



The Omnia Profile™

Bob SAMPLE

Omnia - Illustrative Sample

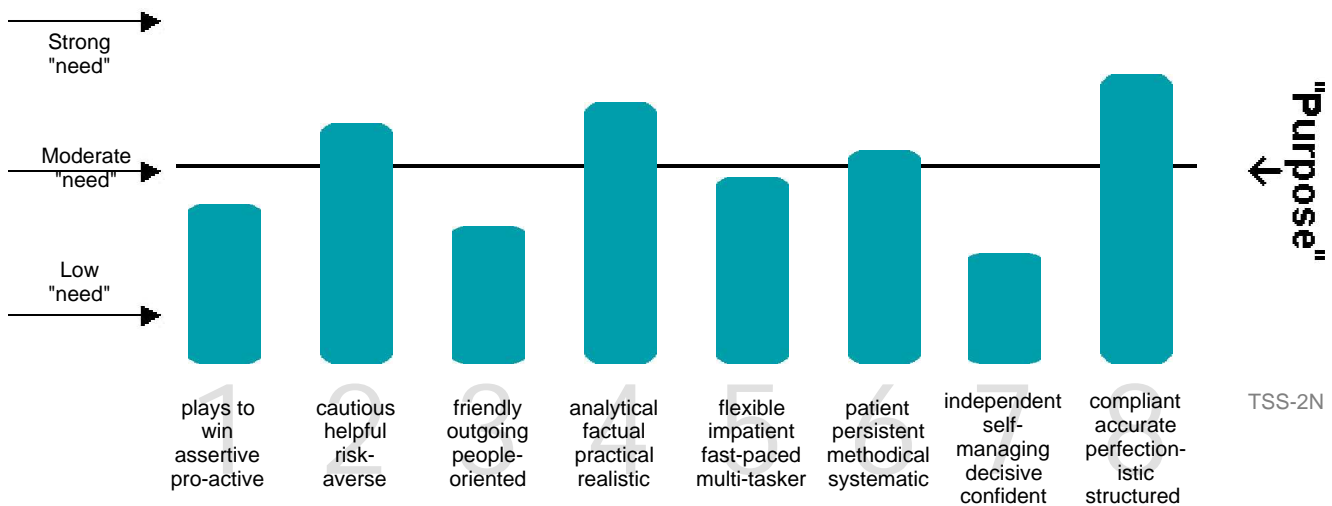


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Interpreted by: WK
QC by: BB
Client #: 11-00-SAMPLES
Requested by:
Position: Construction
 Manager
Date: March 14, 2008

The Omnia® Profile Compatibility Rating

Subject's Name Bob SAMPLE	Profile Number NRCONMAN	Date Submitted 03/14/2008	Client Number 11-00-SAMPLES
Title (C) Construction Manager	Analyst WK	QC by BB	OCR® 6.8
Omnia® Environmental Compatibility Rating 6.9	Omnia® Vocational Compatibility Rating 6.6	Responsivity Vitality, stamina, alertness, endurance fine	Intensity Clarity of personality definition, balance 1.25



Analyst Comments

Bob's Omnia Profile results are moderately dissimilar to your specified requirements for a construction manager. Although he does exhibit the task focus and attention to detail you deem important for overseeing quality control and maintaining a comprehensive knowledge of building codes, he does not appear as assertive and decisive as your ideal candidate. Bob seems a strong team player who strives to work cohesively with others, but he may not take charge of people and situations as confidently as you prefer. He probably prefers to avoid conflicts, but this could make it hard for him to hold subordinates accountable. Overseeing the work of a few cooperative personnel may still lie within his capabilities, but he is apt to need support and guidance from his superior when he needs to address personnel issues and enforce policies. Provide him with detailed guidelines, and be available to guide him through major leadership decisions; he probably likes to build consensus with his superior. Bob should meticulously read blueprints and carefully monitor quality. He could get so heavily involved in details, though, that he does not always delegate enough to his team. Make sure he understands which types of tasks he should hand down to his subordinates.

Bob does not appear quite as time-sensitive as you prefer, but he should be reasonably flexible. He might simply adapt more easily to changes and deadlines if he has some extra time to prepare for them. Following an orderly routine seems important to Bob, and he might prefer to focus on just one or two priorities at a time, rather than trying to juggle several obligations at once. He seems well suited to working with technical information and should envision objective ways to solve problems. He seems to respond best to one-on-one, specific, and diplomatic feedback on his work.

Bob SAMPLE's Primary Personality Traits

Tall Column 2:

Bob's tall column 2 suggests he will be dedicated, loyal, agreeable and inclined to put his own needs on hold so that he can help other people succeed. He seems to care about teamwork and getting along with others. However, Bob looks risk avoidant and relatively nonassertive. He could have difficulty establishing the appropriate level of respect from subordinates, addressing conflict, negotiating and counseling under-achieving staff.

If you hire him, give him clear direction and help him set progressive goals. Otherwise, he may maintain the status quo rather than seek growth. Manage him with plenty of support, and nudge him gently toward new achievements rather than pushing him aggressively. Make sure he is not too lenient with employees, as they could take advantage of his desire to keep the peace.

Tall Column 4:

Bob's tall column 4 suggests he is serious, pragmatic, fact-driven and possibly slow to build relationships. He may have good business sense, since he is apt to analyze situations insightfully and draw objective conclusions. He should also be a fair manager who does not choose favorites. Bob is likely to make managerial determinations based on what is most practical rather than on how popular it will make him.

However, Bob may not read or respond to employees' emotions well. He could seem unfeeling at times, and he might communicate somewhat bluntly. Encourage him to make himself approachable to staff and to offer them positive feedback regularly. He will likely need to focus more on staff motivation. Bob is probably skeptical, so give him job-specific praise.

Moderately Tall Column 6:

Bob is not completely lacking in a sense of urgency, but seems to have a somewhat systematic approach to work and is not likely to rush. Bob looks capable of shifting gears periodically and is more comfortable with light multi-tasking than with heavy multi-tasking. He may like to limit interruptions when concentrating on a task.

Bob will probably set realistic and perhaps slightly generous deadlines, refraining from overloading staff with too much work at once. This is how he likely wants his own boss to be. While he does not seem fast paced, he does not seem extremely slow either. Bob profiles with a somewhat more modest tempo than most top managers, but this may help him remain persistent when working toward long-term company or departmental goals. It can also help him to be patient when listening to and dealing with staff.

Tall Column 8:

Bob shows strong potential for managing details and adhering to structured formulas. He seems best suited to an environment where there are well-established policies and protocols. He may not be as comfortable with improvising as he is with following a gameplan or working according to set procedures.

The more column 8 you see, the more attentively Bob may need to be managed. When there are risky decisions to make, he will want to build consensus on a course of action. If corrected, he might seem defensive and try to justify his actions. Let Bob know how he is measuring up, but be diplomatic. Provide guidelines and discuss which kinds of judgments you expect him to make independently. Give him time to acclimate, though. He might need familiarity with a job before he can be autonomous. Make sure he is delegating enough.

Combination of Tall Columns 4 and 8:

Bob will probably be an objective, by-the-book manager and a studied, careful decision maker. He seems inclined to put significant analysis into problems and plans. Bob will likely be a strong troubleshooter who scrutinizes details and manages his area(s) of responsibility closely. Delegating important tasks could make him feel a bit cautious, as he probably sets high standards and may doubt whether other people can live up to them. It might take some time for him to build up trust in subordinates' capabilities; they will have to prove themselves to him.

Bob appears skeptical, serious and perhaps choosy about how he likes things done. Make sure he keeps staff motivated with praise. When giving him feedback about his own work, be specific. He is apt to have a structured management style and probably wants guidelines from his own boss.

In addition to the eight columns, there are other areas the Profile measures that can provide valuable insight into behavior. These areas are known as responsivity, intensity, and purpose.

Purpose

Bob shows 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.

Intensity

Bob shows a fine intensity score 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 Bob.

Responsivity

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

Hot Buttons

- Goals that feel safe and very realistic; a job that emphasizes security and teamwork rather than risk-taking or performance-based pay; a boss who mentors and coaches instead of pushing or demanding; a nonconfrontational and supportive environment.
- Analytical problems to solve; a professional and practical workplace; praise that is objective and specific to the relevant accomplishment; factual communications; measurable goals; a strong sense of fairness in the workplace.
- A boss who gives detailed instructions; a job that is well defined; clear expectations from all parties upon starting a project; working with a quality-conscious team; being able to share responsibility for mistakes rather than being held solely accountable; receiving supportive feedback regularly.

Cold Buttons

- Being urged to rapidly assume more responsibility; aggressive goals; a boss who pushes him to take more risks; working in a competitive environment; managing assertive people who might challenge his authority; having to be very proactive and visionary in unprecedented areas.
- Being the center of attention; working with people who gossip or do not respect confidentiality; perceiving subjective or preferential treatment in how people are evaluated and rewarded; having to be charming and impress people he does not know well; a lack of mental challenge.
- Having to make decisions in the absence of clear precedents; starting plans with very few guidelines to follow; being corrected or reprimanded in front of other people; having to take sole responsibility for unpredictable results.

Management Strengths and Weaknesses

Probable Strengths:

- Service minded, willing to compromise, unselfish, more intent on making suggestions to staff than firm demands
- Objective, resourceful, good listener, practical, task-oriented
- Encourages staff to maintain order and follow through on tasks
- Detail oriented, attentive to employees, concerned with doing things properly

Possible Weaknesses:

- Confrontation, taking bold initiative, and resolving conflict
- Blunt, reserved, may not publicly recognize staff for their achievements
- Can be frustrated by slow progress or having to repeat steps
- Could be micromanaging, poor delegator

The Interview: Questions To Ask Bob SAMPLE

The following behaviorally-based questions are a possible supplemental tool we are providing to help you better interview this candidate. These questions are not a substitute for the standard set of interview questions you ask all candidates, but can provide additional, helpful information. Each question is followed by a brief description of its purpose and/or thought-provoking questions to ask yourself when evaluating the candidate's responses. These questions have been chosen randomly from Omnia's database of behaviorally-based interview questions to target required vocational traits or any personality issues identified by the writing analyst.

1. How do you know you are doing a good job?

The answer may reveal how much external validation the individual needs to feel good about the work he is doing. Use his or her answer to help determine how much feedback and approval he needs.

2. What two or three accomplishments have given you the most satisfaction? Why?

Make sure the candidate is willing to take individual initiative where appropriate, but in a way that is still beneficial to the team and respectful of others. Look for signs that the candidate's level of initiative is compatible with what you expect.

3. What do you tell your staff to do when they encounter problems?

Listen for indications the individual is a good resource to those he or she manages.

4. How long does it typically take you to make a decision?

Listen for indications the individual can make decisions thoughtfully but also in a timely, confident manner.

5. Tell me about a decision you made while under a lot of pressure.

Listen for indications of how well the individual can take charge and evaluate issues under stress.

6. Which of your skills can stand improvement at this time?

Make sure the candidate is willing to identify and improve weaknesses.

THE OMNIA® SELECTION COMPANION

Name of Candidate: **Bob SAMPLE**

Date: **March 28, 2008**

Interviewed by:

The Omnia® Selection Companion is a guide to the proven process of successful hiring, a guide to covering and weighing the steps of the selection process.

1. Complete and align job and workplace benchmarks.
2. Generate a list of viable candidates.
3. A Candidate should complete a profile at the same time he or she completes your other employment application forms. The Omnia graphs can be compared to the Omnia benchmark.
4. Effective interviewing: We recommend that the responsibility for interviewing be shared by three people. One person will explore the Candidate's past to verify that the behavior you are seeking has always been the Candidate's behavior.

The second interviewer will explore the Candidate's present (reasons for availability) interests and activities to verify that the behavior you are seeking is still the Candidate's behavior.

A third interviewer will explore the Candidate's future: Are goals consistent with the behavior you are seeking? Are those goals generally realistic? Are they realizable with your firm in the Candidate's stated timetable?

5. We strongly recommend skills testing (basic math and English and other tests available through your organization or trade association). See Question 9.
6. Complete the scoring.

1. Punctuality

Did the candidate arrive at the interview on time?

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

2. Appearance

Neatness and appropriateness of clothing, hair, make-up, scent.

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

3. Resumé and Job Application

Consistency of information with job behavior demands.

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

4. Degree of Confidence

Good eye contact, direct answers, good questions.

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

5. Stamina

General vitality, ability to concentrate, alertness.

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

6. Judgement and Maturity

Grasp of reality, thoughtful / accurate answers.

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

7. Skills, Knowledge

Poor	Unimpressive	Ordinary	Good	Excellent
0	10	20	30	40

Designed for those responsible for the selection of personnel. Helps cover and weigh the steps of the selection process.

Name of candidate: Bob SAMPLE

8. Interview Results

Consistency of PAST interests, activities and experience with job behavior demands.

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Consistency of PRESENT interests, activities and experience with job behavior demands.

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Consistency of FUTURE interests, activities and experience with job behavior demands.

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

9. Interview Results

Level of assertiveness Candidate's specific experiences and answers to behavioral questions fit the position's behavioral demands and with the goals/incentives of the job

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Communication style Candidate's specific experiences and answers to behavioral questions fit the position's behavioral demands and with the communication style of peers, supervisors, clients, prospects, etc.

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Preferred pace Candidate's specific experiences and answers to behavioral questions fit the position's behavioral demands, workplace timetables and manager's preferred pace

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Need for structure Candidate's specific experiences and answers to behavioral questions match the company procedures, management guidelines and supervisory preferences currently in place

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

10. Overall Impression

Compatibility with firm, manager, peers.

Poor	Unimpressive	Ordinary	Good	Excellent
2	4	6	8	10

Omnia Profile Score

11. The Omnia Profile

< 6	6 - 6.9	7 - 7.9	8 - 8.5	> 8.5
0	10	20	30	40

12. References

(1 OR 2) Should confirm past performance has been consistent with the job demands (ask about judgement, reliability, commitment)

Poor	Unimpressive	Ordinary	Good	Excellent
0	10	20	30	40

Total Score:

A score above 175 is excellent: there is high probability of the Candidate's success. A score of 135 - 175 is fair: there is a reasonable probability of the Candidate's success. A score under 135 is risky: there is a low probability of the Candidate's success.