



# omnia<sup>®</sup>

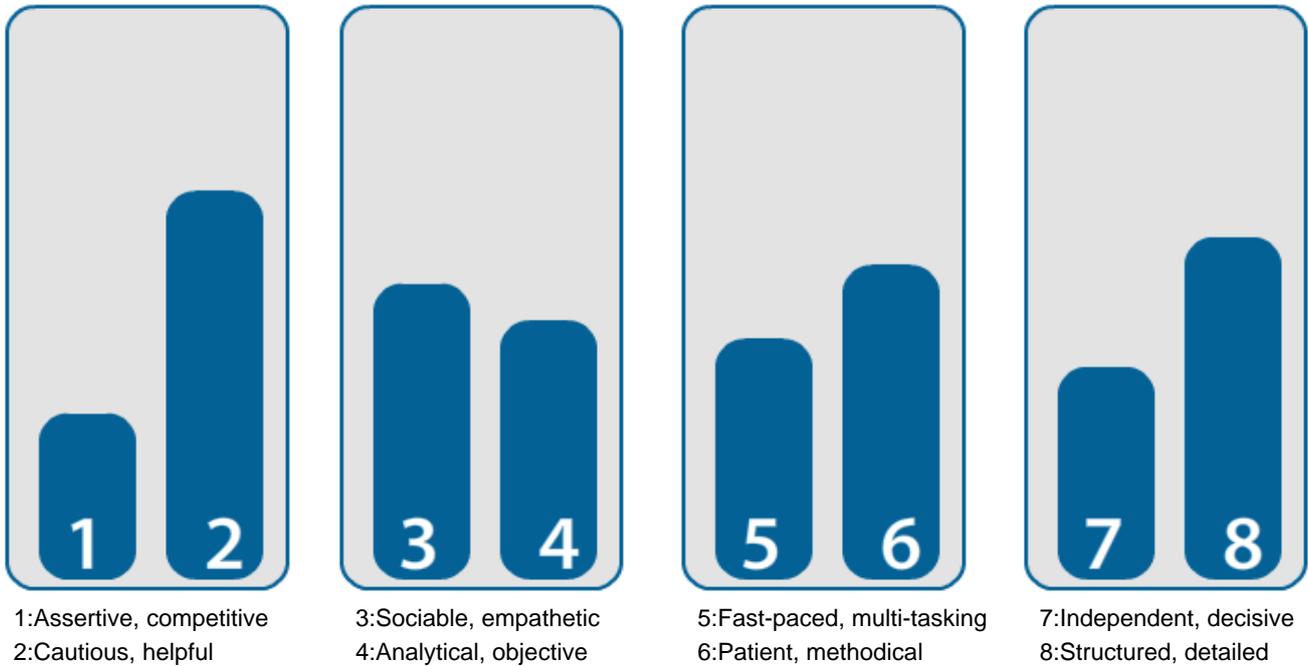
Top Talent. Remarkable Results.

## The Omnia Selection Report

Participant Name:	Carrie SAMPLE
For the position of:	Sales
Prepared for:	WSheaffer
Client Name:	Test NZ
Client #:	13-TEST
Analyst:	WendyS
QC:	WendyS
Profile #:	1073191SP
Date:	December 3, 2015

Client Name: Test NZ  
 Client Number: 13-TEST  
 Participant Name: **Carrie SAMPLE**  
 Position: Sales  
 Profile Number: 1073191SP  
 Report Date: December 3, 2015

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



## ANALYST COMMENTS WRITTEN FOR: Carrie SAMPLE

Carrie's Omnia Profile is dissimilar to your indicated needs for a salesperson. Her responses were tentative, and she identifies more with cautious behaviour than assertive behaviour. We are not seeing the strong competitive drive evident in your target candidate. Carrie needs security, therefore a commission pay structure could feel unsettling to her. She also seems to have some perfectionist qualities, so the uncertainty of sales could be difficult for her. She likely feels rejection on a personal level and this could negatively impact her confidence when negotiating or responding to objections. If you hire her, be prepared to spend a good deal of time mentoring her. The more structure she has, the better; provide comprehensive training and clear guidelines. When setting goals with her, start out conservatively and give her specific action steps she can take to help her achieve them. Be available for feedback, but keep it noncritical in tone, as she is probably sensitive to negative feedback.

In Carrie's favour, she balances analytical qualities with interpersonal aptitude. This should enable her to relate to both skeptics and emotional buyers, as she can be factual or empathetic, practical or enthusiastic. Watch for a tendency to avoid sales tasks by staying busy with administrative tasks or by nurturing existing accounts rather than developing new ones. Carrie prefers working within what is known and familiar, and she appears to have a strong customer service orientation. Consider her for a support role where her helpful nature and attention to detail would be assets. In sales, she could find it challenging to communicate assertively enough to get results. She also seems more inclined to look for direction than to proactively take initiative. Establish concrete, measurable goals with her, with generous timetables.

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		Job: Low Cultural: Low

### ENERGY: **Optimal**

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

Carrie shows an optimal perspective, suggesting good quality and purposefulness to her behavior. This means that she should not surprise you by behaving out of character. It also suggests that she has a considered reason for what she says or does and should typically give mature forethought to the consequences of her 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: Low

The low intensity of her results suggests that Carrie has described herself in tentative, somewhat vague terms. She might not be fully focused presently. You could have difficulty identifying her motivators, as these may change from day to day. You may need to manage her flexibly until she has spent some time on the job and her preferences and needs are more readable.

### INTERVIEW QUESTIONS:

1. What three things are the most important considerations to you in accepting a new job?

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2. What interests you most about this job?

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3. What do you know about our company?

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4. Describe a time when you encountered obstacles in your last job while you were in pursuit of a goal. What happened?

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5. What is the most important thing a manager can do to ensure your job satisfaction?

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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

### Tall Column 2:

This sales candidate appears to be more comfortable supporting team objectives than being in the forefront, individually responsible for producing impressive bottom line results. She may be cooperative and accommodating in negotiating scenarios, but not inclined to put closing sales at the top of her priority list.

Nonconfrontational and risk-averse, Carrie may be stressed rather than stimulated by commission-based pay. She is most productive when she has a great deal of security and support. Give her clear directions and time to gain confidence in lower risk duties before asking her to take more initiative.



3: Sociable, empathetic  
 4: Analytical, objective

### Moderately Tall Column 3:

Carrie seems to possess a balanced communication style that allows her to both problem solve consultatively and build solid professional rapport with prospects and clients. She can probably find common ground with a wide variety of personality types and adapt her communication style to suit the temperament of the individual she is working with.

If Carrie will be selling more technical or complex products/services, she should be comfortable researching specifics and offering tailored, logical solutions to meet prospects' unique needs. If she will be selling more personal products/services, she may rely a bit more on enthusiastic and emotionally appealing statements, yet still incorporate facts and figures to the extent she feels they will help win the prospect over.

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## PRIMARY PERSONALITY TRAITS



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

### Moderately Tall Column 6:

Carrie comes across as a steady paced individual who gets things done by relying on an organized yet flexible approach to task accomplishment. She should seem efficient, yet not inclined to juggle more than two or three priorities at a time. Carrie is apt to be patient, persistent, comfortable going the distance of a lengthy sales cycle. She is likely at ease with giving a slower to develop lead the time they need to make a buying decision. Carrie looks inclined to stay focused on follow-up, not just on generating new leads.

An extremely short sales cycle, very tight deadlines or a highly hectic environment may not be sustainable for Carrie over the long term, as it would conflict with her relatively orderly and calm selling style. Give Carrie advance notice of upcoming changes and try not to spring unexpected priorities on her.



7:Independent, decisive  
 8:Structured, detailed

### Tall Column 8:

Your sales candidate tells us she is very conscientious, structured, rule-abiding and quality conscious. Carrie may thus leave a good impression of your company in the mind of prospects/clients and should provide attentive service during all phases of the sale.

However, Carrie appears to be less independent, resilient and self-directing than most successful sales types, as well as more sensitive to rejection. Carrie seems uncomfortable with ambiguity as she may worry that if she guesses and does the wrong thing, she will incur the criticism she strives so hard to avoid. Repeated turndowns seem likely to demoralize Carrie, who may then busy herself with ancillary tasks, avoiding the sales field and the risk of another No. She will fare best with detailed directions and supportive, mentoring management.

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## BEHAVIORAL DYNAMICS

### Combination of Tall Columns 2 and 8:

Carrie's tall columns 2 and 8 tell us she is a cautious, responsive, supportive, service-minded and detail attentive individual who is structured, risk-avoidant and sensitive to rejection. Her pattern suggests more compatibility with safe support roles than with risky sales.

Carrie is likely uncomfortable pressing an agenda on anyone, so if she is met with an objection, she is apt to back down quickly rather than work tenaciously around it. Being a valued, accepted member of the team seems much more important to Carrie than making impressive individual gains in power or status. Further, a number of rejections seem likely to seriously inhibit her confidence; you could find she busies herself with service tasks in order to avoid the sales arena where she would risk hearing another No. Start Carrie out with warm leads or low pressure sales to bolster her confidence; offer mentoring and detailed directions.

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## TALENT MANAGEMENT & COACHING

### MOTIVATED BY:

Helping others. Being an accepted and valued member of the team. Low-risk goals. Clear direction from the boss. A stable, dependable salary.

A structured environment. Detailed directions to follow, little if any ambiguity to contend with. An accessible, supportive manager. Diplomatic feedback, critiques proffered very gently.

### DEMOTIVATED BY:

A competitive environment. High-risk goals, confrontation, variable pay. Having to be bold and aggressive instead of supportive and helpful.

A lack of structure or an unavailable manager. Exposure to criticism or rejection. Not feeling appreciated. Ambiguity, a lack of specific guidelines for task accomplishment. Bluntly delivered critiques.

## Sales Development

### PROBABLE STRENGTHS:

Agreeable team-player, service-minded, considerate, helpful.

Informative yet enthusiastic communication style, can use both networking and solitary research to uncover leads.

Steady-paced, flexible, reasonably methodical, open to change.

Attentive to detail, accommodating, complies with policy, maintains precise paperwork.

### POSSIBLE WEAKNESSES:

May not confidently handle objections, could wait for leads instead of pursuing them.

Neither extremely outgoing nor extremely pragmatic.

Could be slightly flustered by unexpected change or constant interruptions.

Uncomfortable making snap decisions, dwells on rejection, dislikes ambiguity.

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## SUGGESTED INTERVIEW QUESTIONS

1. Tell me about a time when you and your previous boss disagreed but you still found a way to get your point across.  
*The individual's answer may reveal how assertively he or she is apt to communicate, what kind of conflict resolution skills he has, and what types of situations might prompt him to challenge management.*

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2. We have all failed to meet a company quota at one time or another. When you don't meet your goals, how do you handle it?

*Consider whether the individual show signs of discouragement or whether it motivates him or her to work harder, to prove himself.*

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3. Tell me about a time when you turned an occasional buyer into a regular buyer.

*The answer may highlight the individual's ability to maintain relationships beyond the initial transaction. Listen for indications he is proactive about capitalizing on relationships and maximizing account dollars.*

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4. Can you describe some projects that were a result of your own initiative?

*The answer may reveal how proactive the individual can be in new areas. Consider whether his or her idea of taking initiative is comparable to what you would expect in this role.*

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5. Describe a leadership role of yours and tell me why you committed your time to it.

*The response may reveal what motivates this individual to show leadership. Consider how this position would give him or her an opportunity to show leadership in accordance with those values.*

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6. Tell me about a time when you delegated a project effectively.

*Confirm the candidate was successfully able to explain what was needed and to provide enough guidance for the person doing the actual work. Make sure the candidate was willing to delegate in a way that helped the work get done more efficiently.*

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## SUGGESTED INTERVIEW QUESTIONS

7. How much of your time is spent cold calling new accounts as opposed to servicing existing accounts?  
*Verify an appropriate amount of initiative for making cold calls.*

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8. If a customer verbally abused you, how would you handle it?  
*Watch for a reasonable answer that includes diplomacy in still addressing the needs of the customer.*

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9. Tell me about a time when you went "out on a limb" in a job.  
*If the candidate has a col. 1, confirm that they can tolerate the low-key situations involved with the job.*

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10. Are you better at initiating many things or working on and getting results on a few things? Please give me an example that illustrates this.  
*Look for comfort in juggling several projects at once, as it may also point to a fast pace and discomfort with routine.*

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11. 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.*

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12. Tell me about some of the most extreme lengths you have gone to in order to close sales.  
*Make sure the candidate is willing to show determination to close sales, but without going to unnecessary extremes.*

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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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## 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.