

Profile: Match2™

# MADE TO MEASURE

Intelligent Personality  
Assessment

## Research Report

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***“In any large realm, one needs a map,  
lest one wander in circles forever.”***

**From Saucier & Goldberg (1996)**

### The ‘what’ and ‘how’ of personality

There are two fundamental challenges in satisfying our natural desire to ‘read’ other people. Firstly, behaviour is influenced by many situational and incidental factors making it difficult to pick out the underlying consistencies of personality. Secondly, we have to rely on language to describe people, although words may mean different things to different people; the word ‘anxious’, for example, has around 50 synonyms. These then are the challenges; what to interpret as personality and how to describe it responsibly. Profile:Match2™ addresses both these issues, providing a practical way of navigating the realm of personality within an occupational context.

Although we can all push the limits of our natural dispositions, and exercise restraint, at the core, we each have our own particular behavioural biases; we are who we are. This Research Report reflects the view that personality assessment is capable of very accurate descriptions of individuals. These personality descriptions have implicit long-term predictive value; as we settle into our various roles, people are increasingly likely to display the dispositions captured by personality assessment.

In the Report we summarise and illustrate key validity research in support of the Profile:Match2™ approach and present descriptive statistics that illustrate the varied competency patterns that differentiate job roles and sectors.

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# PART 1

# Part 1:

## Profile:Match2™ Credentials

Profile:Match2™ methodology acknowledges the considerable progress in personality research over recent years and introduces evolutionary developments in the management and maximisation of the assessment process. Profile:Match2™ covers the full spectrum of personality, but is able to zoom in to focus on particular behavioural requirements. It takes greater responsibility for the interpretation of profiles, delivers reports tailored to the specific requirements of any role, and is presented in language that is accessible to hirers and decision makers.

Reassurance about the value of Profile:Match2™ comes from two sources. Firstly, it comes from the psychometric properties of the personality assessments that underpin the process. Secondly, it comes from research that supports the proprietary algorithms that weight and combine personality characteristics to predict specific behaviours.

### ‘The Primary Colours of Personality’

Profile:Match2™ is based on the widely respected Five Factor Model of personality (FFM) – we refer to these five factors as ‘the primary colours of personality’. This provides the framework for measuring an individual’s underlying temperament; the stable dispositions that account for the consistencies in their behaviour. These are the characteristics that differentiate one person from another and determine how an individual behaves on a day-to-day basis. For example, the extent to which they are likely to take the initiative and strive to achieve as opposed to being relaxed about advancement and preferring others to take the lead; or the likelihood of someone having a positive, confident demeanour as opposed to being anxious and lacking in self-esteem.

When someone completes Profile:Match2™, rather than being assessed on the full complement of personality factors, they respond to test items that reflect the specific competency requirements for the role applied for. These tailored assessment questionnaires are drawn from the Profile:Match2™ item pool based on the Five Factor Model. In this report we discuss the psychometric properties of the complete item pool; these psychometric properties have been demonstrated through a number of studies, some of which are detailed below.

### Predicting behavioural outcomes using Profile:Match2™

One global independent study found that the FFM component of Profile:Match2™ was strongly related to a number of behavioural tendencies. The criteria studied included friendliness (e.g. started a conversation with a stranger), Drug Use (e.g. drank alcohol to make myself feel better), Undependability (e.g. arrived at an event more than an hour late), Creativity (e.g. played piano) as well as a measure for stress (e.g. how confident have you felt about your ability to handle personal problems?). These results are presented in Figure 1 and the full study is referenced in the Profile:Match2™ Technical Manual.

# Part 1:

## Profile:Match2™ Credentials

### Profile:Match2™ relationship to four work based assessments

Our confidence that Profile:Match2™ does truly map onto the FFM, and that it performs at the level expected of a substantive personality measure has also been reinforced by studies that examined its relationship with other personality assessments (HPI, OPQ, 16PF5 and the PAPI), all of which also have some FFM affiliation, although only the HPI was originally designed in the FFM mould. Full details of these statistically significant studies are available in the Profile:Match2™ Technical Manual.

**HPI:** Two studies looked at the relationship between the HPI and Profile:Match2™ and yielded similar positive results. Relationships with HPI were the strongest of all four assessments, probably due to the fact that only the HPI and Profile:Match2™ originated within the FFM taxonomy.

**OPQ:** Independent research found strong relationships in the expected direction. For example, high scorers on the OPQ 'Worrying' scale are likely to be low scorers on both 'Self-esteem' and 'Composure' facets of Profile:Match2™, and high scorers on the OPQ 'outgoing' scale tend to have high scores on the Profile:Match2™ 'Sociable' scale.

**16PF5:** Again, noteworthy relationships were seen in the expected direction. For example, people with lower scores on 16PF 'Apprehension' and higher scores on 16PF 'Positive' tended to have higher scores on both Profile:Match2™ scales relating to Emotional Stability. 16PF 'Social Boldness' was related to both extraversion components of Profile:Match2™.

**PAPI:** Finally, confirmatory findings were demonstrated relating a number of PAPI scales to Profile:Match2™ scales. For example, the PAPI scales associated with extraversion were related to the 'Assertiveness' and 'Sociability' Profile:Match2™ scales (both components of Extraversion).

**Figure 1.** Correlations between FFM Facets of Profile:Match2™ and related behavioural outcomes

FFM FACET AND RELATED BEHAVIOUR	CORRELATION
Extraversion & Friendliness	.39**
Extraversion & Drug Use	.42**
Agreeability & Friendliness	.35**
Conscientiousness & Undependability	.38**
Conscientiousness & Drug Use	.33**
Emotional Stability & Stress	.54**
Openness & Creativity	.32**

\*\* significant at .01 level

## Part 1: Profile:Match2™ Credentials

### Tailored assessments vs panoramic profiling - validating Competency Metrics

PCL's Competency Metrics 'mix' the 'primary colours of personality' (FFM). They use proprietary algorithms to achieve a unique blend and weighting of personality scales to predict specific competency related behaviours. The following research findings illustrate how Competency Metrics can be more predictive of performance than personality scales alone.

A large study, assessing the performance of sales assistants and store managers, with a leading national retail store provided support for our contention. Ten Profile:Match2™ Competency Metrics relevant to retail work, and the data from the personality scales that contributed to those competencies, were correlated with five performance measures. The results revealed that the majority of Competency Metrics were stronger predictors of job performance than personality scales alone. For example, the Competency Metric for Motivation is a significantly stronger predictor of sales performance for sales assistants and store managers' performance than any of the contributing individual personality scales.

Another validation study looked at the relationship between individual competency scores and competency ratings by colleagues. These results also revealed, in almost two thirds of cases, that Competency Metrics were more strongly related to performance ratings than any of the component personality scales. These studies highlight the predictive qualities of the Profile:Match2™ approach over FFM personality scales in assessment for selection or development.

There is also clear evidence that a simple linear relationship does not always exist between personality and performance. For example, extreme scores on most personality scales often forecast poorer performance. The Competency Metric algorithms account for these complex curvilinear relationships between personality and performance; average or slightly above average on a personality scale may be preferable to high or low scores for certain job roles. A PCL study with recruitment consultants found that, despite expectations, a very low correlation was observed between Sociability scores and sales performance. Further analysis made it clear that the highest performers fell in the average to above average range on Sociability, while those who scored at either extreme tended to have a less satisfactory level of sales performance - sometimes too much of a particular characteristic can be as detrimental to performance as too little.

In summary, the results from both previous literature and our own studies reinforce the view that by combining individual personality scales using Profile:Match2™ algorithms, we are offering a more objective, consistent and performance related alternative to traditional 'panoramic' personality measurement.

# PART 2



## Part 2:

# Profile:Match2™ Structure

### Personality, behaviour and competency ratings

The rationale behind Profile:Match2™ is that personality influences behaviour and may either enhance or diminish our work performance. High Agreeableness scores, for example, may have a positive impact in a customer service role but have a negative influence when implementing unpopular decisions or dealing with disciplinary issues. Personality introduces a behavioural bias and, although we all have free will and can decide on a course of action, there will be a persistent tendency to revert to our basic dispositions. There are no good or bad personality profiles; they all work to the benefit of performance in some roles, and to its detriment in others. Behaviours are infinitely varied and impossible to catalogue. Competencies, on the other hand, can be defined as groupings of behaviours. They are characteristic of the language used to describe job requirements and offer a terminology suited to the task of matching personality measures to work performance measures. We recognise that, in general use of the term, 'competency' refers to knowledge, skills and abilities (KSAs). However, in this report we are concerned specifically with the contribution made by personality and the extent to which the dispositions of any individual either support or inhibit the behaviours associated with any competency. The Competency Metrics in Profile:Match2™, the behaviours they describe, and the personality scales that contribute to them are listed below in Figure 2.

**Figure 2.** Profile:Match2™ competencies

COMPETENCY	DESCRIPTION	PROFILE:MATCH2™ PERSONALITY SCALES	
Motivation	Being positive, energetic and self-motivated, taking responsibility, and aligning their own goals with those of the organisation	Assertiveness Compliance	Self-esteem Accommodation
Persuasive Communication	Having the ability to communicate clearly and effectively in a persuasive and influential manner	Assertiveness Imagination	Sociability Sensitivity
Project Management	Take responsibility for projects and try to do whatever is necessary to achieve their objectives on time and within budget areas	Assertiveness Composure	Perfectionism Sensitivity
Results Orientation	Being energetic and motivated towards achieving organisational objectives; showing persistence, initiative and an optimistic 'can do' attitude	Assertiveness Accommodation	Self-esteem Sensitivity
Market Focus	The extent someone is interested in business issues and finances, and is achievement oriented and persistent in their pursuit of goals	Assertiveness	Business
Creative	Being curious, imaginative, energetic and having lots of ideas; willing to constructively challenge the status quo in pursuit of organisational improvement	Imagination Compliance	Assertiveness
Decision Making	Having the strategies to capture key information, the perspective to see the issues and the confidence to remain composed when risks are high	Imagination Self-esteem Rationality	Studiousness Compliance
Problem Solving	Being innovative, practical, and able to develop solutions to workplace problems in a logical and realistic way	Imagination Assertiveness	Self-esteem
Strategic Awareness	Awareness of the bigger picture and the wider implications of events within and beyond the organisation	Imagination Compliance	Rationality
Managing Change	Taking responsibility to ensure change is managed appropriately, while motivating others and encouraging a positive team climate	Assertiveness Perfectionism Compliance	Composure Sensitivity
Communication Skills	Communicate well with others at all levels of business and possess the necessary social skills to achieve results	Sociability Sensitivity	Self-esteem Accommodation

## Part 2:

# Profile:Match2™ Structure

**Figure 2.** Profile:Match2™ competencies

COMPETENCY	DESCRIPTION	PERSONALITY SCALES	
Customer Focus	The desire to deal with customers in an engaging, professional and courteous way	Composure Sociability	Sensitivity Compliance
Developing Others	An appreciation for knowledge and skills and of the benefits of talent development to the individual and to the organisation	Sensitivity Studiosness	Self-esteem
Interpersonal Skills	Develop and maintain relationships with colleagues, customers and clients, whilst being aware of and sensitive to the feelings of others	Assertiveness Sociability	Sensitivity Dependence
Leadership Potential	Making a leadership contribution at any level; creating a vision, inspiring others and leading in an effective and motivating way	Assertiveness Imagination Accommodation Self-esteem	Composure Sensitivity Sociability
People Management	The capacity to manage people effectively and even-handedness; motivating others without compromising on performance issues	Assertiveness Compliance	Composure Sensitivity
Team Orientation	To get along with and be supportive of others, to share one's expertise, be receptive to other contributions	Sensitivity Sociability Composure	Accommodation Self-esteem
Analytic	Being calm, systematic, rational and logical; basing decisions on a careful evaluation of all the available information	Imagination Studiosness	Rationality
Attention to Detail	Having a practical, realistic outlook; being conscientious, attentive to detail and dutiful	Perfectionism Imagination	Compliance
Delegating	Competence when allocating responsibilities and challenges at work appropriately to others	Perfectionism Composure	Compliance
Information Management	Respect for knowledge and factual information and being disposed to research issues and discover available facts prior to making a decision	Studiosness Perfectionism	Assertiveness
Planning & Organising	Being organised, thorough and conscientious; appreciating the importance of planning and co-ordination in meeting objectives	Studiosness Compliance	Perfectionism
Commitment	Showing identification with organisational values and objectives	Compliance Assertiveness	Perfectionism
Flexibility	Being able to adapt to the unexpected and welcoming innovation, change and variety at work	Imagination Composure	Compliance
Resilience	Remaining calm and rational under pressure, being even-tempered, confident and maintaining emotional independence	Composure	Self-esteem
Self Confidence	Being socially self-assured, ready to express opinions and happy to take on responsibilities	Assertiveness Composure	Self-esteem
Risk Taking	Being optimistic, excitement seeking, have a high threshold for risk and typically focus on the opportunities in any situation rather than on the potential dangers	Self-esteem Compliance	Composure Perfectionism
Independence	Being autonomous, forthright in expressing views, and unafraid to make decisions, even if they are potentially unpopular, in a manner that is not overly confrontational	Accommodation	Sensitivity

# PART 3

## Part 3:

# Research Findings

In this part of the report we illustrate the relevance of different competencies for different job types, various industry sectors and across a number of demographics. The various competency profiles we identified clearly demonstrate the power of Profile:Match2™ to assess meaningful differences between individuals' interpersonal skills, workplace behaviour and capability.

### Structure of the research findings

This research is divided into a number of sections:

**Part 3a** - here we examine the distribution of Competency Metric scores across the UK workforce. This provides us with a useful baseline for comparison with other specific jobs or industry sectors. Next we consider the relationship between competencies and various demographics.

**Part 3b** - across a number of roles, we look beyond the competency profiles to the differences in personality attributes that underpin them.

**Part 3c** - further competency profile differences are illustrated for a number of industry sectors and additional job roles.

**Part 3d** - we look at the relationship between competency profiles and job satisfaction.

These analyses are based on the average competency scores on Profile:Match2™ across a large sample of working adults. The sample includes individuals (n = 4532 - 5934) from a range of professions and job levels, across all age ranges, and from both the public and private sectors.

### Distribution of competency ratings

The competency ratings generated by Profile:Match2™ are based on the personality characteristics of the candidate. Personality scales are, broadly speaking, 'normally distributed'. However, the distribution of competency ratings is impacted by the Competency Metric algorithms and will be more variable. This is because, for different competencies, low, average or high scores may be deemed to be desirable. This, in turn, influences the proportion of people falling at each point along the rating scale.

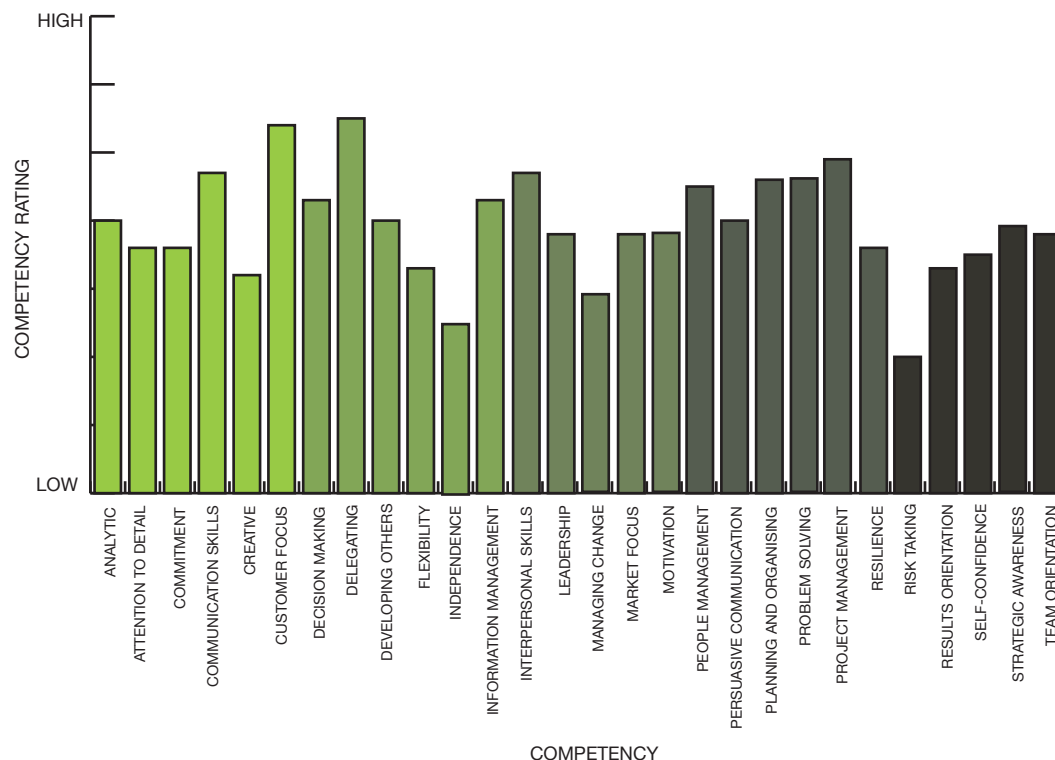
## Part 3a:

### Research Findings - demographics

#### Study 1: Profiling the UK workforce

Figure 3 shows the average competency ratings, across all 28 Profile:Match2™ competencies, for the total UK workforce sample. In effect, this illustrates the competency profile for the workforce as a whole; the relative prevalence or availability of each competency within the workforce. Clearly, some competencies are more in evidence than others, for example Delegating and Customer Focus both seem to be competencies that the majority of the workforce possess while the more specialist abilities of Risk Taking, Managing Change, Creativity, Independence, Flexibility, and Results Orientation are harder to find.

**Figure 3.** Distribution of Profile:Match2™ competencies across UK workforce (n=4532-5934)



In the most prevalent competencies – Customer Focus, Delegating, Project Management, Interpersonal Skills, Communication Skills and Planning & Organising – two personality factors play a particularly significant role. All six of these competencies require high scores on personality scales associated with the Agreeableness factor of the FFM, and/or high scores on the personality scales associated with the Conscientiousness factor. In each case, these two personality factors represent at least half of the total contributing personality scales for the competency.

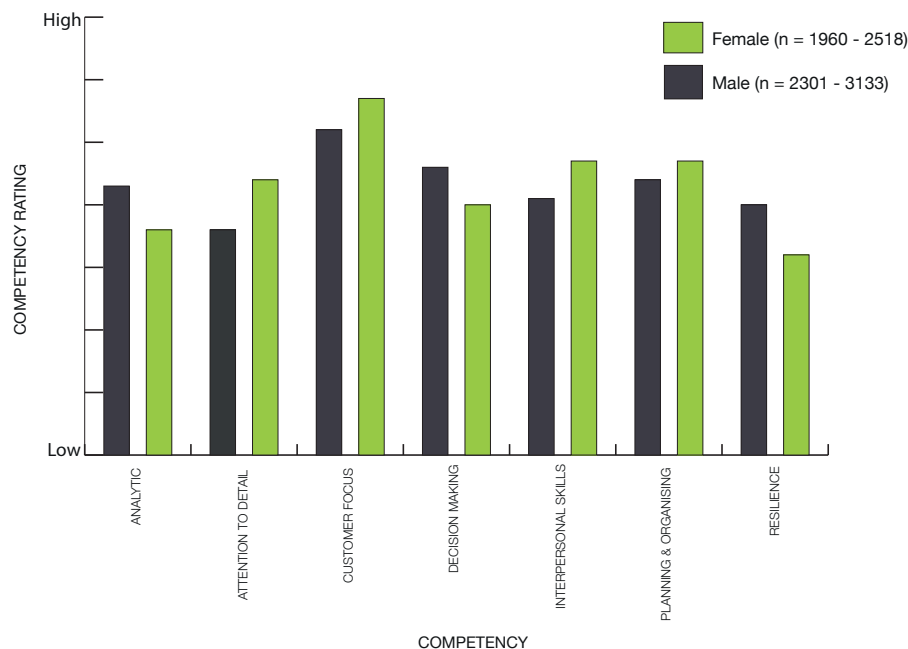
The Conscientiousness factor of personality is known to be the most positively correlated with job performance across a wide variety of jobs, hence its relative prevalence in our UK workforce sample. Similarly, interpersonal skills (and the personality scales from the Agreeableness factor are key here) are another predictor of performance; the increasing emphasis in the workplace on teamwork and service-oriented jobs may well be related to the high levels of these skills seen in our UK workforce sample.

## Part 3a:

### Research Findings - demographics

#### Study 2: Profiling males versus females

Males and females vary greatly in the types of roles they are attracted to. For example, just 6% of aviation pilots are women; whilst nursing roles, which are more likely to appeal to females, have predominantly fewer males (around 15% of total workforce). We wanted to know whether differences in competency ratings may account for some of the variance in job preferences for males and females. Comparing average competency ratings for males and females, across all 28 Profile:Match2™ competencies, males had significantly higher ratings than females for Analytic, Decision Making and Resilience competencies, while females had significantly higher ratings than males for Attention to Detail, Planning & Organising and Interpersonal Skills.



**Figure 4.** Differentiating competencies between males and females  
Males (n = 2301- 3133):

On average, males have been found to have higher levels of Rationality (Epstein, 2003; Sladek, Bond, & Phillips, 2010) and Self Confidence (Feingold, 1994), so it may not be surprising that they also had higher scores on the competencies outlined above. These aspects of personality tend to be key for effective decision-making and being a logical and rational type contributes to the Analytic competency. Higher Analytic scores may in part explain why males are attracted to positions such as Engineering, Computer Programming, Aviation Pilots and Policing (McIlwee & Robinson, 1992, National Science Foundation, 2007). Males have also been found to be more resilient than females generally across a large number of studies, and our own research has indicated that females tend to be more self-critical, anxious and take longer to recover from setbacks.

#### Females (n = 1960-2518):

Females have been found to have higher levels of conscientiousness than males (Feingold, 1994), and this is replicated in our findings as females scored higher on a number of competencies that are associated with conscientiousness. They also scored higher on Interpersonal Skills, which suggests that they are likely to show understanding towards others, be supportive and enjoy spending time with people. This may also explain why more females are attracted to roles where Interpersonal Skills are thought to be important for effective performance such as nursing and social care.

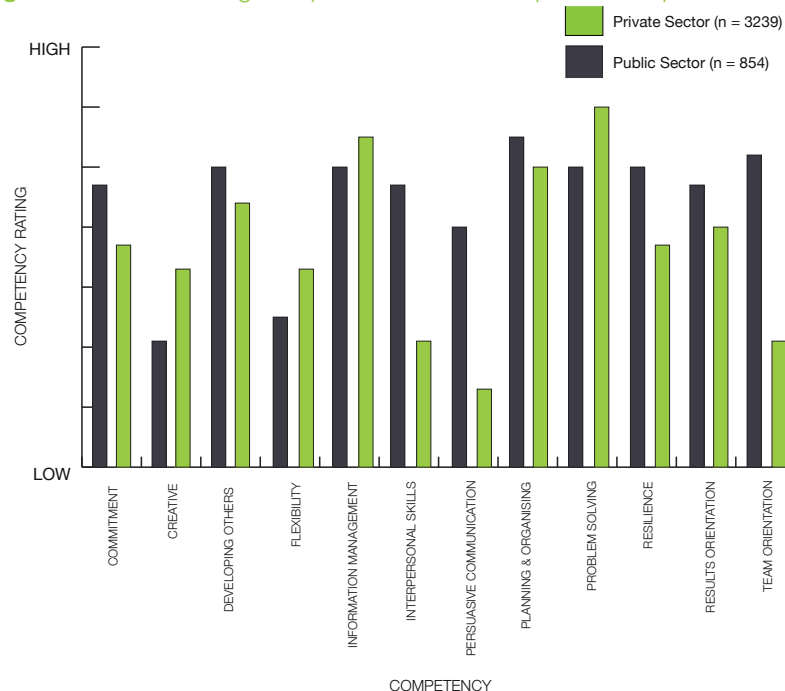
## Part 3a:

### Research Findings - demographics

#### Study 3: Profiling public versus private sector

Stereotypical notions about the differences between the public and private sector tend to characterise the public sector as less enterprising, less creative, more security conscious and perhaps more soft-hearted than the private sector. In fact our previous research (Trickey & Hyde, 2009) found that public sector employees are more likely to consider the opinions of others, and avoid 'rocking the boat' while those in the private sector were found to have more original ideas and an innovative approach to problem solving. They have also been found to be better able to cope with change and ambiguity (Bourantas & Papalexandris, 1999).

**Figure 5.** Differentiating competencies between public and private sectors



We wanted to extend this debate by contrasting the Profile:Match2™ competency scores of public and private sector employees.

#### Public Sector (n = 854)

Comparing average Profile:Match2™ competency ratings revealed clear differences between the public and private sectors. Public sector individuals tended to have higher ratings on: Interpersonal Skills, Developing Others, Planning & Organising, Resilience, Results Orientation and Team Orientation. Public sector individuals were significantly more likely to place importance on building rapport and maintaining relationships. They are also likely to be concerned about quality of service delivery. They should work in an organised and systematic manner, taking care that work is completed to a high standard and managing projects well in order to achieve results.

These results also suggest that public sector employees tend to bounce back after setbacks and take an optimistic approach to their work. However, previous research found that public sector employees are actually less resilient than those working in the private sector. It is possible that this result reflects the limited range of job roles available on the Profile:Match2™ public sector database.

#### Private Sector (n = 3239)

Our results illustrate that the private sector has significantly more individuals with high ratings on Creativity, Problem Solving, Flexibility and Information Management. These results suggest that, in line with our previous research, individuals working in the private sector are likely to prefer variety in their work, they should be open to new opportunities and change, while at the same time able to plan and manage information effectively. They are also more likely than public sector employees to have innovative ideas, find solutions to problems and look towards the bigger picture when pursuing their objectives.

## Part 3a: Research Findings - demographics

### Study 3: Profiling generations

We also looked at differences in scores for Profile:Match2™ competencies across three generations. These were:

Baby boomers: Born 1943-1960

Generation X: Born 1961-1981

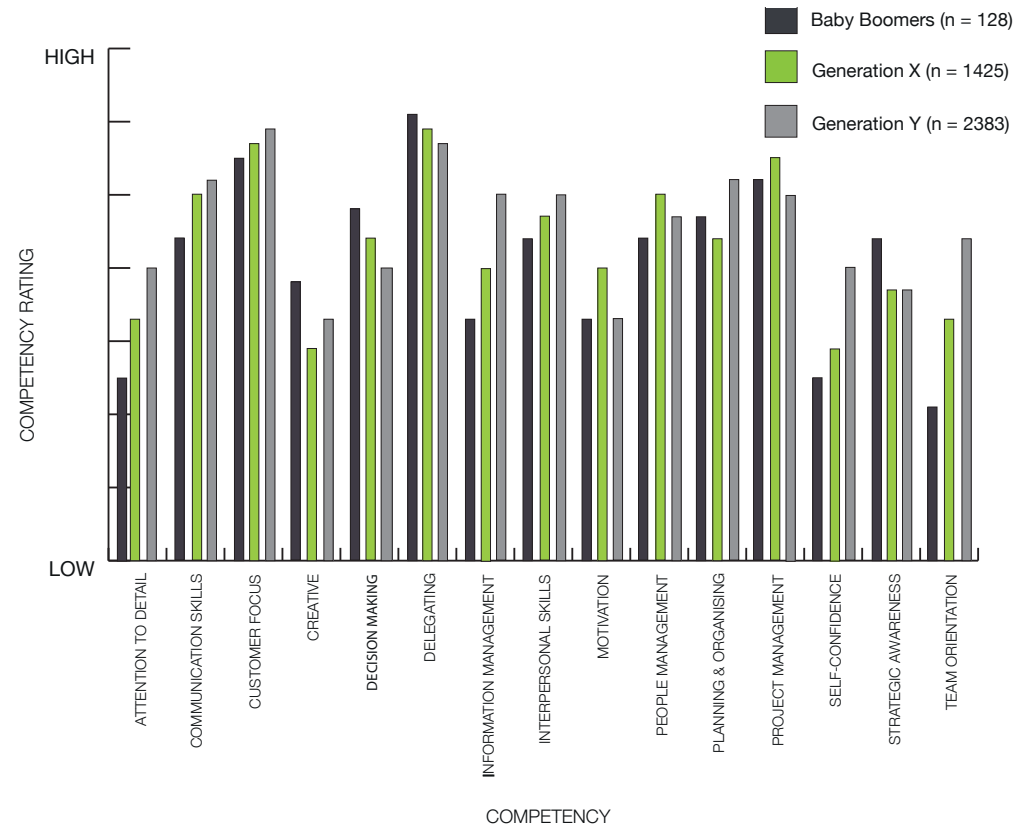
Generation Y: Born 1982-2001

#### Baby Boomers (n = 128)

The Baby Boomer generation had higher ratings on Decision Making, Strategic Awareness, Delegating, Results Orientation and Creativity, compared to Generation X and Y. This competency profile suggests that Baby Boomers will make informed decisions with confidence, have an awareness of the bigger picture, possess the ability to come up with innovative ideas, and have the necessary vision and drive to achieve results. These are very similar findings to Wong et al (2008). Given their age, Baby Boomers are probably at a stage in their career where they are in senior positions, perhaps managing others and able to hand over tasks more suited to junior employees. With a number of years' experience under their belts they are likely to be comfortable with the decisions they make and are able to do so independently (Wong et al, 2008).

**“Baby boomers  
have the necessary  
vision and drive to  
achieve results”**

**Figure 6.** Differentiating competencies across generations





## Part 3a: Research Findings - demographics

### Generation X (n = 1425)

Generation X had higher competency ratings for Motivation, Project Management and People Management compared to Baby Boomers and Generation Y. For Delegating there were significantly more individuals with high ratings than their younger counterparts in Generation Y.

It appears these individuals are more likely than other generations to be competent when managing people and large scale projects. At this stage in their career, they have likely progressed to relatively senior positions, where roles require the management of junior employees and the ability to distribute job tasks. These findings are in line with previous findings that Generation X tend to be independent and self-sufficient, preferring to have authoritative roles (Hart, 2006). Additionally, Generation X seem more ambitious and career centred than other generations and know how to influence others to reach their goals.

**“Generation Y are likely to be eager to please and concerned about delivering the wishes of others”**

**“Generation X seem more ambitious and career centred than other generations”**

### Generation Y (n = 2383)

Generation Y appear more competent than previous generations when it comes to ‘people skills’, scoring higher across Communication Skills, Customer Focus, Interpersonal Skills and Team Orientation. They also scored higher on average when it comes to Self Confidence, Attention to Detail, Information Management and Planning & Organising.

These findings, in part, echo our previous research findings (Trickey & Hyde, 2009) that Generation Y are likely to be eager to please and concerned about delivering the wishes of others. Additional research has found that they are also likely to be more affiliative and confident in their interactions with others (Wong et al, 2008). At the beginning of their careers, they are likely to value input and help from others, hence having higher scores for Team Orientation than older generations. Their high scores for competencies associated with conscientiousness and self-esteem suggests they should be optimistic and self-confident, coupled with an organised and systematic in their approach.

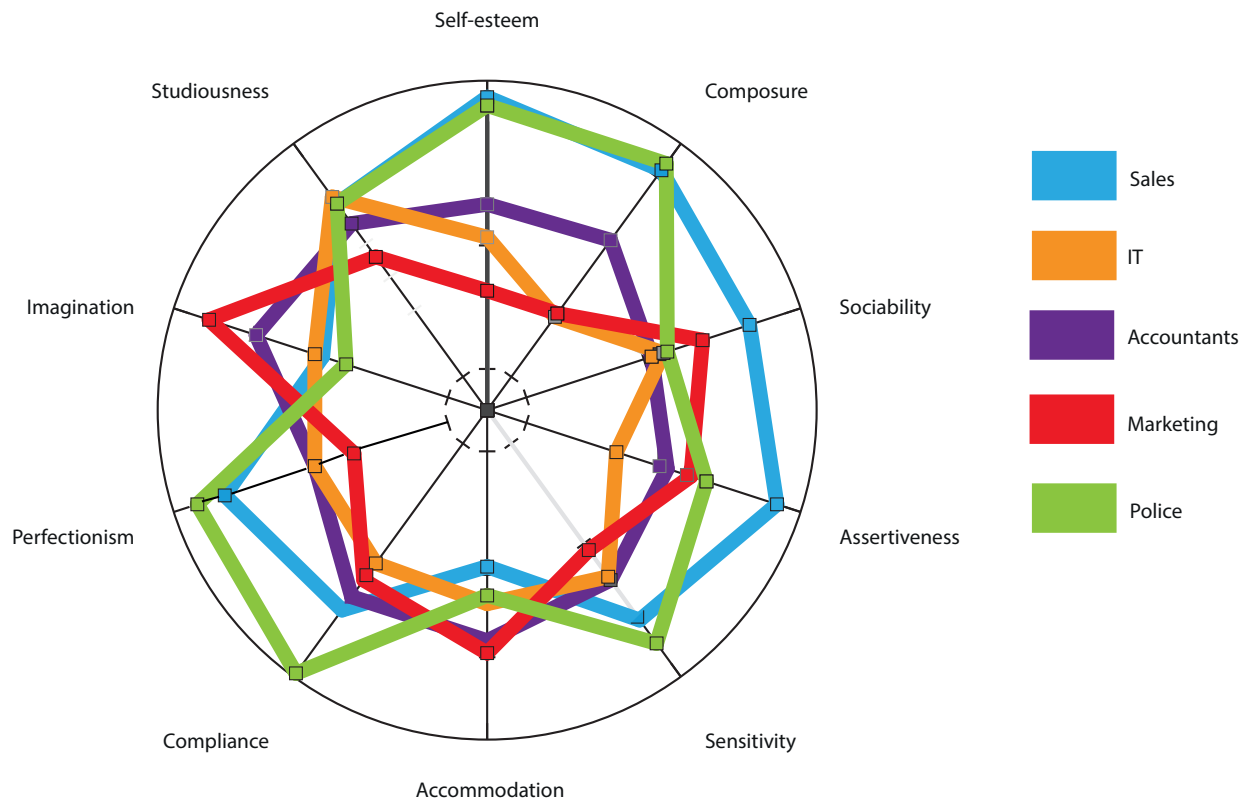
## Part 3b:

### Research Findings - personality & competency profiles across job roles

This section is concerned with differences in personality profiles and competency profiles across a number of job roles: police officers, accountants, marketing employees, sales, and IT professionals.

Figure 7 below shows the average personality profiles for each job role across the 10 personality scales that underpin Profile:Match2™. Interestingly, there are some very marked differences between jobs, for example Marketing people are much higher on the Imagination scale than any other job role here, the Police group are much higher on Compliance and the sales group get higher scores on Assertiveness and Sociability. Competency profiles for the job roles are illustrated over the next few pages.

**Figure 7.** Personality profiles across job roles



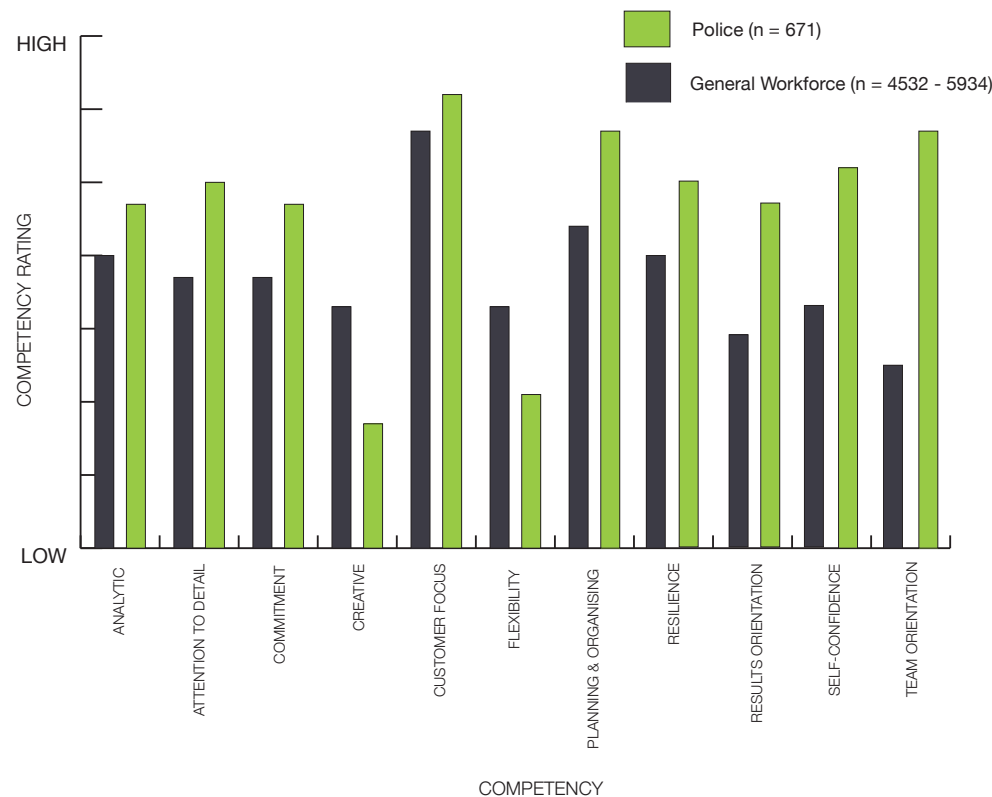
## Part 3b:

### Research Findings - personality & competency profiles across job roles

#### Study 1: Police versus general workforce

Previous research has found that members of the police force are characterised by their self-esteem, resilience, and compliance (Butler & Cochrane, 1977; Fenster, Wiedemann & Locke, 1976). They are also likely to be socially insightful and appear understanding towards others (Twersky-Glasner, 2005), and they have been found to work in a systematic way, approaching tasks in a structured manner and according to procedures.

**Figure 8.** Differentiating competencies between police and the general workforce



### “The police force are characterised by self-esteem, resilience, and compliance”

#### Results: Police vs. General Workforce (n = 671)

The police have significantly higher competency ratings than the general workforce for Customer Focus and Team Orientation. They are also rated higher on Planning & Organising, Attention to Detail, Analytic, Resilience and Self Confidence. They achieve significantly lower ratings for Creative and Flexibility.

Our results suggest four main themes: firstly, these individuals appear more confident and optimistic than most. Given the nature of many policing roles, these qualities of managing pressure well, recovering from setbacks easily and staying calm under pressure will undoubtedly be an asset. A second defining theme is the ability to work collaboratively with others and to prioritise high levels of service. Thirdly, relatively high scores on Analytic suggest that they tend to look at problems objectively and unemotionally and prefer logical to intuitive reasoning. Finally, their competency profile suggests that they like to be on top of things, to plan ahead, be organised and to pay attention to detail.

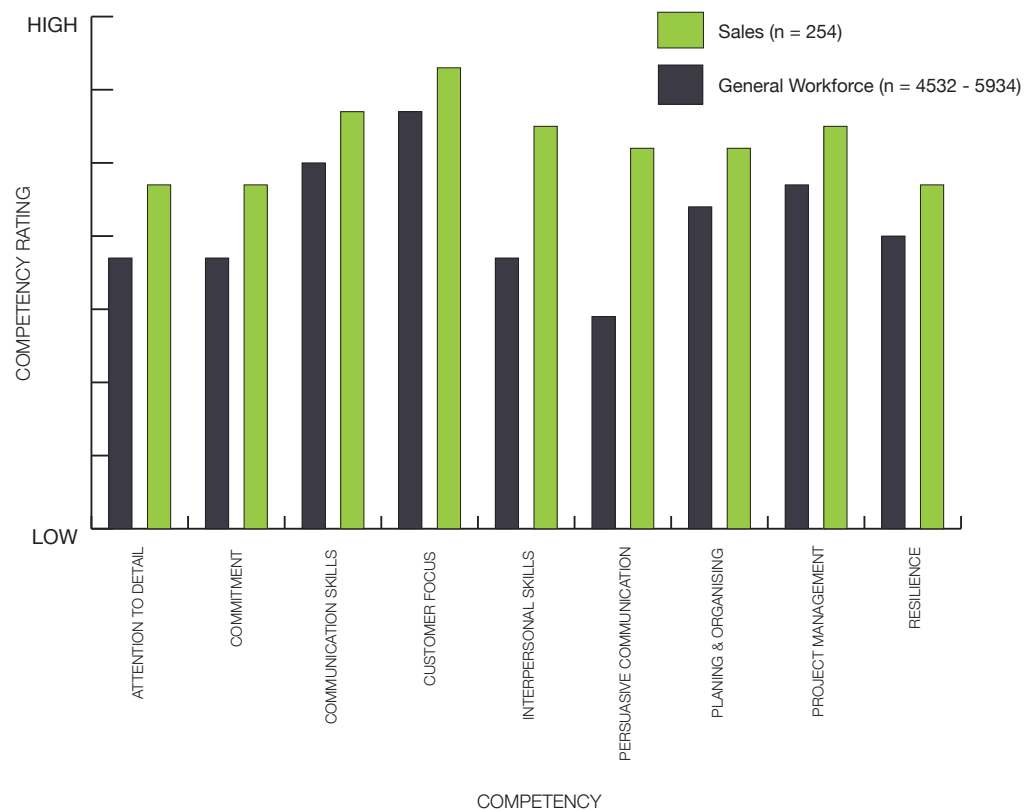
## Part 3b:

### Research Findings - personality & competency profiles across job roles

#### Study 2: Sales versus general workforce

A career in sales requires being fearless, resilient, competitive and persuasive; a willingness to 'pick up the phone' or meet with strangers on a daily basis, using persuasion and charisma in order to make a sale and achieve targets. Previous research has often found that individuals who are keen to advance their status are more likely to succeed in jobs such as sales where there is fierce competition but clear rewards for achievement (e.g. Barrick & Mount, 1991). Sales performance has also long been associated with being stress tolerant and optimistic (Hurtz & Donovan, 2001).

**Figure 9.** Differentiating competencies between sales and the general workforce



**“Sales performance has long been associated with stress tolerance and optimism”**

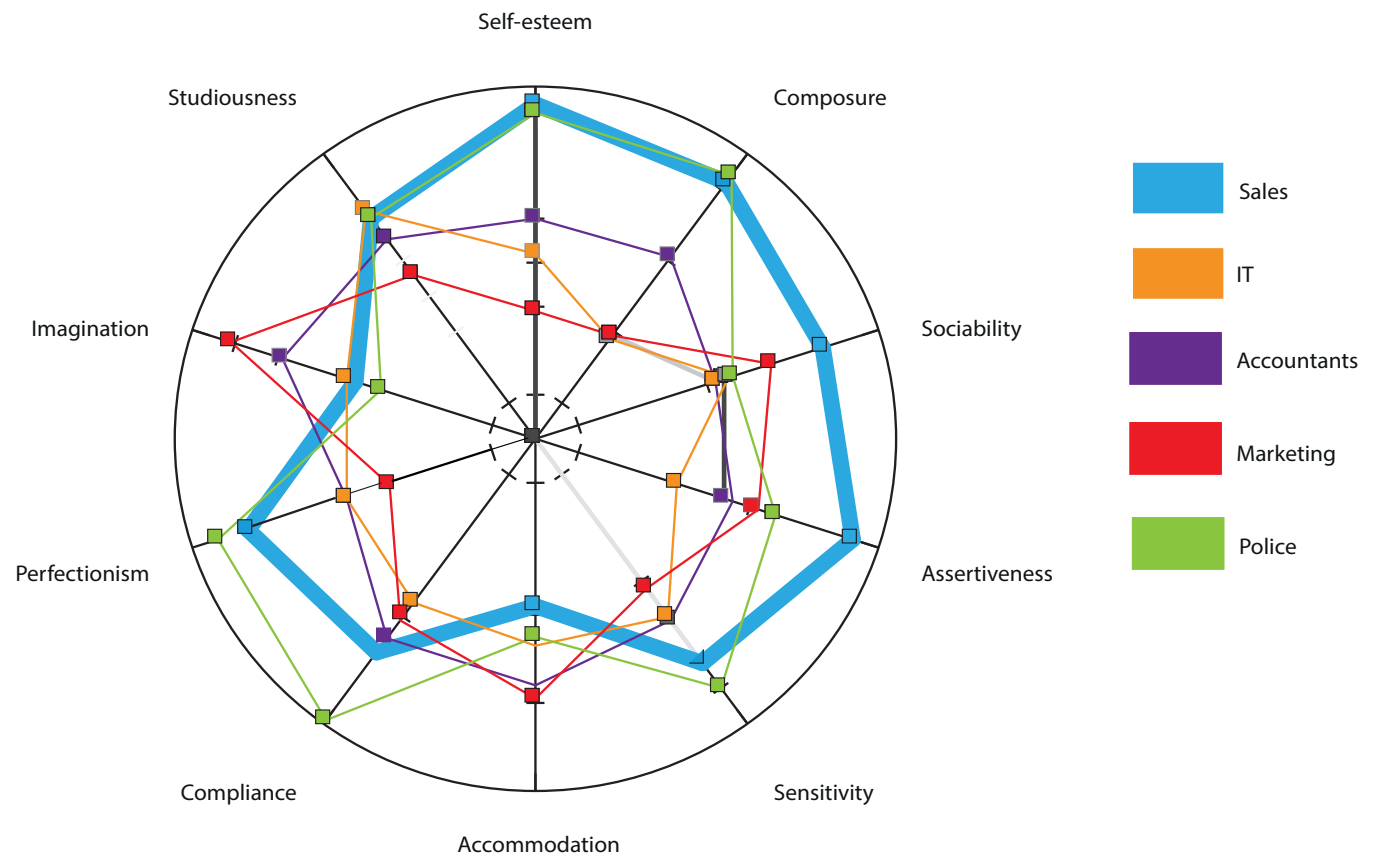
## Part 3b:

### Research Findings - personality & competency profiles across job roles

#### Results: Sales Professionals vs. General Workforce (n = 254)

Looking at the overall competency profile for Sales professionals, the competency they scored highest on was Customer Focus. However, the competencies where the Sales sample actually had significantly higher scores than the general workforce were Persuasive Communication and Interpersonal Skills. There were other high points on the profile for competencies logically associated with sales performance such as Communication Skills, Commitment, Project Management and Resilience, even though these were not significantly higher than the general workforce.

So the elements that make Sales people stand out are a determination to meet the needs of their customers, to actively listen to and engage with them, to communicate effectively and to persuade and influence others.



## Part 3b:

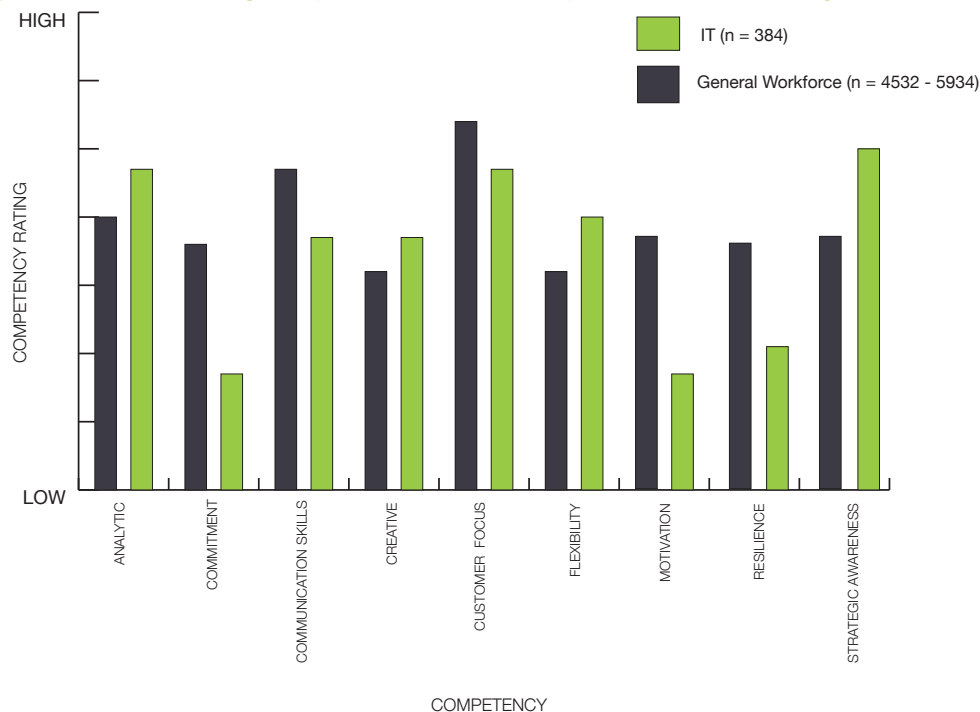
### Research Findings - personality & competency profiles across job roles

#### Study 3: IT professionals versus general workforce

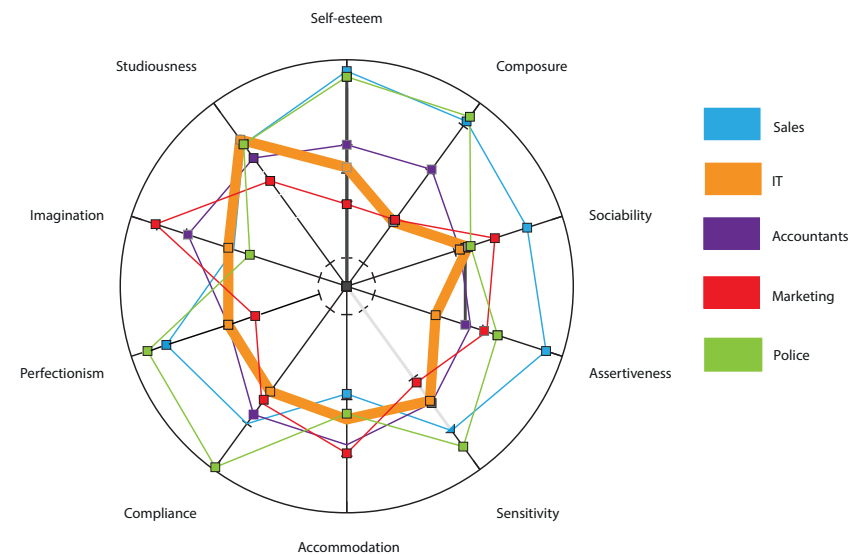
IT professionals work in a constantly changing environment and are required to stay up to date with new technology and innovation in software systems (Lounsbury et al, 2008). They need to be open to change and discovery, to work flexibly, and to be interested in learning and development (Bentley, 2005). Additionally, being logical and analytical is important for working in IT positions (Exforsys, 2008).

IT professionals are not renowned for having excellent communication skills, and Kennedy (1994) suggests they may struggle in situations requiring them to engage with others. Some researchers have argued that IT jobs carry high levels of stress, and a heavy workload and so resilience is an essential characteristic. (Lounsbury et al, 2008), while others have suggested Flexibility and Customer Service Orientation as key characteristics for IT as the field becomes increasingly interactive and specialised (Jiang et al, 2001; Lounsbury et al, 2008). In this study, in addition to finding those competencies that define our IT sample, we were able to look at competencies predictive of job satisfaction in IT.

**Figure 11.** Differentiating competencies between IT professionals and the general workforce



**Figure 12.** IT personality profile



## Part 3b: Research Findings - personality & competency profiles across job roles

### Results: IT Professionals vs. General Workforce (n = 384)

IT professionals had significantly higher ratings than the working population for Analytic, Creativity, Flexibility and Strategic Awareness. The findings also revealed that IT professionals had significantly lower scores than the working population for Communication Skills, Commitment, Customer Focus, Motivation and Resilience. These results suggest that IT professionals are more competent than the general workforce when it comes to adopting the critical and analytical mindset necessary for working with technical information. They should also be aware of the bigger picture, stay up to date with latest developments in their field, be adaptable, and finally, should have the ability to innovate new ideas and improve IT solutions. On the other hand they may struggle to communicate with others, and provide the customer service necessary to maintain client relationships. The fact they are less committed and motivated than the general workforce may also suggest they prefer working to their own agenda, may become bored easily and as a result, organisations may experience high turnover with their IT employees.

**“IT professionals prefer working to their own agenda and may become easily bored”**

### Results: IT Professionals & Job Satisfaction (n = 295)

The next stage of analysis looked at the relationship between Competency Metrics and job satisfaction. Because job satisfaction is linked to psychological wellbeing, as well as work outcomes such as turnover intentions and job performance, we felt it was important to consider what competencies contribute to job satisfaction among individuals working in this profession. Participants completed the Generic Job Satisfaction Questionnaire (MacDonald & MacIntyre, 1997), which was attached to each of their Profile:Match2™ assessments.

The analysis revealed that our sample of IT professionals experienced heightened job satisfaction when they scored higher on Communications Skills, Customer Focus, Motivation, Problem Solving, Resilience, Results Orientation and Self Confidence.

These results were surprising given that IT professionals scored significantly lower than the working population on the competencies linked to heightened job satisfaction. However, it is important to bear in mind that Communication Skills are becoming an essential aspect for success as an IT professional (Pham, 1997). A study of IBM programmers (McCue, 1978), found that only 30% of their time was spent working alone, and another study (Sullivan, 1988) found that systems developers spent more than half their time in verbal communication. It seems that individuals who are not as adept in communication skills or customer service may experience reduced job satisfaction. These findings suggest that emphasis should be put on recruiting IT professionals who score higher on Communication Skills and Customer Focus, particularly for roles where interaction with others forms a significant part of the job.



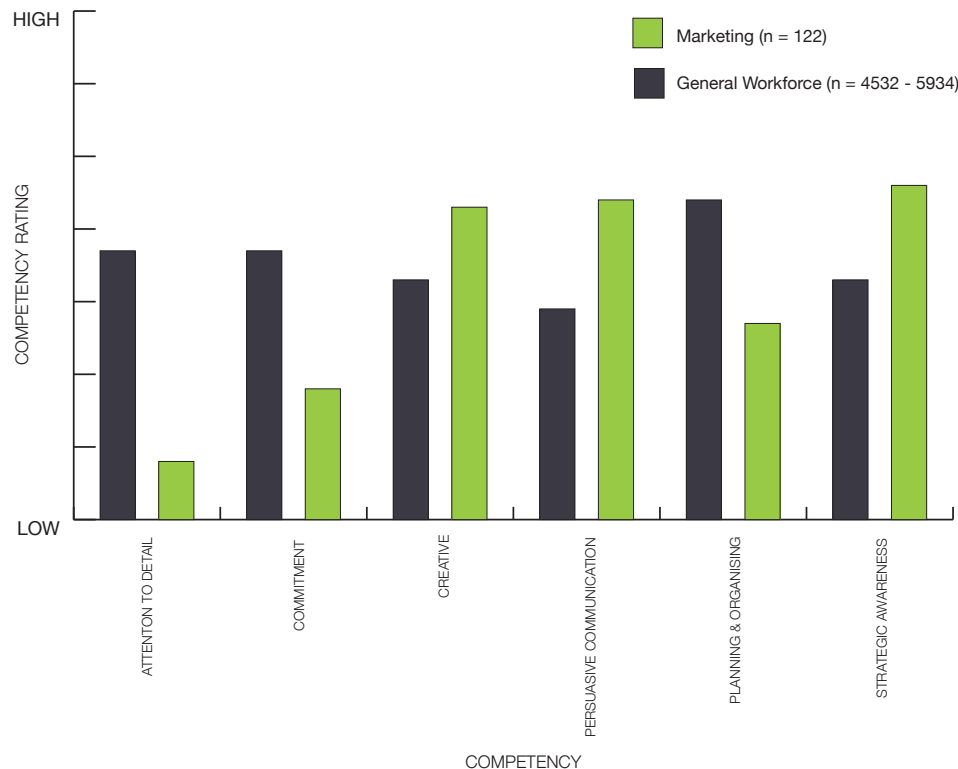
## Part 3b:

### Research Findings - personality & competency profiles across job roles

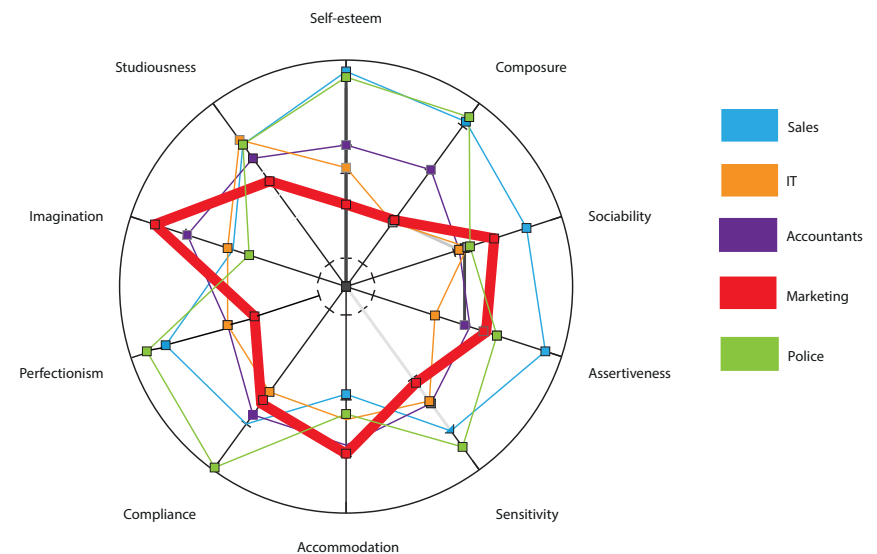
#### Study 4: Marketing versus general workforce

Few people can say they have never been persuaded into buying something as a result of an effective marketing strategy or advertisement. We would, therefore, expect Communication Skills and a focus on the bigger picture to be important characteristics for those working in marketing. This assertion is supported by previous research, which found that oral and written communication skills and creative problem solving were among the most important competencies for effective marketing (Schlee & Harich, 2010). Those working in marketing are likely to have an awareness of consumer behaviour, knowledge of forecasting and budgeting, and an ability to keep up to date with what is going on in their specific industry.

**Figure 13.** Distribution of average competency scores for the marketing sample (n=122)



**Figure 14.** Marketing personality profile





## Part 3b:

### Research Findings - personality & competency profiles across job roles

#### Results: Marketing vs. General Workforce (n=122)

We compared the competency ratings of the marketing sample with those of the general workforce and found that our marketing sample scores were significantly higher on Persuasive Communication and Strategic Awareness.

These results support the view that marketing professionals are more likely than the general workforce to effectively persuade others through their marketing strategies and to use a communication style that encourages their audience to purchase services. The data suggests that they focus on the big picture, are strategic, think on their feet and are informed about which marketing tactics will succeed. Such individuals are likely to keep up to date with changes specific to their industry, to be open to change, and be aware of the needs of their consumers.

#### Results: Marketing & Job Satisfaction

The analysis looked at the relationship between Profile: Match2™ competencies and job satisfaction among the marketing sample. We found that Customer Focus, Project Management, Resilience and Motivation had the strongest links with job satisfaction.

These results link job satisfaction in marketing with (a) interest in the customer, (b) the ability to plan and organise campaigns, (c) resilience in the face of criticism and rejection and (d) an optimistic and motivated mind set.

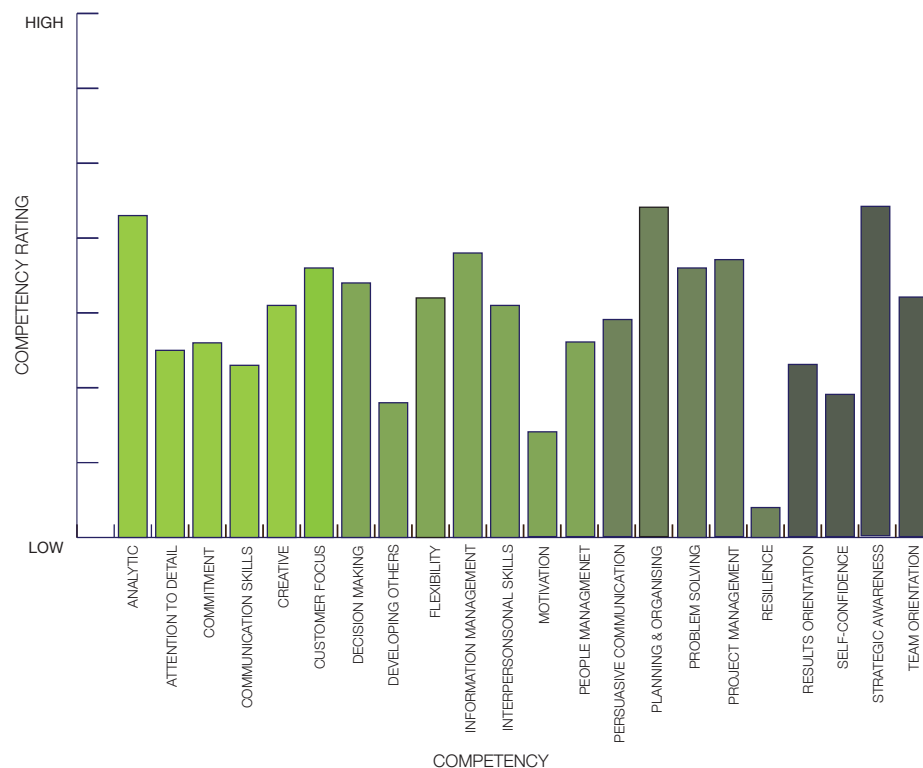
**“Marketing professionals focus on the big picture, are strategic, think on their feet and are informed about marketing tactics”**

### Study 5: Accountants versus general workforce

Accountants are stereotypically and subjectively characterised as introverted individuals who prefer working with data and numbers, but objective research also exists to support this assertion (DeCoster & Rhode, 1971; Granleese & Barrett, 1990; Maslow, 1965).

Other documented characteristics of accountants are inflexibility, a preference for quantitative analysis (De Coster & Rhode, 1971), being precise and exact about details, disliking being unprepared, feeling uneasy acting on impulse and not being creative (Maslow, 1965). Finally, accountants have been found to be pessimistic and self-critical (Granleese & Barrett, 1990), which suggests they may struggle in the face of adversity and perhaps take longer than others to recover from setbacks.

**Figure 15.** Distribution of average competency scores for the accounting sample (n=63-72)



#### Results: Accountants vs. the General Workforce (n=63-72)

Accountants had slightly higher scores for both Analytic and Strategic Awareness, but not significantly so. They scored significantly lower on Resilience and Self Confidence, but also on competencies related to achieving results and interpersonal relationships such as Persuasive Communication, Results Orientation, Customer Focus and Interpersonal Skills.

Accountants did not score significantly higher than the working population on any competencies, and so Figure 15 does not show this comparison but instead outlines the average ratings for all competencies for accountants so that relative patterns of high and low ratings can be discerned.

To further investigate the possible explanations for the Accounting sample not scoring higher than the working population on any competencies, we looked at their scores on individual personality scales. Doing so revealed that accountants had received much lower scores on average for both Composure and Self-esteem – the Profile:Match2™ personality scales that relate to Emotional Stability. Research would indicate that individuals who

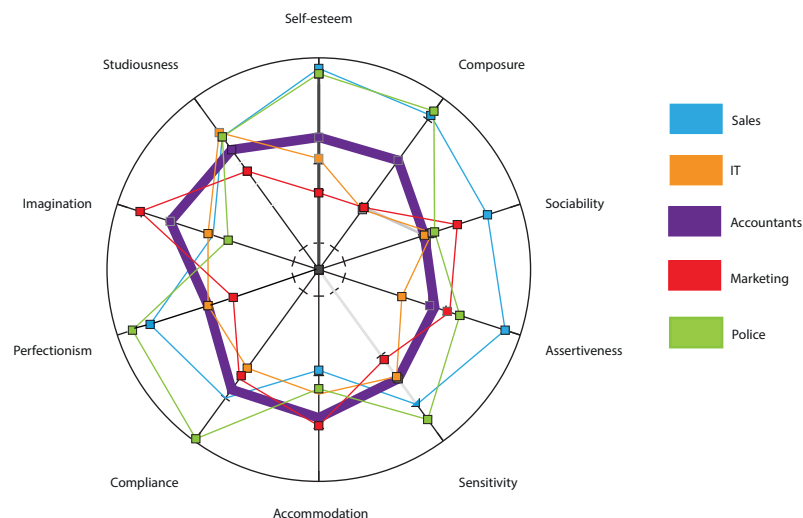
## Part 3b:

### Research Findings - personality & competency profiles across job roles

tend to be pessimistic and self-critical (both facets of low emotional stability) are more likely than others to have lower ratings across other personality scales (e.g. Heine, Takata, & Lehman, 2000; Sellbom, & Bagby, 2008). This is probably because these individuals are so self-critical that they portray themselves in a negative light.

We analysed the competencies that accountants tended to score highest on overall rather than comparing them to the working population. As well as Analytic and Strategic Awareness, other high points on their profile included Planning & Organising, Project Management and Information Management. The results are similar to previous research findings that accountants are likely to work well with numerical information, enjoy statistical analyses, keep up to date with trends and information in their line of work, are capable of managing large scale projects and prefer to take a systematic approach to their work.

**Figure 16.** Accounting personality profile



On the other hand, they are less likely than the general workforce to be particularly effective when it comes to building relationships with their colleagues and clients, and may struggle if required to negotiate deals or take a very driven approach to achieve results.

#### Results: Accountants & Job Satisfaction

A smaller number of 46 accountants within our sample also completed the job satisfaction questionnaire. Accountants who scored higher on Customer Focus, People Management, Project Management, Resilience, Self Confidence and Results Orientation were likely to experience heightened job satisfaction, and only one of these - Project Management - is also a high point on the Accounting competency profile. These results run counter to the notion that the closer the fit with the competency profile for a job, the greater the job satisfaction.

Research would suggest, however, that the ability to work well with others, and to listen to and address the business needs of others are actually important skills for accountants to be successful (Gabric & McFadden, 2000), which may explain why individuals scoring higher on competencies related to people and relationships experience greater job satisfaction. At times, accounting will undoubtedly be stressful with heavy workloads and deadlines to meet. Those who have greater self-confidence and resilience will more easily overcome these problems and probably experience greater job satisfaction.

We also found that the more creative accountants were less likely to experience job satisfaction. This relationship may exist because creative individuals need greater variety and flexibility and more opportunities for individual input than a career in accountancy can provide.

## Part 3c:

### Research Findings - differences in competency scores across job sectors and job roles

We analysed competency profiles across four industry sectors and three additional job roles. These samples did not complete all personality scales and so were only analysed at a competency level. Job satisfaction data was also obtained for nursing and recruitment. The table below indicates which competencies were critical for each group, i.e. those competencies that each group scored significantly higher on than the general workforce. However because nurses did not score higher than the general workforce on any competencies, those flagged in the table are those most prevalent for this job role.

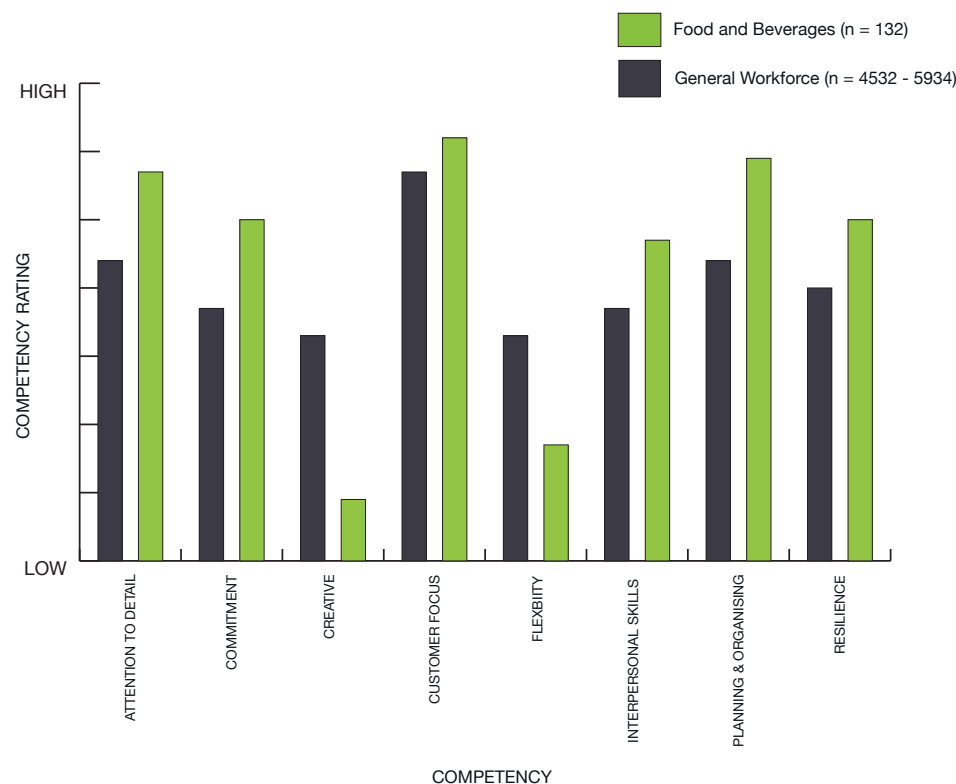
**Figure 17.** Critical competencies across job sectors and job roles

COMPETENCY	HOUSING	FOOD & BEVERAGES	RETAIL	TELECOMS	ENTREPRENEURS	NURSING	RECRUITMENT
Analytic							
Attention to Detail							
Commitment							
Communication Skills							
Creative							
Customer Focus							
Decision Making							
Developing Others							
Flexibility							
Independence							
Information Management							
Interpersonal Skills							
Market Focus							
Managing Change							
Persuasive Communication							
People Management							
Planning and Organising							
Problem Solving							
Project Management							
Results Orientation							
Resilience							
Self Confidence							
Strategic Awareness							
Risk Taking							
Team Orientation							

### Study 1: Food and beverages

The sample from the Food and Beverage industry included a number of job roles such as Production Control, Operations, Planners, Customer Service and Accounts. This group scored significantly higher than the general workforce on 3 competencies: Attention to Detail, Commitment and Planning & Organising. Other high points, although not significantly higher, were Customer Focus, Interpersonal Skills and Resilience. Interestingly, they had significantly lower scores for both Creative and Flexibility.

**Figure 18.** Differentiating competencies between the food and beverage industry and the general workforce



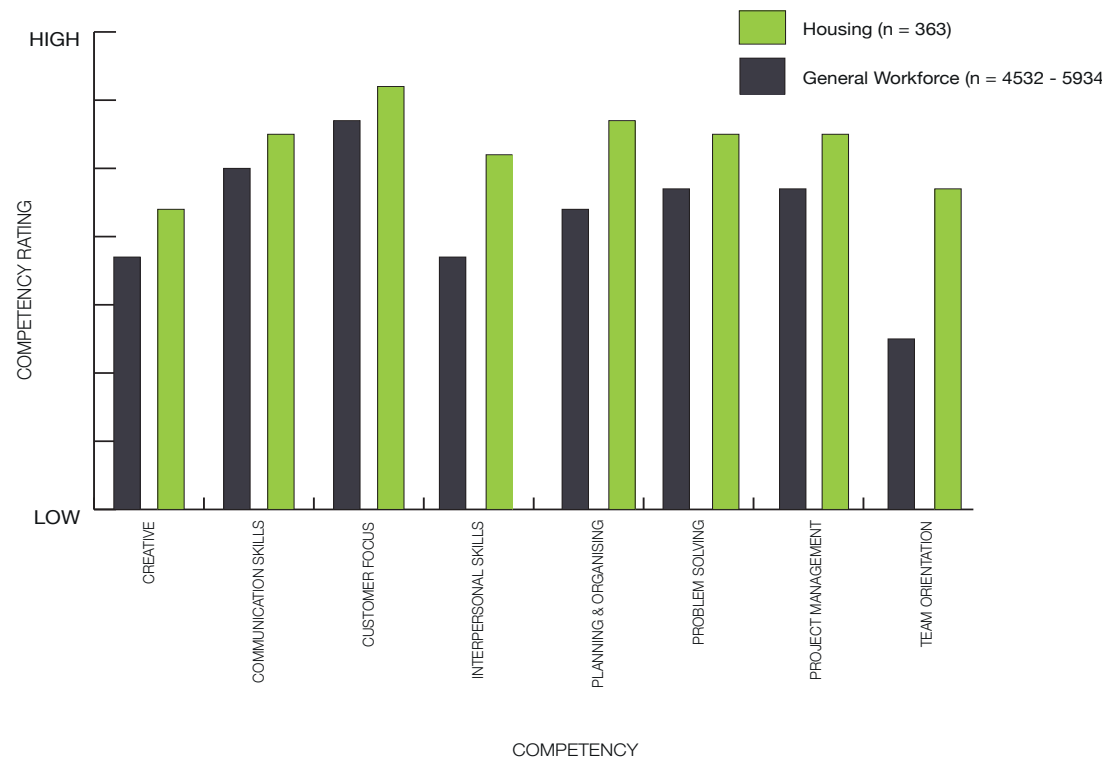
**“They probably prefer order and routine and will be relatively calm and optimistic in the face of adversity”**

These findings suggest individuals in this industry sector will demonstrate commitment to their work and organisation, be attentive, planful and systematic in their approach, probably taking pride in producing a high quality end product. They will probably be relatively calm and optimistic in the face of adversity. Their competency profile indicates they will be customer focused, and, because they have lower scores for Flexibility and Creativity, they probably prefer order and routine, are potentially uncomfortable with change, and work better when they do not need to innovate or generate new ideas.

## Study 2: Housing

This sample was made up of individuals who worked in roles within the housing industry such as HR, surveying, older people housing, maintenance, development officers and welfare support. The housing industry requires a significant amount of customer interaction, as well careful planning and attentiveness to ensure quality and comfort are provided.

**Figure 19.** Differentiating competencies between the housing industry and the general workforce



**“They probably prefer consistency and tend to align themselves with the agenda and values of the organisation”**

This sample received significantly higher ratings than the general workforce on eight competencies: Commitment, Communication Skills, Customer Focus, Planning & Organising, Problem Solving, Interpersonal Skills, Team Orientation and Project Management.

As expected, those working in the Housing industry are likely to be focused on delivering a service to meet the needs of their customers, solve problems they are faced with along the way, and have the ability to interact well with others. They should also organise information well, and seem planful and systematic in their approach. They should probably be keen to take responsibility for projects, have the ability to support others, and allocate job tasks effectively. Finally, they probably prefer consistency and tend to align themselves with the agenda and values of their organisation.

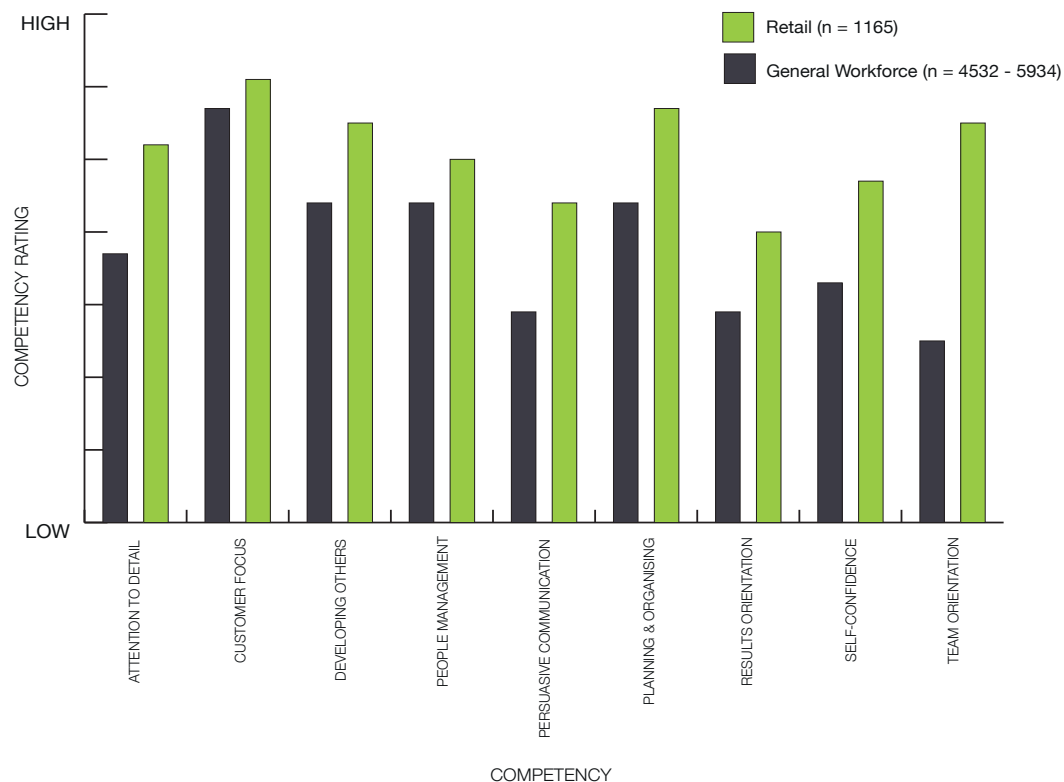
## Part 3c:

### Research Findings - differences in competency scores across job sectors and job roles

#### Study 3: Retail

The retail sample consisted of both managers of stores and sales assistants. This industry sector requires store employees to be organised, confident and focused to achieve sales; to work well with people and have the communication and customer service skills necessary to attract and maintain customers. This retail sample scored significantly higher than the general population on competencies concerned with people and relationships, such as Team Orientation, Developing Others, People Management, and Customer Focus. There were also significantly higher ratings on Attention to Detail and Planning & Organising. Finally, a large proportion of individuals working in retail received higher scores on average than the general population for Results Orientation and Self Confidence.

**Figure 20.** Differentiating competencies between the retail industry and the general workforce



**“The retail sample score significantly higher on competencies concerned with people and relationships”**

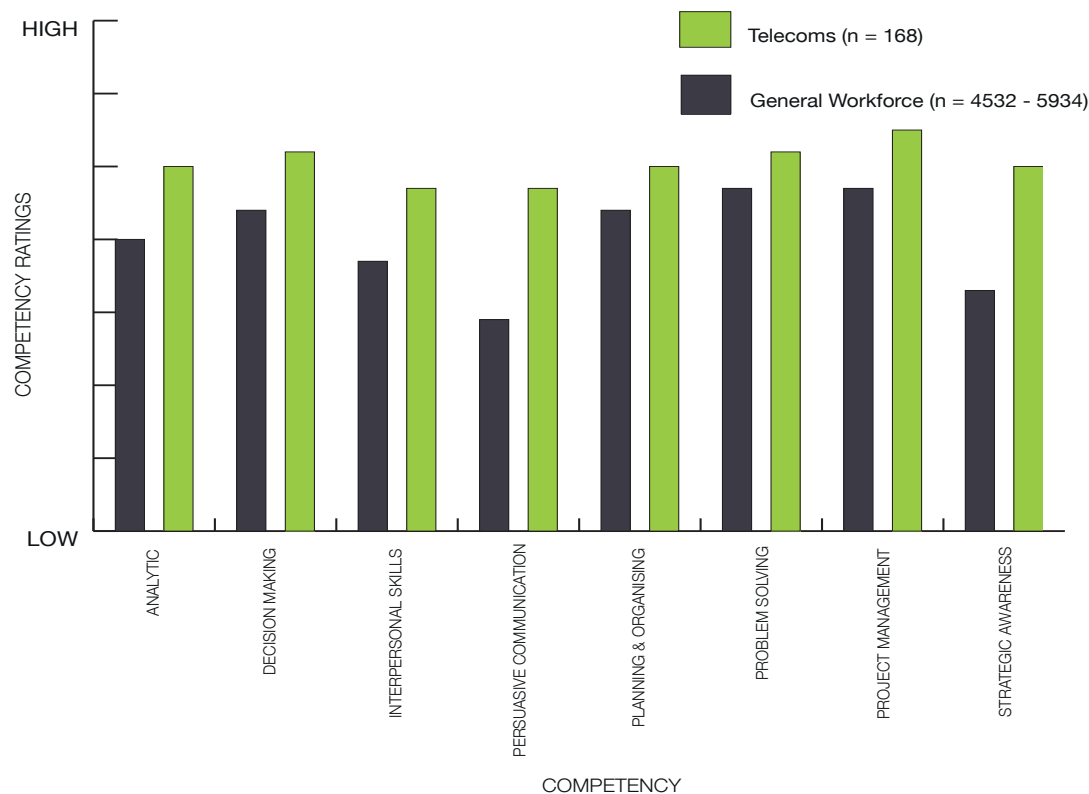
The results suggest that our retail sample has particular strengths when it comes to working both with customers and their colleagues. They will be focused on customer satisfaction, interacting with others confidently, and prioritising their tasks and managing their workload effectively. The results also suggest they have the potential to manage people well and will pursue the necessary leads to achieve objectives.



### Study 4: Telecoms

The Telecoms sample included individuals in job roles such as Solutions Architects, Business Agents, Business Planning, and Sales Executives. The results show that Telecoms workers had higher scores than the general workforce for eight competencies: Project Management, Strategic Awareness, Analytic, Decision Making, Interpersonal Skills, Problem Solving, Persuasive Communication and Planning & Organising.

**Figure 21.** Differentiating competencies between the telecoms industry and the general workforce



**“Strong on planning, organising, and taking responsibility for projects”**

The findings suggest that individuals working in Telecoms will be strong on planning and organising their work, taking responsibility for projects and doing what is necessary to achieve their targets on time and within budget. In this type of environment where there may often be customer complaints, and technical or mechanical failures, it is unsurprising that a large number of employees are potentially good problem solvers and have the ability to make effective on the spot decisions. Their competency profile suggests that they will analyse information carefully and logically, while keeping their eye on the bigger picture to identify business strategy improvements and the right target audience.

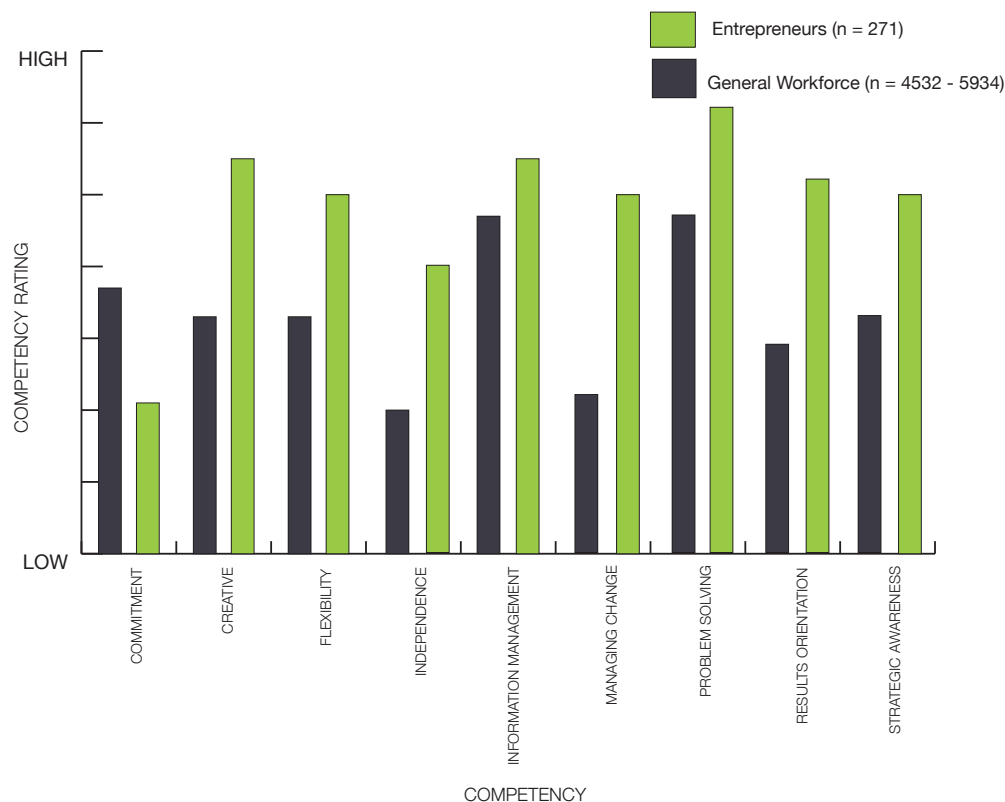
Finally they are skilled at influencing, building relationships and listening to others’ requirements or problems - potentially valuable characteristics for providing quality services to both large and small scale clients.



### Study 5: Entrepreneurs

Characteristics of successful entrepreneurs have generated much research interest in recent years. The general consensus is that successful entrepreneurs have the ability to innovate, introduce new products and behave strategically (Goldsmith & Kerr, 1991). For example, some of the most successful entrepreneurs in modern times such as Bill Gates and Steve Jobs have been highly creative individuals, combining vision with a hunger for growth and development. Our analysis of entrepreneurs who had completed the Profile:Match2™ assessment revealed that entrepreneurs scored significantly higher than the general workforce on Problem Solving, Creativity, Information Management, Results Orientation, Independence, Flexibility and Managing Change competencies. They scored lower than the general population for Commitment

**Figure 22.** Differentiating competencies between entrepreneurs and the general workforce



**“Bold in putting forward ideas, entrepreneurs make decisions without necessarily consulting others”**

The findings suggest that, as expected, entrepreneurs are highly creative individuals, focused on innovation and development. They will be aware of the latest developments in their field, and be interested in making a contribution to improve existing products or developing new ones. Higher scores on Independence implies that they are likely to be bold in putting forward their ideas, they can make decisions without necessarily consulting others and are driven to achieve their objectives.

One area where entrepreneurs scored lower, Commitment, is reflective of their individuality and enterprise coupled with their independence; these characteristics imply that entrepreneurs are unlikely to feel comfortable submitting to someone else’s agenda.

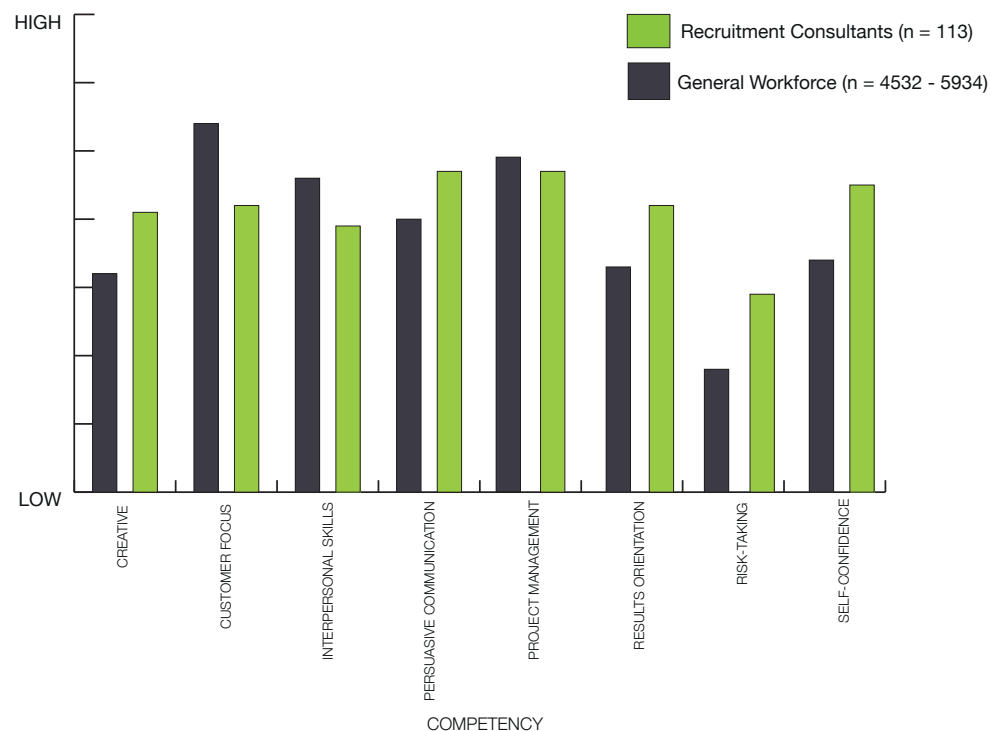
## Part 3c:

## Research Findings - differences in competency scores across job sectors and job roles

### Study 6: Recruitment consultants

The work of recruitment consultants tends to be largely sales based, with the majority receiving commission according to the number of job placements they make. We would therefore expect to see some similarities between the competency profiles of recruitment consultants and the sales sample discussed earlier. In previous research exploring the personality characteristics of recruitment consultants (Trickey & Hyde, 2011) it was found that recruiters are unafraid to take risks, preferring novelty and excitement over routine. It is therefore likely that recruitment consultants will act spontaneously rather than planning everything in detail or following strict rules or guidelines. This study also found that recruitment consultants are likely to be calm, composed and resilient.

**Figure 23.** Differentiating competencies between recruitment consultants and the general workforce



The current analysis was conducted in two stages. The first step was to compare the scores of recruitment consultants with those of the general workforce and secondly, we looked at the competencies predictive of job satisfaction among recruitment consultants.

#### Results: Recruitment Consultants vs. General Workforce

The sample of recruitment consultants scored significantly higher than the general workforce on Persuasive Communication, Results Orientation, Self Confidence, Creativity, and Risk Taking. The general workforce had significantly higher scores than the recruiter group for Customer Focus, Project Management, and Interpersonal Skills.

Our findings show a clear link between the competency profile of recruitment consultants and the requirements of the job. For example, Persuasive Communication is needed to persuade clients that candidates are suitable, and to encourage candidates to apply for appropriate positions. Being results oriented is undoubtedly critical for target focused recruitment roles. Possessing the competencies of Self Confidence, Creativity and Risk Taking all advance their effectiveness as sales people.

**“Unafraid to take risks, preferring novelty and excitement over routine, recruitment consultants will act spontaneously rather than always planning everything in detail. They are likely to be calm, composed and resilient”**

**Results: Recruitment Consultants & Job Satisfaction**

The next stage of our analysis looked into the relationship between competency ratings and job satisfaction for recruitment consultants.

We found that recruiters were more satisfied in their jobs when they had higher scores for Motivation, Results Orientation and Self Confidence. These findings appear logical and sensible because it is vital within this industry to be able to achieve results and meet targets, and doing so will increase monetary reward, which is linked to job satisfaction. As a result of achieving objectives recruitment consultants are also likely to feel a personal sense of achievement and receive recognition from colleagues and managers. Individuals who are motivated are likely to enjoy the competitive nature of the role, and are unlikely to be deterred even after challenges and setbacks, whereas for less motivated individuals such events could contribute to job dissatisfaction. Finally, being self-confident is most likely linked to job satisfaction because there is a constant requirement to be active, on the phone sourcing candidates, building rapport with candidates, and maintaining client relationships. Individuals who are more self-doubting would find this aspect of the job more challenging than those who are more self-confident.

### Study 7: Nursing

The nursing profession experiences problems with burnout, high turnover rates and low job satisfaction (Lu, While, & Barriball, 2005). Research findings have revealed that over one third of UK nurses experience job dissatisfaction and intend to leave their position within 12 months (Aiken, Clarke, & Sloane, 2002). Not only are such outcomes costly to the health service, but they also lead to a shortage of nurses, leaving the current workforce under an increasing amount of pressure to meet the demands of their job. It is therefore important to increase awareness of the competencies that are critical for the selection of nurses and to identify those that may lead to job satisfaction.

In recent years extensive research has focused on the importance of resilience among nurses. For example, Mealer et al, (2012) found that when nurses were resilient they were less likely to experience negative work outcomes, and to perform well and be satisfied within their roles.

Research has also highlighted that interpersonal skills are important for nurses to be able to care for patients appropriately and ensure patient satisfaction, (Stewart, 1995; Wilkinson, Roberts, & Aldridge, 1998). In addition, the qualities of commitment, thoroughness, and compassion have also all been found to predict job performance of nurses (Zhang et al, 2001).

#### Results: Nurses vs General Workforce

The sample of nurses did not score significantly higher than the general workforce on any competencies. The competencies where nurses had the highest scores overall were, however, those that one would expect to be most important for nursing roles: Customer Focus, Team Orientation, Project Management, Interpersonal Skills, and Attention to Detail (in order of descending scores).

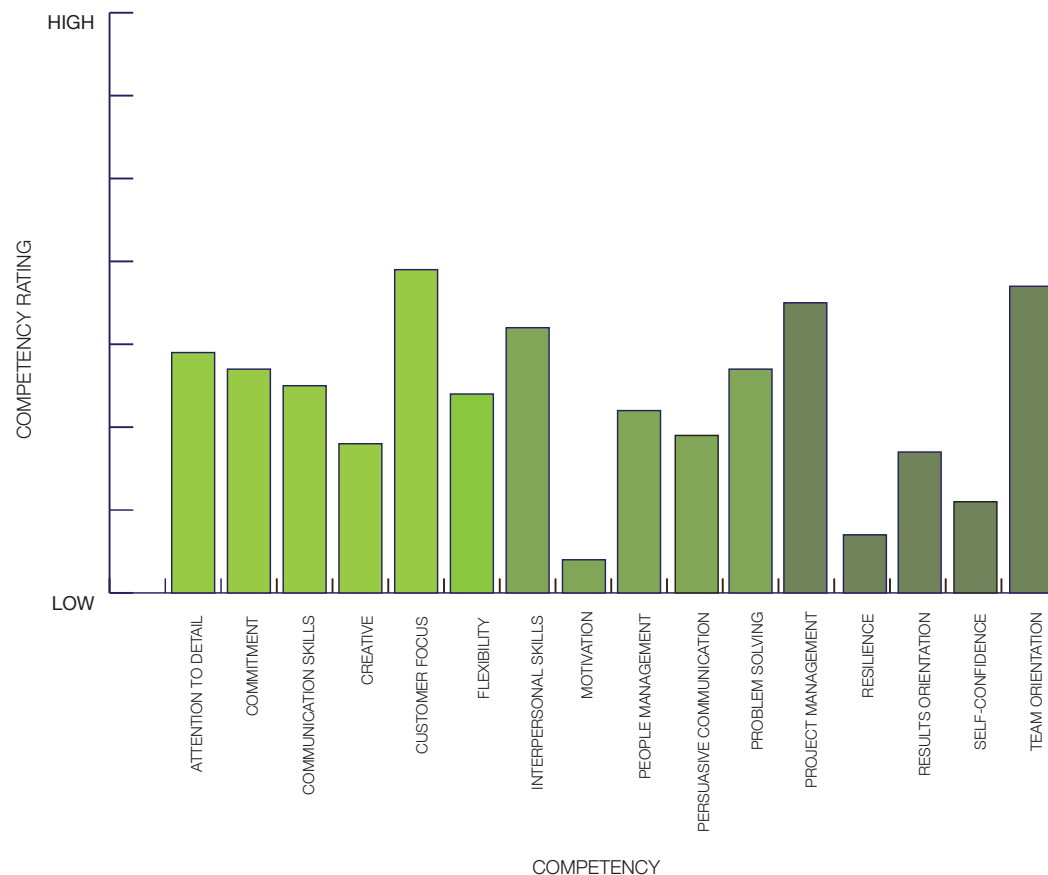
It should also be noted that Resilience was among the competencies where they received the lowest scores. The Resilience competency is created from two personality scales that form part of the Emotional Stability factor of personality, and lower scores are associated with lower self-esteem, and a tendency to be both self-critical and anxious. As with accountants, it seems that nurses may be more self-critical than most, and their responses may not reflect them in a true light. For this reason, the results of the current analysis should be interpreted with caution, and greater emphasis placed on the competencies that nurses score higher on as a group rather than comparing them to the general workforce.

This finding has added significance - there is perhaps a danger in recruiting staff that are emotional, low in self-esteem and sentimental about the role. Perhaps it is precisely because these individuals have low self-esteem that they are attracted to a job that is viewed so positively by society; they may be seeking affirmation through this career choice even though, given the finding that nurses who are more resilient perform better and are more satisfied, they may be temperamentally unsuited to it.

**“The higher scores for nurses were achieved for customer focus, team orientation and interpersonal skills”**

Figure 24 outlines the average competency profile for nurses and illustrates these strengths and limitations.

**Figure 24.** Distribution of average competency scores for nurses (n=89)



#### Nurses & Job Satisfaction

We also obtained job satisfaction responses from our sample of nurses in order to see which Profile:Match2™ competencies were linked to job satisfaction within the nursing profession.

Nurses experienced greater job satisfaction when they scored higher on Self Confidence, Project Management, Customer Focus, Communication Skills, Interpersonal Skills, Resilience, and Team Orientation. Because nursing is highly focused on teamwork, relationships with patients and their families, and offering their care, help and support to others, it makes sense that competencies associated with interpersonal relationships were related to job satisfaction.

Given the fast paced, changeable working environment and stressful nature of nursing roles, it is not surprising that those able to adapt to change, to solve problems, achieve results and who have an optimistic and confident outlook experience greater job satisfaction. In this sample these qualities were not well represented.

**“Competencies associated with interpersonal relationships were related to job satisfaction”**

## Part 3d:

### Research Findings - the relationship between competency profiles and job satisfaction

#### Competency profiles and job satisfaction

One of the reasons we examined the link between job satisfaction and competency profiles was to test the assumption that, in any given job, the greater the degree of fit with the competency profile for that job, the higher the job satisfaction. We had expected that the competencies related to job satisfaction would differ across job roles, such that the most prevalent competencies or those which logically seemed to be important for the role would be most predictive of job satisfaction. While this was the case for certain competencies and job roles (e.g. Interpersonal Skills being related to job satisfaction among nurses), it wasn't the case for all jobs.

For example, IT professionals scored significantly higher than the general workforce on the Profile:Match2™ Analytic Competency Metric. This is not only a statistically significant result, it is also a common sense finding because the ability to work with complex data and technological information are intuitively important characteristics for success in an IT role. From this we logically assumed that those IT professionals who got the highest scores on Analytic would be the most satisfied, but this was not the case. Clearly we needed to look for and explain alternative links between competency profiles and job satisfaction and so we referred to existing literature on the subject.

#### Concept of the happy employee

*"A person with a high self-esteem will view a challenging job as a deserved opportunity which he can master and benefit from, whereas a person with low self-esteem is more likely to view it as an undeserved opportunity or a chance to fail" (Locke, McClelland & Knight, 1996).*

Over the past number of years a significant amount of literature has argued that job satisfaction is at least in part based on individual dispositions (House, Shane & Herold, 1996). Indeed, an abundance of evidence has revealed that the Emotional Stability facet of the FFM consistently appears as one of the strongest correlates of job satisfaction (Judge, Heller & Mount, 2002). Furthermore, it has often been suggested that Emotional Stability and Extraversion together are key aspects of the "happy personality" (DeNeve & Cooper, 1998). It appears that certain elements of both these characteristics allow individuals who are emotionally stable and extraverted to be both happy in life generally and therefore happier in their jobs.

While reviewing all the job satisfaction data we had across five job roles (Nurses, IT, Recruitment Consultants, Accountants and Marketing) it became clear that there was a recurring pattern for some competencies related to job satisfaction across jobs - all these competencies had at least one contributing personality scale related to Emotional Stability or Extraversion. It would therefore appear that our findings are consistent with the previous research outlined above.



**Figure 25.** Competencies related to job satisfaction across all job roles (n=629)

COMPETENCY	CORRELATION
Resilience	0.33**
Self-confidence	0.29**
Results Orientation	0.26**
Project Management	0.25**
Communication Skills	0.24**
Customer Focus	0.24**
Developing Others	0.23**
People Management	0.23**
Motivation	0.23**

\*\* significant at .01 level

To gain deeper insights we combined the data from the five professional groups and carried out an additional analysis looking at the relationship between all Profile:Match2™ competencies and job satisfaction across all job roles. The results of this analysis are shown in Figure 25 and discussed below.

#### Results:

We found that when all five job roles were combined, the competencies predictive of job satisfaction included Resilience, Communication Skills, Customer Focus, Project Management, Developing Others, People Management, Results Orientation, Self Confidence and Motivation. There were three main trends, all of which are rooted in aspects of Emotional Stability and Extraversion; firstly, it seems that regardless of job role, competencies related to self-esteem, optimism and stress tolerance all contribute to job satisfaction; secondly, individuals who are socially skilled, enjoy being around others and offering help and support are more likely to experience job satisfaction, and finally, individuals who are goal focused and motivated to achieve are likely to experience heightened job satisfaction.

**“Competencies  
of Resilience and  
Customer Focus  
were predictive  
of job satisfaction  
across nearly all  
professional groups”**

# PART 4



## Part 4: Conclusion

Selecting the right person for the right job is in the best interests of both the organisation and the individual. For the organisation it will result in increased retention rates and growth and productivity. The individual, on the other hand, is more likely to experience fulfillment, commitment to their role and ultimately, to perform well on the job.

Profile:Match2™ is used to set apart the best from the rest. Our findings highlight the competencies that are critical to a number of job roles and industries. We anticipate that those competencies where our samples have the highest scores will be the most important for success in a given role.

The range of high scores across competencies and job industries reveals how certain jobs may attract a certain 'type' of individual, but also the competencies that are relevant for success in specific job roles. For example, there are huge differences between the characteristics of police officers and entrepreneurs. Looking at the differences in competency profiles the two professions seem to be almost polar opposites. Entrepreneurs have high levels of Creativity and low scores on Attention to Detail, whereas we found the exact opposite for the police sample.

The differences we have found between ideal competency profiles for various job roles or industries have clear implications for recruitment practices, and provide support for the notion that aligning the competency requirements of a job with the competency profile of an individual will likely predict a more successful hire.

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## Appendix

### Logic behind selecting competencies for research report graphs

#### Overview

We included in our graphical representations only those competencies where one group had scored significantly higher or lower than the other. In instances where there were numerous significant findings of a similar magnitude (i.e. not much difference in effect size), we selected those competencies that were actually relevant to the role and which added to our understanding of various job roles. It was important to reduce the number of competencies appearing in the graphs in order to make it easier for the reader to see at a glance the competencies that are most critical within that job role.

#### Part 3a: Distribution of competencies across the UK workforce

All Profile:Match2™ competencies were reported for this analysis in order to give a clear overview of the competencies that were most prevalent amongst our total UK sample.

#### Part 3a: Demographics

The competencies displayed in these graphs were chosen according to the following criteria:

1. To achieve a balance between the groups being compared we included competencies for each group where they had scored significantly higher than the other. For example, we included three competencies where females had scored higher than males and vice versa.
2. All the competencies selected for the demographic analysis were the ones with the biggest differences between groups of individuals.
3. Where there were a number of significant differences, but little differentiation between the strength of the significance, we refined the number of competencies being selected for the graph by deciding which of those were most relevant to the job role in question.

#### Parts 3b & 3c: Job sector and job role

Most of the competencies displayed in the graphs were chosen according to the following criteria :

1. The competencies chosen for these graphs were usually those where the particular job group had scored significantly higher than the general population. There were a few instances however, where certain groups were much lower on average than the general population, and we felt that it was also important to include these findings. For example, the fact that the sample of police scored much lower than the general population on Creativity was an interesting concept and contributes something to our understanding of what the policing profile means.
2. Where there were a number of significant differences, but little differentiation between the strength of that significance, we chose the competencies that were most relevant to that particular job role.