



Management Pro™ (MPP III) Interpretation Manual

TABLE OF CONTENTS

Introduction to the MANAGEMENT PRO™	3
Processing the Management Pro™	4
The Management Pro™ Report	5
MPP III Interpretation Information	6
Snapshots – Management Profile	8
Snapshots - Management Style	13
Snapshots - Sales Management Functions	17
Orientation & Coaching Factors	20
Communication Style & Attitude Survey	22
Emotional Quotient	27
Summary of Scales	28
Candidate Feedback Report	29



Introduction to Management Pro™

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

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

The Management Pro™ Can Be Used For:

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

The Management Pro™ Provides Valuable Insight Into:

- Individual needs assessment.
- Making the right selection decisions.
- Matching individual profiles to organizational culture.
- Improving retention and growth.
- Improving bottom line results.

This Interpretation Guide Is Designed To:

- Assist in interpreting the **Management Pro™** Report.
- Help you use the profile results effectively in the recruiting and selection of management candidates.
- To provide coaching, development and mentoring strategies.

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



Processing the Management Pro™

1. Contact your head office for specific instructions on how to get your profiles scored.
2. It is recommended that you take advantage of **on-line profiling at www.self-management.com**.
3. If none of the above options are suitable, you may mail or fax the completed questionnaire to:

**SELF MANAGEMENT RESOURCES CORP
155 REXDALE BLVD., SUITE 304
TORONTO, ONTARIO M9W 5Z8**

Fax # 416-746-6757

**If You Have Questions or Problems
Call at 416-746-0444.**

Note: To Avoid Delays And Long Distance Calls, Make Sure That The Person Administering The MPP III Checks To Ensure All Questions Have Been Answered.



The Management Pro™ Report

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

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

The sections are as follows:

Snapshots (this section provides graphic representations of the key management factors)

- Management Profile

- Management Style

- Sales Management Functions (Sales Management Report only)

Orientation & Coaching Factors

(this section discusses key selection, developmental and mentoring issues)

- Self Management

- Motivational Structure

- Independence Potential

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

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

Commitment Reluctance Report

(orientation to asking for commitment and holding to the commitments)

- Overall Score

- Attitudes Towards Others

- Implementation of Commitment

- Perceptions of a Career in Management

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

Candidate Feedback Report (this report can be given to the candidate to provide feedback on the report as well as some valuable counseling on his or her management style)



MPP III™ Interpretation Information

There are 8 individual scales that measure character traits found in everyone to a greater or lesser degree.

Power Scores

Enterprising (Ent)
People Oriented (PO)
Achievement Orientation (Ach)
Independent (Ind)

Neutralizing Scores

Acquiescent (Acq)
Investigative (Inv)
Relaxed (Rel)
Team Oriented (Team)

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

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

**Enterprising Potential (EP),
Achievement Potential (AP);
others**

**Independence Potential (IP);
Comfort with Conflict (CWC) and**

In addition, the MPP III measures

Self Directed (SD);

Lifestyle Management (LM) and

Commitment Reluctance (CR) which reflect the individual's attitudes and opinions.

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

ENTERPRISING POTENTIAL (EP)

- Self-management potential
- Initiating vs responding
- Ability to plan, organize and monitor own results
- Plan implementation

ACHIEVEMENT POTENTIAL (AP)

- Challenge orientation
- Sense of urgency
- Relationship to others

INDEPENDENCE POTENTIAL (IP)

- Relationship to structure
- Independent vs Team Oriented

PEOPLE ORIENTATION (PO)

- Relationship style with subordinates and mentors
- Approach to coaching and training
- Recruiting style

INVESTIGATIVE ORIENTATION (INV)

- Approach to learning technical material
- Approach to transferring skills as a trainer
- Approach to detail.

SELF DIRECTED

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



LIFESTYLE MANAGEMENT (LM).

- Effectiveness in coping with a demanding lifestyle

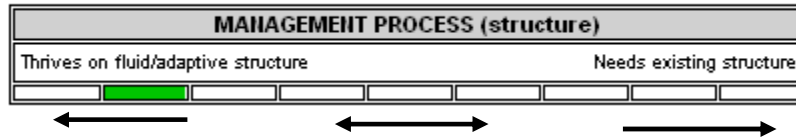
COMMITMENT RELUCTANCE (CR)

- Reflects an individual's approach toward asking for commitment from others.



Snapshots – Management Profile

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



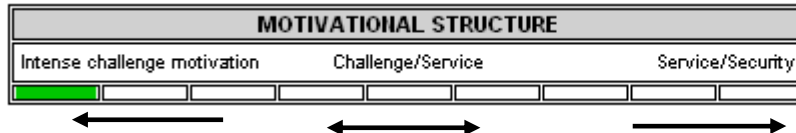
A measurement of a person's self-management potential, specifically in the ability to plan, organize and implement plans of action.

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

INTERPRETATION

- ← Thrives on fluid/adaptive structure: This means that individual will prefer general guidelines rather than needing to follow a set of rules. People who score in this range may prefer to go their own way rather than adhering to the existing organizational structure. They will be comfortable adapting to change on a regular basis.
- ↔ People in this range will tend to adapt to existing structure and create their own process/procedures as needed. People who score in this range will follow organizational structure and systems most of the time, creating their own structure and systems when those of the organization do not meet the needs of the situation.
- People in this range are those who need structure to be effective. These individuals are more suited for roles where they are supervising and guiding others in a well-established process. They may become dependent on structure and would not be well suited to starting up new operations.



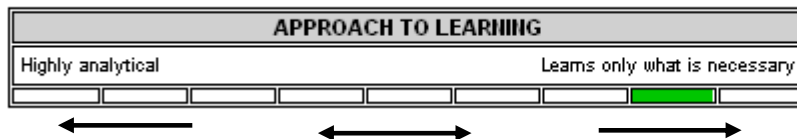


Reflects the relative importance of challenge, service, and security as key motivators for the person.

Motivational Structure is derived from the AP scale and examines the candidate's motivations for being in management.

INTERPRETATION

- ← Scores in this range suggest the individual is very intensely motivated by challenge. This is normally reflected by a very high sense of urgency, a bottom line focus and/or a drive to make money and keep score.
- ↔ People in this range are balanced between challenge/money motivation and people/service focus.
- People in this range tend to be very service oriented. Their primary focus will be on the well being of others and their own security.



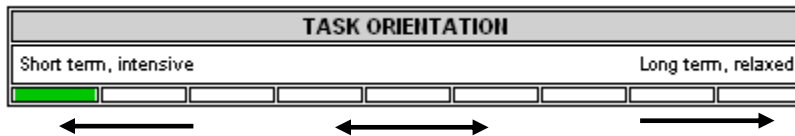
Relates to the importance of this person's learning new things and comfort in transferring knowledge to others.

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

INTERPRETATION

- ← People in this range enjoy learning and will be attentive to detail. They would be well suited to technical management roles where they would be able to transfer skills to subordinates. They enjoy opportunities to learn and develop new products and services.
- ↔ People in this range enjoy learning and pay attention to detail but would prefer to have support for highly technical issues.
- People in this range learn only what they perceive as essential to performing their role effectively. Ongoing education is not a motivator for them and they will prefer to have technical support available.





Reflects this person's sense of urgency and importance of daily goals and objectives.

Task Orientation is derived from the combination of **Achievement Oriented (Ach)** and **Relaxed (Rel)** scales. It reflects the continuum of task orientation between the need for immediate results and the more relaxed long term approach to results.

INTERPRETATION

- ← People in this range are very task oriented and have a need to get short term results on a regular basis. As managers, they would tend to be drivers of both themselves and others.
- ↔ People in this range would tend to be balanced between short term and longer term goals. As managers, they would tend to be moderately demanding.
- People in this range tend to be very relaxed and easy going. As managers they would tend to focus on the long term and may accept modest results over the shorter term.



Reflects this person's natural style when training and helping others in areas of development.

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

INTERPRETATION

- ← Enjoys interacting with others and appears interested in them. It is likely to enjoy coaching and training. When coupled with good listening skills, they will provide an empathetic ear.
- ↔ Comfortable training but not a motivation for them.
- Approaches training from a factual analytical perspective and would not look for feedback in the process. May appear lacking in empathy.





Reflects the degree that this person believes he/she is in control of the future through his/her own actions.

This scale reflects the individual's score on the **Self Directed (SD)** scale. It indicates the extent to which the **management candidate** believes in him/herself and feels in control of the issues in his/her life. Feelings of confidence are very important in managing successfully and taking responsibility for one's own actions.

INTERPRETATION

- ← Person feels very much in control of personal circumstances. People with very high scores may sometimes be perceived as arrogant.
- ↔ Has average levels of self confidence.
- Individual has feelings that he/she may not be in control of his/her fate.



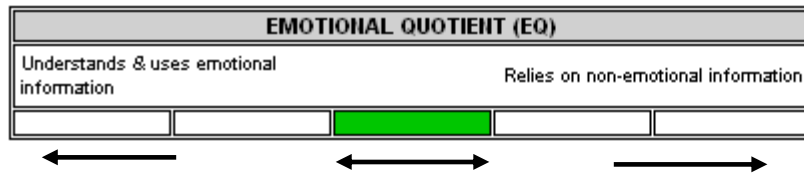
Reflects the tendency of an individual to be comfortable with or avoidant of conflict with others.

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

INTERPRETATION

- ← People in this range are quite comfortable with conflict and some at the extreme left may even initiate conflict to further their own personal or professional goals.
- ↔ People in this range have average comfort with conflict.
- People in this range will be uncomfortable with conflict and may need conflict resolution strategies to be effective.



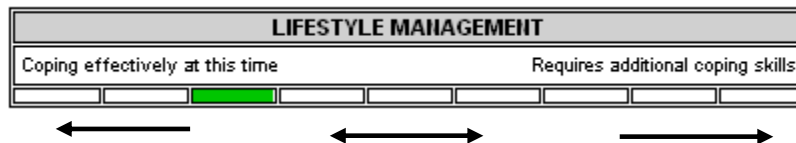


The ability to monitor the emotions of one's self and others and to act accordingly.

This score is an overview of the individual's **Emotional Quotient (EQ)**. This provides an indication of the person's ability to process emotional information and apply the information effectively.

INTERPRETATION

- ← Good understanding of feelings and emotions of self and others. Will usually make effective use of emotional information in decision making.
- ↔ The person has an average understanding of feelings and emotions of self and others. Will often make use of emotional information in decision making.
- Individual does not often use emotional information in making decisions. There may be a development opportunity in one or more of the EQ domains.



Assesses an individual's current effectiveness in coping with a demanding lifestyle.

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

INTERPRETATION

- ← Candidate is coping effectively with demanding lifestyle
- ↔ Average coping skills
- Current lifestyle may be too demanding



Snapshots – Management Style



A measurement of a person's natural leadership style and approach with others.

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

INTERPRETATION

- ← Those on the left end of the graph tend to be more autocratic in their management style preferring to command and control subordinates.
- ↔ Those in this range would have a democratic leadership style which would tend to be more moderate in approach. They would tend to ask for the opinions of others and weigh them in the decision making process.
- Those in this area are more apt to be team members rather than team leaders. They would tend to seek consensus on most if not all issues and may find it difficult to lead unless everyone is in agreement.



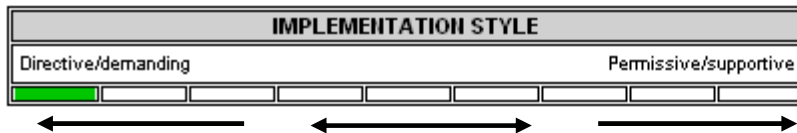
Reflects a person's approach to communicating with others on an interpersonal level.

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

INTERPRETATION

- ← Enjoys building new relationships and is generally interested in other people.
- ↔ Balanced between dealing with the people issues and the issues related to the business.
- Focused primarily on the facts. Tends to be very analytical in approach to issues and may not pay enough attention to people's concerns.



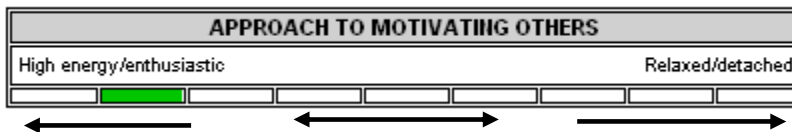


An indication of a person's approach to implementing goals, objectives and strategies.

"Implementation Style" provides an indication of the individual's approach to implementing strategies, planning and setting objectives and measuring progress. This scale is derived from the **Achievement Potential (AP)** and **Comfort with Conflict (CWC)** scores.

INTERPRETATION

- ← Managers in this range are directive and demanding and will not be inhibited by concerns that people will not like the strategies or objectives.
- ↔ Those in this range are balanced between demanding and supporting the efforts of subordinates.
- Managers in this range are more permissive and supportive in implementing plans.



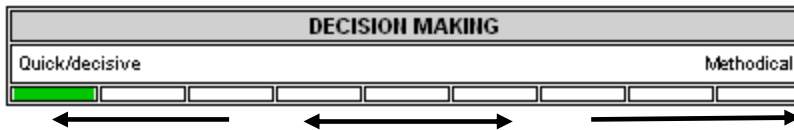
A measure of a person's natural approach to motivating others.

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

INTERPRETATION

- ← People in this range are highly energetic and enthusiastic which helps other people become enthusiastic about the same issues.
- ↔ People in the middle range are more relaxed in their approach to motivating others.
- People on the right end of the scale tend to be more reserved, relaxed and may be detached when it comes to motivating other people.



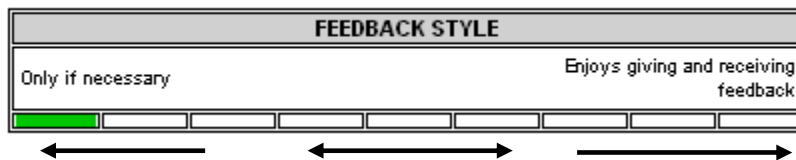


Reflects the amount of information required to make a decision and the speed of the decision making process.

This scale measures the individual's approach to decision making. It is based on the **Enterprising Potential (EP)** and **Achievement Potential (AP)** scores.

INTERPRETATION

- ← Individuals in this range will tend to take action on his/her own and evaluate the situation, making decisions quickly and decisively.
- ↔ Individuals in this range will tend to evaluate information more thoroughly before making decisions.
- People in this range will be methodical and deliberate when making decisions, preferring as much information as possible when making a decision.



An indication of a person's comfort and need to give and receive feedback.

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

INTERPRETATION

- ← People in this range prefer to avoid giving and receiving feedback preferring to make their own decisions without guidance from others or the need to explain to others.
- ↔ People in this range are generally comfortable giving and receiving feedback.
- People on the right end of the scale enjoy a systematic environment where they can give and receive feedback regularly.





An indicator of this person's coaching style and the relative balance of focussing on results vs. people.

The **Coaching Orientation** scale is based on the Predictor Score (a generic predictor of performance derived from the EP, AP and IP scales). It is an effective predictor of how a management candidate will coach for performance in most environments.

INTERPRETATION

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



Snapshots – Sales Management Functions

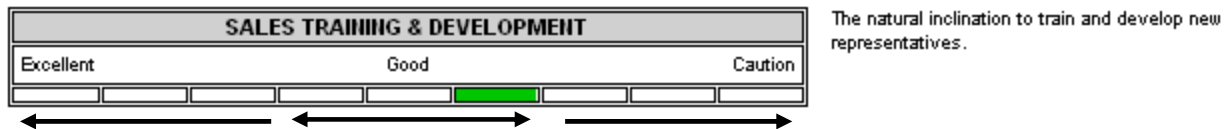
This optional section of the **MPP III** provides an overall assessment of the candidate's approach to achieving performance in a sales management role.



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

INTERPRETATION

- ← Those who score toward the left end of the graphic are likely to be excellent recruiters and will do very well in attracting good employees.
- ↔ Those who are in the middle range of this scale are likely to be better than average recruiters.
- Those who score at the right end of the scale may not be as effective in the recruiting role.



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

INTERPRETATION

- ← **Excellent.** The candidate will work to retain existing sales people by providing them with good training and supervisory skills.
- ↔ **Good.** Will do above average in retaining current sales representatives. Will provide them with good training and supervisory skills. The candidate may need some supervision in this area at times.
- **Marginal.** Means the candidate may experience difficulty in retaining sales people. This could be a result of poor people skills or not placing the right emphasis on training and education.



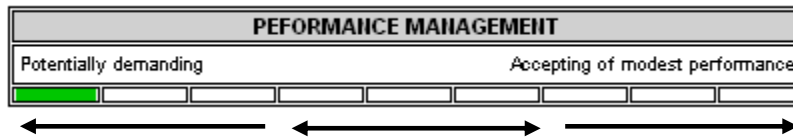


The ability to grow the size of a sales force.

This scale is an indicator based on the complex combination of the individual's approach to working with other people, his/her motivational structure, leadership style, and importance placed on education.

INTERPRETATION

- ← **Excellent.** The individual is likely to do a very good job with retaining established representatives while also developing new representatives through good training and management skills.
- ↔ **Good.** The individual will probably do well at building the sales force but may have some areas for personal growth which can make him/her even more effective.
- **Marginal.** This is a caution and indicates possible problems in the area of retention. Explore profile carefully.



An indicator of this person's performance expectations as they relate to managing a sales force.

"Performance Management" is based on the combination of the individual's motivational structure and leadership style.

- ← Individuals in this range will be demanding and drive performance.
- ↔ Individuals in this range will be somewhat less demanding and will balance the needs of the individual with overall performance.
- Individuals in this range will be relaxed, easy-going and undemanding. They are most likely to accept modest performance.





An overall assessment of this individual's potential as a sales manager.

The "Overall Recommendation" scale is based on the combination of all of the other factors in the Management Profile. It provides an overview of the candidate but it is recommended that all other salient factors in the profile be reviewed when making a selection decision.

INTERPRETATION

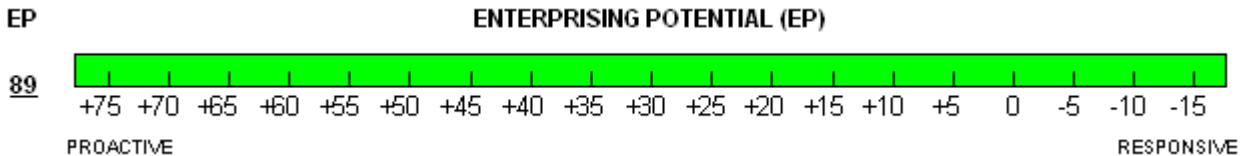
- ← **Excellent.** This range indicates that the individual appears to have most, if not all, of the character traits necessary to be an effective sales manager.
- ↔ **Good.** The individual has many of the attributes of an effective sales manager but has some areas where there may be growth opportunities which can make him/her even more effective.
- **Caution.** This is a caution which indicates a profile that is generally dissimilar to successful **sales managers**. The individual may still fit other management roles. Explore profile carefully.



Orientation & Coaching Factors

SELF MANAGEMENT

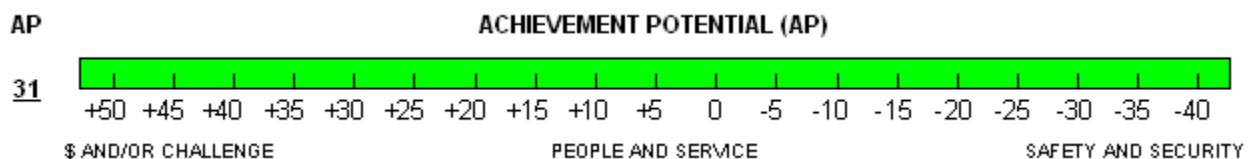
Self Management is based on the **Enterprising Potential (EP)** scale and provides information about the individual's personal planning, time management and self management ability to achieve specific goals. People who are not consistent self-managers will be unlikely to sustain **activity** on a consistent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



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

MOTIVATIONAL STRUCTURE

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



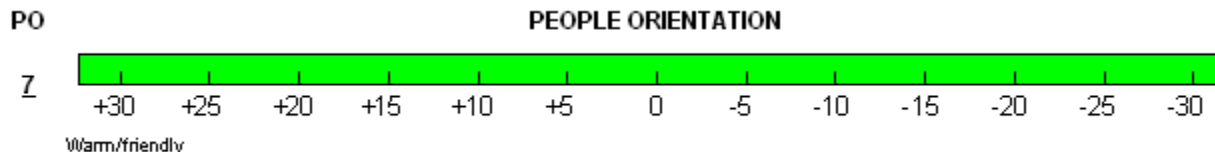
<u>Score</u>	<u>Interpretation</u>
< -20	Caution - Very service oriented with a high focus on safety and security
-20 to -11	Below Average - Motivated primarily by the people side of the business
-10 to +10	Average - Balance between people/service and challenge
+11 to 30	Above Average - Goal oriented with sense of urgency
> +30	Caution - Very 'bottom line' oriented and can be too strong for some cultures



Communication Style & Attitude Survey

PEOPLE ORIENTATION

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



Score

< -20

-20 to 0

0 to +20

Interpretation

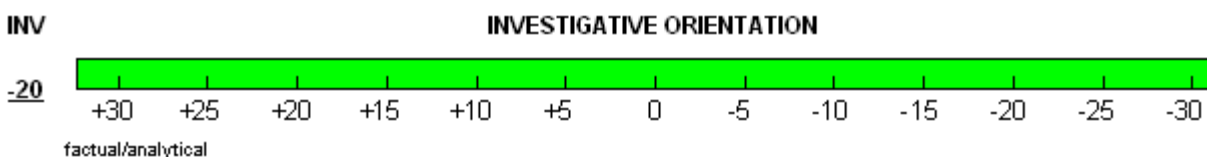
Caution – Candidate does not enjoy a lot of interaction with others outside personal friends and acquaintances. May appear aloof to others

Low – Candidate builds relationships over period of time

Good - Candidate enjoys and is motivated by interacting with others

INVESTIGATIVE ORIENTATION

Based on the INV scale, the **Investigative Orientation** score reflects the degree to which learning is important for the individual. The scores on this scale will be significant in issues such as learning, passing on technical information and attention to detail. An interest in continuous learning is important in developmental managers or trainers but may not be an issue for all managers.



Score

< -20

-20 to 0

0 to +20+

Interpretation

Caution – Learning and education are not strong motivators. May lack attention to detail

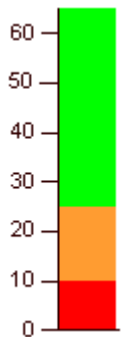
Low – Unlikely to view learning as a strong motivator. Will learn what is required

Good – Candidate will find satisfaction in learning and shows attention to detail



SELF CONFIDENCE

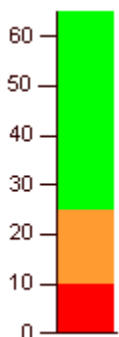
Confidence is based on the **Self Directed (SD)** scale. It indicates the extent to which the management candidate believes in him/herself and feels in control of the issues in his/her life. Feelings of confidence are very important in managing successfully and taking responsibility for one's own actions.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



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

LIFESTYLE MANAGEMENT

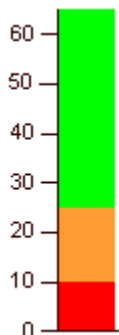
The **Lifestyle Management** scale provides feedback on how the individual is currently dealing with stress in his/her career and lifestyle. Numerous studies have shown that those who are having difficulty managing stress do not perform well. If stress is an issue, they should be helped with counselling,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



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

COMMITMENT RELUCTANCE

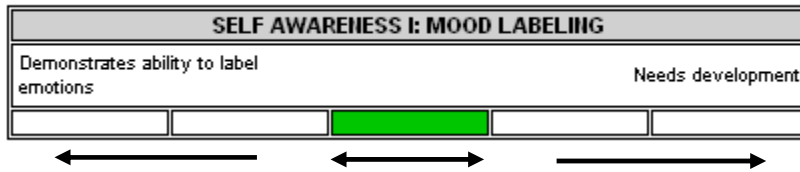
The **Commitment Reluctance** scale is a measure of the individual's attitude and approach to asking for and getting commitment from others. High scores on this scale indicate that the individual understands how to approach this issue while low scores can be an attitudinal block to performance.



<u>Score</u>	<u>Interpretation</u>
< 0	Red Flag – Strong Caution: Probe carefully before hiring
0-25	Caution Appears not to understand how to approach the issue of gaining commitment
25-50	Average Understands how to ask for commitment
50 +	Strong Should have no difficulties



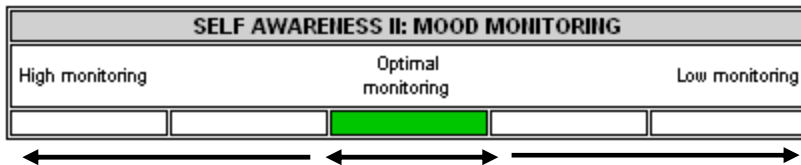
Emotional Quotient



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

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

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



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

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

- ← High scores on this scale may identify people who devote too much energy to their mood states. These individuals would benefit from learning how to focus their energy more on external states rather than on their internal feelings and emotions.
- ↔ Scores in this range indicate individuals who are focusing an appropriate amount of energy in monitoring their mood states.
- Low scores indicate individuals who do not exert enough energy towards their moods which may limit their overall self awareness. They would require coaching in learning how to be more aware of their feelings and emotions.

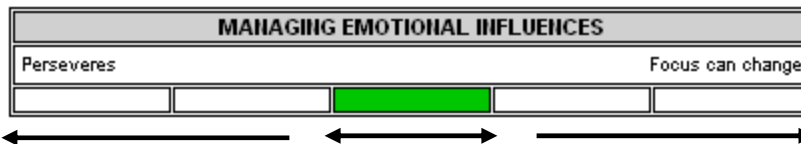




A measure of a person's restraint as it relates to one's control over his/her impulses, emotions, and/or desires.

The Self Control (SC) scale measures a individual's control over his/her feelings and emotions. It also provides a measure of impulse control which is very important for coaching others effectively.

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

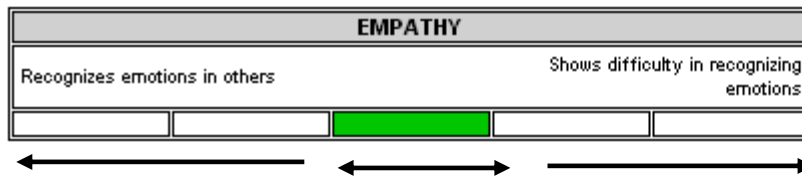


A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.

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

- ← This score indicates that the individual is able to manage emotional influences effectively and persevere with his/her personal goals.
- ↔ The individual has the ability to manage emotional influences commensurate with the majority of the population. He/she will be able to deal with the issue effectively most of the time.
- The individual may occasionally allow negative emotional influences to interfere with his/her goal attainment.

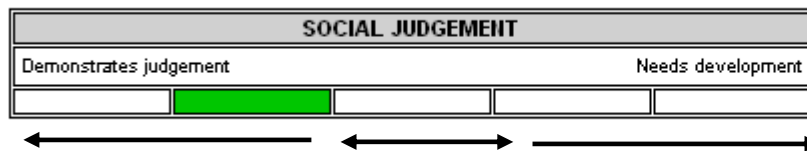




A measure of a person's ability to understand the feelings and emotions of others.

The Empathy (EM) scale measures a person's ability to understand the feelings and emotions of others. This score indicates how sensitive an individual is to the feelings and emotions of others. Empathy is an important quality for a manager in understanding others and establishing good coaching relationships.

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



A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.

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

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



Commitment Reluctance Report

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

Overall Commitment Reluctance Score = 62



It deals with the candidate's:

Attitudes towards others:

Attitudes Towards Others



Comfort with implementing new initiatives

Implementation of Commitment



And Perceptions Of A Career In Management.

Perception of a Career in Management



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

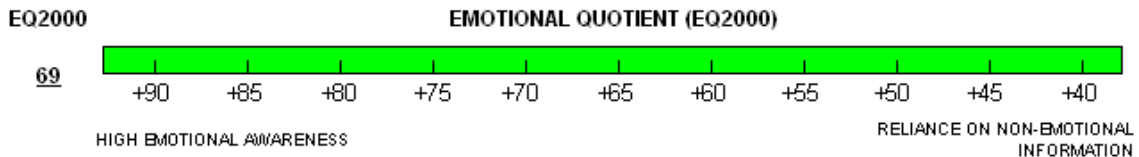
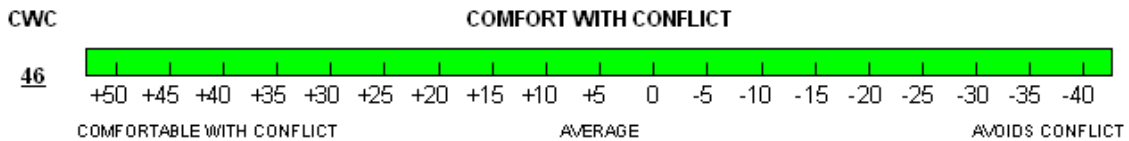
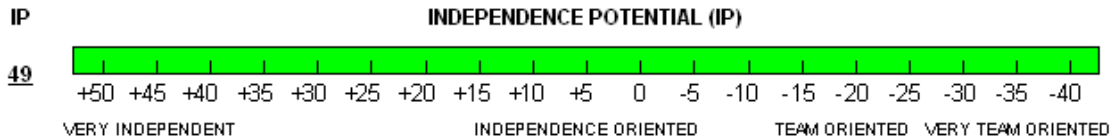
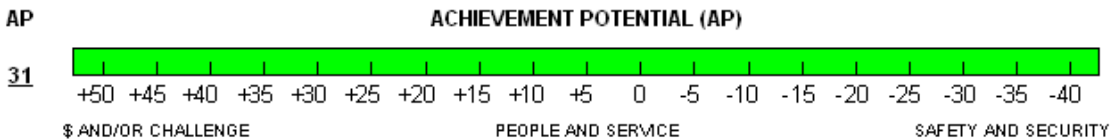
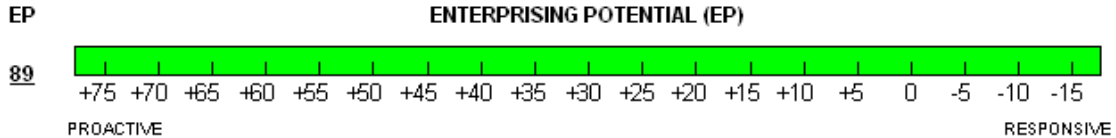
A good candidate has a positive image about a management career.



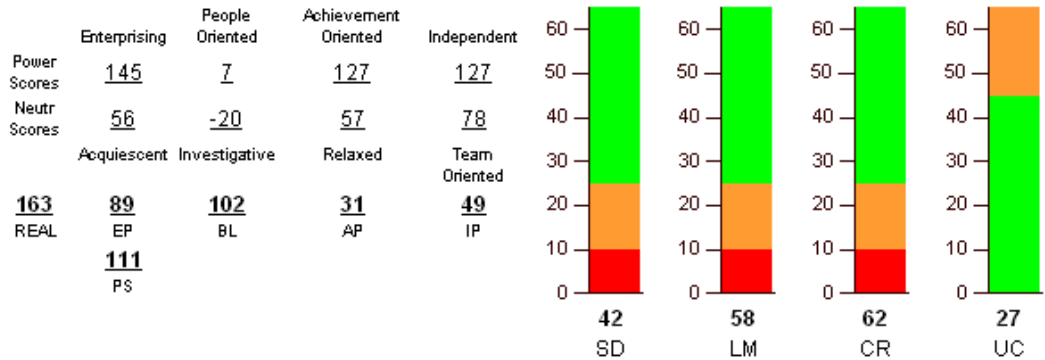
Summary of Scales

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

Summary of Scales



PAGE 1 SCORES				PAGE 2 SCORES				
	Enterprising	People Oriented	Achievement Oriented	Independent	60	60	60	60
Power Scores	<u>145</u>	<u>7</u>	<u>127</u>	<u>127</u>	50	50	50	50
Neutr Scores	<u>56</u>	<u>-20</u>	<u>57</u>	<u>78</u>	40	40	40	40
	Acquiescent	Investigative	Relaxed	Team Oriented	30	30	30	30
163	89	102	31	49	20	20	20	20
REAL	EP	BL	AP	IP	10	10	10	10
	111				0	0	0	0
	PS				0	0	0	0
					42	58	62	27
					SD	LM	CR	UC



Candidate Feedback Report

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

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

Personal Strengths/Career Needs

In Terms of Enterprising vs Support Role Possibilities

You would be described as extremely competitive, enterprising, assertive, aggressive, tough minded, determined and goal oriented. You may display new and creative ways to reach your personal and work objectives and you will be self-evaluative and sometimes critical of your own performance. Given a goal, objective or requirement, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you and these skills should be refined through formal training and/or on-the-job experience.

In Terms of Your Style & Strength of Various Motivations

Compared to others, you would be described as extremely achievement oriented, hard driving, eager, active and impatient. You will find challenge a reason in itself for striving to achieve because when you do accomplish something of value you will feel good about yourself. In a job, both the challenge of the work itself and the rewards for doing the job well and being productive will be strong motivators. High income as well as your sense of personal satisfaction would be your way of keeping score on how well you are reaching your goals.

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

You would be described as extremely strong minded, stubborn, demanding, firm independent and resolute. You would seek responsibility and dislike constant supervision. Your result indicates that you are an individual interested in developing your own skills, and innovative in developing your own procedures or methods of approaching business, perhaps even to the extent of conflicting with existing company procedures. In a team situation you would be most likely to move as quickly as possible into a team leadership role if you decided to participate in the team at all.

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

You would be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You would enjoy personal relationships and interactions, and would make a good company representative in terms of customer satisfaction and personal and company public image. You value initial and ongoing interpersonal relationships.

In Terms of Your Orientation Towards Technical & Practical Concerns

Jobs with a heavy technical orientation will be less satisfying for you as compared to jobs which better match your characteristics to the job opportunity. Extensive intellectual, conceptual and detailed work is not particularly appealing. You could experience some difficulty in coping with certain demanding, technically-oriented jobs, and you might want to ask for assistance in support of your efforts on projects that are detailed, complex or highly technical.

