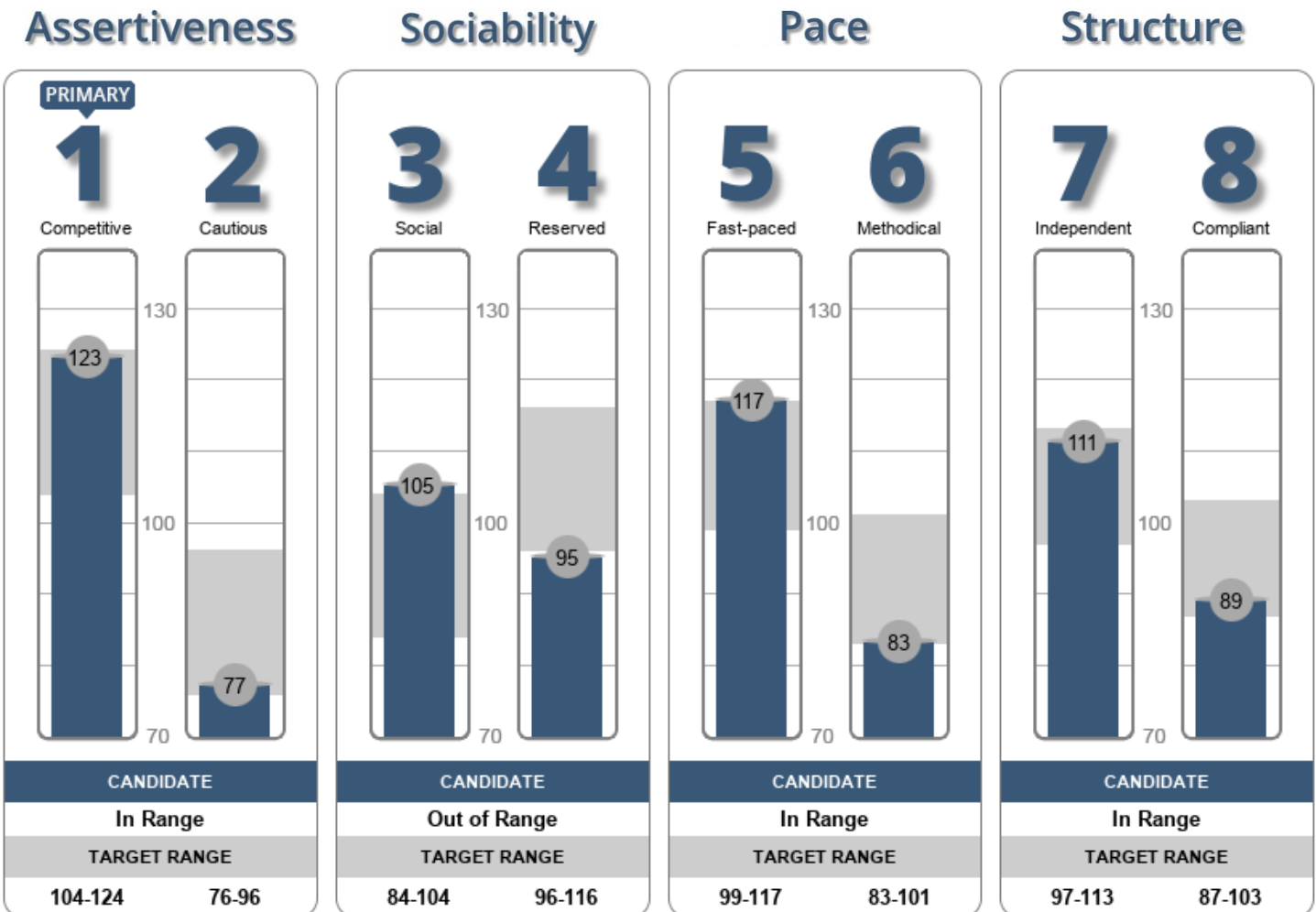


Client Name: Omnia Report Samples
 Client Number: 20-SAMPLES
 Candidate Name: Sam Sample
 Job Target: Branch Manager - Bank
 Target Number: 223624
 Profile Number: 1675881WB
 Report Date: July 11, 2023
 Dept./Div.:
 Compatibility Rating: Excellent

Rating Summary:

The candidate scored EXCELLENT compared to your Job Target. This occurs when all or most of the behavioral traits (Columns 1 - 8) and the performance measures (Energy, Perspective, Intensity) including the primary column fall within the Target Range.

An excellent rating suggests the candidate's natural strengths align with your target and no significant management concerns exist.



Client Name: Omnia Report Samples

Client Number 20-SAMPLES

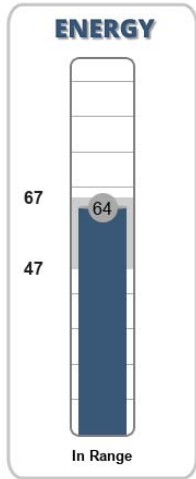
Candidate Name: Sam Sample

Job Target: Branch Manager - Bank

Profile Number: 1675881WB

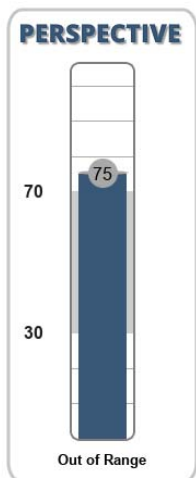
Target Number: 223624

COMPARISON TO TARGET



The candidate selected an average number of words on the assessment.

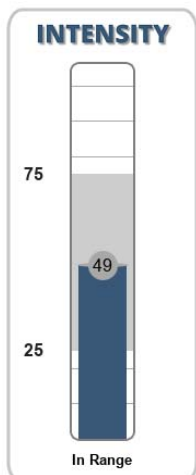
An in-range Energy score suggests an ability to efficiently process information and adequate stamina for a typical workweek.



An above-range Perspective score indicates acute concern for the correctness of one's actions.

The candidate may have unusually high standards and could dwell on even minor decisions.

An above-range Perspective could also indicate the presence of stress.



Intensity measures the strength of an individual's personality traits.

An in-range score indicates the candidate has clearly defined personality traits and good focus. It should be possible to identify workplace needs and effective motivational strategies.

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Client Number: 20-SAMPLES

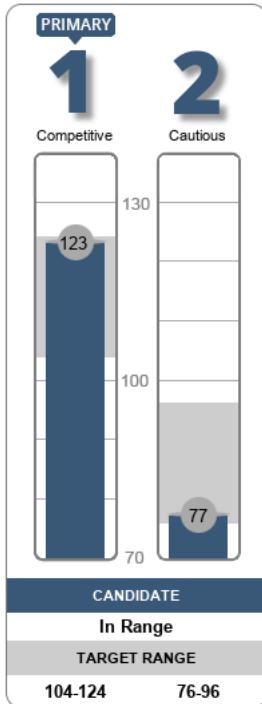
Candidate Name: Sam Sample

Job Target: Branch Manager - Bank

Profile Number: 1675881WB

Target Number: 223624

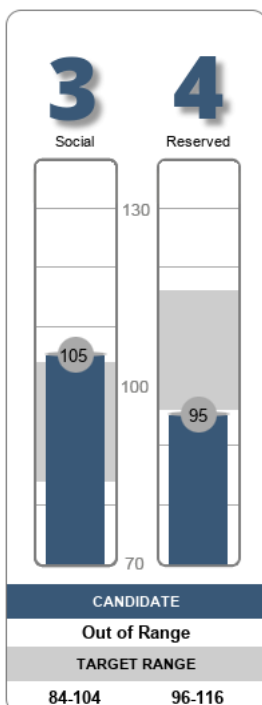
COMPARISON TO TARGET



This candidate falls within the target range for assertiveness. **Target Range:** Column 1 is taller than column 2.

A branch manager with a tall column 1 is comfortable assuming responsibility and authority, pushing staff to meet challenging goals, and directing and managing the daily activities of the branch in order to provide quality customer service at all times. Your target candidate is willing to take charge of situations in order to get things done as well as take on new challenges in an effort to meet ambitious goals and grow the branch. This person can deal with adversity and confrontation and be tough when necessary.

If column 1 is only slightly taller than column 2, the individual should be goal oriented and proactive but not highly driven or aggressive. This person tends to lead by example.



This candidate scores above the target range for sociability. **Summary:** Participant is more social, less analytical than the target branch manager.

Strengths: Good relationship-building skills and ability to be empathic. A persuasive individual and an inspiring motivator who offers plenty of encouragement and recognition to the team. Can create an open, upbeat atmosphere in the branch and make customers feel welcome.

Challenges: Listening and analytical abilities. Could tend to act on first impressions or emotions when a problem needs to be solved rather than objectively evaluate the cause of the problem and research the most practical solution. May have difficulty staying focused on solitary tasks and administrative functions. Might favor some staff members for subjective reasons, could procrastinate when delivering unpleasant news.

Action Plan: This candidate would benefit from uninterrupted time to focus on facts/figures-oriented work in a quiet workspace. Provide coaching on how to gather facts and make objective decisions, particularly when evaluating staff performance. Acknowledge this candidate's efforts publicly, and use special awards or perks that convey status as motivators. Provide face-to-face feedback when possible.

Client Name: Omnia Report Samples

Client Number 20-SAMPLES

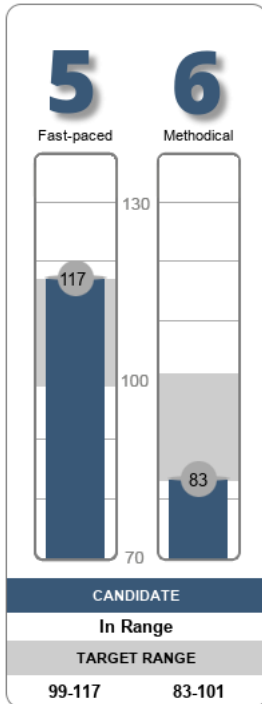
Candidate Name: Sam Sample

Job Target: Branch Manager - Bank

Profile Number: 1675881WB

Target Number: 223624

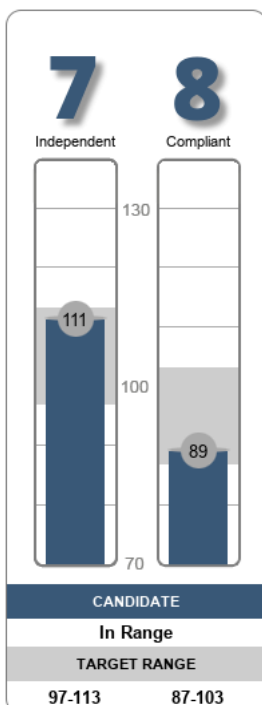
COMPARISON TO TARGET



This candidate falls within the target range for pace. **Target Range:** Column 5 is taller than or relatively equal to column 6.

A branch manager with a tall column 5 is fast paced, adaptable, comfortable multitasking, and very sensitive to deadlines and timetables. This candidate shows an aptitude for dealing with interruptions and the unexpected and can quickly respond to needs. A manager with a tall column 5 wants to complete projects quickly and maximize the efficiency and productivity of staff members.

The presence of some column 6 indicates patience and persistence for seeing long-term assignments through to completion. When columns 5 and 6 are similar, the candidate is evenly paced and comfortable with routine as well as change.



This candidate falls within the target range for structure. **Target Range:** Column 7 is taller than, equal to, or moderately shorter than column 8.

A tall column 7 manager possesses a good ability to make independent decisions and delegate responsibility, a concern for getting results, and a willingness to adhere to general guidelines. This person will want to find new ways to meet the objectives of the branch when the established ways of doing things fail to produce the desired results.

A manager with balanced columns 7 and 8 shows sufficient attention to details to stay aware of the quality of work being done by bank personnel. This person is equally compliant and self-reliant.

Client Name: Omnia Report Samples

Client Number 20-SAMPLES

Candidate Name: Sam Sample

Job Target: Branch Manager - Bank

Profile Number: 1675881WB

Target Number: 223624

CANDIDATE'S KEY TRAITS

This summary is based on the highest of the 8 columns. This page is **ideal for use with employee coaching**.

Goal-driven, aggressive competitor who plays only to be first or best. Very comfortable with confrontation and risk; at times could have significant difficulty backing down or taking a non-leadership role in group or team settings. Strives to create or discover new opportunities and make things happen. Candidate is likely driven by individual performance-based pay such as commission. Highly ambitious; candidate may have to make an effort to create realistic, attainable business goals. More authoritative and demanding than supportive.

People-oriented, upbeat, and communicative. This candidate could find it challenging to stay motivated in a job with limited people contact. Likely to establish relationships with people easily; may be a good motivator, networker, and promoter. Tends to rely somewhat more on emotion and enthusiasm than on technical or detailed information when attempting to persuade. Generally more instinctive than analytical or technically-minded. Strives to project a favorable image and appreciates public recognition.

Fast-paced and impatient. This candidate fits well in a time-driven environment where deadlines might be given or altered with short notice. Comfortable multi-tasking and adapting to new situations, priorities, or schedules. May have to make an effort to finish tasks before starting another; potential for overextension. This is a flexible individual who could quickly become frustrated with routine, repetitive tasks.

Independent decision-maker who follows important rules but prefers general guidelines to formal, explicit procedures. This candidate is a self-manager without an unreasonable need for autonomy. Wants to know what needs to be done rather than how to do it. Candidate is comfortable making decisions with a basic understanding of expected outcomes. Deals relatively well with criticism. Not naturally attentive to details; may have to make an effort to maintain high accuracy levels with tasks like reporting and documentation. Could have difficulty staying organized and motivated in positions requiring meticulous attention to detail and strict compliance.

Client Name: Omnia Report Samples

Client Number 20-SAMPLES

Candidate Name: Sam Sample

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DEVELOPMENT INSIGHT

The following sections provide an overview of the behavioral characteristics and preferences when a participant falls within the Target Ranges.

COMMUNICATION STYLE

If your candidate has a tall:

Column 1: Assertive, proactive communicator.

Column 2: Cautious, low-key communicator.

Column 3: Sociable, upbeat, and outgoing. This branch manager can offer positive, encouraging praise and feedback to branch personnel. This person enjoys interacting with others throughout the day and can establish connections with customers, colleagues, and staff easily.

Column 4: Direct, concise, and business focused. This individual should communicate relevant information to staff and customers in a succinct, straightforward way. You should see an ability to express opinions factually and forthrightly as well as a strong focus on gathering information.

Column 5: Speaks quickly; can jump around, especially with a tall column 3.

Column 6: Speaks deliberately, doesn't rush.

Column 7: Speaks confidently but could gloss over/miss necessary details.

Column 8: Speaks specifically, very through, uses details.

Client Name: Omnia Report Samples

Client Number 20-SAMPLES

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DEVELOPMENT INSIGHT

STRENGTHS

If your candidate has a tall:

Column 1: Comfortable taking charge and willing to take on new and challenging assignments. Develops ambitious objectives for the branch. Holds staff accountable for performance, especially with a tall column 7.

Column 2: Mentors personnel, works alongside staff to reach branch targets. Takes a service-oriented approach to dealing with customers. Fosters a sense of team within the branch.

Column 3: Networks with community leaders to grow the bank's name recognition. Cultivates relationships with personnel, colleagues, and customers. Takes people's concerns or ideas into account when making decisions.

Column 4: Objectivity, good analytical ability, resourcefulness. Impartially assesses situations, defines needs, and crafts practical solutions. Comfortable focusing on data and/or solitary tasks.

Column 5: Multitasking, flexible, adaptable to changes. Sets a quick tempo for the branch and responds to time-sensitive demands swiftly. Does not become flustered by interruptions and tight time constraints.

Column 6: Sees long-range plans and repetitive tasks to completion. Strong sense of follow-through. Patience. Establishes consistent processes for personnel to follow.

Column 7: Open to new ideas and strategies that will help solve problems and achieve goals. Makes decisions self-sufficiently. Comfortable delegating and taking responsibility for the work of direct reports. Can address staff whose work falls short of expectations, especially with a tall column 1.

Column 8: Follows bank protocols, best practices, and industry standards and emphasizes the importance of doing so to bank personnel. Focuses on the quality of work. Takes responsibility for details.

Client Name: Omnia Report Samples

Client Number 20-SAMPLES

Candidate Name: Sam Sample

Job Target: Branch Manager - Bank

Profile Number: 1675881WB

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DEVELOPMENT INSIGHT

CHALLENGES

If your candidate has a tall:

Column 1: Might seem demanding at times, setting very ambitious goals and driving staff to attain them. May focus more on individual goals than on achieving shared objectives or developing personnel. Could compete with others.

Column 2: Could be uncomfortable addressing low performance or discipline matters with direct reports. The goals this individual sets for the branch might not be as ambitious as you want for growing the bank.

Column 3: Could become distracted from data-intensive work by chances to converse with others. Might be more instinctual, less analytical than preferred when evaluating situations and solving problems.

Column 4: May seem a bit detached or unapproachable. Could be overly technical when explaining information. Might not take the time to build relationships with staff and customers.

Column 5: Might take on too many projects at once and become overloaded. Could sacrifice follow-through in order to meet the needs of the moment. Could become impatient with those who do not think, act, or respond quickly.

Column 6: Might not react to important needs with urgency. Could resist efforts to speed up their pace. May feel overwhelmed when several tasks, customers, or direct reports require attention at the same time.

Column 7: Could be too vague when providing instructions. May not strictly comply with established policies. Might expect staff to "just handle" their assignments.

Column 8: May not take action in unfamiliar situations until discussing the matters with a supervisor or trusted colleague. Could be sensitive to criticism given by leadership, staff, and customers. May take on a great deal of work personally rather than delegating minor tasks.

PACE

If your candidate has a:

Tall column 5: Fast paced and quickly adaptable to changes. Juggles several responsibilities concurrently and works to see plans come to fruition swiftly. Can keep up in a busy bank atmosphere, fosters efficiency among staff.

Tall column 6: Methodically paced and patient. Does not become easily restless when handling lengthy activities. Follows through on long-range projects. Prefers predictability and promotes consistency within bank operations.

Balance of columns 5 and 6: Evenly paced. Time sensitive but also has perseverance for staying focused on long-term branch development. Can alter tempo based on the demands of the day, speeding up or slowing down as needed.

Client Name: Omnia Report Samples

Client Number 20-SAMPLES

Candidate Name: Sam Sample

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DEVELOPMENT INSIGHT

ATTENTION TO DETAIL

If your candidate has a:

Tall column 7: Limited attention to detail. More concerned with the big picture and getting to the end results than the particulars. May need administrative support to check or complete routine paperwork and other clerical tasks. This manager delegates assignments in order to maintain a focus on broader branch objectives and needs.

Tall column 8: Strong focus on details. Comfortable handling the intricacies and ensuring the precision of detail work. A desire to produce precise, thorough results compels this individual to review the particulars carefully. This branch manager may take on many tasks personally to ensure accurate results.

Balance of columns 7 and 8: Equal focus on details and the overview. The candidate stays aware of the work being done by staff and can be somewhat mindful of details but still sees the big picture. This branch manager handles significant items personally but delegates less-pressing tasks to the team.

MOTIVATIONAL STRATEGIES

If your candidate has a tall:

Column 1: Taking on complex problems and new challenges. Performance-based financial incentives and chances for career growth. Opportunities to take charge.

Column 2: A harmonious work atmosphere and a focus on teamwork and shared achievement. Low-risk goals. Chances to assist others and being thought of as a valued member of the group.

Column 3: Praise and recognition given in front of others. Perks and awards. A business culture that emphasizes team building and establishing relationships with staff, colleagues, and others.

Column 4: Being evaluated on specific accomplishments rather than subjective criteria. Respect for knowledge and skills, being viewed as a subject matter expert. Chances to stay up to date on banking and financial trends.

Column 5: A work environment that offers versatility and flexibility. Goals that can be quickly accomplished. Task variety and chances to shift gears throughout the day.

Column 6: Predictability and routine. Having time to prepare for changes and to allocate resources to meet deadlines. Tasks for which patience and a sense of follow-through are needed.

Column 7: Autonomy and chances to think outside the box. The freedom to implement novel approaches for improving branch operations and meet bank objectives.

Column 8: Structure and well-defined procedures that leave nothing to guesswork. Open lines of communication with supervisors. Feedback given diplomatically and discreetly.

Client Name: Omnia Report Samples

Client Number 20-SAMPLES

Candidate Name: Sam Sample

Job Target: Branch Manager - Bank

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DEVELOPMENT INSIGHT

DEMOTIVATORS

If your candidate has a tall:

Column 1: Limited opportunity to advance or, at minimum, take on new responsibilities. Not feeling challenged, not having individual goals to pursue.

Column 2: Having to take a firm, authoritative stance. Holding staff accountable for performance. An environment with a lot of conflict, arguments, and/or aggressive personalities.

Column 3: Not being noticed or receiving any recognition. Responsibilities that require strong solitary concentration, feeling isolated. An extremely formal atmosphere that does not offer much social interaction.

Column 4: Receiving vague or overly general feedback. Feeling that performance evaluations are based on personal feelings or subjective criteria. Not feeling intellectually engaged in the role.

Column 5: Performing a limited range of tasks in the same way every day. A culture that does not embrace change. Strong predictability and routine.

Column 6: Frequent interruptions, abrupt changes, and tight time constraints. Not knowing what to expect from the job day to day. Having to adjust to new ways of doing things with little time to prepare.

Column 7: Feeling too closely managed or controlled. Not being able to modify established procedures or policies when doing so could increase productivity and not having any say in decisions affecting the branch. Being responsible for details.

Column 8: Not knowing what is expected and not having anyone to turn to for direction. Harsh critiques. A "just get it done" focus rather than a need or appreciation for precision and accuracy. Experiencing setbacks and criticism on a regular basis.

Client Name: Omnia Report Samples

Client Number 20-SAMPLES

Candidate Name: Sam Sample

Job Target: Branch Manager - Bank

Profile Number: 1675881WB

Target Number: 223624

DEVELOPMENT INSIGHT

ACTION PLAN

If your candidate has a tall:

Column 1: Provide performance incentives based upon the success of the group being managed, advancement opportunities, challenging responsibilities, and individual recognition. Coach on devoting time and energy to personnel development.

Column 2: Be supportive and available to offer assistance when this individual must address potentially contentious situations like poor performing employees, conflicts among staff, or upset customers. Coach on management strategies for tackling such issues.

Column 3: Praise the candidate's accomplishments in a public way, and offer rewards for excellent results. Allow this individual to incorporate team-building within the bank. Coach on minimizing distractions and making decisions based on a thorough evaluation of data and evidence.

Column 4: Offer private, constructive feedback. Remind the candidate to regularly praise and encourage the branch team. Provide opportunities to attend classes or seminars for professional development. Coach on cultivating and growing rapport with personnel and customers.

Column 5: Encourage this individual to divide long-range projects into segments in order to visualize progress and feel an ongoing sense of accomplishment. Coach on time-management strategies and using organizational tools

Column 6: Allow this branch manager to establish systems within their workload that help maintain a sense of order. Minimize interruptions when possible, and give forewarning about due dates and shifts in priority. Coach on acclimating to changes efficiently.

Column 7: Set individual goals with, not for, the candidate. Stress which policies must be followed strictly, separating these from the procedures which are merely recommended. Coach on ensuring accuracy and thoroughness within own work as well as branch employees' work.

Column 8: Be available to provide guidance and answer questions initially, and periodically offer diplomatic feedback. Coach on making decisions independently and learning to recover quickly from setbacks and criticism.



Client Name: Omnia Report Samples

Client Number 20-SAMPLES

Candidate Name: Sam Sample

Job Target: Branch Manager - Bank

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SUPPLEMENTAL QUESTIONS

The following behaviorally-based questions are a supplemental tool we provide to help you better evaluate the candidate. They are not a substitute for your standard set of interview or professional development questions, but can provide additional, helpful information or prompt conversation.

1. Describe an important change you implemented to improve the efficiency of your team or department.

2. In what way or in what area do you think you could make the most significant impact in this job?

3. What characteristics are the most important in a good manager and why?

4. What personal skill or work habit would you like to improve, and what steps are you taking to do so?

5. What steps do you take to ensure your decisions are objective and fair for all involved? Can you give an example of how you've used these steps in your decision making?

6. What strategies and/or tools do you use to keep track of important details and tasks?
