oriented (PO)</td>
<td>Investigative (Inv)</td>
</tr>
<tr>
<td>Achievement Orientation (Ach)</td>
<td>Relaxed (Rel)</td>
</tr>
<tr>
<td>Independent (Ind)</td>
<td>Team Oriented (Team)</td>
</tr>
</tbody>
</table>

The traits labeled as “Power Scores” are those that are often considered to be strengths in a manager. The Power scores are paired with Neutralizing scores which tend to moderate the corresponding power scores to provide a balance between the two.

These 8 trait scales are used to create several key constructs which include;

- Enterprising Potential (EP),
- Achievement Potential (AP);
- Independence Potential (IP);
- Comfort with Conflict (CWC) and others

In addition, the MPP III measures

- Self Directed (SD);
- Lifestyle Management (LM) and
- Commitment Reluctance (CR) which reflect the individual’s attitudes and opinions.

It is important to understand what each of these scales measure and how the results indicate the candidate’s potential for management success:

ENTERPRISING POTENTIAL (EP)
- Self-management potential
- Initiating vs responding
- Ability to plan, organize and monitor own results
- Plan implementation

ACHIEVEMENT POTENTIAL (AP)
- Challenge orientation
- Sense of urgency
- Relationship to others

INDEPENDENCE POTENTIAL (IP)
- Relationship to structure
- Independent vs Team Oriented

PEOPLE ORIENTATION (PO)
- Relationship style with subordinates and mentors
- Approach to coaching and training

- Recruiting style

INVESTIGATIVE ORIENTATION (INV)
- Approach to learning technical material
- Approach to transferring skills as a trainer
- Approach to detail.

SELF DIRECTED
- Reflects the extent to which the individual feels confident and in control of his/her life

COMMITMENT RELUCTANCE (CR)
- Reflects an individual’s approach

LIFESTYLE MANAGEMENT (LM)
- Effectiveness in coping with a demanding lifestyle toward asking for commitment from others.
Snapshots – Management Profile

The Snapshots section provides a comprehensive overview of the candidate and how he or she is likely to manage. This section is divided into three subsections: Management Profile, Management Style and Sales Management (Sales Management version only).

<table>
<thead>
<tr>
<th>MANAGEMENT PROCESS (structure)</th>
<th>Thrives on fluid/adaptable structure</th>
<th>Needs existing structure</th>
</tr>
</thead>
</table>

Management Process is constructed from the EP and IP scores. It predicts a candidate's approach to and need for structure when in a management role.

INTERPRETATION

Thrives on fluid/adaptable structure: This means that individual will prefer general guidelines rather than needing to follow a set of rules. People who score in this range may prefer to go their own way rather than adhering to the existing organizational structure. They will be comfortable adapting to change on a regular basis.

People in this range will tend to adapt to existing structure and create their own process/procedures as needed. People who score in this range will follow organizational structure and systems most of the time, creating their own structure and systems when those of the organization do not meet the needs of the situation.

People in this range are those who need structure to be effective. These individuals are more suited for roles where they are supervising and guiding others in a well-established process. They may become dependent on structure and would not be well suited to starting up new operations.
Motivational Structure is derived from the AP scale and examines the candidate's motivations for being in management.

**INTERPRETATION**

Scores in this range suggest the individual is very intensely motivated by challenge. This is normally reflected by a very high sense of urgency, a bottom line focus and/or a drive to make money and keep score.

People in this range are balanced between challenge/money motivation and people/service focus.

People in this range tend to be very service oriented. Their primary focus will be on the well being of others and their own security.

**Approach to learning** is derived from the INV score and reflects the person’s interest in learning and attention to detail.

**INTERPRETATION**

People in this range enjoy learning and will be attentive to detail. They would be well suited to technical management roles where they would be able to transfer skills to subordinates. They enjoy opportunities to learn and develop new products and services.

People in this range enjoy learning and pay attention to detail but would prefer to have support for highly technical issues.

People in this range learn only what they perceive as essential to performing their role effectively. Ongoing education is not a motivator for them and they will prefer to have technical support available.
**Task Orientation** is derived from the combination of *Achievement Oriented (Ach)* and *Relaxed (Rel)* scales. It reflects the continuum of task orientation between the need for immediate results and the more relaxed long term approach to results.

**INTERPRETATION**

- People in this range are very task oriented and have a need to get short term results on a regular basis. As managers, they would tend to be drivers of both themselves and others.

- People in this range would tend to be balanced between short term and longer term goals. As managers, they would tend to be moderately demanding.

- People in this range tend to be very relaxed and easy going. As managers they would tend to focus on the long term and may accept modest results over the shorter term.

**People Development** is based on the PO score and reflects the person’s approach and style to developing subordinates. It provides an indication of the approach to transferring skills and the likelihood the individual would enjoy training others.

**INTERPRETATION**

- Enjoys interacting with others and appears interested in them. It is likely to enjoy coaching and training. When coupled with good listening skills, they will provide an empathetic ear.

- Comfortable training but not a motivation for them.

- Approaches training from a factual analytical perspective and would not look for feedback in the process. May appear lacking in empathy.
This scale reflects the individual’s score on the **Self Directed (SD)** scale. It indicates the extent to which the **management candidate** believes in him/herself and feels in control of the issues in his/her life. Feelings of confidence are very important in managing successfully and taking responsibility for one’s own actions.

**INTERPRETATION**

→ Person feels very much in control of personal circumstances. People with very high scores may sometimes be perceived as arrogant.

→ Has average levels of self confidence.

→ Individual has feelings that he/she may not be in control of his/her fate.

This reflects the individual’s comfort in dealing with conflict and is derived from the **Comfort with Conflict (CWC)** scale. Comfort with conflict has been shown to be an important factor in most management positions as conflict is something that most managers must deal with from time to time.

**INTERPRETATION**

→ People in this range are quite comfortable with conflict and some at the extreme left may even initiate conflict to further their own personal or professional goals.

→ People in this range have average comfort with conflict.

→ People in this range will be uncomfortable with conflict and may need conflict resolution strategies to be effective.
This score is an overview of the individual’s **Emotional Quotient (EQ)**. This provides an indication of the person’s ability to process emotional information and apply the information effectively.

**INTERPRETATION**

- **Good understanding of feelings and emotions of self and others.** Will usually make effective use of emotional information in decision making.

- **The person has an average understanding of feelings and emotions of self and others.** Will often make use of emotional information in decision making.

- **Individual does not often use emotional information in making decisions.** There may be a development opportunity in one or more of the EQ domains.

This graphic is derived from the **Lifestyle Management (LM)** score and provides insight into the individual’s current effectiveness in coping with a demanding lifestyle.

**INTERPRETATION**

- **Candidate is coping effectively with demanding lifestyle**

- **Average coping skills**

- **Current lifestyle may be too demanding**
Snapshots – Management Style

“Leadership” is derived from the Achievement Potential (AP) and Independence Potential (IP) scores and reflects the individual’s most natural leadership style. Leadership styles range from autocratic to team member with a democratic style found in the middle. An ideal leadership style will depend on the position and the environment for which the candidate is being considered.

INTERPRETATION

Those on the left end of the graph tend to be more autocratic in their management style preferring to command and control subordinates.

Those in this range would have a democratic leadership style which would tend to be more moderate in approach. They would tend to ask for the opinions of others and weigh them in the decision making process.

Those in this area are more apt to be team members rather than team leaders. They would tend to seek consensus on most if not all issues and may find it difficult to lead unless everyone is in agreement.

“Communication Style” is based on the balance between People Orientation (PO) and Investigative (Inv) scores and will indicate the individual’s primary approach to communicating and interacting with others.

INTERPRETATION

Enjoys building new relationships and is generally interested in other people.

Balanced between dealing with the people issues and the issues related to the business.

Focused primarily on the facts. Tends to be very analytical in approach to issues and may not pay enough attention to people’s concerns.
“Implementation Style” provides an indication of the individual’s approach to implementing strategies, planning and setting objectives and measuring progress. This scale is derived from the Achievement Potential (AP) and Comfort with Conflict (CWC) scores.

**INTERPRETATION**

← Managers in this range are directive and demanding and will not be inhibited by concerns that people will not like the strategies or objectives.

← Those in this range are balanced between demanding and supporting the efforts of subordinates.

→ Managers in this range are more permissive and supportive in implementing plans.

This scale reflects the individual’s motivational structure and his/her approach to motivating others. It is a construct based on Achievement Orientation (Ach), Relaxed (Rel) and People Orientation (PO) scores.

**INTERPRETATION**

← People in this range are highly energetic and enthusiastic which helps other people become enthusiastic about the same issues.

← People in the middle range are more relaxed in their approach to motivating others.

→ People on the right end of the scale tend to be more reserved, relaxed and may be detached when it comes to motivating other people.
This scale measures the individual's approach to decision making. It is based on the Enterprising Potential (EP) and Achievement Potential (AP) scores.

**INTERPRETATION**

- Individuals in this range will tend to take action on his/her own and evaluate the situation, making decisions quickly and decisively.

- Individuals in this range will tend to evaluate information more thoroughly before making decisions.

- People in this range will be methodical and deliberate when making decisions, preferring as much information as possible when making a decision.

This scale reflects the candidate's comfort toward giving and receiving feedback. It is a construct based on the EP and IP scales.

**INTERPRETATION**

- People in this range prefer to avoid giving and receiving feedback preferring to make their own decisions without guidance from others or the need to explain to others.

- People in this range are generally comfortable giving and receiving feedback.

- People on the right end of the scale enjoy a systematic environment where they can give and receive feedback regularly.
The **Coaching Orientation** scale is based on the Predictor Score (a generic predictor of performance derived from the EP, AP and IP scales). It is an effective predictor of how a management candidate will coach for performance in most environments.

**INTERPRETATION**

- People who score on the left end will tend to put results first.
- Those in the middle tend to balance results with the interests of others.
- Those on the right will be more accepting of modest performance and may put the needs of those being managed ahead of the performance of the organization.
Snapshots – Sales Management Functions

This optional section of the MPP III provides an overall assessment of the candidate’s approach to achieving performance in a sales management role.

<table>
<thead>
<tr>
<th>RECRUITING/ATTRACTION</th>
<th>Excellent</th>
<th>Good</th>
<th>Caution</th>
</tr>
</thead>
</table>

The potential to attract a high volume of recruits.

This graphic reflects the candidate’s effectiveness when focused on recruiting and attracting candidates to a sales organization.

INTERPRETATION

Those who score toward the left end of the graphic are likely to be excellent recruiters and will do very well in attracting good employees.

Those who are in the middle range of this scale are likely to be better than average recruiters.

Those who score at the right end of the scale may not be as effective in the recruiting role.

<table>
<thead>
<tr>
<th>SALES TRAINING &amp; DEVELOPMENT</th>
<th>Excellent</th>
<th>Good</th>
<th>Caution</th>
</tr>
</thead>
</table>

The natural inclination to train and develop new representatives.

The Sales Training & Development scale examines the individual’s approach to becoming an effective trainer and developer of sales people.

INTERPRETATION

Excellent. The candidate will work to retain existing sales people by providing them with good training and supervisory skills.

Good. Will do above average in retaining current sales representatives. Will provide them with good training and supervisory skills. The candidate may need some supervision in this area at times.

Marginal. Means the candidate may experience difficulty in retaining sales people. This could be a result of poor people skills or not placing the right emphasis on training and education.
This scale is an indicator based on the complex combination of the individual’s approach to working with other people, his/her motivational structure, leadership style, and importance placed on education.

**INTERPRETATION**

**Excellent.** The individual is likely to do a very good job with retaining established representatives while also developing new representatives through good training and management skills.

**Good.** The individual will probably do well at building the sales force but may have some areas for personal growth which can make him/her even more effective.

**Marginal.** This is a caution and indicates possible problems in the area of retention. Explore profile carefully.

“Performance Management” is based on the combination of the individual’s motivational structure and leadership style.

**Potentially demanding**

**Accepting of modest performance**

**Individuals in this range will be demanding and drive performance.**

**Individuals in this range will be somewhat less demanding and will balance the needs of the individual with overall performance.**

**Individuals in this range will be relaxed, easy-going and undemanding. They are most likely to accept modest performance.**
The “Overall Recommendation” scale is based on the combination of all of the other factors in the Management Profile. It provides an overview of the candidate but it is recommended that all other salient factors in the profile be reviewed when making a selection decision.

**INTERPRETATION**

**Excellent.** This range indicates that the individual appears to have most, if not all, of the character traits necessary to be an effective sales manager.

**Good.** The individual has many of the attributes of an effective sales manager but has some areas where there may be growth opportunities which can make him/her even more effective.

**Caution.** This is a caution which indicates a profile that is generally dissimilar to successful sales managers. The individual may still fit other management roles. Explore profile carefully.
Orientation & Coaching Factors

SELF MANAGEMENT
Self Management is based on the Enterprising Potential (EP) scale and provides information about the individual’s personal planning, time management and self management ability to achieve specific goals. People who are not consistent self-managers will be unlikely to sustain activity on a consistent basis. If one manages oneself effectively, it is an important factor in being credible and being able to manage others effectively.

<table>
<thead>
<tr>
<th>EP</th>
<th>ENTERPRISING POTENTIAL (EP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>89</td>
<td></td>
</tr>
</tbody>
</table>

Score Interpretation
< 10 Caution - Seeks coaching and feedback. Effort based on a system
10 to 20 Weak – Needs a very structured work environment
20 to 30 Low Average – May be able to manage some activity; Effort still a question mark
30 to 40 Good – High average potential to self manage effectively
40 + Strong – Good self-management potential

MOTIVATIONAL STRUCTURE
Motivational Structure is based on the Achievement Potential (AP) scale and is reflected in goal setting (long or short term), sense of urgency (low or high) and such factors as self interest vs interest of others.

<table>
<thead>
<tr>
<th>AP</th>
<th>ACHIEVEMENT POTENTIAL (AP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31</td>
<td></td>
</tr>
</tbody>
</table>

Score Interpretation
< -20 Caution – Very service oriented with a high focus on safety and security
-20 to -11 Below Average – Motivated primarily by the people side of the business
-10 to +10 Average – Balance between people/service and challenge
+11 to 30 Above Average – Goal oriented with sense of urgency
> +30 Caution – Very ‘bottom line’ oriented and can be too strong for some cultures
INDEPENDENCE POTENTIAL
Based on the IP scale, Independence Potential reflects the individual’s approach to structure and systems. Most managers would tend to exhibit some level of independence and comfort creating with their own structure. This scale is very much a factor in fitting the individual to the environment. Some individuals are too independent for some environments.

<table>
<thead>
<tr>
<th>Score</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; -25</td>
<td>Caution – Very Team Oriented</td>
</tr>
<tr>
<td>-25 to -11</td>
<td>Low – Strong Team orientation</td>
</tr>
<tr>
<td>-10 to 10</td>
<td>Average – Able to integrate personal structure with most organizational structures</td>
</tr>
<tr>
<td>+11 to +25</td>
<td>Strong – Independent and comfortable creating structure as required</td>
</tr>
<tr>
<td>&gt; +25</td>
<td>Caution – This candidate is very independent and may resist any existing structure</td>
</tr>
</tbody>
</table>

EMOTIONAL QUOTIENT
The Emotional Quotient (EQ) scale provides an overall indication of the individual’s ability to process emotional information and apply the information effectively. A detailed EQ report is described in later sections of this manual.

<table>
<thead>
<tr>
<th>Score</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;55</td>
<td>Strong Caution: does not often use emotional information when making decisions</td>
</tr>
<tr>
<td>55 to 65</td>
<td>Caution: average understanding of feelings and emotions of self and others; he/she will often make use of emotional information</td>
</tr>
<tr>
<td>&gt;65</td>
<td>Ideal Range: good understanding of feelings and emotions of self and others; he/she will make effective use of emotional information in decisions making</td>
</tr>
</tbody>
</table>
The **Comfort With Conflict (CWC)** scale is a reflection of the individual’s comfort dealing with situations where there is conflict or potential for it. People who are comfortable with conflict will address it while those who are not, tend to acquiesce around others and avoid dealing with issues that may lead to disputes or other forms of conflict. It is a very important factor in consulting as many consulting roles have a significant amount of conflict that must be addressed. Roles which require someone to deal with angry clients will produce conflict on a regular basis. If the individual is not comfortable with conflict, these sorts of roles will be a source of stress.

<table>
<thead>
<tr>
<th>Score</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 0</td>
<td>Low – not comfortable with conflict; will tend to avoid conflict</td>
</tr>
<tr>
<td>0 to 15</td>
<td>Average – modestly comfortable; could benefit from skill based development in this area</td>
</tr>
<tr>
<td>&gt;15</td>
<td>Strong – comfortable with conflict; will address issues proactively</td>
</tr>
</tbody>
</table>

### Communication Style & Attitude Survey

**PEOPLE ORIENTATION**

The **People Orientation (PO)** scale provides insight into the candidate’s approach to building relations with other people and the degree that he/she is motivated by and derives satisfaction from the meeting and interacting with other people. This will be reflected in how much the person would enjoy providing feedback, giving presentations and recruiting people into the business culture.

<table>
<thead>
<tr>
<th>Score</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; -20</td>
<td><strong>Caution</strong> – Candidate does not enjoy a lot of interaction with others outside personal friends and acquaintances. May appear aloof to others</td>
</tr>
<tr>
<td>-20 to 0</td>
<td><strong>Low</strong> – Candidate builds relationships over period of time</td>
</tr>
<tr>
<td>0 to +20</td>
<td><strong>Good</strong> - Candidate enjoys and is motivated by interacting with others</td>
</tr>
</tbody>
</table>
INVESTIGATIVE ORIENTATION
Based on the INV scale, the Investigative Orientation score reflects the degree to which learning is important for the individual. The scores on this scale will be significant in issues such as learning, passing on technical information and attention to detail. An interest in continuous learning is important in developmental managers or trainers but may not be an issue for all managers.

INVESTIGATIVE ORIENTATION

<table>
<thead>
<tr>
<th>Score</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; -20</td>
<td>Caution – Learning and education are not strong motivators. May lack attention to detail</td>
</tr>
<tr>
<td>-20 to 0</td>
<td>Low – Unlikely to view learning as a strong motivator. Will learn what is required</td>
</tr>
<tr>
<td>0 to +20+</td>
<td>Good – Candidate will find satisfaction in learning and shows attention to detail</td>
</tr>
<tr>
<td>&gt; +20</td>
<td>High – Enjoys learning a great deal but may become absorbed in detail</td>
</tr>
</tbody>
</table>

SELF CONFIDENCE
Confidence is based on the Self Directed (SD) scale. It indicates the extent to which the management candidate believes in him/herself and feels in control of the issues in his/her life. Feelings of confidence are very important in managing successfully and taking responsibility for one’s own actions. NB. This same information is presented graphically in the Management Profile section as well.

Score | Interpretation |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 0</td>
<td>Red Flag – Strong Caution: Probe carefully before hiring</td>
</tr>
<tr>
<td>0-25</td>
<td>Caution Demonstrates feelings of not being in control of circumstances</td>
</tr>
<tr>
<td>25-35</td>
<td>Low Average Modest level of self confidence</td>
</tr>
<tr>
<td>35-50</td>
<td>Average Quite Confident</td>
</tr>
<tr>
<td>50+</td>
<td>Strong Feeling very much in control and assuming responsibility for their actions</td>
</tr>
</tbody>
</table>

LIFESTYLE MANAGEMENT
The **Lifestyle Management** scale provides feedback on how the individual is currently dealing with stress in his/her career and lifestyle. Numerous studies have shown that those who are having difficulty managing stress do not perform well. If stress is an issue, they should be helped with counselling, mentoring and/or stress management training.

<table>
<thead>
<tr>
<th>Score</th>
<th>Interpretation</th>
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</thead>
<tbody>
<tr>
<td>&lt; 0</td>
<td><strong>Red Flag</strong> – Strong Caution: Probe carefully before hiring</td>
</tr>
<tr>
<td>0-25</td>
<td><strong>Caution</strong> Appears to be having difficulties with stress</td>
</tr>
<tr>
<td>25-35</td>
<td><strong>Low Average</strong> Modest level of lifestyle management</td>
</tr>
<tr>
<td>35-50</td>
<td><strong>Average</strong> Handling well</td>
</tr>
<tr>
<td>50+</td>
<td><strong>Strong</strong> Shows very strong coping skills (could mentor others)</td>
</tr>
</tbody>
</table>

**COMMITMENT RELUCTANCE**

The **Commitment Reluctance** scale is a measure of the individual’s attitude and approach to asking for and getting commitment from others. High scores on this scale indicate that the individual understands how to approach this issue while low scores can be an attitudinal block to performance.

<table>
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<tr>
<th>Score</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 0</td>
<td><strong>Red Flag</strong> – Strong Caution: Probe carefully before hiring</td>
</tr>
<tr>
<td>0-25</td>
<td><strong>Caution</strong> Appears not to understand how to approach the issue of gaining commitment</td>
</tr>
<tr>
<td>25-50</td>
<td><strong>Average</strong> Understands how to ask for commitment</td>
</tr>
<tr>
<td>50+</td>
<td><strong>Strong</strong> Should have no difficulties</td>
</tr>
</tbody>
</table>
Emotional Quotient

### SELF AWARENESS I: MOOD LABELING

<table>
<thead>
<tr>
<th>Demonstrates ability to label emotions</th>
<th>Needs development</th>
</tr>
</thead>
</table>

A measure of a person’s ability to accurately label personal feelings and emotions.

The Mood Labeling (ML) scale measures a person’s ability to accurately label feelings and emotions. This score indicates the extent that individuals can interpret their feelings as they are happening. Strong self-awareness is a key component of EQ.

- This score indicates that the candidate demonstrates the potential for good ability to identify and categorize his/her feelings as they happen.
- The candidate shows the ability to identify and categorize his/her feelings like the majority of the population.
- The candidate may exhibit some difficulty labeling his/her feelings and emotions. This would be indicative of low self-awareness.

### SELF AWARENESS II: MOOD MONITORING

<table>
<thead>
<tr>
<th>High monitoring</th>
<th>Optimal monitoring</th>
<th>Low monitoring</th>
</tr>
</thead>
</table>

A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.

The Mood Monitoring (MM) scale measures the amount of energy a person puts forth in monitoring his/her feelings and emotions.

- High scores on this scale may identify people who devote too much energy to their mood states. These individuals would benefit from learning how to focus their energy more on external states rather than on their internal feelings and emotions.
- Scores in this range indicate individuals who are focusing an appropriate amount of energy in monitoring their mood states.
- Low scores indicate individuals who do not exert enough energy towards their moods which may limit their overall self awareness. They would require coaching in learning how to be more aware of their feelings and emotions.
The Self Control (SC) scale measures a individual’s control over his/her feelings and emotions. It also provides a measure of impulse control which is very important for coaching others effectively.

- This score indicates that the individual demonstrates the potential for good control over his/her impulses, emotions, and/or desires.
- The individual demonstrates control over his/her impulses, emotions, and/or desires like the majority of the population.
- The individual may show difficulty in delaying immediate gratification in order to attain future goals and objectives.

The Managing Emotional Influences (MEI) scale measures an individual’s ability to manage emotional influences that would prevent him/her from taking those actions he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals. This scale provides an indication of the candidate’s willingness to take action when they are convinced that it is the right thing to do.

- This score indicates that the individual is able to manage emotional influences effectively and persevere with his/her personal goals.
- The individual has the ability to manage emotional influences commensurate with the majority of the population. He/she will be able to deal with the issue effectively most of the time.
- The individual may occasionally allow negative emotional influences to interfere with his/her goal attainment.
The Empathy (EM) scale measures a person’s ability to understand the feelings and emotions of others. This score indicates how sensitive an individual is to the feelings and emotions of others. Empathy is an important quality for a manager in understanding others and establishing good coaching relationships.

| Empathy | | | | | |
|---------|-------------|
| Recognizes emotions in others | Shows difficulty in recognizing emotions |

- This score indicates that the individual has strong potential to recognize and understand the emotions of others.
- The individual shows the ability to recognize and understand the emotions of others similar to the majority of the population.
- The candidate shows below average sensitivity to the feelings and emotions of others.

The Social Judgement (SJ) scale measures a person’s ability to make appropriate decisions in social situations based on the emotional states of others. This score provides an indication of an individual’s ability to manage interpersonal relationships. Social Judgement is an important component of management success.

| Social Judgement | | | | | |
|------------------|-------------|
| Demonstrates judgement | Needs development |

- This score indicates that the individual has above average potential to respond appropriately in a variety of situations at work and to manage interpersonal relationships effectively.
- The candidate shows the potential to respond appropriately in a variety of situations at work and manage interpersonal relationships like the majority of the population.
- The candidate may show some difficulty making appropriate decisions in social situations based on the emotional states of others.
Commitment Reluctance Report

This section of the report deals with a candidate’s orientation towards asking for commitments from associates and holding them to their commitments.

<table>
<thead>
<tr>
<th>Overall Commitment Reluctance Score = 62</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
</tr>
<tr>
<td>Has the potential to strongly pursue commitment from others</td>
</tr>
</tbody>
</table>

It deals with the candidate’s:

**Attitudes towards others:**

<table>
<thead>
<tr>
<th>Attitudes Towards Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Good</td>
</tr>
<tr>
<td>Robust Attitudes to Others’ Feelings</td>
</tr>
</tbody>
</table>

**Comfort with implementing new initiatives**

<table>
<thead>
<tr>
<th>Implementation of Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong</td>
</tr>
<tr>
<td>Will implement requirements</td>
</tr>
</tbody>
</table>

**And Perceptions Of A Career In Management.**

<table>
<thead>
<tr>
<th>Perception of a Career in Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Positive</td>
</tr>
</tbody>
</table>

A good manager demands commitment and high performance from direct reports, should be comfortable implementing new initiatives and able to ask others for the necessary commitment levels.
Summary of Scales

A good candidate has a positive image about a management career.

This section provides a summary of candidate’s score on the core MPP III scales. Use this page to get an overall look at the candidate’s characteristics and attitudes. It is very important to refer to this page when discussing an MPP III with a Self Management Group representative.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Description</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>EP</td>
<td>Enterprising Potential</td>
<td>89</td>
</tr>
<tr>
<td>AP</td>
<td>Achievement Potential</td>
<td>31</td>
</tr>
<tr>
<td>IP</td>
<td>Independence Potential</td>
<td>49</td>
</tr>
<tr>
<td>CWC</td>
<td>Comfort with Conflict</td>
<td>16</td>
</tr>
<tr>
<td>EQ2000</td>
<td>Emotional Quotient</td>
<td>60</td>
</tr>
</tbody>
</table>

**Summary of Scales**

ManagementPro™ (MPP III 000000 for Sample Person on June 20, 2003)
Candidate Feedback Report

It is recommended that the individual who completed the MPP III be provided with the Candidate Feedback Report as it provides him/her with useful feedback on personal characteristics and strengths.

This information will be helpful to the candidate by providing information about the type of career that is the best fit for him/her based on his/her characteristics and attitudes.

<table>
<thead>
<tr>
<th>Personal Strengths/Career Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In Terms of Enterprising vs Support Role Possibilities</strong></td>
</tr>
<tr>
<td>You would be described as extremely competitive, enterprising, assertive, aggressive, tough minded, determined and goal oriented. You may display new and creative ways to reach your personal and work objectives and you will be self-evaluative and sometimes critical of your own performance. Given a goal, objective or requirement, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you and these skills should be refined through formal training and/or on-the-job experience.</td>
</tr>
<tr>
<td><strong>In Terms of Your Style &amp; Strength of Various Motivations</strong></td>
</tr>
<tr>
<td>Compared to others, you would be described as extremely achievement oriented, hard driving, eager, active and impatient. You will find challenge a reason in itself for striving to achieve because when you do accomplish something of value you will feel good about yourself. In a job, both the challenge of the work itself and the rewards for doing the job well and being productive will be strong motivators. High income as well as your sense of personal satisfaction would be your way of keeping score on how well you are reaching your goals.</td>
</tr>
<tr>
<td><strong>In Terms of Your Independence vs Your Need to Be in the 'Team'</strong></td>
</tr>
<tr>
<td>You would be described as extremely strong minded, stubborn, demanding, firm independent and resolute. You would 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.</td>
</tr>
<tr>
<td><strong>In Terms of Your Orientation Towards the 'People' Side of Business</strong></td>
</tr>
<tr>
<td>You would be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You would 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.</td>
</tr>
<tr>
<td><strong>In Terms of Your Orientation Towards Technical &amp; Practical Concerns</strong></td>
</tr>
<tr>
<td>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. Extensive 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.</td>
</tr>
</tbody>
</table>