



# omnia<sup>®</sup>

Top Talent. Remarkable Results.

## The Omnia Selection Report

Participant Name:	Sam Sample
For the position of:	Membership Executive
Prepared for:	WSheaffer
Client Name:	Freedom Boat Club, LLC Corp.
Client #:	PKBP160151
Analyst:	WendyS
QC:	WendyS
Profile #:	1190616WB
Date:	March 2, 2017

Client Name: Freedom Boat Club, LLC Corp.

Client Number: PKBP160151

Participant Name: **Sam Sample**

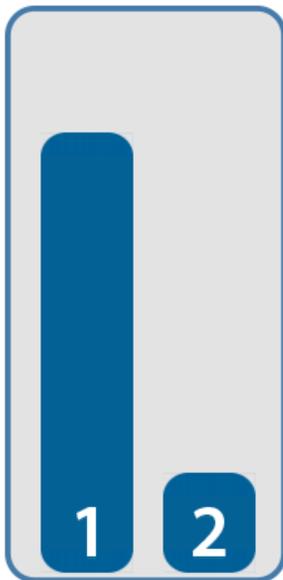
Position: Membership Executive

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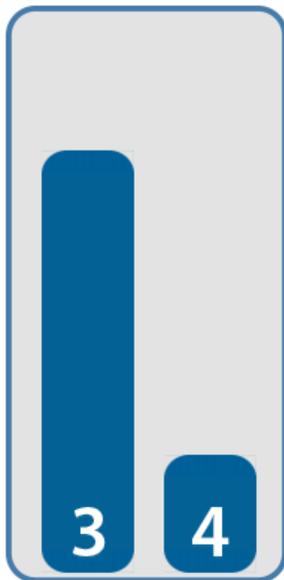
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Omnia Profile: SELECTION

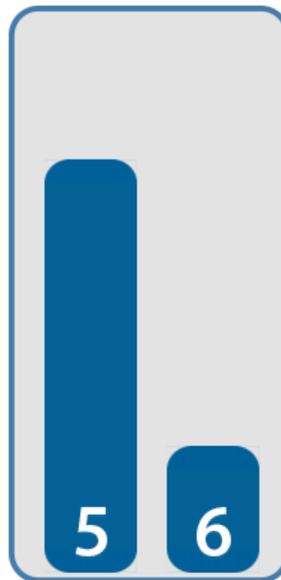
ENERGY:	Low
PERSPECTIVE:	Low
INTENSITY:	Optimal
COMPATIBILITY:	<b>Conditional</b>
Job:	Moderate
Cultural:	Moderate



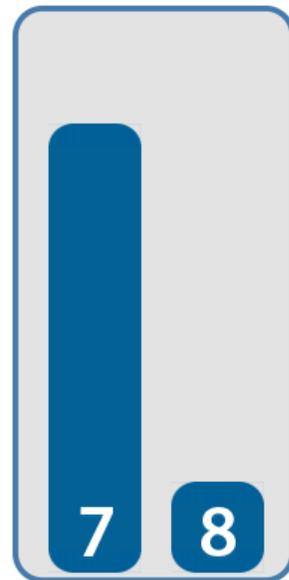
1: Assertive, competitive  
2: Cautious, helpful



3: Sociable, empathetic  
4: Analytical, objective



5: Fast-paced, multi-tasking  
6: Patient, methodical



7: Independent, decisive  
8: Structured, detailed

## ANALYST COMMENTS WRITTEN FOR: Sam Sample

Sam's Omnia Profile results suggest he is assertive, gregarious, quick moving, results driven and resilient like the ME Benchmark Group. This bodes well for his capacity to be proactive as he generates leads, cultivates relationships, markets the Freedom Boat Club experience, and provides member service. His inclination is to take charge and to pursue goals in a determined and expedient way. He rebounds well if he faces rejection or experiences setbacks, and he asks for little day-to-day oversight. He needs to know where he has room to innovate, however, because he has a strong need to make his job his own. If you have not already, clearly communicate where you expect him to utilize best practices and follow managerial instruction versus where he has room to take independent initiative. Also, ensure Sam is realistic as he sets his self-expectations. He might become overly ambitious when stressed, and if he tries to do too much, too fast, he could overextend himself.

When he communicates, Sam is charismatic and charming. He endeavors to connect on a personal level with people, and he uses emotional appeals to gain buy-in and/or overcome objections. Also, he can be diplomatic and empathetic when addressing concerns and dealing with conflicts. One of his priorities is protecting relationships. Since his pace reflects the urgency, agility and multitasking ease noted in your ME Benchmark Group, Sam likely keeps up well in this fast-paced, dynamic environment. He is equipped to shift gears as new priorities emerge and is happy to work under tight time constraints. He is eager to feel a frequent sense of accomplishment; it is when things move slowly that he becomes discouraged. Since he is a visionary thinker with an intuitive outlook, Sam establishes innovative plans. He finds performance-based incentives and public recognition motivating.



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	Job:	Moderate
	Cultural:	Moderate

**ENERGY: Low**

Individuals with "low" energy under-responded to the questionnaire. The under-response may be because of stress, illness, fatigue, anxiety regarding the implication of the assessment, or evasion. Because a low energy score may indicate inadequate stamina for productive behavior throughout your workweek, we recommend you consult Sam's references, if available, to gain further insight regarding unscheduled absenteeism, tardiness or performance fades.

**INTERVIEW QUESTIONS:**

1. What do you feel is a satisfactory attendance record?

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2. Is there anything that would prevent you from getting to work on time?

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3. How do you stay productive at the end of the day? What are some things you've achieved toward the end of a workday that you're proud of?

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4. What is the longest it has taken you to become productive in a new job? Could you have done anything to speed up the process?

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5. Tell me about the last time you struggled through the end of a very long day.

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Job:	Moderate
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### PERSPECTIVE: Low

Sam's two most prominent columns are 1 and 7, showing him to be a driven, ambitious, independent and decisive self-manager who focuses on results. These traits, when combined with a low perspective, though, suggest he may not always appreciate the consequences of his words and actions and could show limited tolerance for protocol or established procedures.

If you interview him or consult his references, seek evidence of a healthy respect for authority and a willingness to be managed. Also ensure that his goals are realistic. If having a team player is imperative to you, confirm that he is able to put the needs of the group above his own if the situation demands it.

### INTERVIEW QUESTIONS:

1. What is the most difficult work situation you have ever faced? How did you handle it?

2. Have you ever been in a dispute with a manager? What was it about and how was it resolved?

3. What was the best decision you ever made? What were the alternatives? How did you go about making that decision? Tell me the same thing about the worst decision you ever made.

4. Give me an example of a time when you decided it was necessary to make an exception to the rules in order to accomplish a goal or complete a task.

5. What kinds of pressures do you feel in your job? How do you cope with them? What frustrates you the most?

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### INTENSITY: Optimal

Sam shows an optimal intensity that is within the recommended range. This means that he depicted himself in definitive terms, giving us a clear, distinct picture of who he is, along with his probable hot and cold buttons. Thus, we can make valid assessments about which behaviors you are likely to see. It also allows us to provide management tips and discern what motivators you can use most effectively with Sam.

### INTERVIEW QUESTIONS:

1. In terms of career growth, what are the main things you would like to accomplish this year? What new skills/knowledge/experience would you like to acquire, and why?

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2. In which of your previous jobs did you feel most highly motivated? Why?

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3. Do you think initiative is important? Why?

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4. Tell me about a time when you surpassed all job expectations by going the "extra mile."

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5. What kind of manager and work environment motivates you to perform at your best?

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*When you complete an Omnia position description form, the questionnaire builds an 8-column personality graph for the job. When an Omnia analyst receives a completed profile assessment, the participant's Omnia graph is compared to the job graph and cultural items. Points are deducted when dissimilarities exist between your needs and the participant's preferred behaviors. We also take into consideration Energy, Perspective, and Intensity when scoring the profiles*

**COMPATIBILITY: Conditional**

This participant is moderately similar to your position criteria. While there are some areas of concern, Sam displays the behaviors you consider critical for successful performance in this role. While cultural compatibility should also be taken into account, the overriding consideration is the participant's ability to effectively complete the assigned duties and responsibilities. With some moderate adjustments made for the participant's work style, Sam should perform satisfactorily in this position. Please see the analyst comments for any additional cultural concerns.

Note: When calculating the Overall Compatibility Rating, the Job Compatibility is given more weight than the Cultural Compatibility. This is because it is extremely difficult to change a person's job suitability, as this is based largely on the individual's personality. However, it is less difficult to make adjustments to cultural factors, such as how you communicate with the individual, how you recognize good performance, and how much structure, growth and challenge you provide.

**JOB: Moderate**

This participant scores Moderate against your position criteria. A Moderate rating occurs when one or more of the nonessential behavioral and/or performance measurements do not align with the behaviors you consider desirable but not critical. Management concerns may exist; for more information review the analyst comments. To maximize performance, review the development section of this report.

**CULTURE: Moderate**

The participant's ideal work environment is somewhat similar to how you described your workplace. To maximize the participant's job satisfaction and longevity in your company, you may have to make minor adjustments to the way you manage, communicate with, reward, and/or promote the participant.

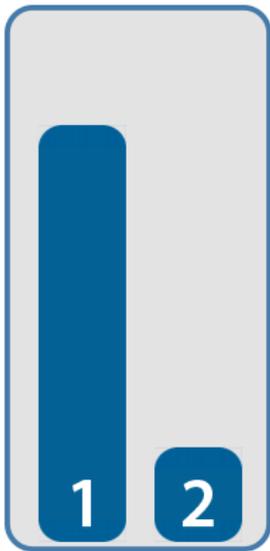
Note: Our goal is to help you pinpoint cultural fit through personality, but sociological drivers, such as generational issues, can also impact the cultural expectations of this participant. Fully discuss your participant's expectations to determine if they match the cultural dynamics of your organization. Discussion items might include work-life balance needs, advancement timelines and cross-training opportunities.

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## PRIMARY PERSONALITY TRAITS

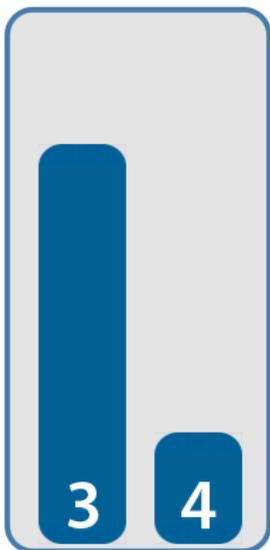


1: Assertive, competitive  
 2: Cautious, helpful

### Tall Column 1:

Your candidate tells us he is proactive and ambitious enough to be comfortable with some risk in the form of commissioned sales. Sam looks motivated by chances to produce results on the basis of his own initiative and likely thrives on incentives that challenge him to outdo the status quo. The higher the column 1, the more win-driven, take-charge, risk-willing and competitive this candidate is apt to be.

Keep Sam focused with quotas to meet, contests to win and opportunities to be recognized for his solo achievements. While potentially bold and take-charge, Sam should not come across as overly aggressive or inappropriately competitive.



3: Sociable, empathetic  
 4: Analytical, objective

### Tall Column 3:

Sam comes across as a socially attuned, expressive communicator who is quick to establish friendly rapport with others. He can probably make dynamic, entertaining pitches and persuade with his charismatic and enthusiastic communication style. Sam may be comfortable cold-calling and is apt to sell on the basis of the strong interpersonal relationships he can build and the emotionally persuasive statements he can make.

Expect this candidate's presentations to be lively and upbeat, but watch that Sam does not overtalk and underlisten, as he could sometimes get carried away with his own excitement. Be sure he exercises active listening techniques in order to assess needs accurately, identify buying cues and offer specific information the prospect may be seeking.

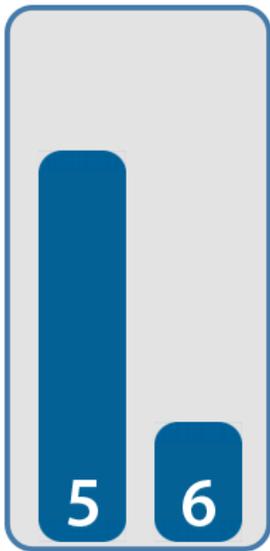
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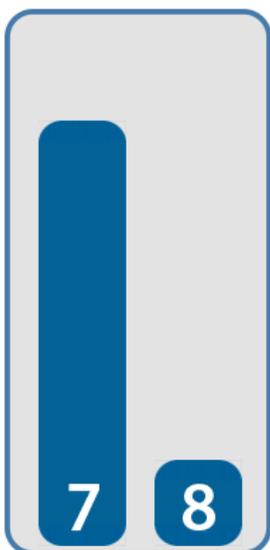


5: Fast-paced, multi-tasking  
 6: Patient, methodical

### Tall Column 5:

Your candidate tells us he is a very fast paced and efficient task juggler who is inspired and motivated by a dynamic, constantly changing environment. He likely responds swiftly and effectively to shifting priorities and tight deadlines, and enjoys the excitement of keeping many leads active at once. Sam may prefer a relatively short sales cycle that allows him to get the frequent feelings of accomplishment he likely seeks out.

Be sure Sam does not rush his presentations or come across as impatient when waiting for a prospect to make a decision. This candidate may benefit from managerial input with respect to setting realistic timetables and using status tracking tools to keep up with the array of items he likely keeps on his to-do list at all times.



7: Independent, decisive  
 8: Structured, detailed

### Tall Column 7:

Your candidate's measure of column 7 suggests he is a highly independent, self-directing individual. If his column 1 is also higher than his column 3, Sam is probably thick-skinned, resilient and confident enough to brush off sales rejections. Sam likely prefers an informal manager who offers him plenty of room to call his own shots.

A big picture oriented thinker, Sam is likely focused on end results rather than details. He can likely improvise solutions to address unique situations; Sam does not seem inclined to rely much on existing structure or managerial guidance. Since Sam may be more inclined to do things his own way rather than the company way, be sure to secure his agreement to your essential rules up front. Tie incentives to Sam's compliance with them and reward him with increased room to self-direct.



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## BEHAVIORAL DYNAMICS

### Combination of Tall Columns 1 and 3:

Your candidate's relatively tall columns 1 and 3 indicate he is likely proactive, expressive, enthusiastic and more inclined to accomplish his objectives via the strategic use of relationships than a consultative reliance on facts and information.

Sam seems quick to build rapport with new people and can likely speak with charm when making presentations and pitches. He is probably not content to merely sustain the status quo; he looks goal-oriented and is probably motivated by chances to be where the action is, especially if the action calls for a great deal of interpersonal contact, chances to collaborate with others or to be the center of attention. Sam should be comfortable cold-calling, networking and building relationships. As long as his column 1 is higher than his column 3, Sam will probably be more focused on making a sale than preserving relationships.

### Combination of Tall Columns 1 and 5:

Your sales candidate's tall columns 1 and 5 tell us he typically comes across as ambitious, take-charge, fast-paced, flexible, eager to make things happen sooner rather than later. Sam is likely a highly proactive individual who thrives in a dynamic, constantly changing environment that allows him to juggle shifting priorities, gain relatively rapid results for his efforts and avoid having to contend with routine, repetitive tasks that he is apt to find tedious. Sam should be able to respond both proactively and productively to an unexpected opportunity, shift gears fluidly and take interruptions to his focus in stride.

If both columns 1 and 5 are extremely high, be alert for possible overextension that could lead to failure to follow through on slower to develop sales. Help Sam set realistic goals and timetables. Also, help him prioritize tasks and encourage him to utilize status tracking tools to keep up with outstanding items on his to do list.

### Combination of Tall Columns 1 and 7:

Sam's combination of a tall column 1 and a tall column 7 tells us he is both ambitious and independent. He likely tackles his goals proactively and decisively, not needing much managerial guidance or established structure to rely on. Sam can likely improvise solutions to problems, think on his feet and self-direct confidently. If his column 1 is taller than his column 3, then Sam is also probably resilient to rejection, well able to brush off a turndown productively and refocus on the next promising opportunity.

If Sam's columns 1 and 7 are extremely high, you might find he is so bold and autonomous that he is willing to bend the rules to achieve results. He may resist any but the loosest management, yet may really need to be reined in so that he does not lose business by being too forceful or too focused exclusively on his own agenda. Make expectations clear; reward compliance with autonomy.



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## BEHAVIORAL DYNAMICS

### Combination of Tall Columns 3 and 5:

The combination of tall columns 3 and 5 suggests Sam is a gregarious, expressive, flexible and efficient people person. He seems a capable multi-tasker who enjoys working collaboratively with others in a bustling, dynamic environment.

Sam can probably talk about your products/services with a great deal of charm and enthusiasm and respond fluidly to shifting priorities, a tight deadline or an unexpected opportunity. A natural networker and adept relationship builder, Sam likely persuades on the strength of the rapport he can build and his ability to make emotionally persuasive statements. If column 3 is very high, watch for the possibility that Sam could overtalk and underlisten, miss buying cues or be prone to glossing over specifics in favor of enthusiastic generalizations.

### Combination of Tall Columns 3 and 7:

Your sales candidate's combination of tall columns 3 and 7 tells us he is an expressive and charming communicator who is gregarious, empathetic, creative, resilient and autonomous. Sam looks like a natural networker who can probably speak about your products charismatically and enthusiastically and build friendly relationships relatively quickly and easily.

He probably relies on his rapport building skills and emotionally persuasive statements to make a sale; be sure Sam also uses active listening skills and offers prospects specific facts they may want in order to make a decision. Sam can likely think on his feet, come up with innovative solutions without needing much structure or input from his boss.

### Combination of Tall Columns 5 and 7:

Sam's tall columns 5 and 7 indicate that he is likely an independent and briskly paced individual who likes to produce timely results and who is comfortable multi-tasking, self-directing and improvising strategies in order to do so. Provided his column 1 is also high, he should prove to be an ambitious, take-charge go-getter who works autonomously and urgently to post impressive results on the scoreboard. Sam is likely stimulated by a fast paced, hectic environment where task juggling and tight deadlines are the norm.

Sam likely prefers wide latitude to self-direct, so once he has proven himself, give him plenty of autonomy. Plan with him rather than for him. If his column 7 is very high, make sure Sam complies with nonnegotiable rules; he may have a strong need to improvise and do things his way.



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## TALENT MANAGEMENT & COACHING

### MOTIVATED BY:

Opportunities to win impressive individual reward on the basis of his own initiative. Commission, bonuses, sales contests. Promotion into a more powerful role. A competitive environment, challenging goals, ways to keep score.

Chances to use social skills and charisma to make things happen. A great deal of social interaction. Perks that convey special status, awards to display. A fun environment. An upbeat manager. Public acknowledgement of his successes.

Short term goals for frequent feelings of accomplishment. A fast paced, dynamic environment with frequently shifting priorities and tight deadlines. Variety, excitement, a sense of urgency.

Plenty of room to call his own shots, be the master of his own destiny. Freedom to improvise solutions rather than adhere strictly to established methods. An environment that allows him to focus on the big picture, while delegating the details to support staff. A manager who trusts him to work with limited supervision.

### DEMOTIVATED BY:

A modest salary, few or no performance-based incentives. Following orders rather than proactively setting and meeting his own goals; sacrificing individual objectives to accommodate others or support team goals. No opportunities to stand out, compete, keep score.

A serious, analytical environment. Complex or technical products/services that call for a pragmatic, consultative mindset. Working in isolation. A great deal of paperwork. Arms length, strictly business relationships. No opportunities to be the center of attention, to express himself, or to receive public praise for his successes.

A predictable, routine environment. Tedious, repetitious tasks. Long sales cycles that require a great deal of patience and frequent re-visiting of established leads. A steady-paced environment with little sense of urgency.

Hands-on, structured management. Nonnegotiable, established procedures that allow little room for innovation or improvisation. Follow-up and service responsibilities that require a focus on details rather than on sales results.



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## SALES DEVELOPMENT

### PROBABLE STRENGTHS:

Assertive, competitive, win-driven, motivated by commission.

Persuasive, upbeat, dynamic presenter, appeals to prospects on an emotional level.

Versatile, urgent, sees change as positive, comfortable dividing attention between various tasks..

Sees the big picture, decisive, independent, resilient, confident.

### POSSIBLE WEAKNESSES:

May seem pushy or intimidating, especially to less assertive prospects.

Might not focus well on paperwork or research, may skim over information when answering questions.

May not give new systems/strategies enough time to work, may turn off prospects by rushing them.

May not closely follow sales guidelines, may not be attentive to service after the sale.



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## SUGGESTED INTERVIEW QUESTIONS

1. Jobs have pros and cons. What do you see as the pros and cons of selling?

*The answer should highlight the individual's need to win. Watch for any signs of a thin skin to rejection.*

2. How would your customers describe you?

*The answer could reveal whether this individual is more of a relationship builder or a pragmatic consultant. Also, it may show whether he is most comfortable assisting customers and being accommodating (service) or proactively guiding them (sales).*

3. How do you handle rejection?

*Listen for indications the individual can recover quickly. Look for signs he or she is able to see a rejection as one step closer to the next win.*

4. What causes you to lose your temper?

*Look for indications the individual can stay on an even keel when dealing with challenging people or obstacles.*

5. Do you prefer to speak with someone or send a memo or an e-mail?

*Listen to help determine how much face-to-face interaction the individual prefers and how personal versus impersonal his or her communication style may be.*

6. Give me some examples of different approaches you have used when persuading someone to cooperate with you.

*Listen for evidence the individual can exercise a healthy amount of assertiveness and influence.*



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## SUGGESTED INTERVIEW QUESTIONS

7. What strategies do you use to repeat the customer's key concepts back to him or her during a sales pitch?  
*The candidate's answer will give clues to how carefully they listen and gather information.*

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8. How much of your time is spent cold calling new accounts as opposed to servicing existing accounts?  
*Verify an appropriate amount of initiative for making cold calls.*

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9. In an ideal job, would you like to spend more or less of your time cold calling?  
*Watch for signs of call reluctance. Make sure the candidate will be comfortable with the level of cold-calling that will be expected of them in this position.*

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10. If a customer verbally abused you, how would you handle it?  
*Watch for a reasonable answer that includes diplomacy in still addressing the needs of the customer.*

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11. How important are details to you?  
*A high col. 8 considers details of the utmost importance; those who do not may not be tolerant of intricate tasks.*

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12. How many calls do you make to a prospect before you stop trying?  
*Watch for evidence of impatience in persons with col. 5 and not enough sense of urgency in a col. 6.*

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## THE SELECTION COMPANION

These questions are designed to assist the interviewer in ranking the candidates overall qualifications for the position to which they have applied. Under each heading the interviewer should give the candidate a numerical rating and write specific job related comments in the space provided. The numerical rating system is based on the following: 5 - Exceptional, 4 - Above Average, 3 - Average, 2 - Satisfactory, 1 - Unsatisfactory

**Educational Background** - Rating: 1 2 3 4 5

*Does the candidate have the appropriate educational qualifications or training for this position?*

Comments:

**Prior Work Experience** - Rating: 1 2 3 4 5

*Has the candidate acquired similar skills or qualifications through past work experiences?*

Comments:

**Technical Qualifications/Experience** - Rating: 1 2 3 4 5

*Does the candidate have the technical skills necessary for this position?*

Comments:

**Verbal Communication** - Rating: 1 2 3 4 5

*How were the candidate's communication skills during the interview (i.e. body language, answers to questions)?*

Comments:

**Candidate Enthusiasm** - Rating: 1 2 3 4 5

*How much interest did the candidate show in the position and the company?*

Comments:

**Knowledge of Company** - Rating: 1 2 3 4 5

*Did the candidate research the company prior to the interview?*

Comments:



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**Initiative** - Rating: 1 2 3 4 5

*Did the candidate demonstrate, through their answers, a high degree of initiative?*

Comments:

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**Time Management** - Rating: 1 2 3 4 5

*Did the candidate demonstrate, through their answers, good time management skills?*

Comments:

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**Customer Service** - Rating: 1 2 3 4 5

*Did the candidate demonstrate, through their answers, a high level of customer service skills/abilities?*

Comments:

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**Salary Expectations** - Rating: 1 2 3 4 5

*What were the candidate's salary expectations? Were they within the range for the position?*

Comments:

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**Overall Impression and Recommendation** - Rating: 1 2 3 4 5

*Final comments and recommendations for proceeding with the candidate*

Comments:

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Client Name: Freedom Boat Club, LLC Corp.  
Client Number: PKBP160151

Participant Name: **Sam Sample**  
Position: Membership Executive  
Profile Number: 1190616WB  
Report Date: March 2, 2017

Omnia Profile: SELECTION	
ENERGY:	Low
PERSPECTIVE:	Low
INTENSITY:	Optimal
COMPATIBILITY:	<b>Conditional</b>
Job:	Moderate
Cultural:	Moderate

## ABOUT THE OMNIA PROFILE

The Omnia Profile report is based on responses to the Omnia Profile, an instrument that measures preferred behavioral characteristics. While an individual's behavior can fluctuate depending on the situation, the Omnia Profile captures an individual's most comfortable pattern of behavior and is therefore a good indicator of how they will respond to most business situations and tasks. The Omnia Profile should account for only 20 to 25 percent of the overall hire, promotion and career development decisions.

As with any assessment, the Omnia Profile does not measure all factors that contribute to individual success and productivity. Outside of the behavioral characteristics, we recommend you fully evaluate a participant's skills, education, intelligence, personal work ethic and integrity. For selection, carefully confirm as much as possible from references, work history and the interview responses.

Your People. Discover Them. Understand Them. Evolve Them.