



The Omnia Profile™

Assessment for Jeff SAMPLE

Omnia - Illustrative Sample

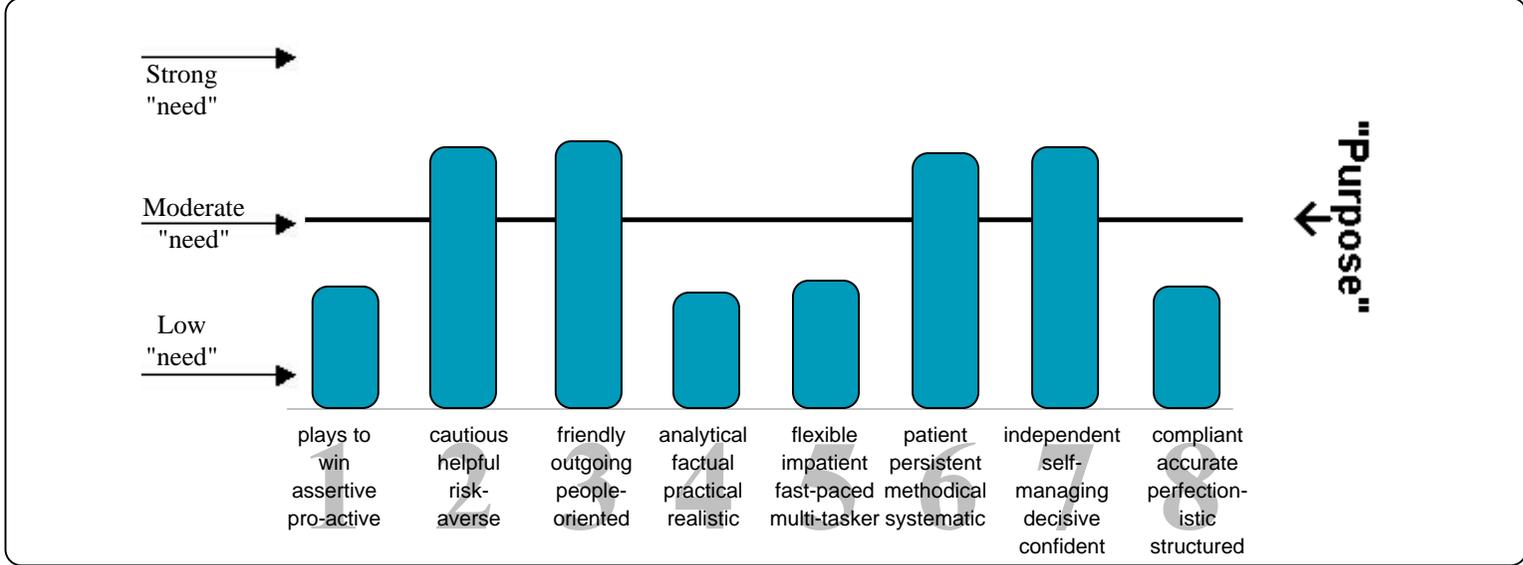
The Omnia Profile®	1
Primary Personality Traits	2
Probable Behavioral Dynamics	3 - 4
Performance Issues	5
Talent Management and Coaching	6
Strengths and Weaknesses	7
Interview Questions	8
Omnia Selection Companion	9 - 10

Interpreted by:	WS
QC by:	CLA
Client #:	11-00-SAMPLES
Requested by:	Client Administrator
Position:	PL Producer
Date:	May 26, 2010

The Omnia® Profile Compatibility Rating

Subject's Name Jeff SAMPLE	Profile Number NRPLPRO	Date Submitted 05/26/2010	Client Number 11-00-SAMPLES
Title (C) PL Producer	Analyst WS	QC by CLA	OCR® 6.4

OECR® <small>Omnia® Environmental Compatibility Rating</small> 6.3	OVCR® <small>Omnia® Vocational Compatibility Rating</small> 6.4	Responsivity <small>Vitality, stamina, alertness, endurance</small> fine	Intensity <small>Clarity of personality definition, balance</small> 1.26
--	---	--	--



Analyst Comments

Jeff's Omnia Profile results are dissimilar to your indicated needs for a PL producer. Jeff may have interviewed well, as he seems gregarious and eager to market his attributes and abilities. However, this is social confidence and should not be mistaken for the strong drive to win and competitiveness that are typically necessary to succeed in a sales position. Jeff's communication style is likely outgoing, expressive and talkative. His sales presentations should be colorful and entertaining, and he should connect on an emotional level with personal lines prospects. However, he may lack the fact-based, consultative approach sometimes required to assess individual prospect needs. Jeff could depend solely on his relationship-building aptitude and charisma to close deals. He could talk more than he listens, missing important buying cues and offering generic suggestions instead of individualized solutions. Also, while you seek an assertive go-getter who can overcome objections and press for the sale, Jeff may back down quickly during negotiations, reluctant to come across as pushy. If you proceed, consider pairing Jeff with an experienced closer, and thoroughly ground him in the technical details of your coverages.

While your ideal candidate is flexible and time sensitive, Jeff tells us he may prefer to work at a steady pace, on one objective at a time. He could become flustered by having to juggle multiple leads or change priorities. Give him upfront notice of any changes that could affect him. On the plus side, he does seem somewhat self-directing and independent; he may not want close supervision once acclimated. However, he may not be as detail attentive as your ideal; watch that Jeff does not gloss over important details or make promises he cannot keep just to appease prospects and close deals.

Tall Column 2:

This sales candidate appears to be more comfortable supporting team objectives than being in the forefront, individually responsible for producing impressive bottom line results. He may be cooperative and accommodating in negotiating scenarios, but not inclined to put closing sales at the top of his priority list.

Nonconfrontational and risk-averse, Jeff may be stressed rather than stimulated by commission-based pay. He is most productive when he has a great deal of security and support. Give him clear directions and time to gain confidence in lower risk duties before asking him to take more initiative.

Tall Column 3:

Jeff 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. Jeff 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 Jeff 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.

Tall Column 6:

Jeff tells us he works at a steady, methodical pace. His patient, organized approach suggests he may be best suited to low pressure inside selling roles or sales jobs with relatively long lead to close cycles. He probably prefers to follow a routine, set system for accomplishing his sales tasks and might therefore appreciate having a sales formula to follow. He should be patient and persistent in working through prospects' questions.

Jeff likely needs a predictable daily routine that allows him to focus on one task at a time and follow through with leads in an orderly, systematic manner. Juggling a variety of priorities at once, fielding constant interruptions to his focus or coping with a very hectic environment may fluster Jeff and diminish his productivity. Give him advance notice of changes that could affect his schedule and keep nonessential interruptions to a minimum.

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, Jeff is probably thick-skinned, resilient and confident enough to brush off sales rejections. Jeff likely prefers an informal manager who offers him plenty of room to call his own shots.

A big picture oriented thinker, Jeff is likely focused on end results rather than details. He can likely improvise solutions to address unique situations; Jeff does not seem inclined to rely much on existing structure or managerial guidance. Since Jeff 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 Jeff's compliance with them and reward him with increased room to self-direct.

Combination of Tall Columns 2 and 3:

Jeff's combination of a tall column 2 and a tall column 3 tells us he is a diplomatic, supportive and empathetic individual who is likely much more focused on building harmonious rapport, pleasing others and working collaboratively than on making individual gains in power. Jeff may be an effective networker and expressive, enthusiastic speaker; he likely does not mind cold-calling and may be content to spend a great deal of his time building relationships and making presentations.

However, he is probably not motivated to press an agenda on others, even if rewards and recognition would follow. Jeff does not want to come across as pushy and seems likely to drop a sales discussion if met with hesitation or an objection. He probably values being liked more than he values winning. Jeff needs conservative goals and plenty of reassurance and encouragement.

Combination of Tall Columns 2 and 6:

Jeff's combination of a tall column 2 and a tall column 6 tells us he is a cautious, risk-averse and methodical individual who values security, low-risk goals and a very predictable daily routine. He does not seem to possess either the strong drive to make individual gains in power/prestige or the sense of urgency and flexibility typically necessary for long term success in sales. Jeff does not seem inclined to try to press an agenda and may be content to sustain the status quo. Give him ample time to acclimate to your environment, perhaps in a service capacity initially. Start off with conservative sales goals.

Jeff seems comfortable working on routine, repetitive tasks that allow him to proceed through his day in a calm, orderly fashion. The frequently shifting priorities, task juggling and generally hectic environment common in many sales roles are apt to fluster Jeff and undermine his productivity.

Combination of Tall Columns 2 and 7:

Your candidate's tall columns 2 and 7 indicate that he is a cautious and nonconfrontational individual who is relatively self-directing once he has been given marching orders to follow. While Jeff does seem to possess the independence and resilience typically needed in sales roles, he does not seem to possess the assertiveness or strong drive necessary to proactively pursue challenging sales goals.

Jeff seems more inclined to simply sustain the status quo than to work proactively to post impressive numbers on the board, push himself to exceed quotas. He probably wants to accomplish goals his own way. Plan goals with him, and try not to place a great deal of pressure on him to produce until he has gotten comfortable in the position and familiar with your environment.

Combination of Tall Columns 3 and 6:

Your sales candidate's tall columns 3 and 6 tell us he is a gregarious people person who is expressive, empathetic, patient and routine-tolerant. He can probably talk about your products/services with a great deal of charm and enthusiasm, yet may have trouble responding flexibly and effectively to shifting priorities, the need to juggle multiple tasks and tight deadlines. Jeff likely needs a very predictable daily routine that allows him to work in a calm, orderly manner. He is apt to come across as a caring individual who takes time with a prospect to build rapport and answer their questions.

Jeff may talk more than listen, though, so be sure he is well grounded in specifics and utilizes active listening skills. Also, he likely does best in a low-pressure, long-range sales cycle.

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. Jeff 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 Jeff also uses active listening skills and offers prospects specific facts they may want in order to make a decision. Jeff can likely think on his feet, come up with innovative solutions without needing much structure or input from his boss.

Combination of Tall Columns 6 and 7:

Jeff's combination of tall columns 6 and 7 tells us that he is independent, self-directing and resilient (so long as his column 1 is also high). Yet this sales candidate is more methodical and routine oriented than fast-paced, flexible and multi-tasking. Therefore, Jeff is probably best suited to sell a complex service/product that requires patience and a relatively lengthy and predictable process to bring the sale to a close. Jeff is apt to adhere closely to established methods for achieving results, and may dig in his heels if asked to change his approach, deal spontaneously with shifting priorities or work in a pressure-filled environment with tight deadlines.

Give Jeff advance notice about upcoming changes that could impact his routine. Plan with him rather than for him and allow him to work in accordance with his own systems as much as possible, as this is likely to foster his best productivity.

In addition to the eight columns, there are other areas the Profile measures that can provide valuable insight into behavior. These areas are known as responsivity, intensity and purpose.

Purpose

Jeff shows good quality and purposefulness to his behavior. This means that he should not surprise you by behaving out of character. It also suggests that he has a considered reason for what he says or does and should typically give mature forethought to the consequences of his words and actions.

Intensity

Jeff shows a fine intensity score 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 Jeff.

Responsivity

Individuals with "fine" responsivity normally have good mental alertness. Accordingly, we see good potential in Jeff for productive behavior throughout your typical workweek for this position, without undue performance fades or burnout. Jeff should be easily trainable.

Hot Buttons

- Helping others. Being an accepted and valued member of the team. Low-risk goals. Clear direction from the boss. A stable, dependable salary.
- 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.
- A predictable daily routine. Long term goals; a calm, orderly environment; unhurried deadlines. A steady diet of routine tasks rather than constantly changing and diverse ones.
- 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.

Cold Buttons

- A competitive environment. High-risk goals, confrontation, variable pay. Having to be bold and aggressive instead of supportive and helpful.
- 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 high pressure, deadline-driven environment. Short-term goals. Frequent change. Competing priorities. An unpredictable schedule.
- 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.

Probable Strengths

- Considerate of clients' needs, willing to support team goals, agreeable and company-minded
- Enthusiastic, optimistic, persuasive, convincing, good networker and relationship builder
- Long-term focus, not easily distracted from repetitive tasks, good planner
- Sees the big picture, decisive, independent, resilient, confident

Possible Weaknesses

- Not apt to proactively ask for sales or push hard to close deals, could feel insecure with commission pay
- Could be weak listener, may not focus on gathering specific information from prospects
- Flustered by interruptions or unexpected changes, may not have strong sense of urgency
- May not closely follow sales guidelines, may not be attentive to service after the sale

The Interview: Questions and their purpose for Jeff SAMPLE

The following behaviorally-based questions are a possible supplemental interview tool we are providing to help you better interview this candidate. These questions are not a substitute for the standard set of interview questions you ask all candidates, but can provide additional, helpful information. Each question is followed by a brief description of its purpose and/or thought-provoking questions to ask yourself when evaluating the candidate's responses. These questions have been chosen randomly from Omnia's database of behaviorally-based interview questions to target required vocational traits or any personality issues identified by the writing analyst.

1. What effect do increased job pressures have on your work performance?

Listen for indications the individual can function well under pressure.

2. What two or three accomplishments have given you the most satisfaction? Why?

Make sure the candidate is willing to take individual initiative where appropriate, but in a way that is still beneficial to the team and respectful of others. Look for signs that the candidate's level of initiative is compatible with what you expect.

3. How important are external deadlines in motivating you?

If the person does not feel very motivated by external deadlines, juggling multiple priorities or fielding interruptions may challenge them.

4. How do you regroup when things haven't gone as planned?

Watch for a tall col. 8's potential tendency to lose confidence and become reluctant to act when they get discouraged.

5. Tell me about some of the most extreme lengths you have gone to in order to close sales.

Make sure the candidate is willing to show determination to close sales, but without going to unnecessary extremes.

6. Give me two examples of decisions you had to make on your last job.

Look for signs the individual was comfortable with this level of decision-making authority. Consider whether he or she would be making similar types of decisions in this position.

The Omnia® Selection Companion

Name of candidate: Jeff SAMPLE Date: _____

Interviewed by: _____

The Omnia® Selection Companion is a guide to the proven process of successful hiring, a guide to covering and weighing the steps of the selection process.

1. Complete and align job and workplace benchmarks.
2. Generate a list of viable candidates.
3. A Candidate should complete a profile at the same time he or she completes your other employment application forms. The Omnia graphs can be compared to the Omnia benchmark.
4. Effective interviewing: We recommend that the responsibility for interviewing be shared by three people. One person will explore the Candidate's past to verify that the behavior you are seeking *has always been* the Candidate's behavior. The second interviewer will explore the Candidate's present (reasons for availability) interests and activities to verify that the behavior you are seeking is still the Candidate's behavior. A third interviewer will explore the Candidate's future: Are goals consistent with the behavior you are seeking? Are those goals generally realistic? Are they realizable with your firm in the Candidate's stated timetable?
5. We strongly recommend skills testing (basic math and English and other tests available through your organization or trade association). See Question 9.
6. Complete the scoring.

1. Punctuality

The candidate arrived on time for the interview

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

2. Appearance

Neatness and appropriateness of clothing, hair, make-up, scent

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

3. Resumé and Job Application

Consistency of information with job behavior demands

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

4. Degree of Confidence

good eye contact, direct answers, good questions

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

5. Stamina

General vitality, ability to concentrate, alertness

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

6. Judgement and Maturity

Grasp of reality, thoughtful, accurate answers

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

7. Skills, Knowledge

Poor	Unimpressive	Ordinary	Good	Excellent
0	10	20	30	40

The Omnia® Selection Companion

Designed for those responsible for the selection of personnel. Helps cover and weigh the steps of the selection process.

Name of candidate: Jeff SAMPLE

8. Interview Results

Consistency of past interests, activities and experience with job behavioral demands

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Consistency of present interests, activities and experience with job behavioral demands

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Consistency of future goals and objectives with job behavioral demands

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

9. Interview Results

Level of assertiveness Candidate's specific experiences and answers to behavioral questions fit the position's behavioral demands and with the goals/incentives of the job

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Communication style Candidate's specific experiences and answers to behavioral questions fit the position's behavioral demands and with the communication style of supervisors, clients, prospects, etc.

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Preferred pace Candidate's specific experiences and answers to behavioral demands, workplace timetables and manager's preferred pace

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Need for structure Candidate's specific experiences and answers to behavioral questions match the company procedures, management guidelines and supervisory Preferences currently in place

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

10. Overall Impression

Compatibility with firm, manager, peers

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

11. The Omnia Profile®

Omnia Profile® Score

<6	6-6.9	7-7.5	7.6-8.0	>8.0
0	10	20	30	40

12. References

(1 OR 2) Should confirm past performance has been consistent with job demands (ask about judgement, reliability, commitment)

Poor	Unimpressive	Ordinary	Good	Excellent
0	10	20	30	40

Total Score:

A score above 175 is excellent: there is high probability of the Candidate's success. A score of 135 - 175 is fair: there is a reasonable probability of the Candidate's success. A score under 135 is risky: there is a low probability of the Candidate's success.