

Profile: Match2™

Selection Report

by Psychological Consultancy Ltd.

COMPANY NAME: Job Title

Simon Sample

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Introduction

This PROFILE:MATCH™ report is based on the competencies identified as being important for high performance in the role of Job Title at Company Name. The rating for each of these competencies is based on Simon Sample's responses to the PROFILE:MATCH™ questionnaire. This is a psychometric questionnaire designed to assess the personality characteristics underpinning the competencies addressed by this report.

THE ROOTS OF HIGH PERFORMANCE

PROFILE:MATCH™ assesses a person's underlying temperament; whether, for example, they are outgoing or shy, risk-taking or cautious, passionate or unemotional. Such characteristics explain the consistencies in a person's behaviour and, ultimately, determine their suitability for particular kinds of employment. Of course, an individual's competence in their current role is based on many factors, including knowledge, skills and past experience as well as personality or temperament. However, an applicant's personality profile will undoubtedly be a critical factor in determining what they can do. This assessment indicates to what extent an applicant's natural temperament matches the requirements of the job, and to what extent they might need to moderate, control or develop their natural temperament in order to succeed.

REPORT STRUCTURE

Page 2 displays Simon Sample's profile on all competencies chosen for this assessment. The following pages describe each competency in turn, providing a lengthier definition of the competency and explaining the behavioural implications for Simon of his particular profile. There may also be some further areas to explore for each competency depending on the individual's underlying personality profile.

PROFILE:MATCH™ IN CONTEXT

A PROFILE:MATCH™ report will generally be true for most individuals but, given the extraordinary variability of our species, there will always be occasional exceptions. For this reason it is important to take all available sources of information into consideration when making selection decisions; these might include observation of the candidate, their CV or application form as well as the results of more formal assessment processes such as PROFILE:MATCH™.

PROFILE:MATCH™ - Simon Sample's profile

	VERY POOR MATCH		POOR MATCH		AVERAGE MATCH			GOOD MATCH		VERY GOOD MATCH
	1	2	3	4	5	6	7	8	9	10
MOTIVATION					5					
PERSUASIVE COMMUNICATION				4						
CREATIVE		2								
DECISION MAKING					5					
STRATEGIC AWARENESS				4						
INTERPERSONAL SKILLS							7			
LEADERSHIP POTENTIAL					5					
PLANNING AND ORGANISING							7			
FLEXIBILITY			3							
RESILIENCE							7			

Validity of these results

Simon Sample endorsed 10 items on the PROFILE:MATCH™ Consistency scale. This score indicates that the profile is valid and interpretable.

Competencies assessed for this role

MOTIVATION

Demonstrating the ability to self-motivate, a readiness to take responsibility for their work and a willingness to take the initiative when necessary. Such people will seem optimistic and energetic and will work to the organisation's goals.

PERSUASIVE COMMUNICATION

To communicate effectively with all levels of the organisation and its clients. To be able to disseminate information clearly and in a form appropriate to the recipient. To express ideas or facts in a persuasive and influential manner and to be determined to convince others of one's point of view.

CREATIVE

Being curious, creative, imaginative and having lots of ideas. Such people tend to be resourceful problem solvers who are willing to constructively challenge the status quo in pursuit of improvements in organisational productivity and efficiency.

DECISION MAKING

Having the strategies to capture the key information and a broad enough perspective to see the wider issues, high scorers will also be rational, calm and composed. They should cope with the uncertainty of unresolved questions, and be committed to decisions that advance the ambitions of the organisation.

STRATEGIC AWARENESS

Concerned with an awareness of the big picture and a reasoned appreciation of the essential elements involved in organisational issues and problems. Such people will have a rational perspective and will appreciate the wider implications of their recommendations or decisions.

INTERPERSONAL SKILLS

Having the capacity to relate effectively with others in the organisation, to build and maintain relationships and be interpersonally sensitive to staff, colleagues and clients and being aware of one's own impact on others.

LEADERSHIP POTENTIAL

We are concerned here with core qualities that can make a leadership contribution at any level within an organisation. The emphasis is on effectiveness under pressure, determination to succeed, having the vision to think strategically, and being independent but perceptive about others.

PLANNING AND ORGANISING

Having a recognition of the need for procedures, careful planning and co-ordination in order to realise the organisation's objectives. Those who meet the criteria for this competency will seem organised, thorough and conscientious and mindful of the details of projects and plans.

FLEXIBILITY

The ability to adapt to the unexpected and to welcome variety and change in one's work. Having an awareness of the need for change when the established procedures are not working and to welcome the views of others and to be open to advice from a wide range of sources.

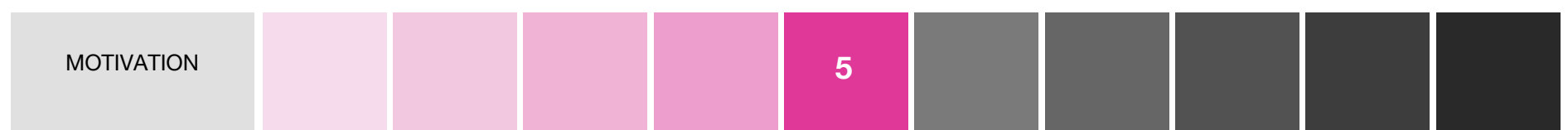
RESILIENCE

Concerned with being sure of oneself and having a capacity to cope with pressure, set-backs or the unexpected. Such individuals will be even-tempered and generally upbeat and optimistic and take things in their stride.

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



SIMON SAMPLE'S PROFILE

Ambitious: Simon's profile suggests that, rather than having an urgent desire to get ahead in life, he may be patient about career progress and relatively uncompetitive. Less assertive than most people, he may be very absorbed by aspects of the job that are of personal interest, but he is unlikely to feel driven to make a show of his talents. The opportunity to work in areas of particular interest is probably more important to him than rapidly climbing the ladder of power.

Self-confident: Whatever social impression Simon creates, he is probably self-confident and has an optimistic outlook. He will have a 'can do' approach and would not easily be discouraged by setbacks. People with profiles similar to his are typically bright and buoyant and generally expect to succeed. This positive attitude is likely to have a favourable impact on the aspirations of others.

Cooperative: Simon is likely to have a strong commitment to the culture and values of any organisation he works for. He appears conventional in his outlook, to expect to play things by the rule book and to feel strongly about compliance with established procedures and codes of conduct. However energetic Simon is, his efforts will typically be channelled in ways that are aligned with the goals and values of his organisation. Such people are usually very responsive to any motivational appeals from their superiors.

Independent: Alert to the values and aspirations of the group or organisation, Simon's initiatives are likely to be in line with this wider framework. He is likely to be concerned about other people's expectations and to make an effort to ensure that his proposals should reinforce corporate objectives.

AREAS TO EXPLORE FURTHER

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

Does his strong commitment to established company values and procedures interfere with attitudes towards organisational change?

Does his desire for popularity stop him from confronting difficult issues, or interfere with getting the job done?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

Persuasive Communication

This competency is concerned with the ability to express oneself well, to influence others and to negotiate effectively. Such people should be articulate and express ideas with clarity as well as having the insight to appreciate the likely impact of different presentation styles on others. High scorers on this competency will be determined to persuade and be able to articulate their viewpoint coherently and convincingly. They will also be attuned to the reactions of an audience and be flexible in adapting to the needs of the moment.

COMPETENCY RATING



SIMON SAMPLE'S PROFILE

Determined: However sociable Simon is, his profile suggests that he is quite unassertive. Simon is likely to have a modest estimation of his own views, and to be open and receptive to other people's ideas and opinions. He is unlikely to enjoy tasks that require him to persuade others, even though he may be convinced about something himself.

Sociable: Simon appears to be socially quite reticent. He probably prefers to keep a low profile in most social situations and is unlikely to make a strong social impression. He may be outside his comfort zone in any relentlessly social role. Paradoxically, this may be less apparent when addressing groups or making formal presentations, especially when dealing with a particular area of expertise or working to a carefully prepared agenda.

Original: Persuasiveness benefits from ingenuity and the ability to think on one's feet. Simon appears to be very down-to-earth, and is more concerned with practicalities than with inventiveness. His thinking style is likely to be careful, considered, convergent and conventional. He may not generally be disposed to question or challenge other people's views, and may not be very good at holding his own in a fast-moving discussion.

Engaging: Simon is likely to seem very warm, informal and approachable. He will show interest in others and seem sympathetic and concerned. Because Simon is so interpersonally sensitive and amiable, this may compromise his forcefulness and determination to win the argument or to get his message across.

AREAS TO EXPLORE FURTHER

Is he imaginative or inventive enough to think on his feet when dealing with objections or counter-arguments in a face to face situation?

Is he so amiable that he will fail to confront others or to pursue his purpose with determination?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

Creative

This competency is concerned with being curious and having lots of ideas - being a resourceful problem solver. It relies on an ability to make unusual, or even improbable, associations and to apply these to the conception of alternative strategies and solutions. Such people are divergent thinkers who allow their line of thought to move into previously unconsidered areas. While convergent strategies zoom in to a single best solution, divergent strategies zoom out to open things up and to bring in new perspectives and new material.

COMPETENCY RATING



SIMON SAMPLE'S PROFILE

Imaginative: It seems that Simon is very down-to-earth, rather than curious or imaginative. He is unlikely to be interested in purely speculative questions or to challenge established ways of doing things. Simon probably prefers not to rely on his own ingenuity in his day-to-day work.

Driven and Enthusiastic: Whether or not Simon is imaginative, creativity requires drive and determination to bring ideas to fruition. His scores suggest that he may be easy-going rather than driven. Simon may be less purposeful than most and, if he has creative ideas, he may lack an appreciation of functional requirements, or may not pursue them with sufficient determination to bring them to fruition.

Individualistic: Creative people are often individualistic. Being compliant by nature, rather than challenging and freethinking, may put a brake on innovation - even when someone is imaginative. Simon seems to be very conforming, conservative and compliant. Usually dutiful and loyal employees, people with similar profiles may need convincing about the merits of innovation or any modernising ideas. By disposition, Simon will favour gradual, incremental development, rather than sweeping changes.

AREAS TO EXPLORE FURTHER

Is he comparatively unimaginative?

Does he focus on the immediate practicalities and fail to appreciate the implications of the wider context for creating effective solutions?

Does Simon have sufficient drive, competitiveness and personal ambition to bring ideas through to fruition?

Is he so attached to established traditions or conventions that he may not maximise his capacity for more innovative ideas?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

Decision Making

This competency is concerned with achieving the right balance between indecisiveness and taking unnecessary risk. Decision makers need to be resourceful and confident in their own abilities so that they are able to deal calmly with problems, choices and uncertainty. They need to ensure that they are adequately informed on all the issues and to be rational in their judgements. In the case of strategic decisions, they will also need the vision and big picture perspective to see the issues in the wider context.

COMPETENCY RATING



SIMON SAMPLE'S PROFILE

Questioning: Simon appears to be very down-to-earth and concerned with the practicalities of the here and now. When making decisions he is likely to look for the immediate workable solution, rather than weighing up all the alternatives. His preference for tried-and-tested methods may make him reluctant to consider more innovative or imaginative options.

Informed: Apparently not especially disposed to actively researching issues, Simon may often give priority to his own views and practical experiences when making decisions. Having a modest regard for the value of information, Simon may be inclined towards a more intuitive, optimistic approach to decision making.

Self-confident: Simon should be a confident person who will generally assume that others will respond positively to him. He seems to have few doubts about his abilities and is likely to appear self-assured in his judgements and his decision making.

Compliant: Simon seems to be conservative, conventional and risk-averse. Probably a loyal and dutiful employee, his decisions are likely to strongly support established conventions and practices. People similar to Simon are traditionalists who will always be on the side of evolution, rather than revolution.

Rational: Simon is likely to be a rational person who would give little credence to arguments that cannot be logically demonstrated and should be alert to the weaknesses in any views or propositions. He will have a good appreciation of the extent to which a proposal is logical and supported by reasoned argument. He should have a preference for evidence and research over opinion and intuition as the basis for any analysis.

AREAS TO EXPLORE FURTHER

Does he lack the imagination needed to see the bigger picture and to expand the range of options considered?

Does he find it difficult to make decisions that involve risk or that stray from a narrow interpretation of company policy?

Is he so logical, rational and detached that he appears to lack an appreciation of less tangible, more intuitive approaches and, for this reason, misses out on some potentially innovative developments?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

Strategic Awareness

This competency is concerned with the benefits of a rational appraisal of events within their wider context. High ratings on this competency also suggest an ability to appreciate an organisation's strategic advantages and disadvantages as well as recognising what has to be dealt with in order to achieve objectives. Such people will be rational and have a preference for evidence over opinion. They will appreciate the wider implications of their decisions, both within and beyond the organisation as well as anticipating future developments.

COMPETENCY RATING



SIMON SAMPLE'S PROFILE

Critical and Challenging: Strategic awareness requires a disposition that questions, challenges and critically evaluates within a big picture context. Simon is probably more accepting than most of situations as he finds them. He may tend to assume that established processes will be effective until events prove otherwise. People with similar profiles are usually practical, down-to-earth and uninterested in speculative or hypothetical questions, and their perspective may be narrowly conventional and traditional.

Rational: Simon is likely to be a rational person who would give little credence to views that cannot be logically demonstrated and should be alert to the weaknesses in any argument or proposition. He will have a good appreciation of the extent to which a proposal is logical and supported by reasoned argument. He should have a preference for evidence and research over opinion and intuition as the basis for any analysis.

Prudent: Simon seems to be very controlled, conservative and conventional. Probably a loyal and dutiful employee, he is likely to be a strong supporter of established or traditional practices - someone who would be uncomfortable challenging corporate values and probably resistant to any sweeping changes.

Compliant: Whether or not Simon is imaginative, his cautious nature and compliance with the established strategic rationale of the organisation may inhibit his capacity to think radically about strategy. Such people are evolutionary rather than revolutionary in their approach.

AREAS TO EXPLORE FURTHER

Is he so focused on immediate practicalities that he is unaware of the big picture and wider strategic issues?

Is he so unquestioning and conventional in his thinking that he lacks the imagination to conceive the radical strategies that may be called for?

Does he have difficulty in thinking outside the accepted traditions and established policies and procedures?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

Interpersonal Skills

This competency is concerned with the chemistry of interpersonal relationships and an awareness of the way that one comes across to others. It involves interpersonal sensitivity and the ability to appreciate another person's motivational and emotional needs. Whether as a leader, a colleague or a subordinate, high scorers on this competency are likely to develop effective working relationships with others both within and beyond their own area of responsibility. They will also be concerned to maintain harmonious relationships and to defuse conflict.

COMPETENCY RATING



SIMON SAMPLE'S PROFILE

Engaging: he should be warm, open and approachable. Regardless of how sociable and outgoing they are, such people are good listeners and show interest in others. Their empathic nature means that they can tune into the more emotional aspects of sensitive issues. Simon is likely to seem tolerant, understanding and forgiving, and sensitive to the concerns of those around him.

Sociable: Whether or not he is engaging, Simon is probably not particularly talkative or gregarious. Possibly more of a listener than a talker, he is unlikely to be the one to initiate conversation, particularly in unfamiliar situations. While Simon may be socially skilled and appear to hold his own in social situations, he seems not to have any great desire to socialise with others.

Assertive: Simon seems to be quite unassertive and may not make an especially strong first impression. His profile suggests that, however he comes across, his objectives are likely to be mainly personal and social rather than working to other agendas or seeking personal advantage. In a work or team situation, he may not make the most of opportunities to achieve goals through networking or collaboration.

Independent: Simon's manner probably illustrates his concern about other people's opinions of him. He seems to be someone for whom popularity and consensus are important - someone who views his popularity as an essential aspect of his influence. In terms of his interpersonal skills, Simon will be more concerned than most about building and maintaining relationships.

AREAS TO EXPLORE FURTHER

Does his social reticence and contentment with his own company reduce the opportunities he has to build and maintain relationships?

Does his desire to avoid conflict and maintain harmonious relationships, prevent him from expressing potentially unpopular opinions?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

Leadership Potential

Many different characteristics have been associated with iconic and illustrious leaders and the debate about which of these are essential for leadership success continues. In this assessment we have focused on core qualities about which there is general agreement and that support leadership behaviour at any level within an organisation; effectiveness under pressure, determination to succeed, creating a vision, inspiring others and offering leadership in an effective and motivating way.

COMPETENCY RATING



SIMON SAMPLE'S PROFILE

Composed and Stress Tolerant: Simon is likely to be stable and untroubled by events that would disturb others. Being even-tempered, he should have a stabilising effect on others and be a comfortable person to deal with. As a leader, he should be calm, take things in his stride and be guided more by reason than by emotion.

Determined to Succeed: This profile suggests that Simon may be quite leisurely and easy-going, and that he is not pushy or competitive. This rather relaxed approach may mean that Simon would often be happy to let others take charge rather than taking the lead himself.

Strategic and Visionary: Simon seems very down-to-earth, rather than curious, imaginative or visionary. He is likely to focus on immediate practicalities rather than on speculative questions or the bigger picture. People with this kind of profile tend not to question or challenge established ways of doing things - so long as they work.

Perceptive: Simon's interpersonal style is probably very open and receptive. Colleagues should have no difficulty in approaching him with their ideas or concerns. A good listener, and sensitive to the needs of others, his leadership style should be very supportive and accessible.

Independent: Simon doesn't appear very independently minded; so popularity and people's opinions of him will be important. Whatever his convictions he may compromise his views rather than threaten harmony. Simon should avoid conflict and express himself amicably.

Leadership Style: Great leaders are not always charismatic - many have been modest or self-critical. These factors have more to do with leadership style than with performance. Leaders with profiles like Simon's have little interest in being high profile. Although they may be socially skilled, they tend to be socially reticent rather than outgoing and gregarious. They also tend to have a confident and optimistic leadership style that is likely to motivate and raise aspirations.

AREAS TO EXPLORE FURTHER

Although seemingly uncompetitive, are there times when he has been able to engage in missions purposefully and to influence and motivate others, or is this an area for development?

Is he aware that his down-to-earth outlook may mean that he is not tuned into the wider vision and into more innovative strategies and solutions?

Is Simon likely to get so personally involved with colleagues and their needs and concerns that he would have difficulty in

Leadership Potential *continued*

maintaining a purposeful, task-focused approach?

Does his need to avoid conflict and maintain harmonious relationships stop him from expressing potentially unpopular opinions?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

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



SIMON SAMPLE'S PROFILE

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

Concerned about Quality: Simon should be thorough and concerned to do everything to a high standard. People with similar profiles to his prefer to plan their work carefully, so that anything produced is of high quality and delivered on time. Simon probably likes to be organised and is likely to monitor the progress of any work he is responsible for.

Simon is likely to have a strong commitment to the rules and regulations of the organisation. He tends to be conventional in his outlook, expects to play things by the rulebook and feels strongly about compliance with established codes of conduct.

Reliable: Simon is likely to appreciate the importance of planning from an organisational perspective. Some people may become more organised in response to company values, and that may well be the case for Simon. He will be controlled and steady, probably quite cautious and prudent, and should have respect for authority.

Committed: In relation to his commitment to the organisation, Simon will want to identify with company values and be a good organisational citizen. People like this tend to be dutiful and very loyal employees. Simon will view alignment with corporate values very positively and will take pleasure in belonging to that culture.

AREAS TO EXPLORE FURTHER

Is he over confident about his grasp of all the variables, and so tolerant of uncertainty and ambiguity, that he may overlook something critical?

Is he always so concerned about structure, and so wedded to established procedures, that he has difficulty in appreciating the required pace of change?

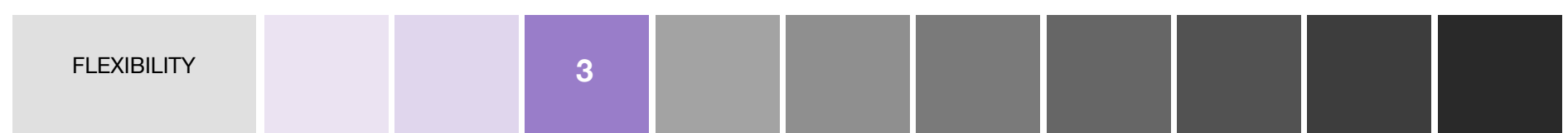
Is he so rule bound and compliant that he over-reacts to high-spirited behaviour or minor misdemeanours?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

Flexibility

This competency is concerned with having the capacity to cope with the unexpected. Candidates receiving a high rating are likely to appreciate when established or traditional approaches no longer work and may be due for review. Such people will recognise the need for re-organisation, whether they are a proponent or are on the receiving end of change. They welcome the views of others and are receptive to learning and to new ideas from a wide range of sources. They have the ability to adapt and welcome variety in their work.

COMPETENCY RATING



SIMON SAMPLE'S PROFILE

Imaginative: Imagination makes a contribution to flexibility through one's curiosity and the vision to consider how things might be different. Simon appears to be comparatively unimaginative and unquestioning. He seems very down-to-earth and concerned with immediate practicalities, rather than with visions of the future.

Needs Variety: Simon is probably very focused on the task in hand, should cope well with detail and repetitive routines, and may have little desire for variety in his working life. His flexibility is unlikely to be enhanced by this acceptance of procedures and demands of the moment and his focus on getting the job done.

Predictable: Simon seems to give high priority to planning ahead and being organised and his behaviour appears to be very consistent and predictable. He should be prudent and self-controlled and not at all impulsive or risk-taking but these characteristics will tend to inhibit his flexibility.

Individualistic: Simon is generally respectful, conventional and concerned about conforming to company policy and identifying with its values. However, he may be quite conservative and would be uncomfortable with any sweeping or revolutionary change. He is a traditionalist who will be conservative about change and modernisation and will probably appear quite inflexible.

Resilience: Simon will be even-tempered and generally take life's ups and downs in his stride. He will seem comparatively calm in situations that unsettle most other people, and his colleagues will appreciate his consistency of mood, his predictability and his ability to cope with the unexpected. He will cope well with stress and should maintain this equilibrium and flexibility even during times of uncertainty or fast moving change.

AREAS TO EXPLORE FURTHER

Is he unimaginative, having little desire for variety or change?

Is he rule-bound and slow to appreciate the need for change?

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.

Resilience

This competency is concerned with coping with stress and remaining calm under pressure. High scorers will be confident and sure of themselves, without seeming arrogant. They will be neither moody nor inclined to take things personally and will discuss contrary views without taking offence. Such people are calm, self-confident and optimistic and have the personal autonomy to deal with issues (including criticism, conflict or abuse) without over-reacting. Such people are appreciated for their stability and their consistency of mood.

COMPETENCY RATING



SIMON SAMPLE'S PROFILE

Emotional: Simon will seem grounded in his response, and will tend not to overreact to situations or to let little things trouble him. Emotionally, he will seem very relaxed and composed.

Stress Tolerant: Simon should generally take life's ups and downs in his stride. He is likely to be calm, and apparently untroubled by events that might disturb many other people. Simon will cope well with pressure.

Even-tempered: Simon should be even-tempered, unflappable and consistent in his moods. Because people know where they stand with him, he will have a calming effect on others and be easy to deal with.

Self-confident: Simon is likely to be at ease with himself and self-assured in most situations. Simon should have more self-belief than most and little doubt about his capabilities. He is confident about his contribution, and of gaining an appreciative reception.

Trusting: Simon will generally expect to be well received by others. He is therefore trusting and relaxed and is not easily perturbed. At ease with himself, Simon will rarely feel apprehensive or wary of people.

Optimistic: Simon will seem optimistic and upbeat. He should have a positive, 'can do' outlook and will not easily be discouraged by setbacks. Simon is bright, buoyant and likely to raise the aspirations of others.

AREAS TO EXPLORE FURTHER

Simon met each of the requirements for this competency to some degree and no particular concerns were identified.

Further reassurance on these points may be needed from other sources, such as interview, work history or CV.