



Profile: Match2™

Personal Development Report

by Psychological Consultancy Ltd.

COMPANY NAME: Junior Manager

Simon Sample

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How to use this report

The PROFILE:**MATCH**™ Personal Development Report provides a comprehensive picture of your personality and also considers the implications of this profile for your aptitudes and competencies at work. It will allow you to review your present understanding of your strengths and limitations and give you an additional competency-based perspective. This sharpened focus will enable you to plan a realistic and attainable path for future personal development and career planning.

PART ONE 'YOUR PERSONALITY PROFILE' is based on a psychometric interpretation of your responses to the online personality questionnaire. This is a state-of-the-art personality measure that focuses on the distinctive and consistent characteristics that make you recognisable as the person you are - it measures what we refer to as 'the primary colours' of personality. These are the factors that research has identified as the key elements accounting for the way that you will come across to others, the 'you' that people know. From a career development perspective, it is important to realise that personality has a major influence on what comes easily to us, what we can do well and what we struggle to do with any degree of consistency.

PART TWO 'YOUR COMPETENCY PROFILE' reflects the way that your personality plays out in terms of the varied demands of the work place. In this section of your report, the personality described in Part One is converted into a series of competency ratings using a technique that we refer to as Competency Metrics. In effect, Competency Metrics mixes the primary colours of personality; giving you a rating measured against the optimum blend of personality characteristics for each of the competencies addressed. These ratings indicate the extent to which your combination of personality characteristics would be an advantage or a disadvantage in relation to each of the job competencies discussed. The final page summarises all the Points of Reflection raised in Part Two. These raise various issues about your behavioural tendencies and predispositions that you will need to consider - the starting point for your personal development plans.

PROFILE 1: Simon Sample's personality profile

Your temperament

| | SCALE | T SCORE | LOW MEANING | STENS | | | | | | | | | | HIGH MEANING | |
|-------------------|---------------|---------|--|-------|---|---|---|---|---|---|---|---|----|--------------|--|
| | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | | |
| ADJUSTMENT | SELF-ESTEEM | 43 | Self-conscious Self-critical Worrying | | | | 4 | | | | | | | | High self-esteem Upbeat Optimistic |
| | COMPOSURE | 50 | Passionate Moody Irritable | | | | | | 6 | | | | | | Composed Serene Unflustered |
| EXTRAVERSION | SOCIABILITY | 51 | Shy Socially reticent Reserved | | | | | | 6 | | | | | | Outgoing Talkative Gregarious |
| | ASSERTIVENESS | 27 | Easy going Not goal focused Not status conscious | 1 | | | | | | | | | | | Competitive Energetic Keen to take charge |
| AGREEABILITY | SENSITIVITY | 58 | Task focused Aloof Insensitive | | | | | | | | 7 | | | | Sympathetic Warm Approachable |
| | ACCOMMODATION | 57 | Independent Forthright Uncompromising | | | | | | | | 7 | | | | Eager to please Amenable Acquiescent |
| CONSCIENTIOUSNESS | COMPLIANCE | 58 | Impulsive Challenging Unconventional | | | | | | | | 7 | | | | Conforming Risk averse Rule abiding |
| | PERFECTIONISM | 33 | Flexible Unsystematic Impatient with detail | | 2 | | | | | | | | | | Attentive to detail Organised Thorough |
| OPENNESS | IMAGINATION | 51 | Practical Not easily bored Unadventurous | | | | | | | 6 | | | | | Curious Analytical Big picture perspective |
| | STUDIOUSNESS | 43 | Learn from experience Tolerant of others' mistakes Resistant to being taught | | | | 4 | | | | | | | | Knowledgeable Informed Prepared |

Validity of these results

Simon Sample endorsed 9 items on the PROFILE: MATCH™ Consistency scale. This score indicates that the profile is valid and interpretable.

Profile: Match2™

Simon Sample

PROFILE 2: Simon Sample's competency profile
The influence of your temperament in the workplace

| | VERY POOR MATCH | | POOR MATCH | | AVERAGE MATCH | | | GOOD MATCH | | VERY GOOD MATCH |
|-------------------------|-----------------|---|------------|---|---------------|---|---|------------|---|-----------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| MOTIVATION | | | 3 | | | | | | | |
| PROBLEM SOLVING | | | | | 5 | | | | | |
| CUSTOMER FOCUS | | | | | | | | 8 | | |
| ANALYTIC | | | | | | | | 8 | | |
| PLANNING AND ORGANISING | | | | | 5 | | | | | |
| COMMITMENT | | | | 4 | | | | | | |

Your personality profile *Part One*

Part One provides an overview of your personality profile. Your personality will influence the way that you come across to others, the way that others perceive you, and how they are likely to describe you and to react to you. Your personality reflects, for example, how calm you are, how friendly you are, how receptive you are to new ideas and how sociable you are. These are among the numerous personality characteristics that determine how you deal with life, how you get along with other people, what kind of roles you are most comfortable in and how you develop your career.

The PROFILE:**MATCH**™ questionnaire assesses key factors of personality to build your personality profile. Your individual pattern of highs and lows will give you advantages in some situations and disadvantages in others. The benefit of this assessment lies in its ability to help you utilise your talents to the best advantage, and to learn where you need to develop new skills or strategies that can compensate for any limitations.

This part of the report illustrates your position on ten different personality scales - see pages 5-14. You can use this information in a number of constructive ways to better understand yourself and to evaluate yourself against the kinds of challenges that you will encounter in earning a living and developing your career.

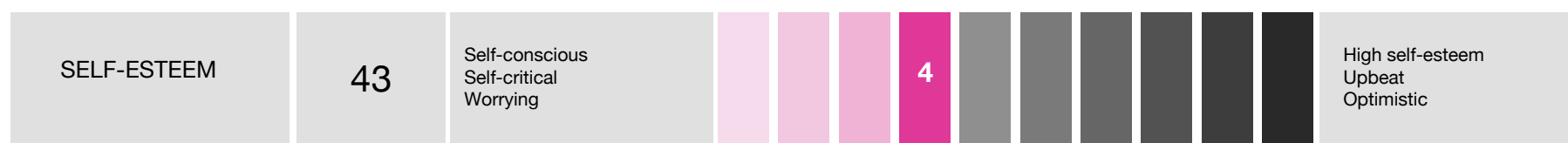
The precise way that any single scale influences your behaviour will depend to some extent on your other personality characteristics, so even people with the same scores on a scale may manifest that characteristic rather differently. Two individuals with high 'imaginative' scores, for example, will display that quality differently if one is a very 'self-confident' person and the other very 'self-critical'.

As you go through Part One of the report scale by scale, consider each of the Points of Reflection and respond by circling **Y** (Yes) or **N** (No) to indicate whether or not that statement is true for you. Then, in the space provided, make your own notes and observations about how, and to what extent you manifest that aspect of personality. Note where you feel that you differ from the characteristics described under Your Profile, but also consider whether this difference could be due to the influence of other aspects of your personality profile as described above.

Self-esteem

SCALE DEFINITION

This scale is concerned with an individual's self-esteem and the extent to which they are self-confident, upbeat and optimistic - or, conversely, are self-critical, self-doubting, self-conscious, vulnerable and apprehensive.



YOUR PROFILE

You are likely to be self-doubting, mistrustful of others, generally worried and anxious. Because of this, you are probably quite apprehensive and unsure of yourself. People with similar profiles are likely to worry about impressing others or giving presentations because they are anxious about expressing their own views and ideas. These anxieties should drive them to be extremely well prepared if required to address a group or perform in any way.

Your strengths in relation to this scale include being self-examining, introspective, and vigilant in your concerns about your work performance. You are also candid, honest and very self-aware. You tend to be very demanding of yourself and to be the first to find fault with your performance. Because you are able to be self-critical you are likely to respond very well to feedback or coaching, and you may even be inclined to drive yourself to improve.

The concern for people scoring at the same level as you is that they are so self-doubting that there will inevitably be occasions when their anxieties interfere with their performance. This is most likely where a task requires spontaneity and flexibility rather than a carefully prepared performance.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

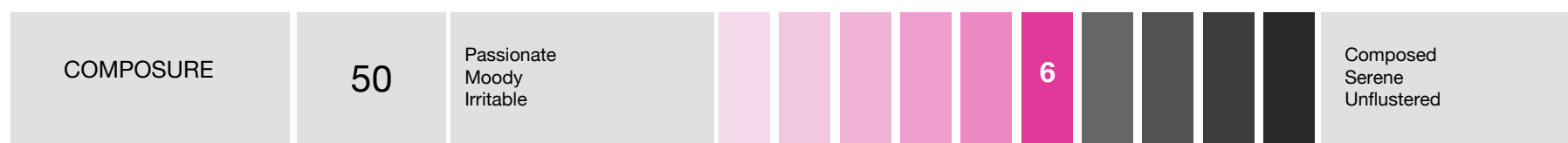
- Do you spend too much time analysing yourself? **Y / N**
- Are you more self-critical than others? **Y / N**
- Do you make unrealistic demands on yourself? **Y / N**
- Do your levels of anxiety ever prevent you from doing things? **Y / N**
- Are you over sensitive to people's opinions of you? **Y / N**

YOUR NOTES AND OBSERVATIONS

Composure

SCALE DEFINITION

This scale is concerned with the extent that individuals are even-tempered, unemotional and remain calm and steady in the face of change or the unexpected - or, conversely, display their emotions and react passionately to events.



YOUR PROFILE

You are generally even-tempered, and likely to remain as calm and steady as the next person. Faced with disappointment or the unexpected, you are unlikely to make a drama out of a crisis. Like most other people, you will nevertheless be prone to display your emotions at times, and will occasionally react passionately to events.

Your particular strengths in relation to this scale stem from the fact that you are able to remain as calm under stress and pressure as most people, balancing enthusiasm and reactivity with poise and resilience.

The concern for people scoring at the level achieved by you is that, although as calm as most other people, you may occasionally feel some stress in really high pressure situations.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

Your profile suggests that you are at neither one extreme nor the other on this scale. Comparing your results to those of other people who have taken this questionnaire, it appears that at least 35% of people are more composed, serene and less easily flustered than you while at the other end of the scale, at least another 35% of people are more emotional, moody and irritable than you.

YOUR NOTES AND OBSERVATIONS

Sociability

SCALE DEFINITION

This scale is concerned with the extent that individuals are outgoing, gregarious, and attracted towards opportunities for social interaction - or, conversely, are self-sufficient, happy with their own company and relieved to get away from the social scene.



YOUR PROFILE

You should be as outgoing and gregarious as the next person and should, at times, be attracted towards opportunities to socialise. On the other hand, you are probably quite happy to work independently of others and will sometimes be content to stay away from the social scene.

One of your strengths is that you are fairly sociable and outgoing. You will contribute to social situations but not to the extent that you dominate others - rather you are happy to listen to others and are willing to let others talk before offering suggestions. You enjoy company and probably prefer working with people but you can also work on your own when necessary. You do not feel especially uncomfortable being the centre of attention, but you would not actively seek the limelight.

The concern for people with profiles like yours is that they may not flourish in jobs that require strictly solitary work patterns or, on the other hand, roles that are very socially demanding.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

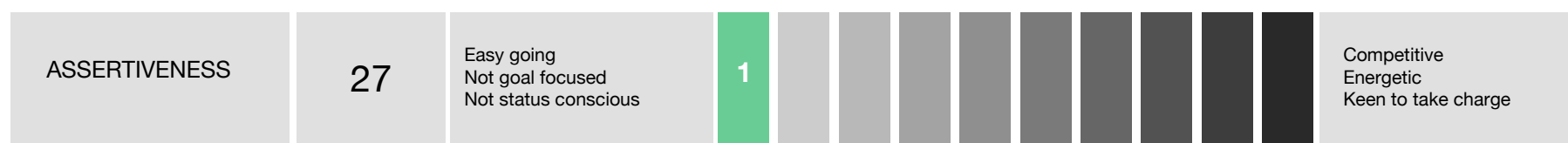
Your profile suggests that you are at neither one extreme nor the other on this scale. Comparing your results to those of other people who have taken this questionnaire, it appears that at least 35% of people are more outgoing, talkative and gregarious than you while at the other end of the scale, at least another 35% of people are more shy, socially reticent and reserved than you.

YOUR NOTES AND OBSERVATIONS

Assertiveness

SCALE DEFINITION

This scale is concerned with the extent to which individuals are determined to make their mark, are achievement oriented, competitive, assertive and energetic - or, alternatively, are relaxed, easy going and difficult to energise, other than in current areas of interest.



YOUR PROFILE

Your scores suggest that you will be uncompetitive, leisurely and easygoing. You are likely to have modest aspirations and may be difficult to motivate or to enthuse about new projects other than those you have a particular interest in already. Such people's careers tend to drift according to opportunities that present themselves, rather than to follow a considered plan.

Your strengths in relation to this scale include seeming fairly content with your position in life and being happy to follow the decisions of others. You try where possible to avoid office politics and are not preoccupied with your own status and personal advancement. Generally you choose not to actively seek leadership roles, so any career promotions you have achieved will probably be based on technical competence rather than on striving for a high profile in the organisation.

The concern for people scoring at the same level as you is that their modest drive, competitiveness and personal ambition may imply a similarly relaxed approach to the attainment of work objectives. You are fairly happy to let others take the initiative and because of this you may fail to exert influence where you could make an impact.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

- Are you happy to follow others' lead? **Y / N**
- Are you fairly uninterested in climbing the career ladder? **Y / N**
- Do other things interest you more than being in charge? **Y / N**
- Do you ever fail to make a contribution because of your lack of ambition? **Y / N**
- Are you more relaxed about getting work done than your colleagues? **Y / N**

YOUR NOTES AND OBSERVATIONS

Sensitivity

SCALE DEFINITION

This scale is concerned with the extent to which individuals are warm, friendly, approachable, sympathetic, forgiving, tolerant and concerned about others - or, conversely, are more remote, cold, aloof, intolerant of others' shortcomings and more task than people focused.



YOUR PROFILE

You are likely to be warm, informal and approachable. You will put a fairly high priority on interpersonal relationships and opportunities to engage with others, showing some interest and being comfortable expressing sympathy with their concerns. Since you are likely to be rather more people oriented than task focused, you may occasionally let concern for others interfere with accomplishing what needs to be done for the business. People with profiles like this may seem rather sentimental but are generally liked by their colleagues who may be inclined to turn to them with their worries. It is likely that you will seem compassionate and quite caring.

A strength for you in relation to this scale is that you are a likeable person who is sensitive to the needs of others. You engage others and earn their trust and because of this you will be able to build and maintain friendships and working relationships. You like to help and protect those around you.

The concern for people scoring at the same level as you is that they are so sympathetic to the personal needs of others that they accommodate unreasonable requests and may, paradoxically, put an unfair burden on the rest of the team. They are likely to make poor negotiators and, at another level, may devote too much time to people issues at the expense of efficiency.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

- Are you more interpersonally sensitive than most? **Y / N**
- Do you enjoy helping other people? **Y / N**
- Do you find it easy to make friends? **Y / N**
- Do you think you ever give in to people too easily? **Y / N**
- Do you allow concerns about people to get in the way of getting the job done? **Y / N**

YOUR NOTES AND OBSERVATIONS

Accommodation

SCALE DEFINITION

This scale is concerned with the extent to which individuals have a strong desire to be popular, and are disinclined to criticise others or disagree with them - or, conversely, are outspoken, unconcerned about disagreeing with people, more able to live with conflict and openly express their personal point of view.



YOUR PROFILE

You may be quite averse to conflict or confrontation and are probably concerned about other people's opinions of you and your popularity. It is probably quite important to you to reach a consensus on issues and to maintain positive relationships with others. You may have a tendency to canvas other people's opinions and to consult widely about difficult issues. These characteristics may sometimes make it difficult for you to decide on the best course of action, as you may be somewhat reluctant to impose decisions that may be unpopular with some elements.

A strength for people with profiles like yours is that they think staff morale is important and encourage teamwork, co-operation and consensus.

The concern for people scoring at the same level as you arises from their eagerness to please and the belief that their influence depends on their popularity. This may make them averse to conflict or confrontation and interfere with their capacity to take decisive action.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

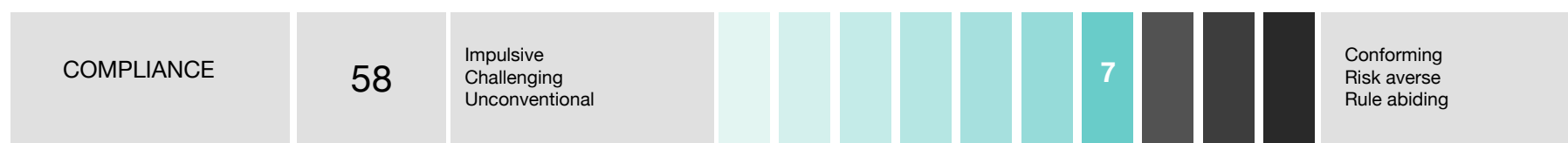
- Do you take other people's feelings into account when making a decision? **Y / N**
- Do you find yourself worrying whether other people will like your suggestions? **Y / N**
- Do you feel uncomfortable when people disagree with each other? **Y / N**
- Is it important to you to be popular? **Y / N**
- Is it difficult to make the right decision without discussing it with others? **Y / N**

YOUR NOTES AND OBSERVATIONS

Compliance

SCALE DEFINITION

This scale is concerned with the extent to which individuals are conforming, obedient, anxious to comply with rules, expectations and procedures - or, conversely, are individualistic, autonomous, unconventional, risk taking and non-conforming.



YOUR PROFILE

You would appreciate the necessity for procedures and routines in the working environment. You describe yourself as the sort of person who will support the organisation's values and you should make a good corporate citizen. People with similar profiles tend to accept the conventional rules and procedures and willingly comply with the established codes of conduct. They are generally respectful, conventional and accepting of guidance and supervision. They may be quite conservative about change and modernisation.

Your strengths in relation to this scale include being fairly self-controlled, careful, and conforming. You tend to align yourself with the organisation's policies and will follow rules and procedures.

The concern for people scoring at the same level as you is that they require structure to be at their most effective and may have difficulty in appreciating the required pace of change.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

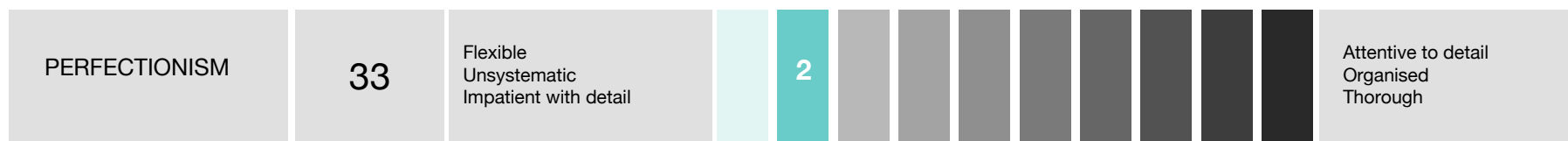
- Are you happy to fit in with existing rules and procedures? **Y / N**
- Do you usually show respect for people in authority? **Y / N**
- Would you say you are a fairly conventional person? **Y / N**
- Are you ever uneasy about or even resistant to change? **Y / N**
- Would others describe you as a conformist? **Y / N**

YOUR NOTES AND OBSERVATIONS

Perfectionism

SCALE DEFINITION

This scale is concerned with the extent to which individuals are thorough, planful, organised, attentive to detail and concerned about the quality of their work - or, conversely, are careless and disorganised or concerned that provisions should be sufficient rather than optimal and are the sort of people who have a broader focus.



YOUR PROFILE

You may have a somewhat unstructured approach to your work, preferring to focus on the wider implications rather than on the detail of a project. You may at times display a reluctance or lack of vigilance about meeting required standards but you are also likely to possess a high degree of openness to different and new ways of doing things. You may be somewhat distractible, perhaps even careless at times, finding it difficult to concentrate on or be interested in the fine points of an assignment.

One of your strengths is that you are probably an adaptable person who is more likely to pay attention to the broad focus of a project than the detail.

The concern for people scoring at the same level as you is that they may lack the ability to pay attention to detail and are unstructured and perhaps undisciplined in their approach to work.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

- Are you open to different ways of doing things? **Y / N**
- Would you say you are an adaptable person? **Y / N**
- Do you tend to focus on the broad purpose of a project rather than on the details of implementation? **Y / N**
- Are you ever careless about the detail in your work? **Y / N**
- Are you easily distracted from the procedural elements of your work? **Y / N**

YOUR NOTES AND OBSERVATIONS

Imagination

SCALE DEFINITION

This scale is concerned with the extent to which individuals are curious, questioning, imaginative and full of ideas but easily bored - or, conversely, are accepting, have narrow interests and can cope with repetitive routines.



YOUR PROFILE

With regard to interests and your general approach to life, the indications are that you have a normal degree of imagination and curiosity. You have as much interest in learning new things as most other people. You probably have some interests and hobbies, but others may regard you as having a practical rather than a reflective turn of mind. Although you may tend to be somewhat wary of new ideas and generally practical in your outlook, this may be balanced by a degree of imaginativeness and originality. However, you are unlikely to find particular fascination in purely speculative questions.

Your strengths in relation to this scale include being able to speculate and being interested in ideas, but you can also be practical and down to earth. You have a normal degree of imagination and curiosity and tend to contribute to the strategic planning of an organisation by evaluating the ideas of others. Depending on your level of achievement-orientation you may enjoy taking the visionary ideas of others and translating them into workable solutions.

The concern for people scoring at the same level as you is that they may not always be particularly interested in new ideas, preferring simply to get the job done. Because of this you may lose sight of the big picture and seem unenthusiastic about strategic planning.

POINTS FOR REFLECTION

The points below relate to your particular score on this personality scale. They will allow you to consider how correct this portrayal is, whether your current self-perceptions are accurate, and what the implications might be for your future development.

Your profile suggests that you are at neither one extreme nor the other on this scale. Comparing your results to those of other people who have taken this questionnaire, it appears that at least 35% of people are more curious, analytical and likely to have a big picture perspective than you while at the other end of the scale at least another 35% of people are more practical, unadventurous and less easily bored than you.

YOUR NOTES AND OBSERVATIONS

Your competency profile - *Part Two*

Part Two considers your personality in relation to selected job competencies. The focus is on the fit between temperament and workplace competencies and the way that your personality is likely to impact on your capacity to succeed in each of the competencies addressed by this report.

Clearly, competency in any area is made up of more than just personality. Performance in any role will depend on knowledge, skills and past experience as well as personality or temperament. However, your personality profile will undoubtedly be a critical factor in determining what you can do, what comes easily to you and what you will enjoy doing. When your temperament is an ideal match to a competency, you should be able to develop rapidly, sustain a high performance over extended periods of time and you should enjoy the fact that you can deal comfortably with this aspect of your job. On the other hand, when elements of your temperament are a poor match for any competency, you will find it harder to develop in this area or to maintain the desired consistency of performance. We probably all have to rein in or push the frontiers of our natural inclinations at times, in order to accomplish things that make demands beyond our natural range and, with effort, we may sometimes be able to perform at the required level. However, when striving to compensate in this way there will be a cost in terms of the effort and concentration required and the reliability of our performance.

From Page 16, each page of the report discusses one of the competencies that have been selected for this assessment. You are strongly advised to get familiar with this format and spend a little time getting to understand where the information within each section is located.

Each of these pages follows a similar pattern with a Competency Definition, a Competency Rating, a Your Profile description and, under the heading Points for Reflection, a listing of some characteristics that you may want to consider as potential development points.

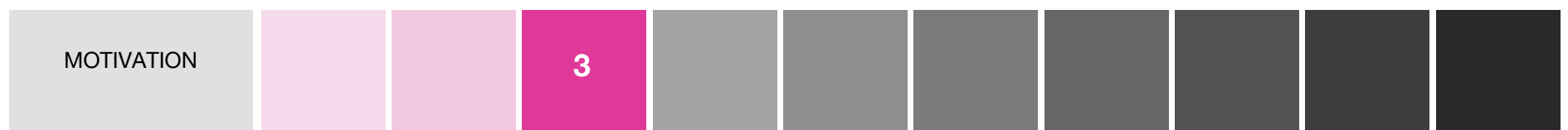
The text in bold, under Your Profile, indicates which facet of personality is the source of that observation. Cumulatively, over Part Two, this will give you an impression of which aspects of your personality are raising the most issues. A summary of all these Points for Reflection is provided at the final section of the report.

An extended description of each PROFILE:**MATCH**™ competency can be downloaded from the PROFILE:**MATCH**™ website.

Motivation

Motivated people are self-starters who have the drive and aspiration to make the most of any opportunities to showcase their talents. Being results orientated, they willingly accept personal responsibility, and are determined to see things through to a successful conclusion. Their positive, optimistic, can-do attitude combined with their energy and enthusiasm helps to get projects started and goals achieved. These people will readily take the initiative and be motivated to succeed not just for themselves but for the team and for the organisation as a whole.

COMPETENCY RATING



YOUR PROFILE

Ambitious: Your profile suggests that you will not be an assertive or competitive person. Comparatively leisurely and easy-going, you probably have modest aspirations and little desire to take on additional responsibilities or to take charge. You may be very confident in your area of expertise, but accepting of your position in life and current status.

Self-confident: Whatever social impression you create and whatever your desire for success, you are likely to have more self doubts than most. You seem to be self-critical and pessimistic; someone who may therefore be easily discouraged. Your approach to new work demands and opportunities may be somewhat wary, making you appear reluctant or unenthusiastic. You may be most effective when you have time to adjust and to build confidence step by step in relation to new initiatives or responsibilities.

Cooperative: You will want to identify with the values of the company and will be a good organisational citizen. You will be positive about alignment with the corporate mission, take pleasure in accommodating to the organisational culture and should make a loyal and dutiful employee. Whatever your contribution at work, it should be channelled in ways that reflect the established goals and values of the organisation and you should be responsive to the motivational appeals of your superiors.

Independent: Being keen to fit in with others, any of your initiatives are likely to reflect the consensus of opinion. You are likely to be concerned about other people's opinions of you and to make an effort to ensure that any initiatives you propose should not interfere with harmonious colleague relationships.

POINTS FOR REFLECTION

Each point below relates to your score on one of the personality scales contributing to this competency. It will be useful to consider whether, in the light of your attributes, such tendencies could be an issue for you.

Does your easy going nature translate into a lack of initiative and energy at work?

Problem Solving

This competency is concerned with delivering effective solutions and having a good practical understanding of issues. High scorers will be imaginative and open to a wide range of ideas and influences and will consider both traditional and innovative options before committing to a solution. They should also be driven and concerned to quickly and successfully resolve any problems for which they have taken responsibility. Finally, high scorers should also have the confidence and self-belief to implement their ideas or put them forward for others to do so.

COMPETENCY RATING



YOUR PROFILE

Innovative: You are likely to strike a balance between being concerned with the practicalities and being imaginative and focused on the bigger picture. While respecting tradition and the tried and tested, your approach should be flexible. Although perhaps unlikely to come up with highly innovative answers, you should be prepared to challenge conventional approaches, and will appreciate the value of exploring a wide range of options.

Self-confident: You are likely to be self-doubting, rather than confident. The implication for the problem-solving competency is that you may, at times, worry about others being critical or disapproving and may lack the self-confidence to put even good problem-solving ideas forward for consideration.

Enthusiastic: You seem uncompetitive, leisurely and probably modest in your ambitions. There are two likely implications for this competency. Firstly, you are less likely than most to take responsibility for a problematic situation. Secondly, you may not show the urgency or determination required to achieve the best solution, particularly if faced with potentially discouraging setbacks. This aspect of your profile would limit the fruitfulness of any natural talent you have in this area.

POINTS FOR REFLECTION

Each point below relates to your score on one of the personality scales contributing to this competency. It will be useful to consider whether, in the light of your attributes, such tendencies could be an issue for you.

Might you sometimes lack the confidence to put forward your ideas, even when you have more interesting ideas to offer than those currently on the table?

Do you have the energy and determination to take responsibility for a problem and see it through to a successful conclusion?

Customer Focus

This competency is concerned with the capacity to deal with customers in an engaging, professional and courteous way. High ratings suggest individuals who are warm, friendly and averse to confrontation or tension. Such people should be approachable, attentive and sufficiently sociable to enjoy the person-to-person aspects of their role, but not so gregarious that they lose sight of their objectives and responsibilities. They also need to be compliant enough to recognise their role as a representative of the organisation and its values.

COMPETENCY RATING



YOUR PROFILE

Composed: The emotional control of customer-facing staff will influence a customer's experience significantly, the ideal usually being a calm consistency coloured by warmth and enthusiasm. You are probably no more emotional than most people and should be reasonably consistent in your moods, rarely reaching the extremes of seeming either unduly emotional or so calm that you appear formal and impersonal.

Approachable: Concerning your manner and general demeanour, you are likely to be warm, friendly and approachable. Your interpersonal style is probably open and receptive, readily demonstrating your interest in others. Generally attentive and empathic, you should be a good listener, who engages well with customers.

Sociable: You seem to be as gregarious as the next person and should find some attraction in roles with a social dimension. However you actually come across to others, you are unlikely to be either overwhelming or too reticent in your social style. From the sociability point of view, you should be as well equipped as most people for customer-facing roles.

Conforming: It seems you are a person who would make a commitment to the values and culture of an organisation and may prefer a work situation where you are guided by policies and procedures. Being generally respectful, conventional and consistent, you are likely to view customer service as a professional skill to be mastered, rather than as a social encounter reliant on your personality or mood, so you may perform best where there are clear guidelines or routines.

POINTS FOR REFLECTION

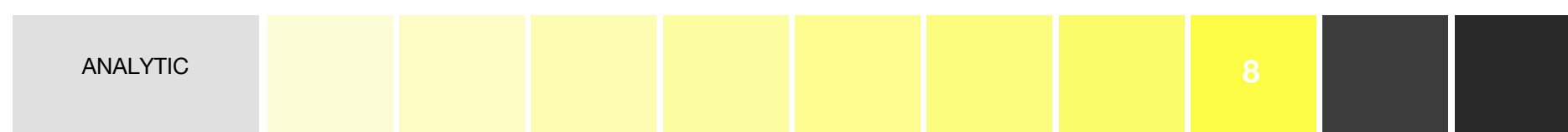
Each point below relates to your score on one of the personality scales contributing to this competency. It will be useful to consider whether, in the light of your attributes, such tendencies could be an issue for you.

You met all the requirements for this competency and no concerns were identified.

Analytic

Concerned with having a systematic and considered problem solving style, this competency requires a rational and logical approach to organisational issues. Such people will be wary of superficial conclusions and will want to base decisions on a thorough examination of all relevant information. The ideal candidate will be able to critically evaluate information from various sources and to question the efficacy of different proposals or solutions. They will have a critical and analytical approach coupled with a sound knowledge base and a big picture orientation.

COMPETENCY RATING



YOUR PROFILE

Questioning: So far as being curious and analytical are concerned, you should be about as questioning as most other people. You seem to strike a balance between being analytic and being practical and accepting.

Imaginative: Although not especially imaginative or visionary, people with this kind of profile probably draw from a fairly wide frame of reference. Not really a big-picture person, but not narrow-minded either, you are able to look outside the immediate situation and to take different perspectives into account.

Rational: You are likely to be a highly rational person. You will have a clear understanding of the status of information and the extent to which ideas can be supported by reasoned argument. You will have a strong preference for objective evidence and will want to make considered decisions based on a careful analysis of the facts. Having a logical mindset, you will be alert to the weaknesses of arguments, the assumptions that they rest on and the inferences that are being drawn from them.

Evidence Based: You probably won't spend too much time reading around issues, perhaps preferring to learn through hands-on experience rather than through formal education or training. You may be content to acquire just enough information about an issue, rather than extensive knowledge, and to trust your own intuition or the opinions of others in your vicinity. At times, this approach may mean that your analysis is based on a rather uncertain platform of information.

POINTS FOR REFLECTION

Each point below relates to your score on one of the personality scales contributing to this competency. It will be useful to consider whether, in the light of your attributes, such tendencies could be an issue for you.

Are you so logical, rational and detached that you appear to lack sensitivity, as well as missing out on some potentially innovative developments?

Do you feel that knowledge acquired informally in the workplace is sufficient to keep you abreast of developments in your field?

Do you research decisions adequately and prepare sufficiently for events?

Planning and Organising

This competency is concerned with the ability to take the objectives of the organisation and its overall strategies, and to devise and implement the processes by which these can be realised. High ratings for this competency will reflect high standards and recognition of the need for procedures, careful planning and co-ordination. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

COMPETENCY RATING



YOUR PROFILE

Evidence Based: You may sometimes be happy to rely on your existing knowledge and your own judgement when planning and organising. Being more tolerant of uncertainty and ambiguity than most, you may not feel the need to resolve every issue. Rather than routinely initiating detailed enquiries you may sometimes assume that you have sufficient insight from what is immediately apparent or from your personal experience.

Concerned about Quality: You may have a rather casual regard for quality, and a reluctance or lack of vigilance about meeting consistently high standards, but you will also have a high degree of openness to different and new ways of doing things. Individuals with a profile like yours may focus on the broader picture and usually prefer flexibility and adaptability over more formal routines and procedures.

Conventional: You are likely to appreciate the necessity for procedures and routines in the working environment. Regardless of whether you personally are careful in the planning and scheduling of your work, you are likely to appreciate the importance of planning from an organisational perspective. You probably have a clear set of principles that guide your interpersonal behaviour.

Reliable: Regardless of whether you have particular talents for organisation, you should be controlled, steady and less impulsive than most. You may be quite cautious and judge exposure to risk carefully. You are likely to be prudent and to respect authority.

Committed: You will probably want to identify with the values of the company and to be seen as a good organisational citizen. People like this tend to be quite loyal and dutiful employees. You should view alignment with corporate values in a positive way and take pleasure in belonging to that culture.

POINTS FOR REFLECTION

Each point below relates to your score on one of the personality scales contributing to this competency. It will be useful to consider whether, in the light of your attributes, such tendencies could be an issue for you.

Are you over confident about your grasp of all the variables, and so tolerant of uncertainty and ambiguity, that you may overlook something critical?

Are you aware of being less of a perfectionist than others and alert to the possibility of delegating detailed scrutiny to others?

Commitment

This competency is concerned with the readiness to identify with the objectives and values of an organisation, to be an energetic and ambitious employee who works to high standards and does things 'by the book'. High ratings distinguish those looking for deeper involvement in their job than those who view it as a simple 'work for hire' arrangement. Such people like to feel that they belong and are ready to make a commitment. Implicit in this will be an expectation that, in their turn, they will be valued and respected by the employing organisation.

COMPETENCY RATING



YOUR PROFILE

Conforming: You are likely to respect rules and regulations and be keen to comply with established codes of behaviour. People like you tend to have a clear set of principles that guide their interpersonal behaviour. Less impulsive than most, you should be quite cautious and judge exposure to risk carefully. You are likely to be prudent and to respect authority.

Loyal: You should be a good organisational citizen who will want to identify with the values of the company. People like this tend to see alignment with corporate values in a positive way and take pleasure in belonging to that culture.

Methodical: You seem easily distracted, careless and disorganised about your work. You may have a casual regard for procedures and a reluctance to do things 'by the book'. However, you should also have a degree of openness to different and new ways of doing things. Whether or not you are committed to the organisation in other ways, your work may suffer from inconsistency and poor organisation.

Assertive: You appear to be easy-going and uncompetitive and to have modest aspirations. Such people are often reluctant to take on additional responsibility, to take charge or to show initiative. They may be very confident in their area of expertise, but content with their position in life and current status. While such people may enjoy their work for a wide variety of reasons, they are less likely to have a sense of urgency or a passion about making the company successful.

POINTS FOR REFLECTION

Each point below relates to your score on one of the personality scales contributing to this competency. It will be useful to consider whether, in the light of your attributes, such tendencies could be an issue for you.

Do you have a tendency to cut corners to get the job done?

Is your work disorganised and disregarding of procedures?

Are you driven enough to contribute towards company objectives?

Does modest drive prevent your talents from being expressed?

Summary of points for reflection

The findings described in Part Two are summarised below. All your Points for Reflection are presented here, grouped competency by competency. The competency ratings in this report are based on your personality and a unique combination of personality attributes will have been taken into account in each case.

Motivation

Does your easy going nature translate into a lack of initiative and energy at work?

Problem Solving

Might you sometimes lack the confidence to put forward your ideas, even when you have more interesting ideas to offer than those currently on the table?

Do you have the energy and determination to take responsibility for a problem and see it through to a successful conclusion?

Analytic

Are you so logical, rational and detached that you appear to lack sensitivity, as well as missing out on some potentially innovative developments?

Do you feel that knowledge acquired informally in the workplace is sufficient to keep you abreast of developments in your field?

Do you research decisions adequately and prepare sufficiently for events?

Planning and Organising

Are you over confident about your grasp of all the variables, and so tolerant of uncertainty and ambiguity, that you may overlook something critical?

Are you aware of being less of a perfectionist than others and alert to the possibility of delegating detailed scrutiny to others?

Commitment

Do you have a tendency to cut corners to get the job done?

Is your work disorganised and disregarding of procedures?

Are you driven enough to contribute towards company objectives?

Does modest drive prevent your talents from being expressed?

NEXT STEPS

In order to make full use of all this information we would recommend that you use **MATCH:UP™**. **MATCH:UP™** is an online facility designed to help you to work through this report and get the most out of it. It will guide you through the personal development planning process and help you to decide which development goals to prioritise. You will also need to consider what would be the best development strategy to adopt for each goal and **MATCH:UP™** helps you make these key decisions.

A detailed assessment like this can generate a lot of potentially useful information and give you a lot to think about. However, if you are determined to make life altering changes, you need to plan things carefully and realistically - teaming good intentions with realities. **MATCH:UP™** is designed to help you achieve this.

To find out more about **MATCH:UP™** call 01892 559540 or visit the **PROFILE:MATCH™** website at

Profile: Match2™

Simon Sample

Summary of points for reflection - *continued*

www.profilematchassessment.com.