



Profile: Match2

# Development Report

by Psychological Consultancy Ltd.

COMPANY NAME: Job Title

Sofie Sample

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# Profile:Match2

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## How to use this report

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

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

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

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# Sofie Sample

PROFILE 1: Sofie Sample's personality profile  
*Your temperament*

	SCALE	T SCORE	LOW MEANING	STENS										HIGH MEANING	
				1	2	3	4	5	6	7	8	9	10		
ADJUSTMENT	SELF-ESTEEM	56	Self-conscious Self-critical Worrying								7				High self-esteem Upbeat Optimistic
	COMPOSURE	71	Passionate Moody Irritable											10	Composed Serene Unflustered
EXTRAVERSION	SOCIABILITY	58	Shy Socially reticent Reserved								7				Outgoing Talkative Gregarious
	ASSERTIVENESS	32	Easy going Not goal focused Not status conscious		2										Competitive Energetic Keen to take charge
AGREEABILITY	SENSITIVITY	36	Task focused Aloof Insensitive			3									Sympathetic Warm Approachable
	ACCOMMODATION	69	Independent Forthright Uncompromising										9		Eager to please Amenable Acquiescent
CONSCIENTIOUSNESS	COMPLIANCE	40	Impulsive Challenging Unconventional				4								Conforming Risk averse Rule abiding
	PERFECTIONISTIC	39	Flexible Unsystematic Impatient with detail			3									Attentive to detail Organised Thorough
OPENNESS	IMAGINATIVE	52	Practical Not easily bored Unadventurous							6					Curious Analytical Big picture perspective
	STUDIOUS	60	Learn from experience Tolerant of others' mistakes Resistant to being taught									8			Knowledgeable Informed Prepared

### Validity of these results

Sofie Sample's pattern of item responses is particularly unusual and may be due to careless or inattentive responding. You should bear this in mind when interpreting this report.



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





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# Sofie Sample

## Your personality profile *Part One*

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

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

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

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

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



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# Sofie Sample

## Self-esteem

### SCALE DEFINITION

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



### YOUR PROFILE

You are likely to be at ease with yourself and to be relaxed and self-assured. You should have few doubts about your interpersonal skills or your ability to communicate your ideas. You will probably assume that others will be interested in what you have to say and will not be afraid to voice your opinion or to make a contribution to a discussion.

Your strengths in relation to this scale include being very confident in your abilities and the sort of person who is probably valued by others for your optimism and your contribution. You are patient with your colleagues and are unlikely to take problems or criticism personally.

The concern for people scoring at the same level as you is that they are so confident and so sure of their contribution that, if they judge their performance poorly, they may come across as self-absorbed, opinionated or arrogant.

### POINTS FOR REFLECTION

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

- Do you feel confident about your abilities? **Y / N**
- Do you find it easy to express your view or opinion in front of others? **Y / N**
- Are you an optimistic person? **Y / N**
- Are you ever too forceful when expressing your views? **Y / N**
- Do you ever dismiss other people's ideas or suggestions because you think they are less important than your own? **Y / N**

### YOUR NOTES AND OBSERVATIONS



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# Sofie Sample

## Composure

### SCALE DEFINITION

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



### YOUR PROFILE

You are likely to be unusually calm and undisturbed by events. You may be so unreactive and placid that you seem unconcerned or insensitive - especially in dealing with people problems. You may be surprised by some people's lack of resilience and fail to appreciate their need for support. Your first impulse is more likely to be to offer a reasoned action plan, than an empathic supportive ear.

Your particular strengths in relation to this scale stem from the fact that you cope well in fast paced working environments and with challenging workloads. You tend to stay calm, even under considerable pressure, and rarely over-react.

The concern for people scoring at the level achieved by you is that such people can be so calm and unreactive that others see them as distant or unmoved by their concerns. Being inexperienced with anxiety themselves, they may seem unempathic and unresponsive.

### POINTS FOR REFLECTION

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

- Do you handle stress and pressure well? **Y / N**
- Are you a calm, consistent person? **Y / N**
- Are you more emotionally resilient than most people? **Y / N**
- Do you think you ever seem unemotional? **Y / N**
- Do you ever find it hard to understand other people's worries? **Y / N**

### YOUR NOTES AND OBSERVATIONS



Sociability

**SCALE DEFINITION**

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



**YOUR PROFILE**

You describe yourself as being quite talkative and gregarious. You appear to enjoy the limelight and may even be somewhat exhibitionistic. You seem to be an outgoing and spontaneous person who enjoys meeting new people. For this reason, you probably prefer not to work by yourself. These qualities could be useful for jobs where the quantity of social interaction with others is important. However, they could potentially prove a disadvantage in jobs that provide little opportunity for contact with others, or where social interaction would actually interfere with the levels of concentration and vigilance demanded by the job.

One of your strengths is that you are quite outgoing, talkative and gregarious. You enjoy being the centre of attention and like to be noticed. You make a strong first impression and would be comfortable in high profile positions. You are viewed by others as sociable, outgoing and approachable. You enjoy meeting the public and working with new people and value a lifestyle and career organised around social interaction. You are probably comfortable making presentations and relaxed about speaking in public.

There are two concerns about people who are as sociable as you. The first is that they may have such a desire for, and enjoyment of, social interaction that they may lose sight of the purpose for their engagement (for example, in a sales role they may devote too much time to poor prospects). Secondly, they may overwhelm their less extravert colleagues with their own more intense need to socialise.

**POINTS FOR REFLECTION**

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

- Do you tend to talk more than most? **Y / N**
- Do you enjoy being the centre of attention? **Y / N**
- Are you good at making a strong impression on others? **Y / N**
- Do you ever enjoy talking so much that you forget the purpose for your interaction? **Y / N**
- Do you think you have a tendency to dominate conversations sometimes? **Y / N**

**YOUR NOTES AND OBSERVATIONS**



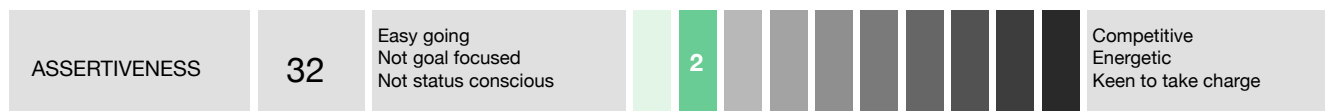
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## Assertiveness

### SCALE DEFINITION

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



### YOUR PROFILE

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

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

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

### POINTS FOR REFLECTION

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

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

### YOUR NOTES AND OBSERVATIONS

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## Sensitivity

### SCALE DEFINITION

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



### YOUR PROFILE

Because you are likely to be more preoccupied with your work than with your colleagues you may have a tendency to overlook people concerns. These characteristics mean that you are unlikely to appear very approachable on first acquaintance and may seem tough-minded or even disdainful. People with similar profiles are described as unsentimental and indifferent to the needs or sensibilities of others, perhaps expecting that individuals should resolve their own problems without turning to others for help. You may be irritated by others' shortcomings and seem unsympathetic. Other than with your superiors or people that you know well, you are unlikely to devote much time to listening to the concerns of others unless you have a specific reason for doing so.

A strength for you in relation to this scale is that you are probably more task oriented than person oriented. You can enforce tough rules and procedures where necessary without being swayed too much by the emotions or personal worries of others, and you are not easily distracted from the task by people concerns.

The concern for people scoring at the same level as you is that they may be so tough-minded and task focused that they have difficulty in appreciating other people's need for support. Such people may find it difficult to motivate others or manage them in ways that get the best out of them.

### POINTS FOR REFLECTION

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

- Do you find it easy to focus on the task in hand without worrying about the impact on others? **Y / N**
- Do you find it easier than most to give negative feedback? **Y / N**
- Are you more concerned to make good business decisions or concerned to make decisions most people are happy with? **Y / N**
- Do you think you tend to be unaware of other people's concerns? **Y / N**
- Do you think others are better at people management than you? **Y / N**

### YOUR NOTES AND OBSERVATIONS

Accommodation

**SCALE DEFINITION**

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



**YOUR PROFILE**

You seem very averse to conflict or confrontation. Your priority is likely to be to reach a consensus on any issues and to maintain positive relationships with others. You are likely to be concerned about what others think of you and to view your popularity as an important aspect of your influence. You will probably tend to canvas other people's opinions and consult widely about difficult issues. Such people can have difficulty deciding about the best course of action, being reluctant to impose decisions that would be unpopular with some elements.

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

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

**POINTS FOR REFLECTION**

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

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

**YOUR NOTES AND OBSERVATIONS**



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# Sofie Sample

## Compliance

### SCALE DEFINITION

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



### YOUR PROFILE

You may be quite spontaneous, impulsive and unrestrained. You are probably something of a free spirit, fairly individualistic and, at times, a non-conformist. There may be times when you challenge convention and you probably prefer situations where there are few restraints on your behaviour. You will have a preference for doing things in your own way and you may feel somewhat uncomfortable in more conventional or traditional settings. Finding expression for your individual style is likely to be more important to you than following the organisation's rules and procedures.

Your strengths in relation to this scale include seeming open to change and believing that it is important to be willing to challenge rules and take risks where it is appropriate. You can probably be described as fairly open-minded and flexible; you can at times be quite spontaneous.

The concern for people scoring at the same level as you is that they may be so impulsive and unrestrained that they find it difficult to feel comfortable or to be effective in many conventional work settings and are difficult to supervise within any structured organisation.

### POINTS FOR REFLECTION

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

- Do you prefer to do things your own way rather than being told how to do them? **Y / N**
- Would you say you are an unconventional person? **Y / N**
- Do you feel uncomfortable where there are lots of rules and procedures? **Y / N**
- Are you ever too impulsive? **Y / N**
- Are you a difficult person to manage? **Y / N**

### YOUR NOTES AND OBSERVATIONS

Perfectionistic

**SCALE DEFINITION**

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



**YOUR PROFILE**

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

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

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

**POINTS FOR REFLECTION**

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

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

**YOUR NOTES AND OBSERVATIONS**



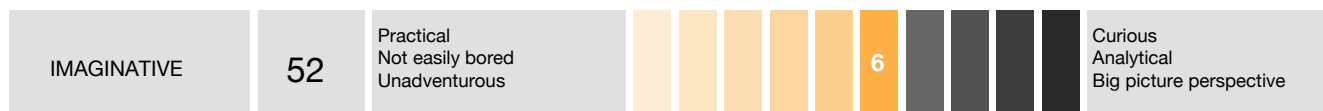
# Profile: Match2

# Sofie Sample

Imaginative

## SCALE DEFINITION

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



## YOUR PROFILE

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

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

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

## POINTS FOR REFLECTION

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

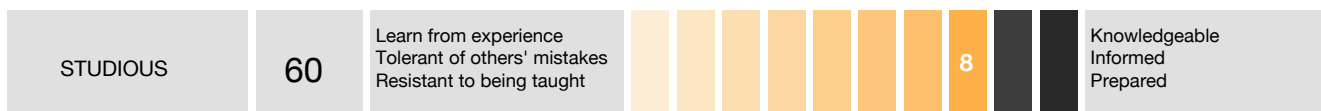
Your profile suggests that you are at neither one extreme nor the other on this scale. Comparing your results to those of other people who have taken this questionnaire, it appears that at least 35% of people are more curious, analytical and likely to have a big picture perspective than you while at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

## YOUR NOTES AND OBSERVATIONS

Studios

**SCALE DEFINITION**

This scale is concerned with the extent to which individuals are prepared to subject themselves to the discipline of learning from others, whether they want to know a subject, to research issues and decisions and enjoy learning for its own sake - or, conversely, whether they are the sort of person who wants to find things out for themselves, is unreceptive to teaching or to advice, values learning only as a means to an end, may know a little about everything, and is prepared to develop opinions and make decisions without thoroughly researching the issues.



**YOUR PROFILE**

You will probably place a high value on education and have some respect for knowledge. You are likely to make some of your decisions about restaurants, films, books and other purchases, on the basis of reviews or internet research. People with profiles like yours have fairly wide interests and tend to keep up-to-date in their field. Their appreciation of education is likely to be reflected to some extent in their qualifications, their reading and other more studios self-development pursuits. These characteristics are usually associated with being the sort of person who generally likes to be prepared, to be well-informed, and to base their decisions more on knowledge than on gut feeling.

One of your strengths is that you seem bright and knowledgeable. You enjoy and value formal education for its own sake. You seek opportunities to grow and develop and value training for yourself and those around you. People with profiles like yours enjoy pushing things through to completion and like to keep up-to-date in their area.

The concern for people scoring at the same level as you is that, although they may have qualifications and have wide interests, they may be too concerned to do things by the book and may also be intolerant of others' lack of knowledge or understanding. They may also have a tendency to undervalue input from others if it is based on personal experience rather than on accepted information.

**POINTS FOR REFLECTION**

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

- Do you enjoy being taught something new? **Y / N**
- Do you tend to read around your subject? **Y / N**
- Are you the sort of person who researches their holiday or restaurant choices? **Y / N**
- Are you ever critical of others' lack of knowledge? **Y / N**
- Are you sometimes dismissive of suggestions that lack a basis in current knowledge or research? **Y / N**

**YOUR NOTES AND OBSERVATIONS**





# Profile:Match2

# Sofie Sample

## Your competency profile - *Part Two*

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

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

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

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

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

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



# Profile: Match2

# Sofie Sample

## 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



### YOUR PROFILE

**Engaging:** Whether or not you seek the company of others, or are concerned for them your communication style is likely to be formal and task focused rather than personable. At times, you may therefore appear inattentive to the needs or sensibilities of others. You probably seem anxious to 'get on with the job', rather than spending time winning people over.

**Determined:** However sociable you are, your profile suggests that you are not an assertive person. You will be leisurely and easy-going, rather than competitive. You are likely to have a modest estimation of your own views and to be receptive to other people's ideas and opinions. The idea of forcing your views on others is probably quite alien to you.

**Original:** Persuasiveness benefits from inventiveness and the ability to think flexibly in order to counter unexpected challenges. You seem to be quite imaginative, perhaps not inspirational, but not lacking in ingenuity either. You probably have quite broad interests, and should seem as bright and inventive as the next person. You can be quite agile in dealing with any objections to your ideas and should hold your own in most situations.

**Sociable:** You are very sociable and should have a strong social presence. Such people are typically seen as talkative and socially confident. You should enjoy the limelight and being the centre of attention and are likely to see yourself as socially skilled and entertaining. You should relish the social dimension of this competency.

### POINTS FOR REFLECTION

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

Will your direct, impersonal style of approach mean that you will find it difficult to establish the rapport needed to win people over?

Do you lack the ability to take the lead and initiative to effectively influence others?>

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**



**YOUR PROFILE**

**Assertive:** You seem to be very unassertive and unlikely to make a very strong first impression. Your profile suggests that, however you come across, your objectives are likely to be purely personal and social rather than working to any other agendas or seeking personal advantage. In a work or team situation, you may miss opportunities to advance goals through networking or collaboration.

**Engaging:** You are probably less interpersonally sensitive than most and you may seem somewhat remote and unresponsive. Regardless of how sociable you are, you probably have limited interest in more personal or intimate communications with colleagues. This more taciturn and detached approach may stand in the way of managing the more sensitive and emotional areas of interpersonal relationships.

**Independent:** You seem very concerned about avoiding upset and conflict. Your priority is likely to be to reach a consensus on any issues and to maintain positive, harmonious relationships with others. You are likely to be concerned about what others think of you and to view your popularity as an important aspect of your influence.

**Sociable:** Whether or not you are engaging, you seem to be very sociable. You will probably have a need for company and enjoy social interaction and the attention of others. Such people are typically seen as talkative, outgoing and gregarious. They enjoy being the centre of attention and are likely to think of themselves as entertaining. Whether you are perceptive about others or not, you will seek out occasions to interact with colleagues and be intent on building relationships.

**POINTS FOR REFLECTION**

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

Does your modest ambition mean that you put little effort into effectively engaging with others or taking the initiative socially?

Do you appreciate that you may seem critical, intolerant of other people's shortcomings and discouraging?

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



# Profile: Match2

# Sofie Sample

## 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



### YOUR PROFILE

**Imaginative:** It seems that you will have a normal amount of curiosity and imagination. You probably have quite varied interests and, although you might not be especially imaginative, you should have ideas, views and opinions to contribute concerning change or innovation. You should be as bright and questioning as most other people.

**Driven and Enthusiastic:** Whether or not you are imaginative, creativity requires drive and determination to bring ideas to fruition. Your scores suggest that you will be easy-going and uncompetitive. You may be difficult to enthuse about new projects and show little sense of urgency. Any creative ideas may be pursued with insufficient determination to ensure a result.

**Individualistic:** Creative people are often individualistic. Being compliant by nature, as opposed to being challenging and freethinking, may put a brake on innovation - even when someone is imaginative. However, you appear to be independent and freethinking and are probably quite impulsive and spontaneous. You should be prepared to challenge established procedures and to embrace change and innovation.

### POINTS FOR REFLECTION

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

Do you have sufficient drive, competitiveness and personal ambition to bring ideas through to fruition?



# Profile: Match2

# Sofie Sample

## Decision Making

This competency is concerned with achieving an effective balance between cautious indecisiveness and inappropriate risk taking. High scorers will seek to ensure that they are adequately informed rather than taking unnecessary risks. However, effective decision makers need to be confident in their own abilities and able to make decisions in the face of uncertainty and unresolved questions when necessary. They need to know when deliberation has to be replaced by action. They also need the vision and big picture perspective to see the issues in their wider context.

### COMPETENCY RATING



### YOUR PROFILE

**Informed:** It seems that you will be very aware of the importance of good information in relation to effective decision making. You will be naturally disposed to validate your own views and experiences by checking and researching the facts when making decisions, relying on a sound knowledge base rather than on intuition.

**Questioning:** You should be as bright and questioning as the next person. Although possibly wary of purely speculative ideas, this may be balanced by some interest in originality. Your decisions are likely to draw on your past practical experience, as well as being reflective and open to innovation.

**Self-confident:** You should be a confident person who will generally assume that others will respond positively to you. You seem to have few doubts about your abilities and are likely to appear self-assured in your judgements and your decision making.

**Compliant:** You seem to be an autonomous individual who may have strong personal views. People with similar profiles are often individualistic, risk-taking and disinclined to be restrained by an organisation's values and traditions. Their decisions will not be unduly influenced by custom or convention.

### POINTS FOR REFLECTION

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

Do you often take risks, behave unconventionally or pay little attention to organisational policy or procedure?



# Profile: Match2

# Sofie Sample

## 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



### YOUR PROFILE

**Resilience:** You are likely to be unusually calm, flexible and undisturbed by uncertainty or unexpected events. You will not be easily flustered by sudden change, and will be able to respond more practically than emotionally. In these extreme circumstances your poise and composure will enable you to focus on what needs to be done, and your first impulse is more likely to be to offer a reasoned action plan than to dwell on any of the potential downsides to the proposed change.

**Imaginative:** Imagination makes a contribution to flexibility through one's curiosity and the vision to consider how things might be different. You seem to be quite imaginative, not perhaps inspirational, but probably someone with interests as varied as the next person. It would seem that your capacity to conceptualise alternatives may contribute to some extent towards your flexibility.

**Needs Variety:** You are likely to be as positively disposed towards change as the next person. You should be quite accepting of routines and continuity but not particularly restless or in any particular need of variety and stimulation.

**Predictable:** You are likely to be a bit unpredictable. You are quite impulsive and spontaneous and may be somewhat erratic in your performance. You will probably enjoy any diversions and changes from routine but may push the limits in challenging the particular change of course required.

**Individualistic:** You will readily confront established procedures when you feel they are ineffective or unjust. Your unconventional approach will work best within environments or roles where individualism is appreciated. Although willing to challenge convention, your flexibility may be restricted by this personal agenda.

### POINTS FOR REFLECTION

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

Do you not appreciate the impact that uncertainty and change may have and fail to reassure less resilient colleagues?

Strategic Awareness

This competency is concerned with the capacity to step back from events, to make an objective appraisal and to put this larger perspective to strategic advantage. This broader perspective may take in the wider industry, global trends or future developments. High ratings on this competency also suggest an ability to appreciate an organisation's strategic advantages and disadvantages as well as the factors to be negotiated in meeting and achieving objectives. Such people will have a preference for evidence over opinion and will appreciate the wider implications of their decisions, both within and beyond the organisation.

COMPETENCY RATING



YOUR PROFILE

**Ambitious:** Ambition and a sense of urgency will play a part in driving strategic awareness. However, you seem to be motivated mainly by your own particular interests, rather than seeking solutions to wider organisational issues. Seemingly relaxed rather than competitive, you may not be as motivated as others to develop your strategic awareness or to acquire a wider understanding of organisational issues.

**Evidence Based:** You are likely to keep yourself well informed and have an appreciation of the value of good factual, objective knowledge. Whilst being influenced by personal experience and receptive to other opinions, you will understand the benefit of researching issues thoroughly. Being aware of the limitations of a purely intuitive approach, you are likely to develop a wide and informed perspective as a basis for strategic decision making.

**Critical and Challenging:** Strategic awareness requires a disposition that questions, challenges and critically evaluates within a big picture context. You seem to be as critical and open to ideas as most people. You appear not to be especially interested in speculative or hypothetical questions, but neither are you solely focused on the practicalities of the moment. You should be as bright and open-minded as the next person, but not perhaps especially imaginative, innovative or strategic.

**Prudent:** You are likely to be quite spontaneous, prepared to take risks and probably see yourself as individualistic. Happy to challenge convention, you will have no great respect for things simply because they have been long established.

**Compliant:** Whether or not you are imaginative, you have the capacity to think outside the received wisdom and strategic rationale of the organisation, and will not be inhibited in your thinking.

POINTS FOR REFLECTION

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

Does your modest ambition imply a casual approach to the appreciation and understanding of work-sector issues required to develop a sense of strategic awareness?

Is your decision making dismissive of views that may be more intuitive and less knowledge based?

Are you so reliant on factual data for reassurance that you become indecisive when none is available?

## Planning and Organising

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

### COMPETENCY RATING



### YOUR PROFILE

**Conventional:** Perhaps rather non-conformist, you are likely to consider yourself an individualist; someone who prefers relaxed situations where there are few restraints on your behaviour. Quite single-minded and attached to your own points of view and your own way of doing things, you may be difficult to win over, perhaps feeling concerned about compromising your independence.

**Reliable:** Within most organisations, planning and organising are considered to be cautious and measured processes. However, you are likely to be quite impulsive and spontaneous. Similar people will sometimes push the limits and take risks so you may be wary of aligning yourself with established rules and procedures.

**Committed:** Regardless of whether you have a particular talent for organisation, compliance with established values is unlikely to be a priority and you are more likely to aspire to make changes than to become a dutiful employee. Whilst some people may become more organised in response to company values or policy, it is doubtful whether this would be the case for you.

**Concerned about Quality:** You may well be concerned that tasks should be done as well as you feel is appropriate, but you are unlikely to be disposed towards the detailed finish. You probably place more emphasis on the broad objectives of a task rather than being vigilant about plans or details. Individuals with a profile like this tend to take a more flexible and adaptable approach to their work.

**Evidence Based:** Because you recognise the value of good information, you will usually be inclined to check your assumptions and try to resolve uncertainties. You appear to appreciate the importance of researching your decisions, so your planning and organising processes are likely to be careful and considered.

### POINTS FOR REFLECTION

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

Are you able to appreciate the need for working arrangements and routines to be planned and well organised?

Are you so unrestrained and reluctant to work with established values and procedures that you would prove difficult to supervise?

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



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



YOUR PROFILE

**Composed and Stress Tolerant:** You should be unusually even-tempered, dependable and untroubled by pressure. Your imperturbability will make you straightforward to deal with and colleagues will know where they stand. As a leader, you should take things in your stride and be guided by reason rather than by emotion.

**Strategic and Visionary:** It seems that you should be as curious and imaginative as most other people. Although perhaps not particularly visionary or strategic, you will have ideas and opinions and an appreciation of innovative contributions from others.

**Perceptive:** You are likely to appear purposeful rather than friendly. Anxious to 'get on with the job' rather than spending time on pleasantries, you may sometimes seem indifferent to others or intolerant of shortcomings. Your leadership focus would probably be task or results-oriented, rather than nurturing.

**Independent:** You seem to lack independence in your views. Very concerned to avoid disagreement and conflict, your priority may be to compromise to maintain harmonious relationships. Worried what others think of you, you may view popularity as essential to your influence.

They also tend to have a confident and optimistic leadership style that is likely to motivate and raise aspirations.

**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 yours do tend to be quite high profile and to enjoy being the centre of attention.

**Determined to Succeed:** This profile suggests that you will be very leisurely, easy-going and not very ambitious. You are not pushy or competitive, and are unlikely to develop a strong sense of urgency or personal direction. This laid-back approach suggests that you would often be happy to let others take charge.

POINTS FOR REFLECTION

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

Are you so calm and unaffected by events that you may be unaware that others are having problems?

Does your single-minded focus on the task make it difficult for you to seem welcoming or interested in the needs of colleagues, and perhaps prevent them from expressing their own ideas or concerns?

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



Profile: Match2

Sofie Sample

Leadership Potential

**POINTS FOR REFLECTION** (continued)

Although not especially competitive, are there times when you have been able to engage in missions purposefully and to influence and motivate others, or is this an area for development?

Motivation

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

COMPETENCY RATING



YOUR PROFILE

**Cooperative:** Perhaps rather spontaneous and impulsive, you are likely to value your individualism and to prefer situations where there are fewer rules, constraints or pressures to comply with. In some work situations you may find it onerous to conform, perhaps feeling that compliance could compromise your personal integrity. Your energy and enthusiasm at work may not always be channelled within the established goals and values.

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

**Self-confident:** Whatever social impression you create, you are probably self-confident and have an optimistic outlook. You will have a 'can do' approach and would not easily be discouraged by setbacks. People with profiles similar to yours 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.

**Independent:** Being very anxious to fit in with others and to maintain harmonious relationships, any initiatives you propose are likely to be uncontentious and to closely reflect the consensus of opinion. You are likely to be very concerned about other people's opinions of you, and anxious that your efforts should not adversely affect your popularity in any way.

POINTS FOR REFLECTION

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

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

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



# Profile: Match2

# Sofie Sample

## 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



### YOUR PROFILE

**Self-confident:** You are likely to be at ease with yourself and self-assured in most situations. You should have more self-belief than most and little doubt about your capabilities. You are confident about your contribution, and of gaining an appreciative reception.

**Trusting:** You will generally expect to be well received by others. You are therefore trusting and relaxed and are not easily perturbed. At ease with yourself, you will rarely feel apprehensive or wary of people.

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

**Emotional:** You should seem grounded in your response to events and will seem quite unemotional, relaxed and composed. You will not overreact to situations or allow little things to trouble you.

**Stress Tolerant:** You are apparently untroubled by events that would disturb most other people. You are unusually calm and unflappable, should generally take life's ups and downs in your stride and cope well with pressure.

**Even-tempered:** You are likely to be very even-tempered and consistent in your moods. Because people know where they stand with you, you will have a calming effect on others and be easy to deal with.

### POINTS FOR REFLECTION

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

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



# Profile: Match2

# Sofie Sample

## Summary of points for reflection

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

### **Persuasive Communication**

Will your direct, impersonal style of approach mean that you will find it difficult to establish the rapport needed to win people over?

Do you lack the ability to take the lead and initiative to effectively influence others?>

### **Interpersonal Skills**

Does your modest ambition mean that you put little effort into effectively engaging with others or taking the initiative socially?

Do you appreciate that you may seem critical, intolerant of other people's shortcomings and discouraging?

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

### **Creative**

Do you have sufficient drive, competitiveness and personal ambition to bring ideas through to fruition?

### **Decision Making**

Do you often take risks, behave unconventionally or pay little attention to organisational policy or procedure?

### **Flexibility**

Do you not appreciate the impact that uncertainty and change may have and fail to reassure less resilient colleagues?

### **Strategic Awareness**

Does your modest ambition imply a casual approach to the appreciation and understanding of work-sector issues required to develop a sense of strategic awareness?

Is your decision making dismissive of views that may be more intuitive and less knowledge based?

Are you so reliant on factual data for reassurance that you become indecisive when none is available?

### **Planning and Organising**

Are you able to appreciate the need for working arrangements and routines to be planned and well organised?

Are you so unrestrained and reluctant to work with established values and procedures that you would prove difficult to supervise?

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

### **Leadership Potential**



# Profile:Match2

# Sofie Sample

Summary of points for reflection -  
*continued*

Are you so calm and unaffected by events that you may be unaware that others are having problems?

Does your single-minded focus on the task make it difficult for you to seem welcoming or interested in the needs of colleagues, and perhaps prevent them from expressing their own ideas or concerns?

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

Although not especially competitive, are there times when you have been able to engage in missions purposefully and to influence and motivate others, or is this an area for development?

## **Motivation**

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

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

## **Resilience**

## **NEXT STEPS**

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

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

To find out more about **MATCH:UP™** call 01892 559540 or visit the **PROFILE:MATCH™** website at [www.profilematchassessments.com](http://www.profilematchassessments.com).