

ADMIN PRO™

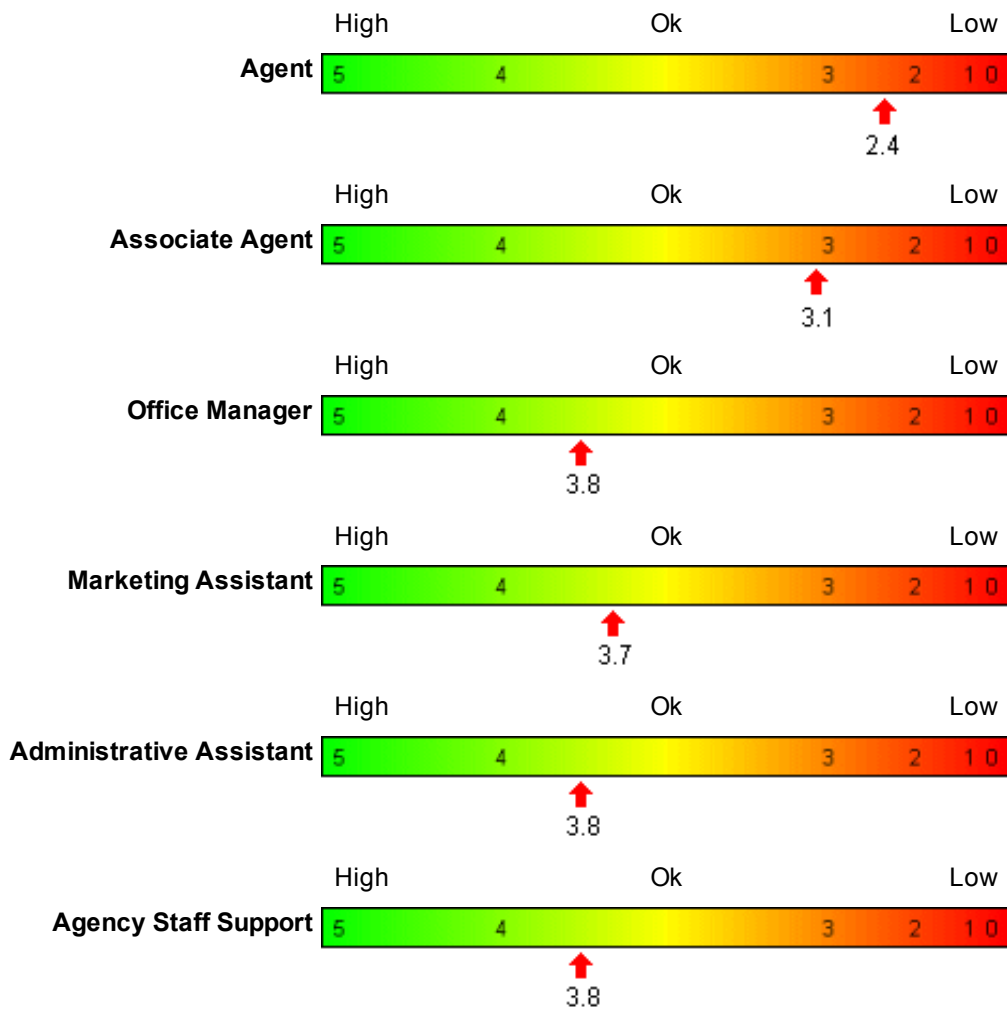
Potential for fit as

Agent
Associate Agent
Office Manager
Marketing Assistant
Administrative Assistant
Agency Staff Support

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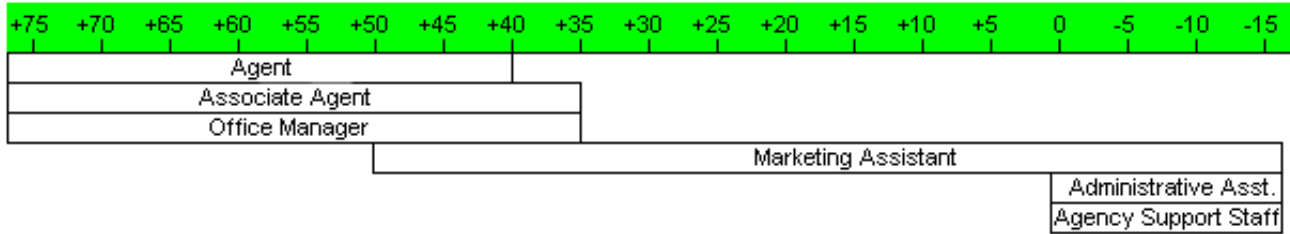
8888888888 for Sample Person on April 15, 2008

Overall Admin Suitability



Match to Position

Enterprising Potential (EP) =+17



OVERVIEW

Her score on the EP scale would indicate a good inclination toward being comfortable in specific career environments. A strong systematic approach to developing good basic work habits would help in the area of activity planning and personal time management. With additional coaching support, she will invest effort in daily career activities. With respect to sales, she would be most comfortable in a position that required some initiation of new client contact with a balance of client maintenance. The self-management of effort will improve her productivity and ensure a satisfying career.

STRUCTURED INTERVIEW QUESTIONS

- Ask her to describe a work situation in which she had to plan her daily activities, manage her time and be responsible for focusing her own effort to get the job done.
- Ask her to outline any self-initiated skills training.
- Verify details with her references.

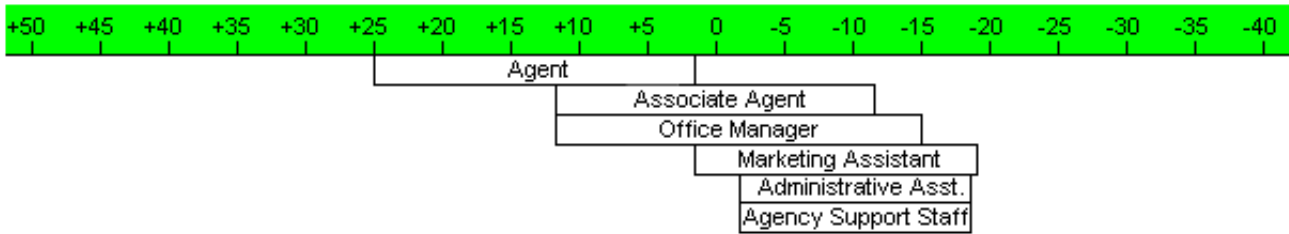
DEVELOPMENTAL SUGGESTIONS

Help build on this potential strength by offering additional instruction and coaching in personal planning and time management skills. A relatively structured approach to planning complemented by additional training and on-going observation will help her perform effectively. A well monitored activity plan will help her achieve her career objectives.

Notes

Match to Position

Achievement Potential (AP) = -15



OVERVIEW

This result on the AP scale indicates that she is motivated primarily by service and/or recognition and secondarily by challenge and/or security. She would enjoy a career that focused on building good client relationships over an extended period of time. In terms of a sales position, repeat business and client loyalty would often result from her preferred sales approach. She would be most comfortable being involved in a product or service that has some personal significance or meaning. As a sales professional, she would be very aware of the needs of her clients and would never 'over-sell' just to get the sale. The ideal sales position would involve an established client base that relied on referral business.

STRUCTURED INTERVIEW QUESTIONS

- Ask her to describe a situation in which she was extremely motivated and performed up to her potential. What were the motivational factors that helped her achieve at such a high level.
- Ask her to describe the ideal career from a motivational perspective.
- Verify all information with her references.

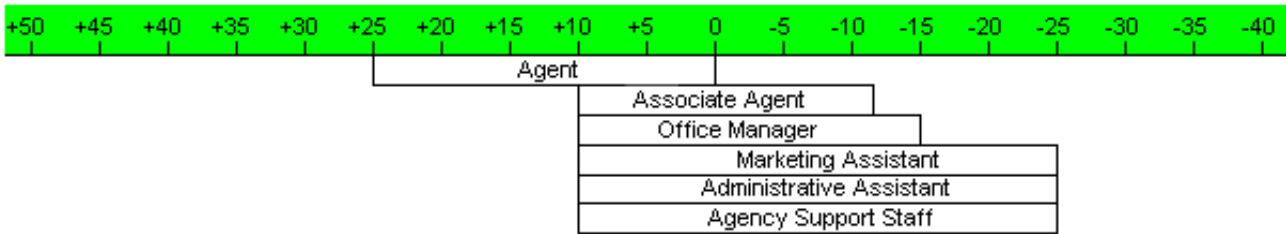
DEVELOPMENTAL SUGGESTIONS

It is recommended that her coach provide positive feedback by assisting with the self management of both results and activities. Training in managing effort would help her feel "successful" everyday. she will learn best from a coach or mentor who has a style or approach that is well matched to her own personality.

Notes

Match to Position

Independence Potential (IP) = -45



OVERVIEW

Her score on the IP scale indicates that she would be comfortable with a very structured organization that has well-established systems and procedures. She would work best with a systematic coach who enjoys offering ongoing guidance and supervision. She would be considered a good team member and could be relied on to follow team procedures. She will be very attentive during all training and apply all information exactly as expected. She would accept and enjoy longer term intervention on the part of management.

STRUCTURED INTERVIEW QUESTIONS

- Ask her to describe the type of team she enjoys the most.
- How would she describe her ideal manager? Her ideal teammate? Are there any specific examples of things she has done to promote 'team' harmony and effectiveness at work?
- Ask her for examples of situations in which she feels she has worked most effectively within an existing corporate structure.

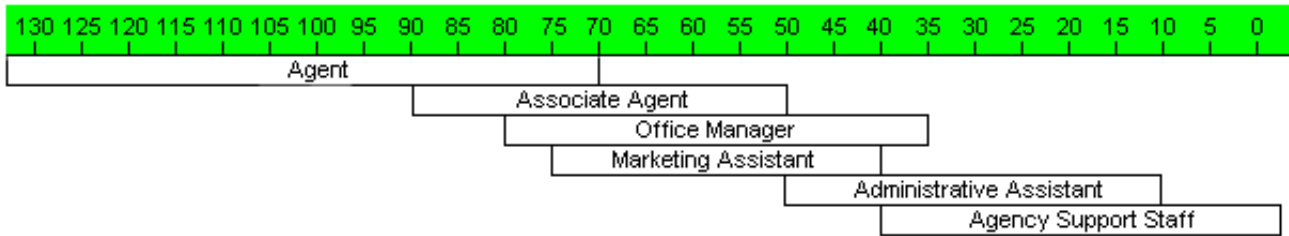
DEVELOPMENTAL SUGGESTIONS

She will respond well to detailed guidance essentially on a permanent basis. If she identifies and commits to the company's structure and objectives she will become a trustworthy and reliable employee. She would benefit from training and development in self management and team dynamics. In the initial training, emphasize the importance of company procedures and add to the existing procedures through regular review and consultation sessions. She would also enjoy a team situation in which she could give and receive the technical and intellectual support that comes from being a member of a close-knit team.

Notes

Match to Position

Career Fit (CF) =+38



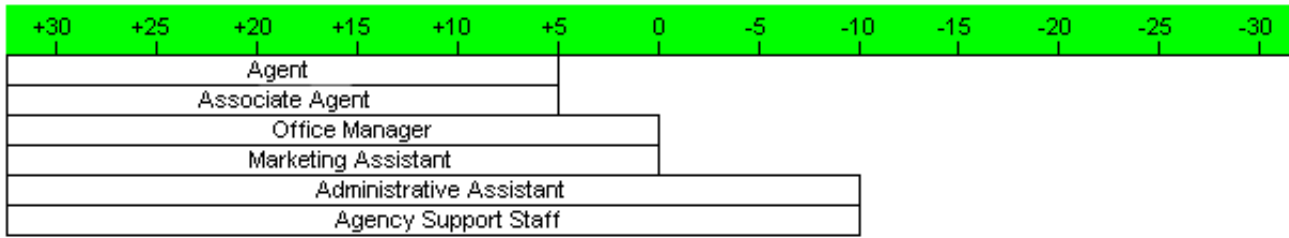
OVERVIEW

She is best matched to the Agency Support roles of Marketing Assistant, Administrative Assistant, or other Agency Staff Support. She is a service oriented person who will be most comfortable responding to the needs of others in a systematic, well defined environment. She would be able to function best in a familiar environment that provides her with clear goals and a mentor who provides regular feedback and guidance.

Notes

Match to Position

People Orientation (PO) =+38



OVERVIEW

This result on the PO scale indicates this person will find a position with a great deal of interaction with new people to be an ideal match. She will be extremely people-oriented and sensitive to the needs and feelings of others.

STRUCTURED INTERVIEW QUESTIONS

- Ask her how she puts people at ease when she first meets them. How does she adjust her approach to different personalities?

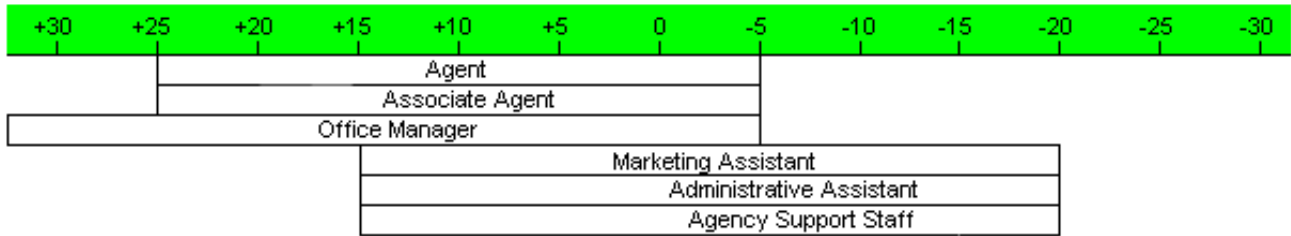
DEVELOPMENTAL SUGGESTIONS

Training in the field will probably be most effective if she is paired with another highly 'people oriented' 'coach'.

Notes

Match to Position

Analytical Orientation (AO) =+15



OVERVIEW

She would enjoy a career environment that offers an opportunity for continual growth and development from a technical and intellectual point of view. She would be considered to possess a good amount of fluid intelligence.

STRUCTURED INTERVIEW QUESTIONS

- Ask her to describe any creative or innovative ideas she developed in her current or previous job.
- What does she do to keep current with technical developments?

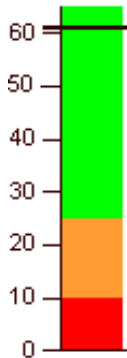
DEVELOPMENTAL SUGGESTIONS

Help her design an intensive technical training process that includes self learning and formal instruction. She could be used as a technical expert for both clients and associates.

Notes

Match to Position

Self-Determination (SD) =+61

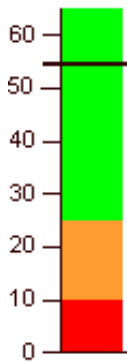


She believes very strongly that she is in control of her own future and that she can shape that future by her plans and actions. She expresses a very high degree of self confidence.

Notes

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Call Reluctance (CR) =+54



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

Notes

54

Match to Mentor/Environment

The Ideal Mentor/Subordinate Environment Should Include:

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 too + SUBORDINATES who are at least average in their own s/m potential as they and she will be better off if they don't have this as a major issue.

MENTORING by a boss who can and has shown that when you build long-term business through great 'service', the \$ rewards come too + SUBORDINATES who are at least as much or even a little more obviously \$ oriented than this person.

MENTORING by a strong trainer/manager who will insist on and help this person to become more independent - but this may be difficult - + SUBORDINATES who are required to be much more independent if they are to experience growth.

MENTORING by someone equally enthralled with the 'people' side of business but who has shown that he or she can still get to the bottom line + SUBORDINATES who get lots of satisfaction from 'people' interactions in business.

MENTORING by a manager/trainer who gets part of his or her satisfactions from learning the technical side of the business and using it + SUBORDINATES who are eager to tackle any and all technical/learning challenges and opportunities.

The Ideal Mentor/Subordinate Environment Should Avoid:

A MENTOR who is unclear about his or her own planning, time management etc. and who has no clear idea about how one puts work plans into operation and/or SUBORDINATES who need too much structure or who won't accept ANY structure.

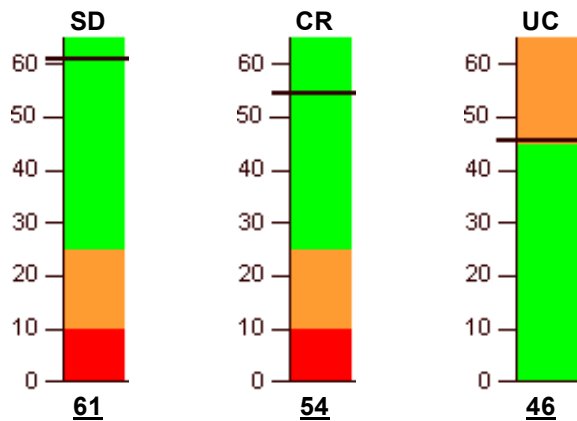
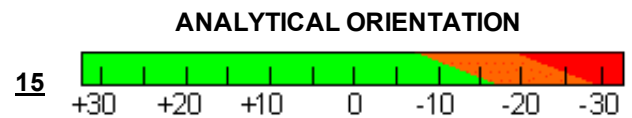
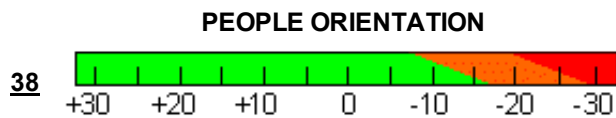
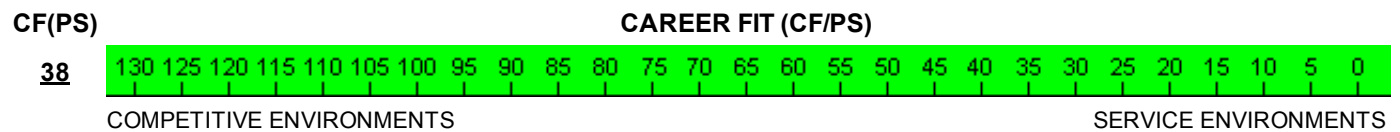
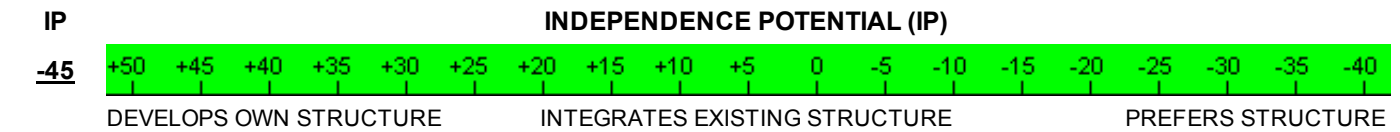
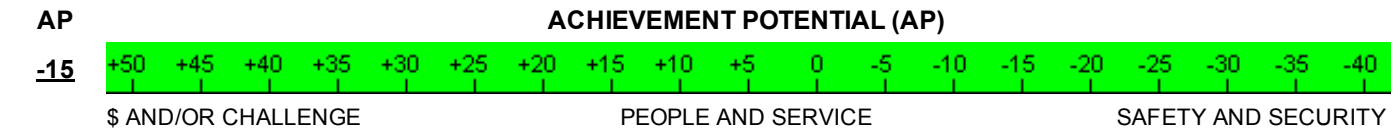
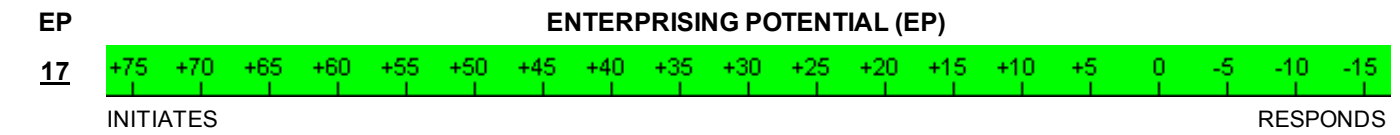
A MENTOR who sees subordinates basically as people who are going to make money for him or her or a mentor who is extremely sensitive to the insecurity of being a manager and/or SUBORDINATES who are committed to do anything at all to make \$\$\$.

A MENTOR who insists that his or her subordinates to be as tough and independent as he or she is and who has no real 'team' approach and/or SUBORDINATES who demand the right to do everything the way they want to do it without interference or supervision (which they see as the same thing!).

A MENTOR who neither has nor values 'people' skills or 'people' concerns and/or SUBORDINATES who are really turned off by the 'people' side of business.

A MENTOR who is afraid of or detests technical and learning opportunities and/or SUBORDINATES who are turned off by new learning requirements.

Summary of Scores & Cautions



PAGE 3 SCORES

	Enterprising	People Oriented	Achievement Oriented	Independent
Power Scores	<u>102</u>	<u>38</u>	<u>72</u>	<u>69</u>
Neutr Scores	<u>85</u>	<u>15</u>	<u>96</u>	<u>114</u>
	Acquiescent	Investigative	Relaxed	Team Oriented
	<u>17</u>	<u>93</u>	<u>-15</u>	<u>-45</u>
	EP	BL	AP	IP

The Uncertainty Coefficient

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

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

GUIDELINES FOR EXPLORING A HIGH UNCERTAINTY COEFFICIENT (UC) SCORE

This brief outline will highlight the items associated with the UC score, the major reasons for a high UC score and a set of guidelines for exploring the UC score with a specific candidate. It is recommended that if a recruiter or manager has specific questions, they are encouraged to set up a consultation with a consultant from the Self Management Group.

THE UC ITEMS

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

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

As evident from the items, they include statements that typically require an absolute or yes/no response. They are very extreme types of questions. For example, "I have never told a lie" can realistically only be answered 1 or 5. Most people mark 1 or 2 for the item.

A high UC score becomes a caution when it is greater than 45. To create a score of 45 or greater, a candidate would have to answer the majority of the items as either 4 or 5. Therefore, it is quite unlikely that a candidate reading the questions and answering honestly will have a high UC score. However, it can and does happen. The following section outlines the major reasons for a high UC score.

MAJOR REASONS FOR A HIGH UC SCORE

1. **SOCIAL DESIRABILITY:** This is by far the most common reason for a high UC score. The candidate in an effort to impress the recruiter attempts to present an inflated positive self-image. As a result, they mark the UC items higher. When exploring a high UC score for this reason, it is important to determine whether or not the candidate inflated just the UC items or all the items. This is usually very easy to determine by asking interview questions to justify the other elements of the report. The sample questions in the report are excellent for this purpose.
2. **LANGUAGE DIFFICULTIES:** If the candidate is struggling with the language, they do NOT understand the subtleties of the words 'never' or 'always' and as a result trigger the high UC score.
3. **RANDOM RESPONDING:** On rare occasions, a candidate will not be reading the questions and simply respond in a random manner. For example, mark all 5's or alternate between 1 and 5. This type of responding will generally be reflected by the UC score.
4. **SPECIFIC RELIGIOUS GROUPS:** This is the least common reason for a high UC score. Our research has found that some very religious groups tend to trigger a high UC score. For example, they are being honest when they circle 5 (definitely agree) on the item "I have never told a lie". Again, this is very easy to determine in a subsequent discussion of the report.

The Uncertainty Coefficient (cont'd)

POSSIBLE STEPS FOR EXPLORING A HIGH UC SCORE

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

STEP #1: Investigate the UC items with the candidate. Go to the items on page 3 (attitude items) and ask the candidate to explain their responses to the UC items that they marked 4 or 5. An honest candidate will explain their response quite comfortably. For example, I don't usually tell lies so I marked a 4. A candidate who was distorting or inflating their self image, will become quite defensive or be unable to explain their response. A lack of explanation will also be evident with Language Difficulties or Random Responding.

STEP #2: Look at the Self Directed (SD), Stress Coping (SC) and Call Reluctance (CR) scores. If any of these scores are greater than 60, it indicates that the candidate was also potentially inflating all the attitude scores.

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

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

STEP #5: Interviewing Questions. The interview questions included in the report are designed to help the recruiter validate the Admin Pro™ from the experiences of the candidate. The Admin Pro™ is assessing potential and the answers to the interview questions should substantiate or challenge the Admin Pro™ predictions.

SUMMARY

In summary, the most effective strategy for minimizing high UC scores is to be proactive by selecting the appropriate language for each candidate and following the simple administration instructions. This will eliminate all the major reasons for high UC scores.

A high UC score does NOT automatically indicate that the Admin Pro™ results are invalid but rather indicates that a recruiter or manager should be cautious about accepting the results as reliable. Reliability indicates consistency, validity is a measure of the accuracy of the results. Validity requires reliability. Therefore, by following the recommended steps to explore a high UC score will determine whether or not the Admin Pro™ results are reliable and valid.

Responses from Opinions Section

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



CANDIDATE FEEDBACK ON THE RESULTS OF THE

Admin Pro™

An Overview of Your Personal Characteristics & Career Strengths

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

John C. Marshall, Ph.D.

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8888888888 for Sample Person on April 15, 2008

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Your Personal Strengths

In Terms of Enterprising vs Support Role Possibilities

You would 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 and you can be self-evaluative of your performance. With appropriate training, you would find that for many aims, objectives or requirements, you would be able to 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

People would describe you as being very calm, steady, unhurried, stable, dependable and cooperative. They would see you as motivated by a deep and essentially selfless concern for the well-being and the needs of others. In your career development, you would find that your greatest satisfactions and best personal productivity would come from being able to commit your effort, within a 'people oriented' organization, to the achievement of longer term goals which are clearly related to alleviating distress or improving the quality of life of the recipients of the product or service.

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

You would work best and with the greatest satisfaction in a group of people who are like you in their strong commitment to the 'team'. You would enjoy the kind of technical, intellectual and personal interactions that come with working in a close-knit team. You would accept supervision but would also like to co-direct the group on some projects or in some parts of the job.

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

You would be described as extremely sociable, entertaining, cheerful, genial and outgoing. In addition to being a fluent talker, you would be comfortable with new people, value social interaction and make new friends easily. Generally, you would be a good company representative and have the ability to communicate with a wide variety of people in a number of different functions. Being extremely sociable could make you somewhat sensitive to rejection.

In Terms of Your Orientation Towards Technical & Practical Concerns

You are extremely logical, reflective, analytical, factual and very practical. You enjoy things that challenge your capacity to learn. For the sake of interest as well as necessity, you will become an expert in things that intrigue and challenge you. You like to be creative and conceptual. You would enjoy solving intellectual challenges by thoroughly investigating the facts and data associated with a particular problem. Your introspective and self-controlled behavior may be interpreted sometimes by others as being aloof and preoccupied.

Career Planning

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

- + Look for opportunities to develop your self-management potential by training in personal time management and personal and business activity planning. The opportunity to put the skills you develop into use is important for you.
- + It is important for you that you find a career position which allows you to focus your talents and your energies on products or services which you are convinced have real merit in improving the life of the people who receive them.
- + You should seek opportunities to work most or all of the time in a group that comprises people like you who are also strong on the 'team' approach to getting the job done.
- + Look for employment that provides you with lots of people contact on a daily basis. A job with a great deal of person to person interaction and public relations opportunities would be ideal for you.
- + Look for employment that offers intellectual challenges and an opportunity to learn and grow in your field of endeavors. You would be happy in a job that is analytical, technical, involves discovery learning and is detail oriented.

What Should You Avoid in 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 positions which are simply money oriented and which have no demonstrable worthwhile impact on the lives of the people who receive the product or services.
- Avoid work situations in which there is lax supervision and those situations which essentially prevent you from becoming part of a 'team' to get the job done.
- You should avoid employment that would isolate you from people. A job that lacks social interaction would not be adequately stimulating and rewarding to you.
- You should avoid jobs which are simplistic, boring and intellectually undemanding. An environment that does not offer growth and learning opportunities would not appeal to you and would limit your likelihood of outstanding performance.