

Client Name: Omnia Report Samples
 Client Number: 20-SAMPLES
 Candidate Name: Sam Sample
 Job Target: Sales Manager
 Target Number: 220242
 Profile Number: 1675876WB
 Report Date: July 11, 2023
 Dept./Div.: Auto Sales
 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.

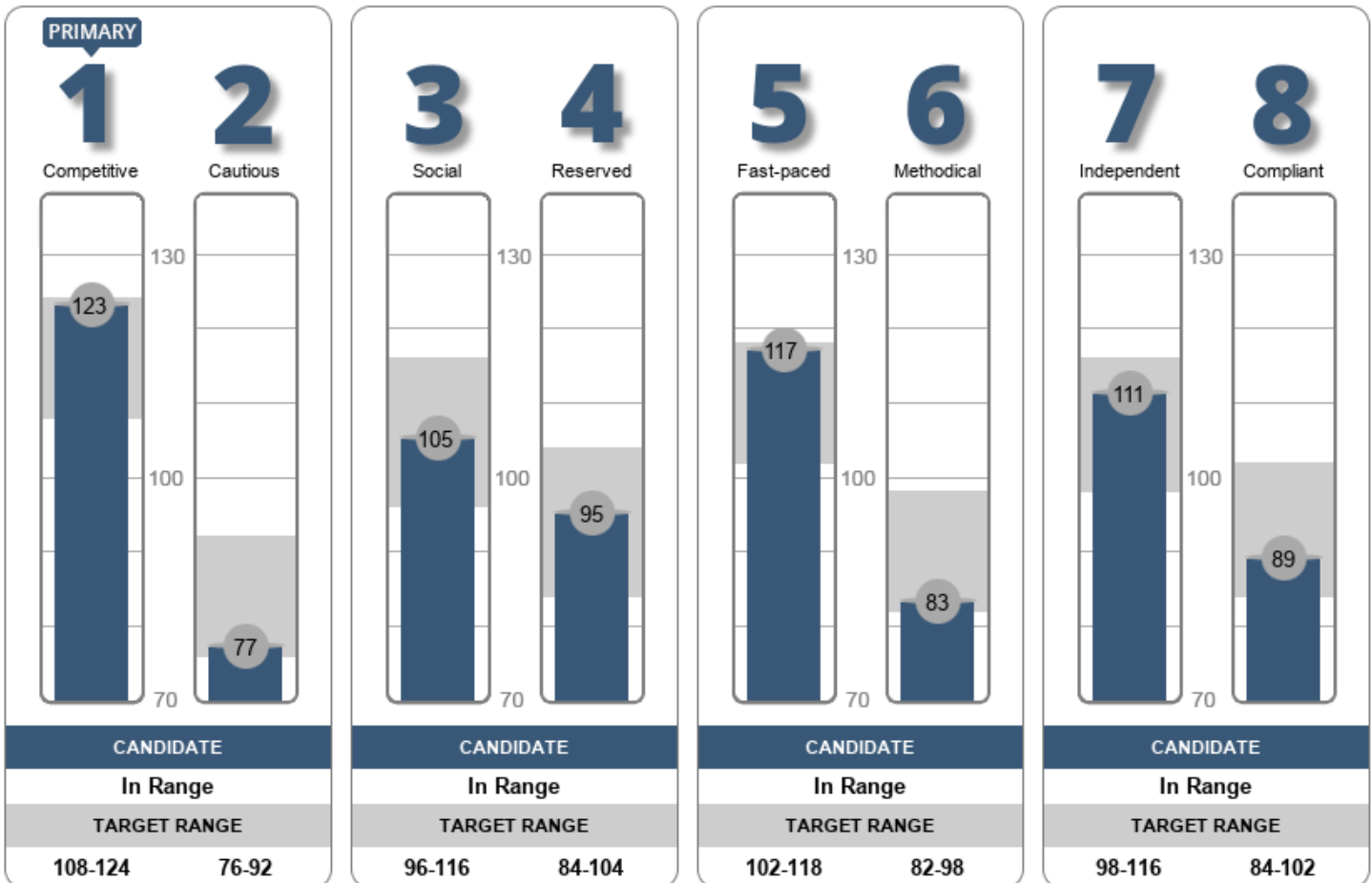
An excellent rating suggests the candidate's natural strengths align with your target and no significant management concerns exist.

Assertiveness

Sociability

Pace

Structure



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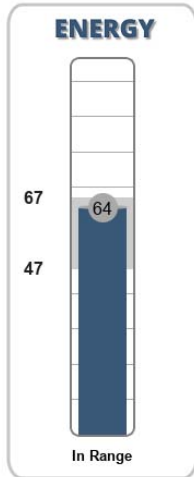
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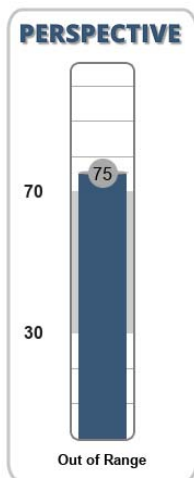
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COMPARISON TO TARGET



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

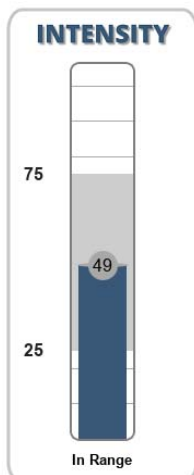
An in-range Energy score suggests an ability to efficiently process information and adequate stamina for a typical workweek.



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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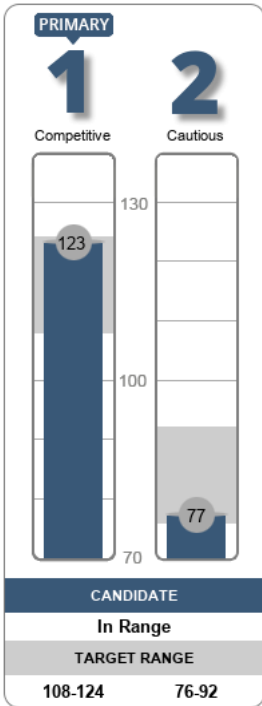
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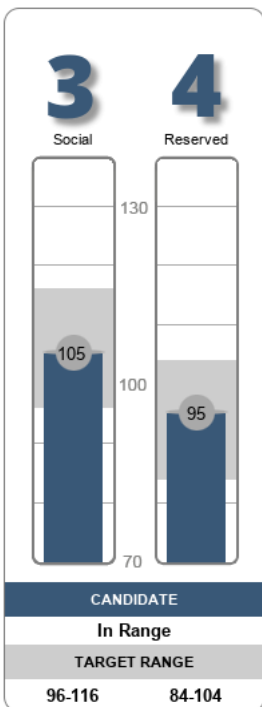
COMPARISON TO TARGET



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

Column 1 suggests a take-charge personality, a tendency to set growth-oriented goals, and an assertive communication style. This sales manager is proactive, confident, enterprising and, if necessary, forceful to get desired results. This participant has the drive, ambition, and determination needed to manage the efforts of an active sales team, resolve disputes, negotiate successfully, assert authority in tough situations, and ensure that people meet or exceed their goals.

A tall column 1 shows the ability to confront and discipline lagging performers. This person should not procrastinate when performance issues arise. There is a strong tendency to deal with management challenges directly and to handle conflicts with authority. This individual will reward top performers, dismiss poor ones, and take measures to improve average performers.



This candidate falls within the target range for communication and problem-solving styles.

Target Range: Column 3 is taller than, equal to, or somewhat shorter than column 4.

Column 3 indicates the people orientation, persuasiveness, and enthusiasm needed to effectively motivate and inspire a sales team. The more column 3 in the pattern, the more upbeat, articulate, and socially driven the sales manager is. This person will enjoy building rapport with staff and customers, promoting the organization, and generating enthusiasm in sales staff to meet their goals.

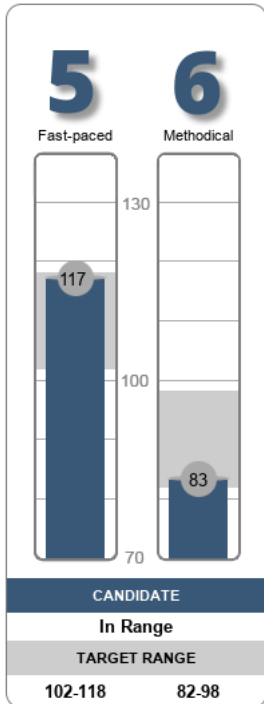
If the column 4 is slightly taller than the column 3, the individual will probably focus more on the bottom line than on group dynamics and communicate in a more straightforward manner. Still, there is a measure of social poise.

A balance of columns 3 and 4 indicates good interpersonal aptitude and the pragmatism to objectively assess and solve problems. This sales manager can be persuasive or consultative as required.

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COMPARISON TO TARGET

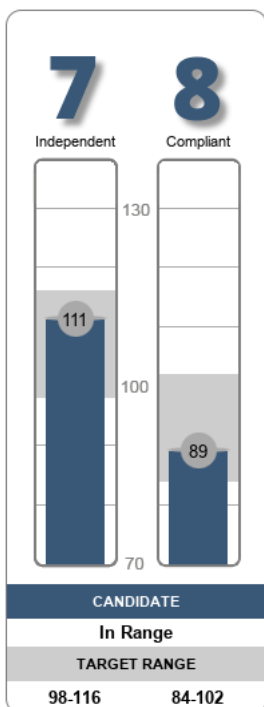


This candidate falls within the target range for pace. **Target Range:** Column 5 is taller than column 6, although column 6 can be nearly as tall as column 5.

Column 5 suggests a fast pace and a high capacity for multitasking as well as a tendency to respond flexibly when something changes. This sales manager has a good sense of urgency to achieve sales goals quickly and an ability to handle interruptions, juggle multiple responsibilities, and adapt quickly to new processes or approaches. This individual should not have any trouble keeping up on busy days.

This person is apt to shift gears easily from one task or person to another without losing stride or becoming flustered. Meeting tight deadlines, swapping tasks, improvising under pressure, and constantly making schedule adjustments should not be a problem for this time-driven individual. This manager should also be able to adapt to new ideas or sales strategies and a changing market.

If column 6 is almost as tall as column 5, the sales manager has a measure of persistence to see repetitive or lengthy tasks to completion but does not lose sight of the need for efficiency. This person can modify their tempo based on the demands of the day.



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

Column 7 indicates someone who is sufficiently independent, thick skinned, decisive, results oriented, and self-confident to manage a sales team successfully. This individual should be comfortable making tough decisions regarding customer negotiations, brushing off rejection, taking responsibility for achieving specific sales results, and calling the shots within established company guidelines. This sales manager is not afraid of facing disapproval from the sales team for decisions, actions, or performance appraisals.

The more column 8 in the pattern, the more attentive to detail and policy the person becomes. Balanced columns 7 and 8 or a slightly taller column 8 suggest the sales manager prefers having clear expectations to follow but is not dependent on outside direction to get the job done. This person will be available to provide guidance to sales staff when needed but offer proven performers autonomy to self-direct.

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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.

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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: Upbeat, persuasive, and enthusiastic. This sales manager projects confidence and optimism. Motivates and inspires a sales team to produce through encouraging praise and recognition.

Column 4: Straightforward, factual, and businesslike. Focuses conversations on the work-related matters at hand. Comes across as consultative and offers staff specific feedback.

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.

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STRENGTHS

If your candidate has a tall:

Column 1: Takes charge, proactively identifies needs, sets ambitious action plans. Can take an authoritative stance when necessary.

Column 2: Supports the efforts of the sales team. Ensures staff have the resources they need in their jobs. Focuses on team success.

Column 3: Has a good ability to motivate sales staff and build rapport with customers and personnel. Enjoys interacting with people throughout the day.

Column 4: Can concentrate on solitary tasks like reviewing budgets and reports. Provides sales team with specific input about their performance.

Column 5: Comfort for multitasking, adapting to priority shifts, and working quickly to respond to the changing needs of the moment.

Column 6: Can see long-range plans through to completion. Strong sense of follow-through.

Column 7: Takes rejection and criticism in stride and can make difficult decisions without first looking for approval or later second-guessing. Has the confidence needed to resolve conflict and make tough management choices. Self-managing and takes responsibility for sales team's results.

Column 8: Follows best practices and policies. Focuses on the quality of the results the sales team produces. Is available to provide direction to sales personnel.

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CHALLENGES

If your candidate has a tall:

Column 1: May set hard-to-reach goals and could become confrontational. Potential to be overly aggressive.

Column 2: Might not hold sales staff accountable for meeting targets and goals. Could back down from strong personalities and not press forward during challenging sales.

Column 3: Might not be highly objective when solving problems or evaluating situations and people, may rely too heavily on emotions or intuition when handling personnel issues.

Column 4: Might not give staff motivating praise, which could hamper morale. Could come across as brusque or standoffish.

Column 5: May become impatient and struggle to be organized, could rush through tasks and set unrealistic timetables for personnel.

Column 6: Might find tight time constraints daunting or feel overwhelmed by competing demands.

Column 7: May disregard inconvenient policies or procedures and could give overly generalized, nonspecific directions to staff.

Column 8: Might not make decisions or take action unless there are clear protocols to reference or except in familiar situations. Could find sales rejection quite discouraging.

PACE

If your candidate has a:

Tall column 5: Fast pace. Motivated by quick results, variety, action, and change. Enjoys the brisk pace of a sales department and should be responsive to the needs of the moment. Strong ability to make time-sensitive decisions, set a brisk tempo for a sales team, and shift gears in order to keep people productive while also attending to other management responsibilities.

Tall column 6: Methodical pace. Comfort with handling repetitive or lengthy activities. Not one to rush through activities. Strong sense of follow-up. Works most efficiently when attending to one or two tasks at a time. May be well suited for working on sales that need additional time to complete.

Balance of columns 5 and 6: Combines time sensitivity with persistence. Modifies tempo based on the demands of the day. Can work on a few tasks at once but appreciates receiving some forewarning about changes and deadlines in order to prepare for them. Enjoys predictable variety.

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ATTENTION TO DETAIL

If your candidate has a:

Tall column 7: Limited detail attentiveness, strong big-picture orientation. Results driven. May need some administrative support for completing routine paperwork and catching errors. This sales manager wants to delegate details in order to focus on larger or more pressing issues. Provides sales team with an overview of expectations and lets them fill in the specifics for themselves.

Tall column 8: Strong focus on details and work quality. Careful to review documentation and other output to confirm accuracy. Gives sales staff clear directions to help them produce precise results and avoid mistakes. Favors following clear procedures.

Balance of columns 7 and 8: Moderate attention to details. Focuses on both the particulars and the end results. Does not lose sight of important specifics but is not overly picky about minor issues.

MOTIVATIONAL STRATEGIES

If your candidate has a tall:

Column 1: Financial incentives linked directly to individual efforts and/or the team's sales. Opportunities for professional growth. Chances to prove self, ongoing challenges.

Column 2: Contributing toward the success of the team, low-risk goals. Working in a harmonious, conflict-free environment.

Column 3: Personal recognition for outstanding results. Perks or other rewards that grant special status. Public praise for successes.

Column 4: Opportunities to grow job-relevant knowledge and skills. Being viewed as a subject matter expert. Measurable goals.

Column 5: Short-term objectives that offer an ongoing or frequent sense of accomplishment. A fast-paced environment. Chances to shift focus throughout the day.

Column 6: Knowing about changes well in advance in order to prepare for them. Working within a routine, maintaining a sense of order.

Column 7: Informal management. Latitude to lead the team independently as long as results are achieved. Not having to follow a lot of strict procedures.

Column 8: Having an available manager and/or additional resources to consult for guidance and advice as needed. Diplomatic feedback.

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DEVELOPMENT INSIGHT

DEMOTIVATORS

If your candidate has a tall:

Column 1: Lack of incentives that reward individual efforts. Goals that are not challenging. No advancement or growth potential.

Column 2: Risky targets and objectives. Dealing with contentious situations and aggressive people. Handling difficult managerial matters like lagging staff performance or discipline issues. Precarious pay/high commission rate.

Column 3: No recognition for achievements. Little interaction with people, highly solitary work. Having to concentrate on data/numbers and dry paperwork for much of the time.

Column 4: Extensive networking, making small talk. Subjective performance evaluations and generalized praise that could be construed as insincere.

Column 5: Lengthy, tedious, repetitive tasks. Doing the same thing every day. Not feeling a frequent sense of accomplishment.

Column 6: Abrupt changes, frequent interruptions, rapid deadlines. Not knowing what to expect each day. Competing demands.

Column 7: A very involved, hands-on manager. Strict procedures that must be followed to the letter with no room for interpretation.

Column 8: Criticism, especially when given in a harsh way. Lack of policies to follow or resources to consult when encountering unusual situations. Sales rejection.

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ACTION PLAN

If your candidate has a tall:

Column 1: Let this person be very involved in the establishment of goals that impact this job. Be sure compensation reflects participant's individual contributions to the company such as through commissions and/or bonuses. Coach on mentoring sales staff and contributing toward shared goals rather than competing against personnel.

Column 2: Add to responsibilities gradually. Start out with conservative goals, and increase them over time. Compensate with a fixed pay structure. Coach on management strategies, conflict-resolution tactics, and holding staff accountable for meeting performance goals.

Column 3: Give participant public praise and upbeat commendations for successes. Allow frequent opportunities to interact with others. Coach on active listening skills and setting/giving quantifiable performance goals and evaluations to sales personnel.

Column 4: Target toward analytical responsibilities. Allow downtime to regroup from extensive networking and people contact. Coach on rapport-building skills and keeping sales staff morale high.

Column 5: Focus this person's objectives primarily on what can be achieved in the short-term, since this sales manager needs frequent feelings of accomplishment. Coach on time management and follow-up skills.

Column 6: Target toward long-range projects that benefit from strong follow-through. Give advance notice about priority shifts and deadlines. Coach on adapting to changes and how to handle multiple items that need attention at the same time.

Column 7: Acknowledge this individual's need for autonomy by not managing too closely or placing a lot of restrictions on how results are achieved. Solicit and consider the participant's opinion and input when making decisions that will affect him/her and the sales team. Coach on knowing what processes to follow and emphasize to staff.

Column 8: Offer feedback in a diplomatic, private way. Let this person know you respect their commitment to quality. Train thoroughly, and provide resources to consult in ambiguous situations. Coach on independent decision making and recovering from setbacks.



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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 a time when you had to discipline or stand firm with an employee. How did you handle that, and what was the outcome?

2. 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?

3. Tell me about a few problems you solved that illustrate your creativity.

4. What are some of your strategies for coping with job-related stress?

5. What is your process for prioritizing your workload? Give me an example of a time when you effectively established your priorities and a time when you did not.

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