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Top Talent. Remarkable Results.

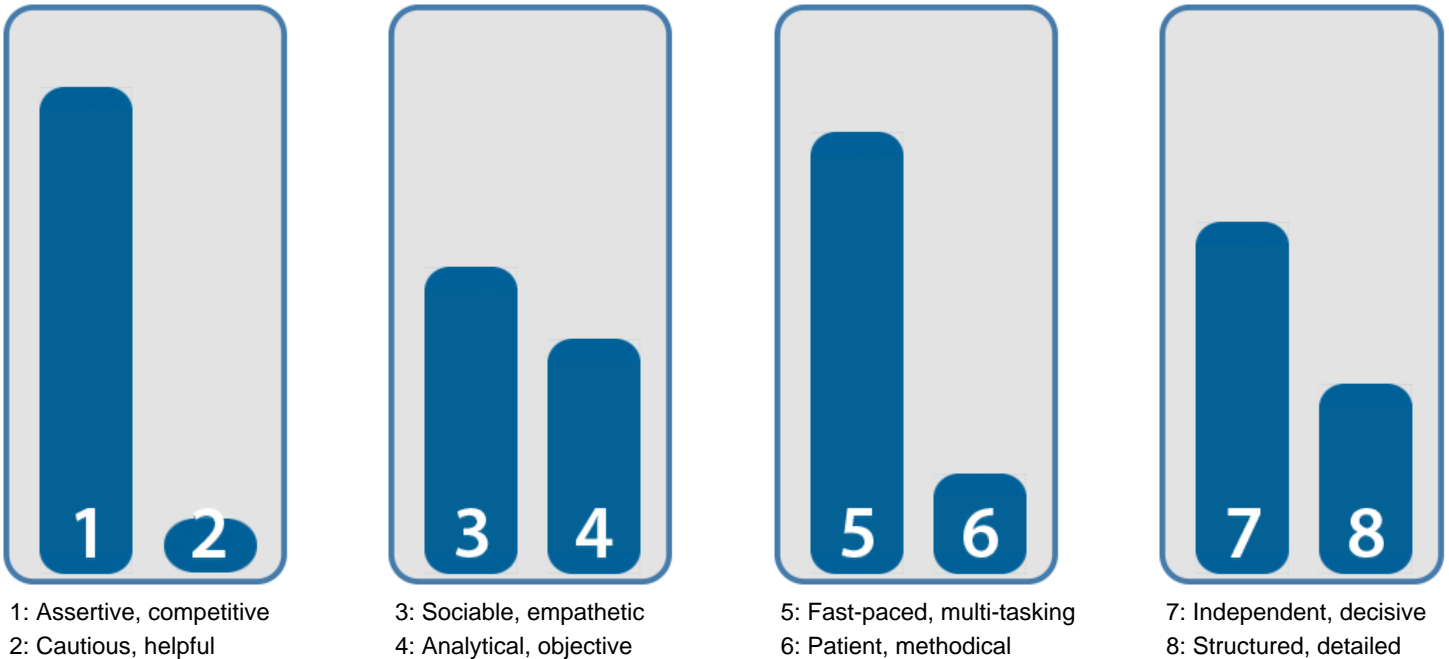
The Omnia Selection Report

Participant Name:	Sam Sample
For the position of:	Sales
Prepared for:	WSheaffer
Client Name:	Omnia Report Samples
Client #:	20-SAMPLES
Analyst:	WendyS
QC:	AlainaS
Profile #:	R1476366WB
Date:	June 6, 2021

Client Name: Omnia Report Samples
 Client Number: 20-SAMPLES

Participant Name: **Sam Sample**
 Position: Sales
 Profile Number: R1476366WB
 Report Date: June 6, 2021

Omnia Profile: SELECTION	
ENERGY:	Optimal
PERSPECTIVE:	Optimal
INTENSITY:	Optimal
COMPATIBILITY:	Recommend
Job:	Strong
Cultural:	Strong



ANALYST COMMENTS WRITTEN FOR: Sam Sample

Sam's Omnia Profile aligns closely with your sales benchmark; on this basis, he is recommended. He demonstrates a high level of assertiveness, a strong sense of urgency and resilience. Sam describes himself as strongly competitive. In an effort to score sales wins, he should take calculated risks and push past obstacles to close new business. He should proactively go after opportunities that will fill his sales funnel. There is potential for Sam to come across too forcefully on occasion, though. Coach him on how to use subtlety as a sales tactic.

Sam is naturally social (column 3) but with a clear analytical side (column 4) that will help him connect with different types of prospects. Though he is likely more relational than consultative in his sales style, he can easily move between the two styles depending on the needs and personality of the prospect. He ought to fully engage people in conversation as he works to assess their needs and provide appropriate solutions. He also seems self-directing, big-picture oriented, decisive and innovative. Once Sam has a clear idea of management's expectations, he should work independently. He appreciates having the opportunity and authority to make decisions for himself, even in unusual situations. Also, Sam should exhibit resilience to rejection. He is not likely to let setbacks dwindle his confidence or slow his momentum with other prospects. His pace reflects a high level of urgency; Sam seems eager to achieve goals and quotas quickly. Juggling multiple leads, managing interruptions and working under tight time constraints is well within his comfort zone. He is invigorated by a dynamic environment, and he favors short-term, growth-oriented goals. Sam's focus is on sales versus details, so his reporting and documentation could need careful review. Sam is motivated by personal accomplishment and rewards, opportunities to win/get ahead, recognition and informal oversight.

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ENERGY: Optimal

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

INTERVIEW QUESTIONS:

1. How have you added value to your job over time?

2. Give an example of why you are a quick learner.

3. How do you maintain a consistent level of energy when you have to work long hours?

4. What characteristic does one exhibit to show they have a good work ethic?

5. What do you consider your most productive time of day? Which time of day is the hardest?

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COMPATIBILITY:	Recommend
Job:	Strong
Cultural:	Strong

PERSPECTIVE: Optimal

Sam 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?

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

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

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

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

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COMPATIBILITY:	Recommend
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Cultural:	Strong

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?

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

3. Do you think initiative is important? Why?

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

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: **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 ways in which you are likely to manage, communicate with, reward, and/or promote this person are conducive to job satisfaction and long-term employee engagement.

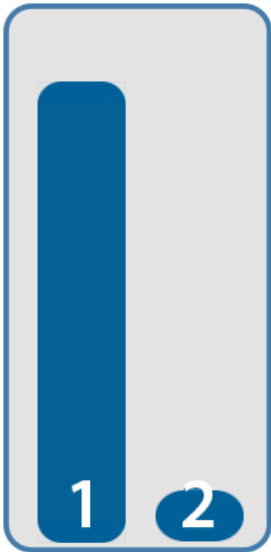
Note: Our goal is to help you pinpoint cultural fit through personality, but sociological drivers, such as generational issues, can also impact the cultural expectations of this participant. Fully discuss your participant's expectations to determine if they match the cultural dynamics of your organization. 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 Sam should be highly self-starting, make sure his goals stand up well when submitted to a reality check.

Sam 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 3:

Sam seems to possess a balanced communication style that allows him to both problem solve consultatively and build solid professional rapport with prospects and clients. He can probably find common ground with a wide variety of personality types and adapt his communication style to suit the temperament of the individual he is working with.

If Sam will be selling more technical or complex products/services, he should be comfortable researching specifics and offering tailored, logical solutions to meet prospects' unique needs. If he will be selling more personal products/services, he may rely a bit more on enthusiastic and emotionally appealing statements, yet still incorporate facts and figures to the extent he feels they will help win the prospect over.

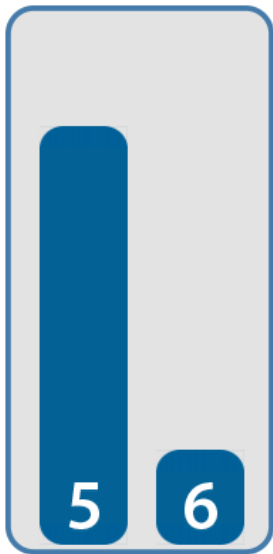
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PRIMARY PERSONALITY TRAITS



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. 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 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.

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.

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 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.

SALES DEVELOPMENT

PROBABLE STRENGTHS:

Self-starter, direct, willing to sacrifice, focused, determined, responds to commission.

Addresses prospects' emotional and practical needs, balances persuasion with consultativeness.

Works at a rapid pace, undaunted by tight deadlines, quickly responds to changes and interruptions.

Independent, self-sufficient, decisive, results-driven, bounces back quickly from rejection.

POSSIBLE WEAKNESSES:

May bully, intimidate, have unrealistic expectations.

May be a bit reserved if column 4 is taller than 3; could be less objective if column 3 is taller than 4.

May not show strong persistence for long sales cycles, impatient, could take on too much at once.

Insists on doing things independently, dislikes strict guidelines, not highly attentive to detail.



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SUGGESTED INTERVIEW QUESTIONS

1. Give me two examples of things you've done in previous jobs that demonstrate your willingness to work hard.
Listen for indications that the individual's initiative aligns with the demands of the position.

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.

3. What would you say are some of the basic factors that motivate you in your work?
Consider whether these factors are present in this position.

4. Is the customer always right? Why or why not?
The answer should tell you how well the candidate accommodates customers and handles disputes.

5. What strategies do you employ for finding common ground with your customers?
Confirm the candidate's style of relating to people is what you expect, and consider whether they will relate well to your clientele.

6. When was the last time you sent a thank-you note to a customer?
Confirm the candidate is sufficiently attentive to maintaining long-term relationships.



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SUGGESTED INTERVIEW QUESTIONS

7. How do you prioritize your time?

Look for evidence that the candidate plans their time and manages multiple tasks as effectively as you require.

8. How many projects can you handle at a time?

The candidate's expectations should be realistic. Confirm a sufficient amount of flexibility but watch for any tendency toward overextension.

9. Give me an example of how you completed a project despite obstacles.

Make sure the candidate is persistent and willing to try new approaches when necessary.

10. What would your colleagues tell me about your attention to detail?

Make sure the candidate's perceived level of attention to detail is what you expect for this position.

11. Have you ever found yourself burning out from being on the phone so much?

Listen for indications that the candidate does not possess the telephone tolerance for this role.

12. 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.



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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:

Time Management - Rating: 1 2 3 4 5

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

Comments:

Customer Service - Rating: 1 2 3 4 5

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

Comments:

Salary Expectations - Rating: 1 2 3 4 5

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

Comments:

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

Final comments and recommendations for proceeding with the candidate

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.