



# omnia<sup>®</sup>

Top Talent. Remarkable Results.

## The Omnia Selection Report

Participant Name:	Thomas Sample
For the position of:	CL Producer

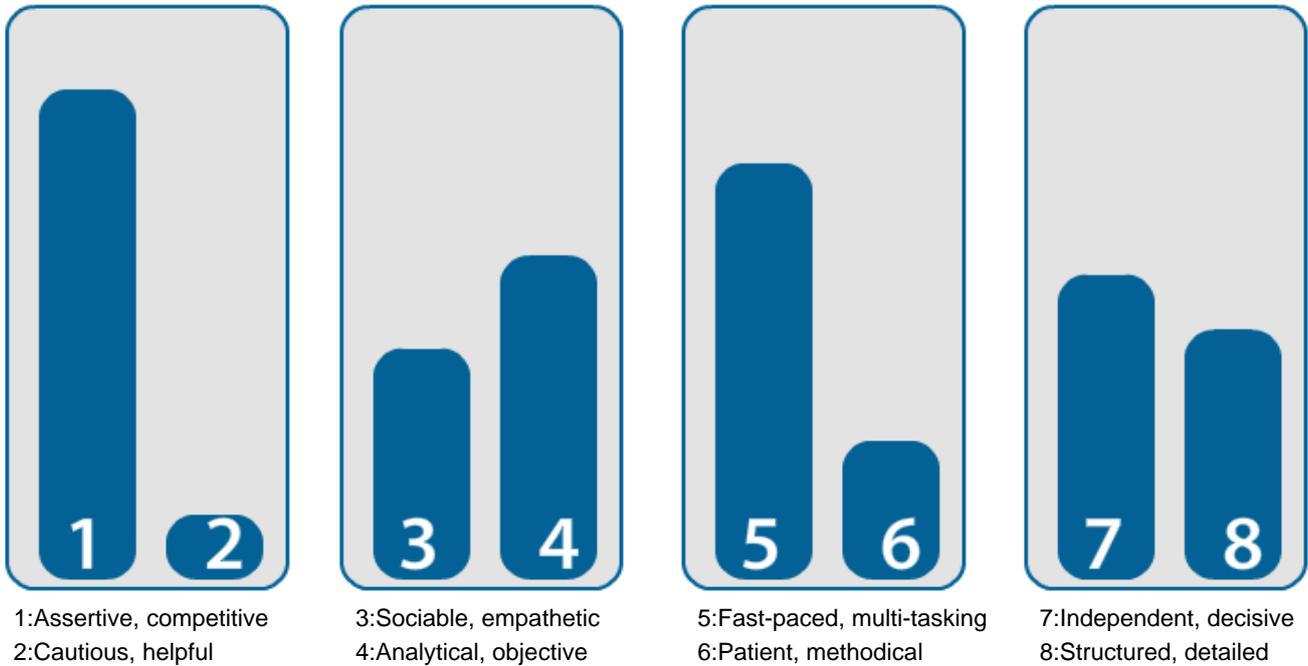
Prepared for:	WendyS
Client Name:	Omnia - Illustrative Sample
Client #:	11-00-SAMPLES

Analyst:	WendyS
QC:	WendyS
Profile #:	S801212AG

Date:	September 17, 2012
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Client Name: Omnia - Illustrative Sample  
 Client Number: 11-00-SAMPLES  
 Participant Name: **Thomas Sample**  
 Position: CL Producer  
 Profile Number: S801212AG  
 Report Date: September 17, 2012

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



**ANALYST COMMENTS WRITTEN FOR: Thomas Sample**

Thomas's Omnia Profile responses indicate similarity to the stated job needs; he is recommended for the CL Producer position. Assertive and win-driven, Thomas should be comfortable negotiating deals and closing sales with prospective clients. As you seek, he likely utilizes a business-oriented communication style, analyzing customer concerns and offering targeted suggestions geared toward individual clients' needs. Commercial buyers should appreciate his willingness to discuss facts and are apt to find his presentations informative and well-prepared. Rather than relying on hype to make his point, Thomas is apt to pragmatically address queries and discuss coverage options in a no-nonsense manner. His analytical mindset suggests that he will carefully research new opportunities. He also appears to be fairly empathetic, enabling him to form the rapport vital to recruiting new business. Eager to see results, Thomas may often have several deals going on at once. He does not seem likely to sit back and wait for opportunities to find him; instead, he should proactively generate new leads and assess his existing accounts' coverage situations to determine whether he can increase business by suggesting additional services. Because he is likely quite fast-paced, he may grow impatient with ambivalent clients. Make sure he has a reliable system in place for keeping track of outstanding leads. Establish short-term goals with Thomas so that he can score some quick wins; he will likely want to hit the ground running.

As you seek, Thomas seems self-reliant but willing to abide by guidelines. Go over essential policies up front, and then allow him to make the job his own. His ideal boss will provide frank, specific feedback on his performance but will allow him room to work independently.

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PERSPECTIVE:	Optimal
INTENSITY:	Optimal
COMPATIBILITY:	<b>Recommend</b>
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Cultural:	Strong

### 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 Thomas'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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	PERSPECTIVE:	Optimal
	INTENSITY:	Optimal
	COMPATIBILITY:	<b>Recommend</b>
	Job:	Strong
	Cultural:	Strong

### PERSPECTIVE: Optimal

Thomas shows an optimal perspective, suggesting 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.

### INTERVIEW QUESTIONS:

1. What are some things you will NOT do to be successful at work?

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2. What is the key to presenting a mature, professional image?

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3. Under what conditions do you do your best work?

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4. Give me an example of when you had to be tolerant on the job.

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5. Tell me about a time when you conformed to a policy with which you disagreed.

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	PERSPECTIVE:	Optimal
	INTENSITY:	Optimal
	COMPATIBILITY:	<b>Recommend</b>
	Job:	Strong
	Cultural:	Strong

### INTENSITY: Optimal

Thomas 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 Thomas.

### 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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	Job:	Strong
Cultural:	Strong	

*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: Recommend**

The participant is similar to your position criteria displaying the behaviors you consider critical for successful performance in this role, as well as many behaviors you consider ideal but not critical. Any concerns noted are mild. 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. The participant should perform well in this position, and any adjustments you need to make for work style should be mild. 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 for 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: Strong**

This participant scores Strong against your position criteria. A Strong rating occurs when all or most of the behavioral and performance measurements align with your indicated needs for the position. The participant's strengths should align with your needs and no major management concerns exist. To further maximize potential and increase engagement, review the analyst comments and the talent management and coaching sections of this report.

**CULTURE: Strong**

The participant's ideal work environment is similar to how you described your workplace. The ways in which you will manage, communicate with, reward, and/or promote this person are conducive to job satisfaction and long-term employee engagement.

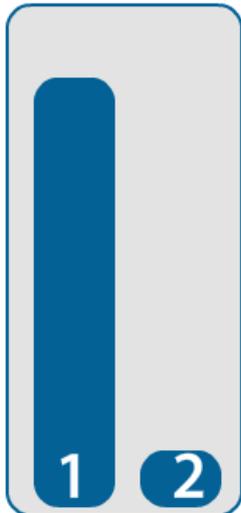
Note: Our goal is to help you pinpoint cultural fit through personality, but sociological drivers, such as generational issues, can also impact the cultural expectations of this participant. Fully discuss your participant's expectations to determine if they match the cultural dynamics of your organization. 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

### Very Tall Column 1:

Your sales candidate exhibits a highly competitive personality. He appears very bold and ambitious, ready to take-charge of his own destiny, outperform the competition and win individual glory and reward for his efforts. While Thomas should be highly self-starting, make sure his goals stand up well when submitted to a reality check.

Thomas could become overextended as a result of being unable or unwilling to refuse a good challenge. Watch that he does not push too hard or intimidate prospects with an inappropriately aggressive or demanding approach. Tie incentives to his ability to demonstrate in the field that he can temper his drive to win with appropriate patience and cooperation.



3: Sociable, empathetic  
 4: Analytical, objective

### Moderately Tall Column 4:

Thomas appears to be a consultative seller with an ability to view situations objectively, analyze specific needs capably and make fact-filled, tailored proposals based on prospects' unique needs. He also seems somewhat articulate and communicative, though he tends to keep communications more professional than social or personal.

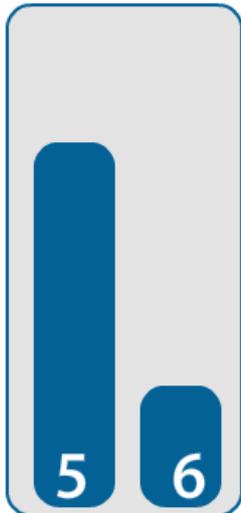
Thomas may be best suited for technical sales requiring specific knowledge and well-honed problem solving skills. He is apt to sell on the basis of facts and logic rather than relying on charismatic emotional appeals. Thomas is probably much more comfortable contacting a prospect who has a real, immediate commercial need.

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## PRIMARY PERSONALITY TRAITS



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. Thomas may prefer a relatively short sales cycle that allows him to get the frequent feelings of accomplishment he likely seeks out.

Be sure Thomas 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

### Moderately Tall Column 7:

Your sales candidate tells us he is independent, yet willing to proceed in accordance with established procedures if they have proved successful. As long as Thomas's column 1 is also higher than his column 3, he should be reasonably resilient to ordinary sales turndowns, able to productively re-direct his efforts to focus on a new opportunity. Though not meticulous, Thomas seems somewhat conscientious and concerned with abiding by the rules and following up thoughtfully; these traits suggest he may leave a good impression of your company when working with prospects and clients.

Give Thomas some loose structure to start out with and make sure someone is available for him to bounce ideas off occasionally. Once he knows what is expected, however, he should prove self-managing, decisive.

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## BEHAVIORAL DYNAMICS

### 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. Thomas 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. Thomas 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 Thomas 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.

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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.

Consultative selling; relying on research, analysis, specific needs assessment and pragmatic problem solving to sell. Private, objective and task-specific feedback on performance. No-nonsense, businesslike communications. A serious, analytical environment. Complex or otherwise mentally stimulating problems to solve.

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.

### 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.

Sales that require strong social skills rather than strong analytical skills. Being in the spotlight. Having to do a great deal of meeting, greeting and talking. Generalized feedback rather than task-specific performance reviews.

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.

## Sales Development

### PROBABLE STRENGTHS:

Doing what it takes to win and make sales, urging prospects to make commitments.

Stays well informed about products and industry developments, offers specific responses to prospects' questions, active listener

Strong sense of urgency for meeting sales goals, multi-tasking, managing a full pipeline of leads

Fairly compliant, self-managing, sees both the big picture and critical details

### POSSIBLE WEAKNESSES:

Focused more on winning than helping others, may seem pushy or demanding.

Networking, building quick rapport with people, using emotional persuasion to sell

Impatient, impulsive, may talk too fast or rush the close

May not be meticulous, could be sensitive to rejection if column 8 is taller than 7



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## SUGGESTED INTERVIEW QUESTIONS

1. How do you define your closing style?

*Listen to see if the individual's answers reflect strong resilience to rejection. Observe whether he or she appears to focus mostly on the relationship or more on figuring out how to secure the win. Evaluate whether the response is aggressive enough for your market.*

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2. How motivated are you by money?

*True sales types are driven primarily by the need to win and keep score through their commission checks. Make sure the response reveals that drive.*

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3. 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).*

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4. What should a salesperson know about each customer?

*The answer may reveal how well the individual can customize his or her approach to the individual customer's needs. Listen for indications he takes adequate time to prepare himself and gather information.*

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5. How do you manage your paperwork when you would rather be selling?

*Listen for signs the individual makes the effort to be organized, accurate and on time with his or her paperwork.*

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6. 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.*

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## SUGGESTED INTERVIEW QUESTIONS

7. Describe a leadership role of yours and tell me why you committed your time to it.  
*The response may reveal what motivates this individual to show leadership. Consider how this position would give him or her an opportunity to show leadership in accordance with those values.*

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8. What strategies do you use to plant questions in your customer's mind?  
*Verify the candidate can motivate and influence customers and guide the sales process as effectively as you expect.*

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9. Define "good communication."  
*Solely focusing on the rapport involved with communicating may mean this individual is not very analytical.*

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10. What work is the most monotonous for you?  
*High col. 3s are apt to find solitary tasks isolating, since they usually prefer to interact with others.*

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11. Are you better at initiating many things or working on and getting results on a few things? Please give me an example that illustrates this.  
*Look for comfort in juggling several projects at once, as it may also point to a fast pace and discomfort with routine.*

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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:

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

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

Comments:

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

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

Comments:

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**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:

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

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

Comments:

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

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

Comments:

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## 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.