



The Omnia Profile™

Assessment for Michael Shackelford

The Omnia Group Inc

The Omnia Profile®	1
Primary Personality Traits	2
Probable Behavioral Dynamics	3 - 4
Performance Issues	5
Talent Management and Coaching	6
Strengths and Weaknesses	7
Interview Questions	8
Omnia Selection Companion	9 - 10

Interpreted by:	WS
QC by:	MC
Client #:	11-00
Requested by:	KMeyer
Position:	GRATIS
Date:	April 27, 2010

The Omnia® Profile Compatibility Rating

Subject's Name
Michael Shackelford
Title
(C) GRATIS
Req by: **KMeyer**

Profile Number
S565064WB

Date Submitted
04/27/2010

Client Number
11-00

Analyst
WS

QC by
MC

OCR®
n/a

OECR®

Omnia®
Environmental
Compatibility
Rating

n/a

OVCR®

Omnia®
Vocational
Compatibility
Rating

n/a

Responsivity

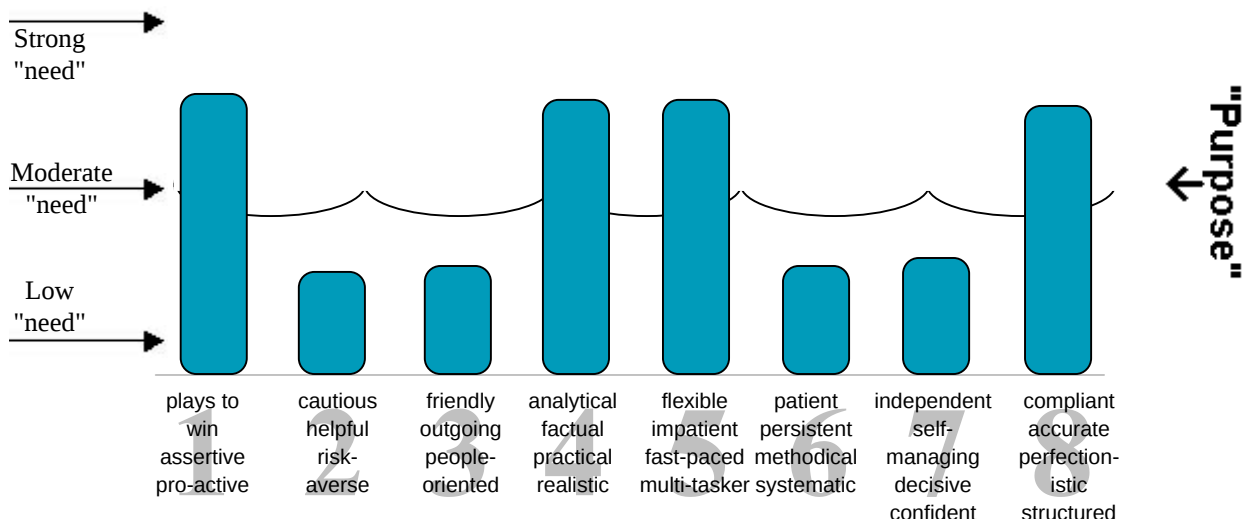
Vitality,
stamina,
alertness,
endurance

low

Intensity

Clarity of
personality
definition,
balance

1.32



Analyst Comments

Michael, you fall within our Assertive Technician personality group. This means you describe yourself as a bit of a contradiction; you demonstrate comfort with risk, yet also have strong need to avoid criticism and failure. You have the assertiveness to take charge but prefer doing so within your area of expertise or in situations where the variables are either known or easily controlled. You believe in action, resourcefulness and goal-oriented solutions. Your tall column 4 indicates keen critical thinking aptitude, a strong analytical versus social mindset. You use an objective, logical reasoning process rather than intuition to solve problems. As such, data-intensive, mentally-challenging tasks likely appeal to you. You appear to be a direct, pull-no-punches communicator. You likely convey information clearly and succinctly. For you, interaction in a work context is probably more about informing and collaborating than on building relationships. If you manage people, you probably focus more on finding and fixing problems than on motivating. Be sure to look for the positives and to recognize even the ordinary achievements of those working with and for you.

Fast paced, you have a strong sense of urgency for working under time pressure, managing the unexpected and dealing with competing demands on your time. You likely adapt easily to change and like moving between different tasks to keep things interesting. Unvarying routine might frustrate you. Michael, your column 8 points to a heightened respect for structure and meticulous work habits. You aim for excellence and are constantly looking for ways to improve performance. Trusting the quality of your own work, it might sometimes challenge you to delegate work to others, especially if they have not proven their worth. Be sure to let go of some details so you can focus on the big picture.

Tall Column 1:

Michael comes across as assertive and bold. The taller the column 1, the more these qualities are apt to be evident in the participant's personality. Michael is likely ambitious, confident and comfortable taking charge of difficult situations. He seems inclined to deal proactively with conflict and likely holds employees accountable for meeting business expectations.

Since Michael has a naturally competitive outlook, he may not always take the time to develop and nurture staff. Employee engagement and long-term retention may not always be first and foremost in Michael's mind. He may need to focus on measuring success against the performance of employees as well as individual achievements. If column 1 is extremely tall, he could have a tendency to set overly ambitious goals for himself and others. To keep morale boosted, be sure objectives are attainable and realistic.

Tall Column 4:

Analytical, practical and knowledge driven, Michael is likely an objective thinker who looks at problems from all angles and tries to find the most constructive solutions for his organization. He likely strives to be well informed and impartial when evaluating business problems and employee performance.

His communication style is probably direct and factual, so he may not always take enough time to praise and encourage employees. Remind him to commend team efforts frequently and to provide feedback verbally. To stay motivated, Michael likely needs opportunities to engage in creative problem solving. He probably likes having a private work space to collect his thoughts and focus on strategic planning and administration.

Tall Column 5:

Michael exhibits a strong sense of urgency and likely maintains a competitive edge by anticipating and adapting to change. He probably sets a brisk pace for the department/organization and enjoys working in a dynamic, time-driven environment. He demonstrates the flexibility to oversee various initiatives or processes at once and adapts to the unexpected.

Michael might occasionally rush employees or implement changes more often than staff can assimilate them. To avoid overextension and disorganization, he should establish clear priorities and focus on short-term goals. Breaking long-range plans into short stages allows the frequent sense of accomplishment he needs. Slowing down long enough to effectively listen to other people and troubleshoot business problems thoroughly may be a developmental area for this individual.

Tall Column 8:

Michael describes himself as detail oriented, structured and quality conscious. The taller his col. 8, the more structured his leadership style is likely to be and the more he may get personally involved in the inner workings of the department/organization. He likely provides explicit expectations to staff, carefully observes company procedures, and willingly offers hands-on guidance.

However, he may get so involved in details that he overextends himself. He could hesitate to delegate assignments to employees who have not gained his full trust. Encourage him to avoid overextension by fully utilizing staff resources, freeing him to focus on core business goals.

Combination of Tall Columns 1 and 4:

Michael is a proactive, pragmatic leader with a direct, specific communication style. He is likely a forward-thinking strategist who generates and implements goal-oriented solutions, yet weighs all the pros and cons thoroughly. While he may not always be a verbally-expressive motivator, he is fair, objective and practical. Staff should respect his knowledge and ability to resourcefully solve problems.

Because Michael likes getting straight down to business in order to forward business objectives, he might unintentionally seem blunt, especially under pressure. He might not always see the need to vocally praise his team's work or interact with them on a consistent basis. However, in order to balance out his leadership style, he may want to focus on the positives and commend staff achievements, look for ways to build them up, and offer face-to-face feedback on a regular basis.

Combination of Tall Columns 1 and 5:

Michael combines a desire to take initiative and make things happen with a strong sense of urgency. He likely feels comfortable trying new ideas, pursuing multiple goals, and navigating transformation and change. He is also apt to set a brisk, challenging pace for the organization and likes having an immediate impact on organizational goals.

Because of his need for new challenges and comfort juggling multiple demands on his time, he could sometimes overextend himself. He may need to focus on managing time and setting measurable priorities. He needs a frequent sense of accomplishment, so breaking long-term goals into smaller parts may be beneficial. If both columns 1 and 5 are extremely tall, make sure objectives and timetables are realistic. Setting overly ambitious goals may motivate him, but could demoralize less visionary members of the team.

Combination of Tall Columns 1 and 8:

Michael exhibits a desire to be in charge and take action, but also a strong need to avoid failure and criticism. These tendencies conflict and likely cause him some stress. On the plus side, he should provide specific guidelines and implement clear procedures for your organization. While he is willing to take some risks, he evaluates them carefully before moving forward.

Michael is likely a confident leader who can boldly tackle situations that fall within his area of expertise. However, when responding to unfamiliar or ambiguous issues, he might want to build consensus with key members of his team or trusted mentors. Also, he could have a tendency to get involved in the details of his team's work to the point that it impedes efficiency. Encourage him to delegate noncritical tasks as much as possible, freeing him focus on the big picture.

Combination of Tall Columns 4 and 5:

Michael defines himself as strategic and timely in his pursuit of goals and approach to leadership. He seems comfortable managing multiple functions and looking at problems from pragmatic angles. Additionally, he seems naturally inclined to seek out ways to streamline operations and improve efficiency.

Given his desire to get straight to business and efficiently exchange information, he might give the impression that he is blunt or aloof. Make sure he invests time into collaborating with others, empathizing with their concerns and praising their efforts, rather than focusing strictly on the bottom

line.

Combination of Tall Columns 4 and 8:

Michael appears to be a strong planner and administrator with sharp attention to detail. Staying current with all business, personnel and industry trends seems important to him. He likely makes sure employees are thoroughly trained and fully functional in their jobs. He also makes decisions thoughtfully and objectively. He has a strong aptitude for identifying and resolving problems, but may not always understand the need to focus on positive action. Encourage him to generate enthusiasm for ideas, inspire staff and praise their achievements.

He has such a strong need to analyze decisions that it could prevent him from acting quickly and decisively. Also, it could be hard for him to trust in others' ability to handle important assignments. Make sure he delegates as much as possible, freeing him to focus on strategic planning and building the business. He can be entrenched in process and protocol, so encourage him to challenge assumptions and solicit creative input from staff when change is needed.

Combination of Tall Columns 5 and 8:

While Michael describes himself as fast-paced, responsive and multi-tasking, he also displays strong commitment to quality, precision and company protocol. He likely feels comfortable overseeing diverse processes, handling interruptions and changing methods to best fit the situation. He likely keeps a close eye on business details and daily operations.

Michael could sometimes overextend himself, as he may be reluctant to let go of daily details. Make sure he does not spread himself too thin. Delegation is an important skill to master for this personality type. Though he demonstrates a sense of urgency, he is likely hesitant to rush through work, given his strong attention to detail. When tackling a new project, he may need to decide whether speed or accuracy is the critical factor so he does not place added pressure on himself.

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

You show good quality and purposefulness to your behavior. This means you are not likely to surprise people by behaving out of character. It also suggests you have a considered reason for what you say and do. You should typically give mature forethought to the consequences of your words and actions.

Intensity

You show a fine intensity score that is within the recommended range. This means you depicted yourself in definitive terms, giving us a clear, distinct picture of who you are. This allows us to provide targeted leadership advice for planning, staffing, motivating and directing of business activities.

Responsivity

Individuals with "low" responsivity under-responded to the questionnaire. The under-response may be related to stress, illness, fatigue, anxiety regarding the implication of the assessment, or evasion.

Hot Buttons

- Challenge and opportunity; winning; risk taking; mobilizing others to fulfill the vision; the authority to get things done; performance-based rewards; results tied to bold vision and strong personal leadership; and putting the organization on top.
- Defining strategy and analyzing results; a professional work environment; peer recognition that is objective and specific; communicating with facts, proof and benefit messages; measurable goals; a solution-focused workplace.
- Goals that can be accomplished quickly; timely recognition and rewards; having an immediate impact; creating a dynamic workplace that embraces change and encourages productivity; working with time-sensitive people.
- Creating an organized, structured work environment; designing workflow and procedures; clear expectations from all parties upon starting a project; working with a quality-conscious team; sharing decision-making responsibility with others.

Cold Buttons

- Not feeling challenged; having little opportunity to prove oneself and advance the organization; not being rewarded for individual accomplishments; having little opportunity to compete and win.
- Working with people who gossip or do not respect confidentiality; subjective or preferential treatment; dealing with topics on an emotional versus logical level; vague praise; frequent networking with strangers; a lack of mental challenge.
- Not having an immediate impact; waiting a long time to see efforts pay off; managing highly regimented people who do not share this individual's strong sense of urgency; working in a traditional, process-entrenched environment that avoids change.
- Working in an unstructured, disorganized environment; conflicting or uncertain objectives; making snap decisions without time to strategize/analyze; starting projects without proper planning; being corrected or criticized in front of other people; taking sole responsibility for unpredictable results; delegating assignments to employees who have not gained trust.

Probable Strengths

- Takes control, sets ambitious goals, stays proactive, drives success, pushes to see results
- Professional demeanor, logical thinker, strategic planner, direct communicator
- Quick to respond, time-driven, good pacesetter, multi-tasking
- Provides structure and well-defined procedures to staff; unlikely to leave others guessing

Possible Weaknesses

- Could seem intimidating, especially to low key colleagues
- May not compliment staff often; tends to focus on negatives more than positives
- May seem impatient or exasperated when immediate effects of actions or instructions are not realized
- Indecisive in ambiguous situations, sensitive to criticism, hesitant delegator

The Interview: Questions and their purpose for Michael Shackleford

The following behaviorally-based questions are a possible supplemental interview 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. In what ways do you feel the people who report to you might find you difficult to work for?

The answer may reveal past difficulties relating to his or her team. Watch for any signs he may have potential to be too demanding (tall column 1); blunt with feedback (tall column 4); or impatient (tall column 5).

2. What type of employee do you find the most difficult to manage?

The answer may reveal whether this individual can be assertive with challenging people and push them to get results (tall column 1). If column 7 is tall, it may also reveal that the individual may be frustrated by having to oversee structured types who need a great deal of guidance. Or if column 8 is tall, watch for signs of a very structured manager who could be flustered by managing very independent types.

3. Tell me about a time when you had to take disciplinary action with someone you supervised.

If column 2 is tall, look for evidence the individual can and will address problems directly. If column 3 is tall, ensure that he or she did not have a problem setting aside empathy or friendly feelings in order to deal with the problem. If column 8 is tall, watch for sensitivity to criticism that might have held the individual back from taking disciplinary action.

4. What do you think your previous employer(s) would say about you?

This should give a good indication of where the candidate perceives their strengths and weaknesses to be.

5. What 3 things about your last job gave you the most satisfaction? Why?

Confirm that elements of what the candidate liked in previous positions will be available at your organization. Also, the candidate's responses should provide good insight into motivators.

6. Can you think of an example of a lesson you learned from someone else's mistake?

Make sure the candidate shows an appropriate willingness to learn and an awareness of quality issues.

The Omnia® Selection Companion

Name of candidate: Michael Shackelford Date: _____

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

The candidate arrived on time for the interview

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

The Omnia® Selection Companion

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

Name of candidate: **Michael Shackelford**

8. Interview Results

Consistency of past interests, activities and experience with job behavioral demands

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Consistency of present interests, activities and experience with job behavioral demands

Poor	Unimpressive	Ordinary	Good	Excellent
1	2	3	4	5

Interview Results

Consistency of future goals and objectives with job behavioral 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 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 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

11. The Omnia Profile®

12. References

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

Omnia Profile® Score

<6	6-6.9	7-7.5	7.6-8.0	>8.0
0	10	20	30	40

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.