Profile:Match2

DEVELOPMENT FEEDBACK FACILITATOR GUIDE

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REPORT OVERVIEW

The Profile:Match2 Personal Development Report provides a comprehensive picture of someone's personality and also considers the implications of this profile for their aptitudes and competencies at work. It allows individuals to review their strengths and limitations and provides an additional competency-based perspective. This sharpened focus enables individuals to plan a realistic and attainable path for their future personal development and career planning.

The report is split into two parts.

Part One is "Your Personality Profile". This is based on a psychometric interpretation of the participant's 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 them recognisable as the person they 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 each of us 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 is "Your Competency Profile". This reflects the way that your participant's personality plays out in terms of the varied demands of the workplace. In this section of their 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 participant's 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 the behavioural tendencies and predispositions that you will need to discuss with your participant- the starting point for their personal development plans.

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PREPARING FOR FEEDBACK SESSION

Following the structure of the report, we suggest that you divide the insights provided by the Personal Development Report across two feedback sessions; the first focussing on the Personality Profile, and the second on the Competency Profile.

SESSION 1: PERSONALITY PROFILE

For your first session, arrange an hour to go through the Personality Profile. There are 10 scales in the Profile:Match2 assessment and understanding one's results here sets the foundations to take more value from the subsequent Competency Profile. You will want to go over all 10 scales irrespective of what the scores are as each scale will impact their behaviour at work and bring associated strengths and drawbacks with them.

The report itself is structured in a way that you can follow when delivering the feedback. Each personality scale has its own page of interpretive text based upon the scale score for that individual. In addition to the interpretive text, there are then several suggested Points for Reflection that you can use to probe deeper with the participant, contextualise the results for them and find examples from their work life. Familiarise yourself with this content ahead of the feedback session to aid your discussion.

SESSION 2: COMPETENCY PROFILE

The second session is more focused than the first, aligning the participants profile with relevant on-the-job competencies. The Competency Profile provides a fit score per competency and is followed by text that interprets the associated personality scores as they relate to each given competency.

Unlike the Personality Profile, we suggest that you do not go through all of the competencies in the report. Instead, focus on 3-5 competencies that will provide the most value to the participant's personal development. You can choose these competencies yourself or have the participant choose the competencies they would like to focus on. We suggest choosing competencies that sit in each of the high, low, and mid-range of fit scores so that you have a range of possible outcomes to discuss.

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For each chosen competency you will have a page of text that explains why an individual has their particular fit score and then some further Points for Reflection. Familiarise yourself with this content to aid the discussion and explore the partcipant's approach to crucial work tasks, their current level of self-awareness, and any self-management techniques already in place.

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FEEDBACK STRUCTURE (PERSONALITY)

SETTING THE SCENE

Before you dive into the assessment results, setting the foundations for the session is crucial. Establish expectations and make the participant comfortable by going through the following:

Briefly introduce yourself and the assessment and thank the participant for participating
- 'Have you ever taken any personality assessments before?'
- 'How did you find taking the Profile:Match2 Questions?'

Establish a degree of rapport with the candidate and maintain their self-esteem throughout
- Ask the participant to provide you with a brief description of their job role, what a typical day or week looks like, and any current challenges they are facing
- There are no good or bad personality profiles. Emphasise to the participant that every profile brings a unique set of strengths and drawbacks with it. High scores aren't necessarily good, nor low scores bad

Explain the context of the assessment - why it is happening?
- The aim of development feedback sessions is to elevate self-awareness and create development strategies that allow the participant to leverage their natural strengths and mitigate their shortcomings
- With this first feedback session you will be focusing on elevating self-awareness, and by the end of the second session you will have connected personality to their on-the-job performance and create bespoke development goals
- Ask the participant if there is anything they would like to take away from the session specifically and agree on the intended outcome

Cover confidentiality issues and how their data will be used
- You need to be transparent about who will see the data
- If the report has been downloaded to a file system, how long until it is deleted?
- Who has access to these results other than you and the participant?
- Explain and agree the limits of confidentiality, and who owns the data

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FEEDBACK STRUCTURE (PERSONALITY)

INTRODUCE PERSONALITY/PM2

Introducing personality before going into someone's results provides an opportunity to ask questions or settle concerns. You will find an introduction to personality on page 4 of the Personal Development Report. You can read through this page in your feedback session or use it to create your own introduction to personality.

INTRODUCE THE REPORT

IThe last thing to do before discussing an individual's results is to provide them with an overview of the report. Explain that there are 2 parts to the report; the Personality Profile and the Competency Profile. Also explain that this first session will focus on the Personality Profile.

DISCUSSING THE RESULTS

Having now set the scene, established expectations and introduced what will be discussed, proceed through each of the 10 personality scales highlighting the upsides and downsides of the participants score and the impact on behaviour.

When discussing each scale score with the participant, ask discovery questions such as:
- Do you see yourself within this description?
- Does this sound true for you?
- Which aspects do you agree with?
- Which aspects do you disagree with?
- When have you seen these behaviours play out at work?
- How have you used this to your advantage?
- Has this ever interfered with your ability to do your job? If so, how?

Points for Reflection can then be used to probe deeper, contextualising the results for your participant and finding examples from their work life. Utilising the Points For Reflection and discover questions above, explore when these behaviours have served them well and when they have held them back or been counterproductive.

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FEEDBACK STRUCTURE (PERSONALITY)

SUMMARISE AND TEE UP SECOND SESSION

Before ending the session, summarise the points discussed across your session highlighting any role relevance that came up in discussion as well as current levels of self-awareness.

Mention that your next section will focus on the Competency Profile section of the report. Due to the role relevance of this section, you will be taking a deeper dive into 3-5 competencies rather than going over the entirety of the profile. Ask the participant to read the Competency Profile section of their report ahead of your next session and choose the competencies they would like to focus on. Recommend that they choose at least one competency from each of the high, low, and mid-range of fit scores.

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FEEDBACK STRUCTURE (COMPETENCIES)

SETTING THE SCENE

Pick up from where you left off at the end of your first session. Remind the participant that while your last session covered all 10 of the personality scales this session will focus in on 3-5 competencies. The aim is to end this session with two or three development areas to build on.

Ask if they have read over their Competency Profile since your last session and which Competencies they would like to focus on in the session (if you haven't received this in advance). Use this opportunity to answer any questions that they may have about their report before moving into their results.

EXPLAIN COMPETENCY FIT

Pick up from where you left off at the end of your first session. Remind the participant that while your last session covered all 10 of the personality scales this session will focus in on 3-5 competencies. The aim is to end this session with two or three development areas to build on.

Ask if they have read over their Competency Profile since your last session and which Competencies they would like to focus on in the session (if you haven't received this in advance). Use this opportunity to answer any questions that they may have about their report before moving into their results.

DISCUSS THE RESULTS

For each Competency Rating page you will see a selection of short paragraphs with a bold heading. Go through these paragraphs one at a time and ask open discovery questions such as:
- Do you see yourself within this description?
- Which aspects do you agree with?
- Which aspects do you disagree with?
- When have you seen these behaviours play out at work?

Points For Reflection will be generated and provided if there are any personality components that are particularly high or low. Where these questions appear, use them to further unpack the participant's results, understand the idiosyncrasies of their results that make sense to them and which components they are already aware of and managing.

FEEDBACK STRUCTURE (COMPETENCIES)

SUMMARISE AND TEE-UP DEVELOPMENT

At the end of this session you will want to summarise what was discussed across both of your conversations, covering the personality and competency profile. Use the insights from both to co-create two or three key take aways with the participant that they can carry into personal development planning. You may provide suggestions but involving the participant is recommended to integrate accountability and responsibility for following through with development commitments.

If you have any future sessions planned, explain how these insights will influence those sessions. Otherwise, recommend that the participant shares their key take aways with a manager or trusted colleague to further integrate accountability.

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