



# omnia<sup>®</sup>

Top Talent. Remarkable Results.

## The Omnia Selection Report

Participant Name: Derek Sample

For the position of: Radio Sales

Prepared for:

Client Name: Omnia - Illustrative Sample

Client #: 11-00-SAMPLES

Analyst: WendyS

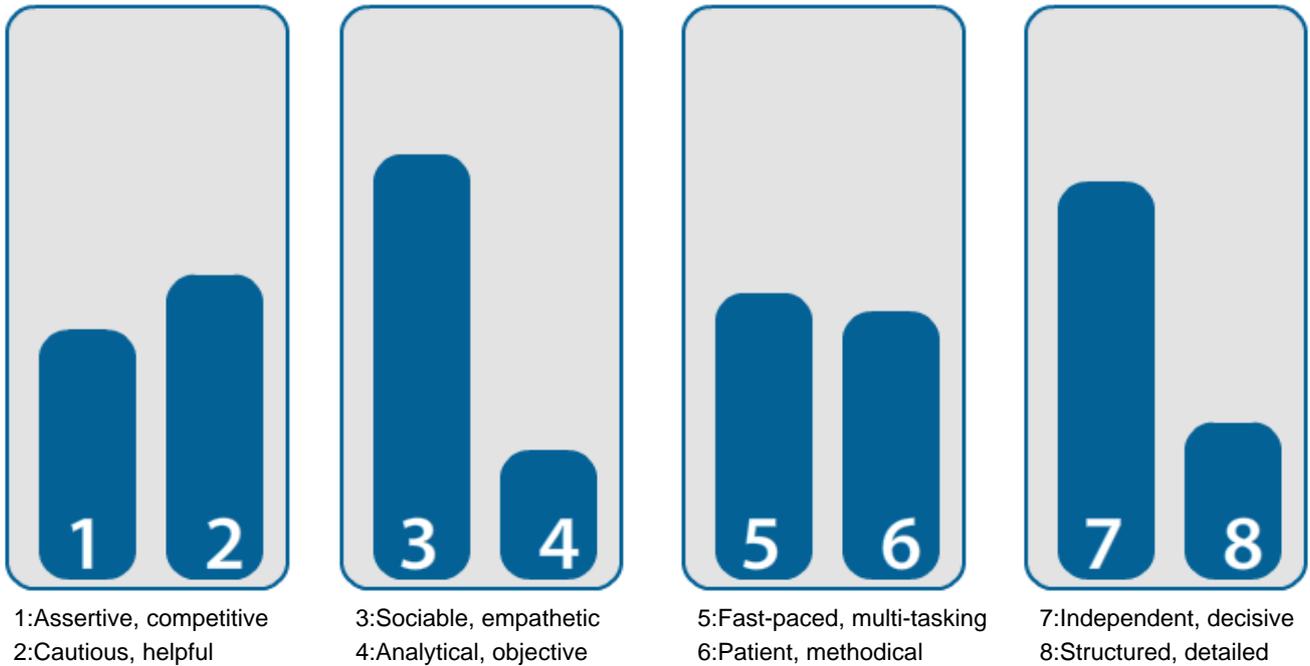
QC: DWM

Profile #: SLSRADIO001

Date: March 3, 2008

Client Name: Omnia - Illustrative Sample  
 Client Number: 11-00-SAMPLES  
 Participant Name: **Derek Sample**  
 Position: Radio Sales  
 Profile Number: SLSRADIO001  
 Report Date: March 3, 2008

Omnia Profile: <b>SELECTION</b>	
ENERGY:	Optimal
PERSPECTIVE:	Optimal
INTENSITY:	Optimal
COMPATIBILITY:	<b>Dissimilar</b>
Job:	Low
Cultural:	Low



**ANALYST COMMENTS WRITTEN FOR: Derek Sample**

Your ideal radio sales rep is outgoing and expressive, people-oriented, yet capable of keeping business objectives in the forefront. Derek's Omnia Profile responses indicate that he is extremely engaging, well suited to forming the rapport vital to recruiting new advertising business; however, he appears to place more value on creating and maintaining relationships than on proactively closing new deals, and he may be unwilling to jeopardize his connections by asking them for a commitment. His results indicate that he is quite dissimilar to the stated job needs. If you proceed, role-play sales scenarios with Derek in order to gauge his ability to close sales. Make sure he is aware of industry facts and figures so he can effectively counter client concerns; he may be inclined to rely on his people skills rather than customizing his sales presentations to meet each prospective client's individual needs. Like your ideal candidate, Derek seems comfortable juggling a few ongoing projects simultaneously. At the same time, he appears to possess a good deal of persistence, suggesting that he will be able to stick with hesitant clients needing more time to make their decisions.

Quite independent, he should have no trouble setting his own agenda and seems resilient enough to withstand rejection; however, consistent sales refusals could make him reluctant to risk losing his contacts. If you hire Derek, consider pairing him with a strong closer until he learns the ropes and experiences a few successes. He may work well as part of a selling team -- have Derek initiate contact with potential advertisers, forming rapport and generating interest, and then let him pass these leads on to a more experienced closer; someone capable of overcoming potential objections and securing a commitment from prospects. Praise Derek's efforts as well as his achievements.

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### ENERGY: **Optimal**

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

### INTERVIEW QUESTIONS:

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

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

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

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

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

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### PERSPECTIVE: Optimal

Derek 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?

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

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

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

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

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### INTENSITY: Optimal

Derek 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 Derek.

### 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?

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

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3. Do you think initiative is important? Why?

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

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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: Dissimilar**

This participant is dissimilar to your position criteria and measures low in one or more of the behaviors you consider critical for successful performance in this role. 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. Without significant, ongoing intervention from management, the participant may not perform satisfactorily in this position. 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 to 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: Low**

This participant scores Low against your position criteria. A Low rating occurs when one or more critical behavioral and/or performance measurements do not align with those you consider critical for effectiveness in this position. Significant management concerns may exist; for more information review the analyst comments.

**CULTURE: Low**

The participant's ideal work environment is dissimilar to how you described your workplace. To improve the participant's job satisfaction and longevity with your organization, you may have to make significant adjustments to the way you manage, communicate with, reward, and/or promote the participant. For more specific information review the analyst comments.

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

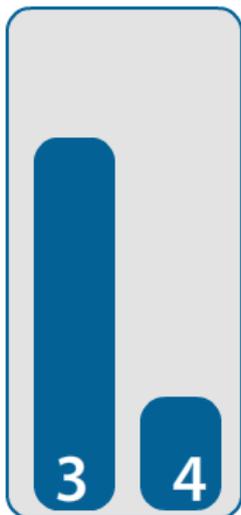


1: Assertive, competitive  
 2: Cautious, helpful

### Moderately Tall Column 2:

Derek comes across as being proactive and confident within areas of his familiarity or expertise. He may be comfortable responding to warm leads, incoming calls, and likely enjoys the challenge of pursuing modest, but visible goals toward his own advancement.

Derek is probably not strongly driven to win, though, and may be more intimidated than motivated by at-risk pay. Let Derek gain mastery over core duties before asking him to take on more responsibility and risk. Encourage Derek to make some independent decisions, starting in the areas most familiar to him.



3: Sociable, empathetic  
 4: Analytical, objective

### Tall Column 3:

Derek comes across as a socially attuned, expressive communicator who is quick to establish friendly rapport with others. He can probably make dynamic, entertaining pitches and persuade with his charismatic and enthusiastic communication style. Derek may be comfortable cold-calling and is apt to sell on the basis of the strong interpersonal relationships he can build and the emotionally persuasive statements he can make.

Expect this candidate's presentations to be lively and upbeat, but watch that Derek does not overtalk and underlisten, as he could sometimes get carried away with his own excitement. Be sure he exercises active listening techniques in order to assess needs accurately, identify buying cues and offer specific information the prospect may be seeking.

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## PRIMARY PERSONALITY TRAITS



5:Fast-paced, multi-tasking  
 6:Patient, methodical

### Moderately Tall Column 5:

Derek comes across as briskly paced and flexible; eager to get results on the sales scoreboard, yet probably patient enough to stick with viable leads needing more time or information to make a buying decision.

His relatively steady pace suggests he can handle the pressure of a tight deadline, respond fluidly to shifting priorities and go the distance of a 3-6 call sales cycle.

Derek likely prefers to work at an efficient pace, juggling multiple priorities, yet not taking on so much at once that he is unable to follow through. Very tight deadlines or a highly hectic environment may ultimately be unsatisfactory to this candidate; he is apt to feel that a relatively organized approach to lead generating and follow-up will yield better results than taking on too much at once and dropping the ball on some promising opportunities as a result.



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, Derek is probably thick-skinned, resilient and confident enough to brush off sales rejections. Derek likely prefers an informal manager who offers him plenty of room to call his own shots.

A big picture oriented thinker, Derek is likely focused on end results rather than details. He can likely improvise solutions to address unique situations; Derek does not seem inclined to rely much on existing structure or managerial guidance. Since Derek 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 Derek's compliance with them and reward him with increased room to self-direct.

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## BEHAVIORAL DYNAMICS

### Combination of Tall Columns 3 and 7:

Your sales candidate's combination of tall columns 3 and 7 tells us he is an expressive and charming communicator who is gregarious, empathetic, creative, resilient and autonomous. Derek looks like a natural networker who can probably speak about your products charismatically and enthusiastically and build friendly relationships relatively quickly and easily.

He probably relies on his rapport building skills and emotionally persuasive statements to make a sale; be sure Derek also uses active listening skills and offers prospects specific facts they may want in order to make a decision. Derek can likely think on his feet, come up with innovative solutions without needing much structure or input from his boss.

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## TALENT MANAGEMENT & COACHING

### MOTIVATED BY:

Chances to use social skills and charisma to make things happen. A great deal of social interaction. Perks that convey special status, awards to display. A fun environment. An upbeat manager. Public acknowledgement of his successes.

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 serious, analytical environment. Complex or technical products/services that call for a pragmatic, consultative mindset. Working in isolation. A great deal of paperwork. Arms length, strictly business relationships. No opportunities to be the center of attention, to express himself, or to receive public praise for his successes.

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:

A good balance of individual initiative and commitment to teamwork, supportive yet goal-oriented.

Making eloquent sales presentations, getting prospects excited, generating leads

Adaptable, evenly paced, flexible yet methodical

Decisive closer, resilient, good self-manager in the field or other unstructured environments

### POSSIBLE WEAKNESSES:

May not take risks, could find it difficult to negotiate assertively.

Could be weak listener, may not focus on gathering specific information from prospects

Could grow restless when working on highly tedious tasks, may need to shift gears occasionally to maintain stamina

Poor formula salesperson, may not follow instructions/procedures carefully, weak attention to detail



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## SUGGESTED INTERVIEW QUESTIONS

1. What does growth in the job mean to you?  
*Note whether the response is ambitious or conservative. Make sure his or her growth expectations are realistic for the position.*  


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2. In what areas do you typically have the least amount of patience at work?  
*Listen for any signs the individual may get impatient with challenging people or tedious projects. If so, consider whether this position would put the individual in similar situations often.*  


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3. Which of your skills can stand improvement at this time?  
*Make sure the candidate is willing to identify and improve weaknesses.*  


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4. How would you react if you were asked to fill in for someone who has different, even lower-level, responsibilities?  
*Look for clear indications the candidate is willing to pitch in and help out in other areas when needed.*  


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5. What have you done when you've found yourself swamped?  
*Watch for clues that the individual can prioritize assignments and remain productive despite feeling overwhelmed.*  


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6. What have you done in the past when you've had to work closely with someone with whom you disagreed or had a personality conflict?  
*Watch for a willingness in the candidate to remain professional on the job and to move on despite interpersonal conflicts.*  


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## SUGGESTED INTERVIEW QUESTIONS

7. What's your usual approach to solving problems or coming up with new ideas?  
*Make sure a col. 3 seeks some specific information about the problem and researches it thoroughly. Confirm a col. 4 considers creative approaches.*

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8. People tend to be concept-oriented or task-focused. How would you describe yourself?  
*Confirm a col. 8 can consider the big picture and that a col. 7 can consider the details.*

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9. What skills do you offer that are most relevant to this job?  
*Look for evidence that the candidate understands the important aspects of and qualities needed in the job.*

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10. Tell me about something you accomplished that required discipline.  
*Watch for the individual's willingness to take on risks and challenges.*

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11. As a member of a team, how do you see your role?  
*Look for insight into how this person works in a team setting and the importance they place on group objectives.*

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12. How would you define and deal with a difficult manager?  
*Confirm which managerial traits displease the candidate. Listen for a continuing respect for management.*

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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:

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**Prior Work Experience** - Rating: 1 2 3 4 5

*Has the candidate acquired similar skills or qualifications through past work experiences?*

Comments:

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**Technical Qualifications/Experience** - Rating: 1 2 3 4 5

*Does the candidate have the technical skills necessary for this position?*

Comments:

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**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:

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**Candidate Enthusiasm** - Rating: 1 2 3 4 5

*How much interest did the candidate show in the position and the company?*

Comments:

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**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:

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**Time Management** - Rating: 1 2 3 4 5

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

Comments:

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**Customer Service** - Rating: 1 2 3 4 5

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

Comments:

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**Salary Expectations** - Rating: 1 2 3 4 5

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

Comments:

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

*Final comments and recommendations for proceeding with the candidate*

Comments:

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**Knowledge of Company** - Rating: 1 2 3 4 5

*Did the candidate research the company prior to the interview?*

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.