



QUICK REFERENCE GUIDE

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What Is the Management Potential Assessment?

The Management Potential Assessment evaluates a person's potential for management and supervisory positions. It is based on the person's work-related behavior preferences that are driven by the person's personality, attitudes, and values. The work-related behavior preferences are measured by a set of questionnaires that were created, standardized, and validated empirically by Dr. Kurt Helm, a licensed and certified psychologist.

What Does the Management Potential Assessment Tell Me?

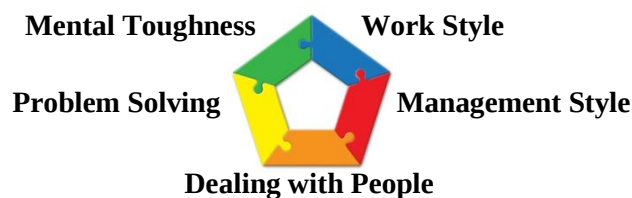
The Management Potential Assessment Results Report helps you make better hiring, placement, and promotion decisions because it puts together the pieces of a person's personality-driven, work-related behavior preferences and shows you what the person's on-the-job strengths, cautions, and concerns will be. In addition, it provides interview guidance and specific coaching suggestions based on the person's job related behavior preferences.

What Information Is Included in the Management Potential Assessment Results Report?

The Management Potential Assessment Results Report gives you basic information to add to all other job-relevant information that you have about a candidate:

- **Five Key Behavior Cluster Results**

There are five key areas that guide each person's behavior on the job, and in each cluster area you will see an overall rating, as well as details about the personality factors that drive each area *and* the likely behavior that you will see on the job. The five behavior clusters are:



- **Interview Guide**

The Interview Guide helps you plan initial or follow-up interviews with a candidate by providing specific, open-ended questions in areas that have been identified by the Management Potential Assessment as likely behavior problem areas on the job for this candidate. Use the suggested questions to help you plan interviews in order to use interview time well to learn how the underlying behavior preferences might affect the person's job performance.

- **Coaching Guide**

It's not enough to know what a person's strengths, cautions, and concerns are; you need to know how to coach your managers and supervisors so that they can overcome limiting concerns and become more effective on the job. Every Management Potential Assessment Results Report

includes practical, easy to use coaching suggestions that are *customized for the individual*; use them in formal training programs, or in day-to-day coaching on the job.

- **The HELM Summary**

The HELM Summary is a unique, customized report that provides the new employee with direct, constructive, and practical feedback about what he or she said about his or her underlying behavior preferences on the Management Potential Assessment questionnaires. It can be used as part of your on-the-job development and coaching with new employees.

- **Professional Development Guide**

An optional report that provides the new employee with more extensive information and constructive about what he or she said about his or her behavior preferences on the Management Potential Assessment questionnaires.

How Can I Use the Management Potential Assessment?

To get the most out of the Management Potential Assessment, you need to know three things:

1. **Know What the Job Requires.** Start with your understanding of the job description and the requirements for the job. Go beyond what the job description says to what the person will actually be doing during a typical work day. Include such intangibles as what will he or she have to do to please the boss, coworkers, and people outside the company? What cultural rules unique to the company will the person have to know about and work within? Which knowledge, skills and abilities are necessary and which are good to have but not necessary?
2. **Know What This Person Brings to the Job.** Look at what each of the five key Behavior Clusters measures. Then look at the more detailed results for each Behavior Cluster where the individual characteristics are displayed, showing the comparative strength or concern that this characteristic contributes to the person's overall Cluster result. How well does this person's strengths match with what the job will require of the person who fills it? How important, or potentially serious, are this person's caution and concern results?
3. **Know How to Coach the Person to High Effectiveness on the Job.** Coaching suggestions are based on the strengths, cautions and concerns that the person brings to the job in each of the five Behavior Clusters. Choose the suggestions that address the areas of greatest concern now, and refer back to them throughout this person's employment to address any issues that may occur.

What Are Behavior Clusters?

Behavior Clusters are key areas of work-related behavior that affect how well a person performs on the job. Work-related behavior is affected by many factors, including but not limited to the knowledge, skills, and abilities that a person brings to the job, what is going on in the person's personal life, and much more.

We make it easier to understand how these work-related behavior preferences affect job behavior by putting the pieces (that is, basic personality characteristics) together for you in the Behavior Clusters. We know, from our research database of over 23,000 individuals who have completed our profile questionnaires, how personality affects the Behavior Clusters, and so we can show you what the person's strengths, cautions, or concerns will be.

Explanation of Behavior Clusters



Work Style

Describes the person's overall work style on the job. Is this person dynamic and energetic, constantly in motion, a person who works with endless stamina? At the other end of the extreme, is this a person who works slowly and deliberately? Will this person plan and organize tasks and activities or just leap in and start doing things? Does this person first think carefully about what needs to be done or does he or she dive right into the details?



Management Style

Describes how a person will lead and direct the activities of others. Does this person enjoy directing others and taking charge of situations? Is this person willing to cooperate with others, delegate tasks, and follow up on performance? Is this person able to give, and receive, advice and suggestions from others?



Dealing with People

Describes how this person will interact with people. Does this person like to be around people, or would this person rather work independently? How willing is this person to make an effort to get along with everyone, or to avoid negative interactions? How straightforward and direct will this person prefer to be in interacting with others? Is he or she tactful or tactless?



Problem Solving

Describes both a person's ability to learn and use information to solve problems and challenges, and a person's preferred way of arriving at decisions. The ability to give oneself time to think through a challenging situation or problem before reacting or making a decision is a key element in effective problem solving, as is the ability to find the most effective blend of logical thinking and "outside the box" thinking.



Mental Toughness

Describes a person's ability to manage his or her personal reactions and moods, and willingness to prevent them from affecting performance on the job. Will stressful situations be difficult for a person to handle, or will a person remain calm, focused, and unemotional no matter what is going on around him?

What Are Strengths, Cautions and Concerns?

The Management Potential Assessment displays results in terms of strength, caution, or concern for each Behavior Cluster and also for the individual personality preferences that contribute to each Behavior Cluster. This helps you understand how well a person's strengths match the requirements of the job, and also helps you know where to focus training and development.

Whether a person's Cluster and Characteristic result is a strength, caution, or concern is determined by the Benchmark Range that is appropriate for the job for which he or she is applying. Analysis of our research database has allowed us to refine the Benchmark Ranges for specific industries, companies, and positions. When you look at the Management Potential Assessment Results Report for a specific individual, you are seeing that person's results in comparison to thousands of others in the same or similar industry or position.

What Are Benchmark Ranges?

The Benchmark Ranges indicate the optimal ranges for ratings on the underlying job-related personality preferences that contribute to each of the Behavior Clusters. These ratings are based on how the individual answered questions about his or her work preferences.

Ratings in green-shaded cells are desirable, but not required, for the individual personality characteristics results on each Behavior Cluster page.

Ratings in the yellow shaded cells are cautionary; they indicate a quality or characteristic that is close to the desirable Benchmark Range. They may be acceptable if there are compensating strengths elsewhere in the candidate's Management Potential Assessment, experience, or skills and abilities, or depending on the requirements of the job in question.

Ratings outside the Benchmark Range are indicated by gray throughout the Management Potential Assessment report. Ratings in these areas may pose potential problems for the candidate, and there should be significant strengths elsewhere in the candidate's Management Potential Assessment, experience, or skills and abilities to compensate for them.

Note: Ratings that are in yellow or gray shaded cells do not necessarily disqualify the candidate. Carefully evaluate the candidate's strengths and concerns to determine whether there are offsetting strengths that compensate for the problems, including all information that you have gathered about the applicant. Also, keep in mind how these "Concerns" and "Cautions" would affect the person's ability to meet the requirements of the job.

Remember, the goal of Benchmark Ranges is to call attention to potential problems rather than to create an inflexible hiring profile.

Where Can I Find More Information about the Management Potential Assessment?

Call us! We are here to help you understand the Management Potential Assessment Results Report:

(800) 886-4356

information@helmtest.com



Characteristics by Behavior Cluster with Job-Relevant Cluster Descriptions

Characteristic Name:	 Work Style	 Management Style	 Dealing with People	 Problem Solving	 Mental Toughness
1. Intelligence	Quick Thinking vs Needs Extra Time and Guidance	Abstract vs Concrete Thinker		Out of the Box vs Traditional Problem Solving	
2. Flexibility	Strongly Prefers Change vs Prefers the Familiar			Open to New Solutions vs Prefers the Tried and True	
3. Energy Level	Energetic vs Deliberate				
4. Impulse Control	Restraint vs Impulsiveness		Spontaneous vs Cautious	Careful vs Rushed	Calm under Stress vs Emotional under Stress
5. Sociability			Outgoing vs Shy		
6. Friendliness			Too Sympathetic vs Too unsympathetic		
7. Team Orientation		Willing to Delegate Tasks vs Micromanaging	Trusting vs Cynical		
8. Assertiveness		Straightforward vs Timid	Assertive vs Not Assertive		
9. Organization, Structure &		Plan It vs Wing It			
10. Big Picture Orientation	Big Picture vs Detail Approach			Big Picture Preferences vs Detail Preferences	
11. Decision-Making Strategy				Logical vs Intuitive	
12. Coachability	Open vs Resistant to Others' Ideas				
13. Take-Charge Tendencies		Initiates Action vs Waits for Direction from Others			
14. Emotions and Moods					Even Keel vs Worrier
15. Objectivity			Thick-Skinned vs Sensitive		Focus on Issues vs Focus on Self