



Profile: **Match2**

P:M360™ Feedback Report

by Psychological Consultancy Ltd.

COMPANY NAME

Sophie Sample

[1092-2029][PMXFf03naE4][23/10/2015 15:10:09]



About P:M360™

In this approach, an individual's self ratings are compared to behavioural ratings by others that they interact with at work: their line manager, their peers, direct report, customers or clients. This all round perspective provides a robust assessment, and a sound basis for reviews, appraisals and particularly for personal development. Profile:Match2™ 360° assessments are based either on the key selected competencies for a role or, taking a broader approach, on a generic set of widely appreciated work related competencies.

As the candidate for this assessment, you will have completed two questionnaires. This report is based on your responses to these questionnaires, together with results from questionnaires completed by your various raters.

The first questionnaire you completed was concerned with your competency potential; the extent to which your personality is either an enabling factor in relation to each competency or something that will tend to interfere with performance. This psychometric self-report questionnaire was completed only by you. Its purpose is to provide a comparison between your potential and your performance, a perspective that can make an important contribution to the eventual outcome of the 360° process in terms of your future personal development planning.

The second questionnaire that you completed was a 360° behavioural rating questionnaire covering the same set of competencies. The focus in this questionnaire was on your behaviour and the way that you actually perform in relation to each competency. Each of your 360° raters completed a parallel version of this questionnaire.

The feedback in this report should help you to understand how your behaviour is perceived by others and provide the basis for a re-evaluation of your talents and weaknesses, and confirm the behaviour that is likely to get results.

This 360° process can give valuable information on:

- any differences that might exist between your perception of your talents at work and how they are perceived by others.
- any differences that might exist between the observations of different groups of raters - for example, does your line manager have the same view of you as your direct reports?
- the comparison between different raters' views of your performance based on observed behaviour and the estimates of your potential for each of the competencies assessed.

The 360° process gives you a great deal of information to work with and a rare opportunity to re-evaluate your performance from this wider basis. It has the potential to contribute to future decisions about deployment, careers and personal development.



Contents

Introduction

Your raters	4
How to use the P:M360™ feedback report	5
Competencies assessed	6

Part 1 Comparing Ratings

All Raters vs Self	7
Overall profile - the big picture	8

Part 2 Competency Profile Ratings

Results Orientation - performance ratings	9
Communication Skills - performance ratings	10
Customer Focus - performance ratings	11
Flexibility - performance ratings	12
Problem Solving - performance ratings	13
Strategic Awareness - performance ratings	14
Attention to Detail - performance ratings	15
Planning and Organising - performance ratings	16
Motivation - performance ratings	17
Resilience - performance ratings	18

Part 3 Performance vs Potential

Performance vs Potential	19
Accounting for performance/potential differences	20



Contents

Part 4 Competency Potential Ratings

Results Orientation - potential	21
Communication Skills - potential	22
Customer Focus - potential	23
Flexibility - potential	24
Problem Solving - potential	25
Strategic Awareness - potential	26
Attention to Detail - potential	27
Planning and Organising - potential	28
Motivation - potential	29
Resilience - potential	30

Part 5 Plan your Development

Incremental development	31
Development resources checklist	32



Profile: **Match2**

Introduction

Your raters

All the raters who answered the P:M360™ questionnaire about you are listed below. Please note that if you selected your own raters, some individuals may have been re-allocated by your Survey Manager, in which case they would appear below in a different group.

Manager

Manager Name

Manager Name

Peer

Peer Name

Peer Name

Peer Name



How to use the P:M360™ feedback report

STRUCTURE OF THE REPORT

This report is divided into a number of sections.

INTRODUCTION

The introductory pages describe the content of the P:M360™ assessment and give a brief description of the competencies addressed by this 360° configuration.

PART 1 - COMPARING RATINGS

The first part presents two graphics in which ratings for each competency are superimposed on the competency potential profile created by your completion of the Profile:Match2™ personality questionnaire. The first graphic depicts combined overall ratings from all third party raters alongside your own self assessments for each competency. The second graphic shows mean ratings for each group of raters as well as your own. Any significant differences are highlighted in the text.

PART 2 - COMPETENCY PROFILE RATINGS

The graphics in the second section illustrate your P:M360™ performance ratings for each of the competencies assessed. The discrepancy analysis reflects any significant differences between groups of raters and your self-rating of competence.

PART 3 - PERFORMANCE VS POTENTIAL

This part focuses on differences between your self-rating and your potential for that competency estimated on the basis of your personality assessment (Profile:Match2™ personality questionnaire). The second page in Part 3 provides a process to explore possible explanations for any performance vs potential discrepancies.

PART 4 - COMPETENCY POTENTIAL ANALYSIS

Part 4 forms the heart of the report and each page gives an in-depth analysis of your potential for each competency and a narrative to convey the impact of the various personality characteristics that will contribute in some way to your performance. The 'Points for self-reflection' encourage you to consider some of the key points raised.

PART 5 - PLAN YOUR DEVELOPMENT

This section will help you to focus on the most important findings for your future development and gives advice on how to set some development objectives for the future.

MATCH:UP™

This is an online personal development planning tool. Designed to complement the P:M360™, it offers the opportunity to improve competencies and interpersonal performance, building on the sound foundation of informed self-awareness.

There are four parts to the MATCH:UP™ programme:

Part 1: Goal Setting

Part 2: Strategy

Part 3: Clearing the Decks

Part 4: Implementation

In today's constantly and rapidly changing world, we all face the need to step up to new challenges. MATCH:UP™ provides a unique action plan to harness the most positive aspects of personality and to manage others in accordance with desired development goals.

Visit www.psychological-consultancy.com for further details.



Competencies assessed

RESULTS ORIENTATION

Being able to focus on organisational targets and to think independently about how best to achieve these goals. Such people can motivate others through their 'can do' attitude, often displaying initiative, persistence and optimism.

COMMUNICATION SKILLS

Being able to engage and communicate effectively and with confidence, showing an appreciation of the needs of different audiences, structuring one's communications in logical and accessible ways and expressing oneself with clarity.

CUSTOMER FOCUS

Concerned with the desire to deal with customers in an engaging, professional and courteous way and having the temperament to achieve this. Those with high ratings will recognise the importance and significance of customer relationships to the success of any organisation.

FLEXIBILITY

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

PROBLEM SOLVING

Considering oneself to be capable of delivering solutions to problems, having a good practical understanding of the issues and being innovative. High scorers should be alert to the wider implications and prepared to consider both conventional and unconventional ways to overcome difficulties.

STRATEGIC AWARENESS

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

ATTENTION TO DETAIL

Having a concern for detail in the planning and execution of tasks. High ratings for this competency identify those that are quick to spot errors and inconsistencies. Such people have a desire for perfection, are particularly detail conscious, have high standards and a deep concern to avoid error.

PLANNING AND ORGANISING

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

MOTIVATION

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

RESILIENCE

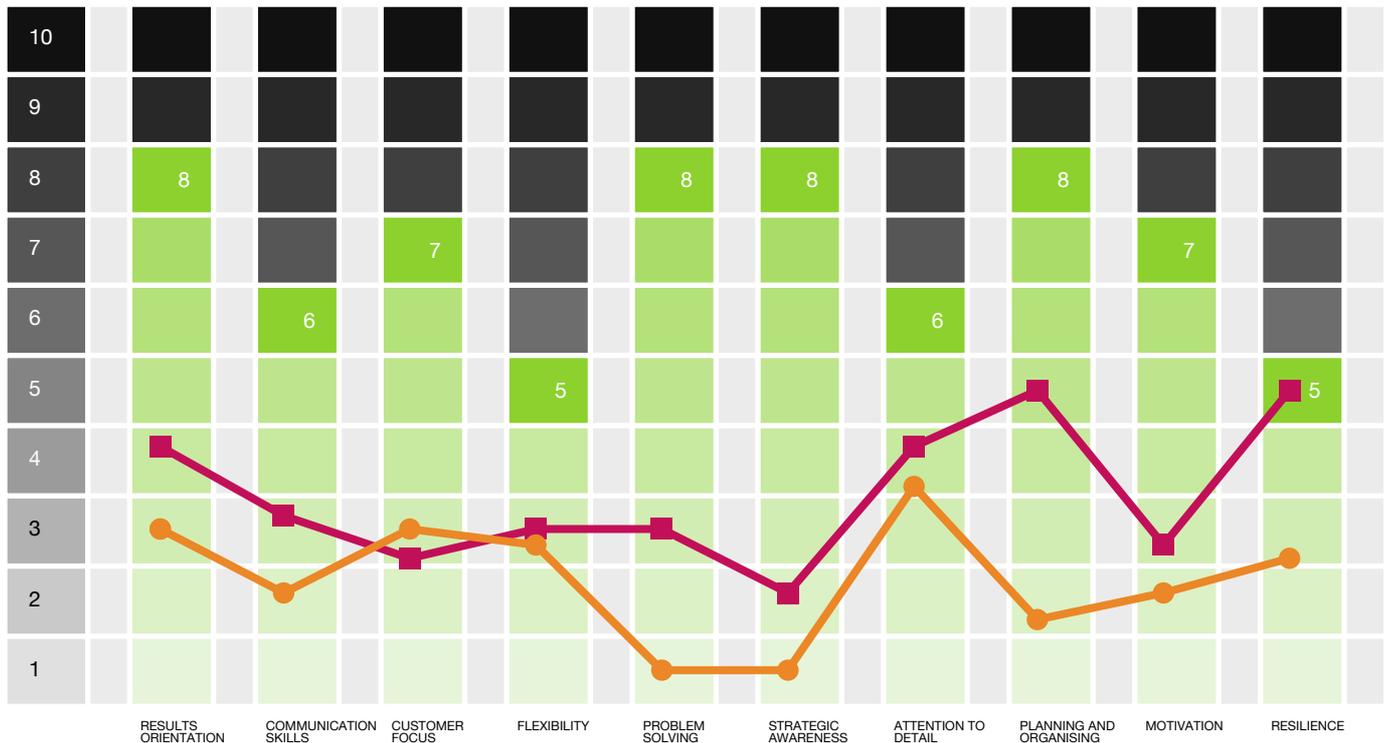
Concerned with being sure of oneself and having a capacity to cope with pressure, set-backs or the unexpected. Such individuals will be even-tempered and generally upbeat and optimistic and take things in their stride.



Profile:Match2

Part 1 Comparing Ratings

All Raters vs Self

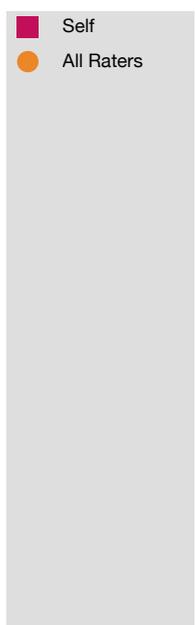


The graph above shows:

1. Your self-ratings on all the competencies
2. The average of All Raters ratings on all the competencies
3. Your potential, as assessed by the Profile:Match2™ questionnaire, on each of the competencies

Significant differences between All Raters and Self ratings:

All Raters rated you significantly lower on Results Orientation, Problem Solving, Planning and Organising, Resilience.



Potential vs Performance

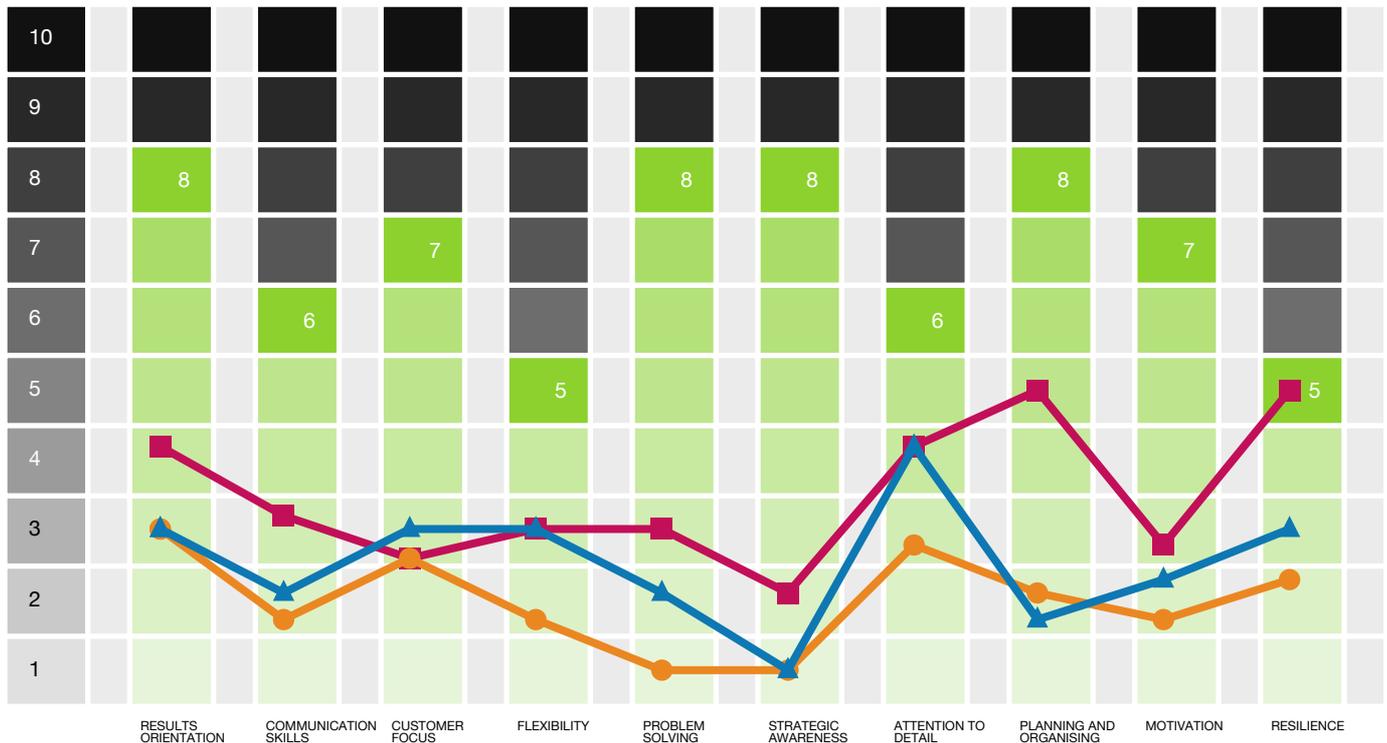
In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results (See Part 3 for a fuller discussion).



Profile:Match2

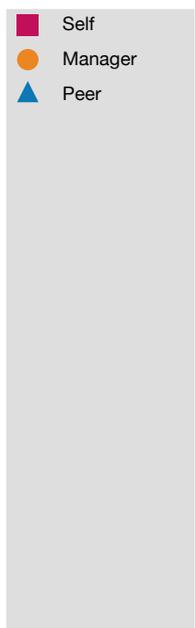
Part 1 Comparing Ratings

Overall profile - the big picture



The graph above shows:

1. Your self-ratings on all the competencies
2. The average of each rater group's ratings on all the competencies
3. Your potential, as assessed by the Profile:Match2™ questionnaire, on each of the competencies



Potential vs Performance

In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance ratings are in a different metric and they cannot be compared directly. However, your potential for each competency will be an important consideration when interpreting these results (See Part 3 for a fuller discussion).

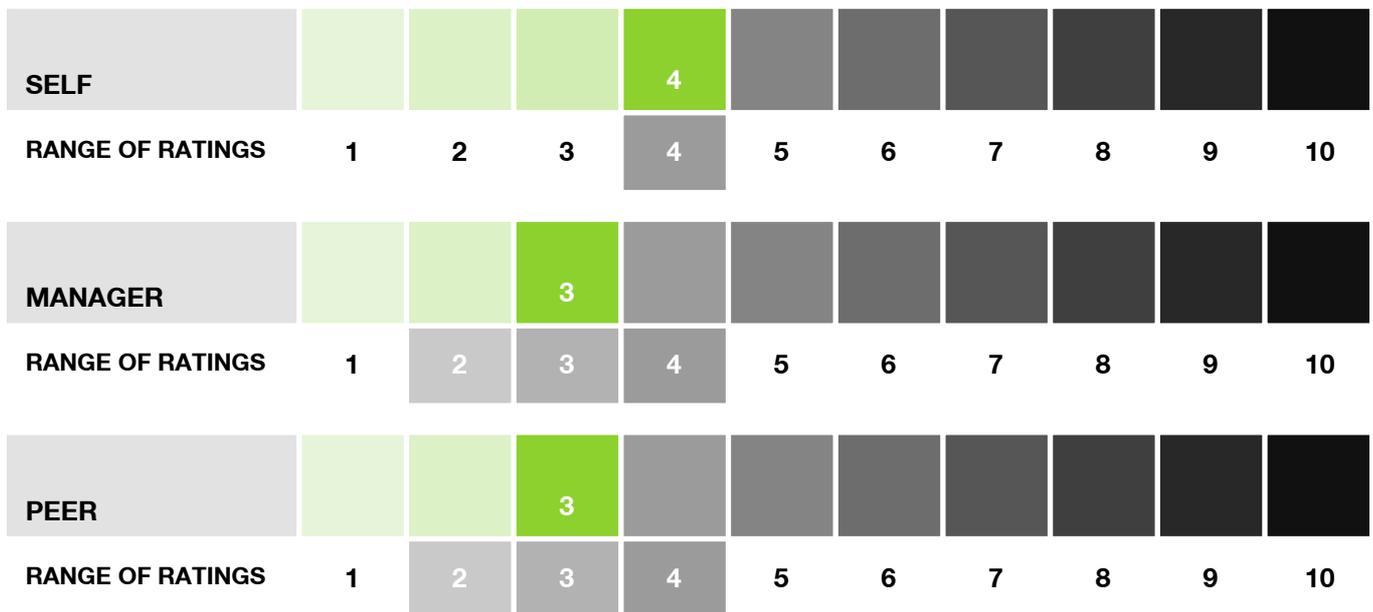


Profile: Match2

Part 2 Competency Ratings

Results Orientation - performance ratings

You have been rated by various colleagues at work on your Results Orientation competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the low average range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your Results Orientation capability which suggests you would be capable of above average competence in this area.

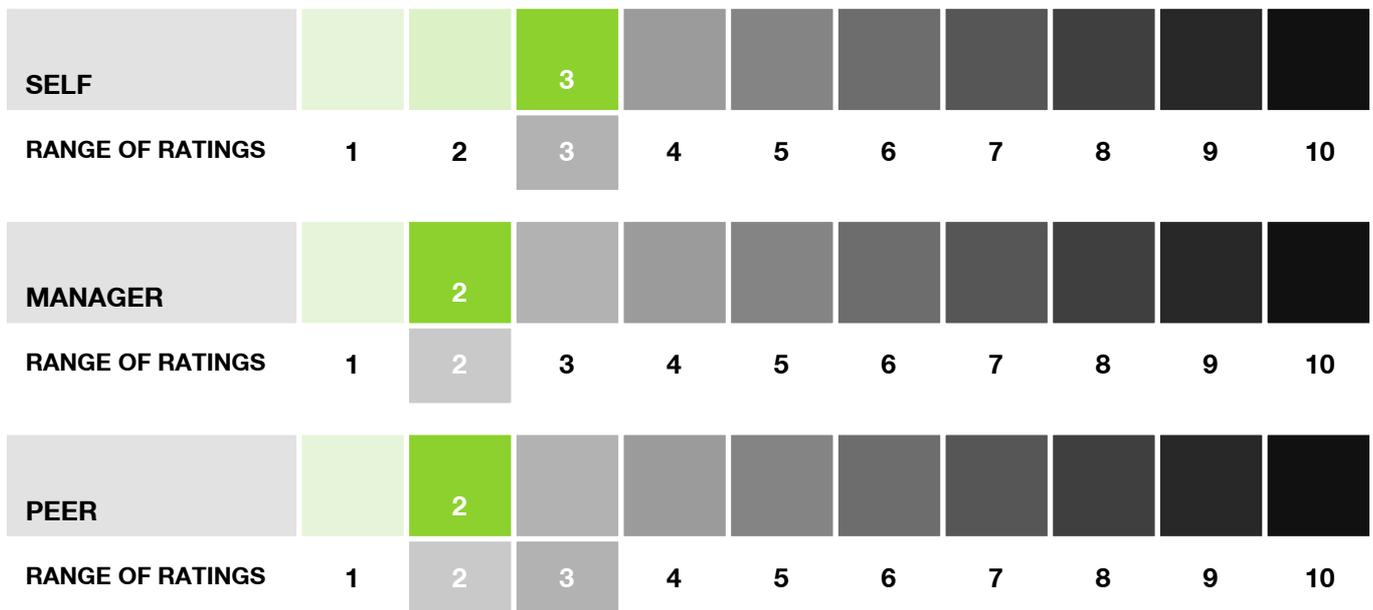


Profile: Match2

Part 2 Competency Ratings

Communication Skills - performance ratings

You have been rated by various colleagues at work on your Communication Skills competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the low range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your Communication Skills capability which suggests you would be capable of average competence in this area.

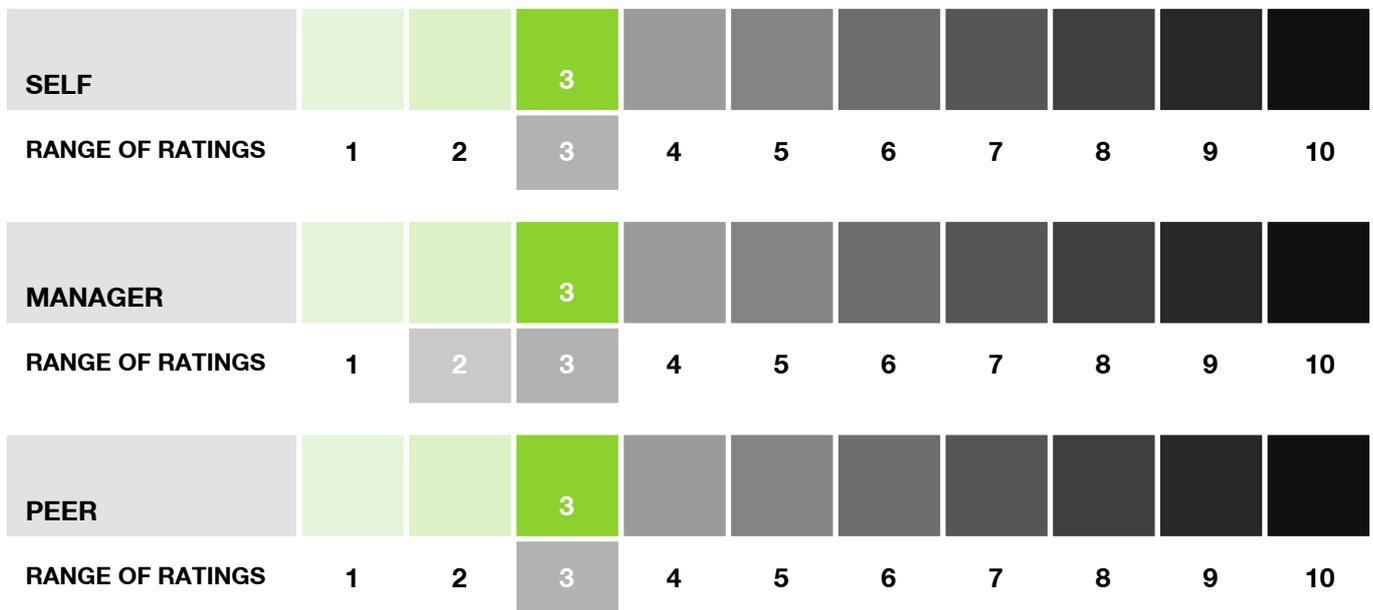


Profile: Match2

Part 2 Competency Ratings

Customer Focus - performance ratings

You have been rated by various colleagues at work on your Customer Focus competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the low range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your Customer Focus capability which suggests you would be capable of above average competence in this area.

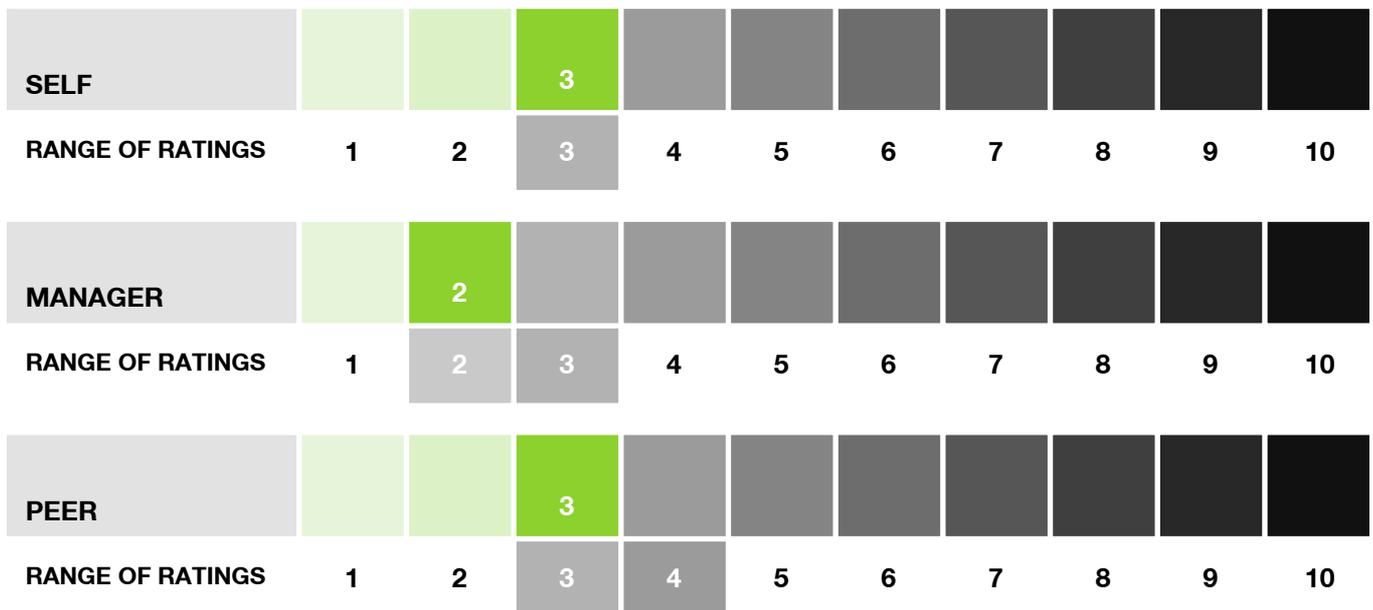


Profile: Match2

Part 2 Competency Ratings

Flexibility - performance ratings

You have been rated by various colleagues at work on your Flexibility competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the low range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your Flexibility capability which suggests you would be capable of average competence in this area.

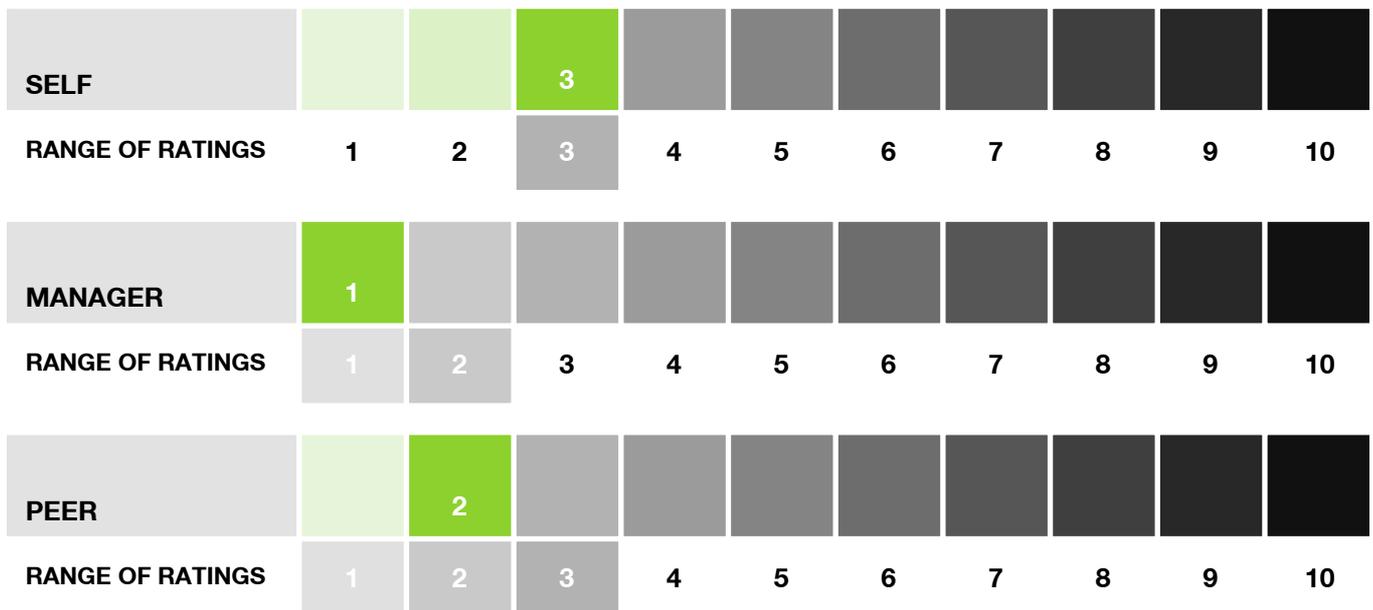


Profile: Match2

Part 2 Competency Ratings

Problem Solving - performance ratings

You have been rated by various colleagues at work on your Problem Solving competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the low range, is significantly higher than your manager(s).

These ratings should be viewed alongside the assessment evidence of your Problem Solving capability which suggests you would be capable of above average competence in this area.



Profile: Match2

Part 2 Competency Ratings

Strategic Awareness - performance ratings

You have been rated by various colleagues at work on your Strategic Awareness competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the low range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your Strategic Awareness capability which suggests you would be capable of above average competence in this area.

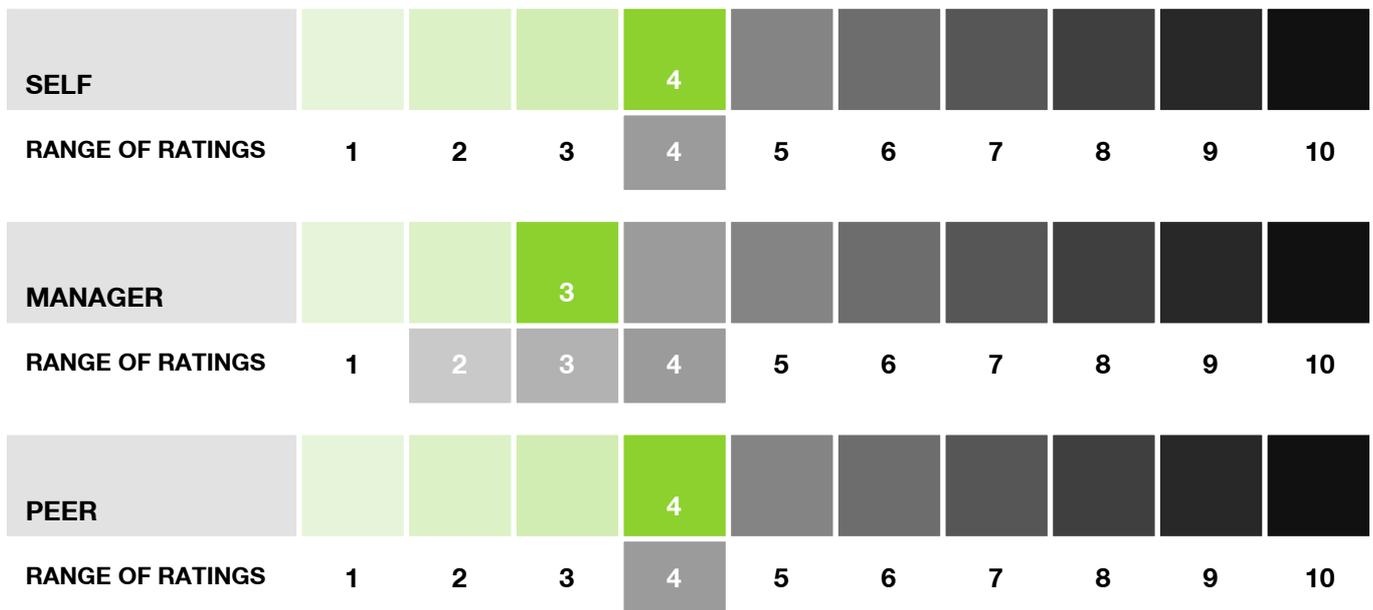


Profile:Match2

Part 2 Competency Ratings

Attention to Detail - performance ratings

You have been rated by various colleagues at work on your Attention to Detail competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the low average range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your Attention to Detail capability which suggests you would be capable of average competence in this area.

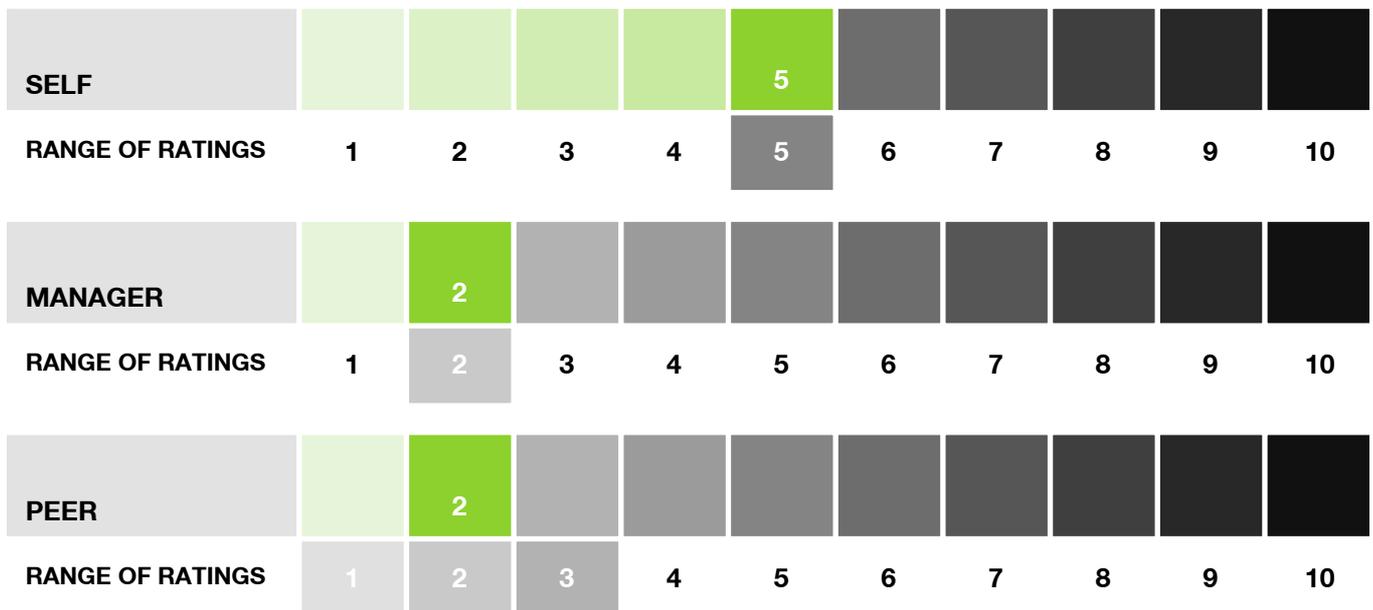


Profile: Match2

Part 2 Competency Ratings

Planning and Organising - performance ratings

You have been rated by various colleagues at work on your Planning and Organising competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the average range, is significantly higher than your manager(s) and peers.

These ratings should be viewed alongside the assessment evidence of your Planning and Organising capability which suggests you would be capable of above average competence in this area.

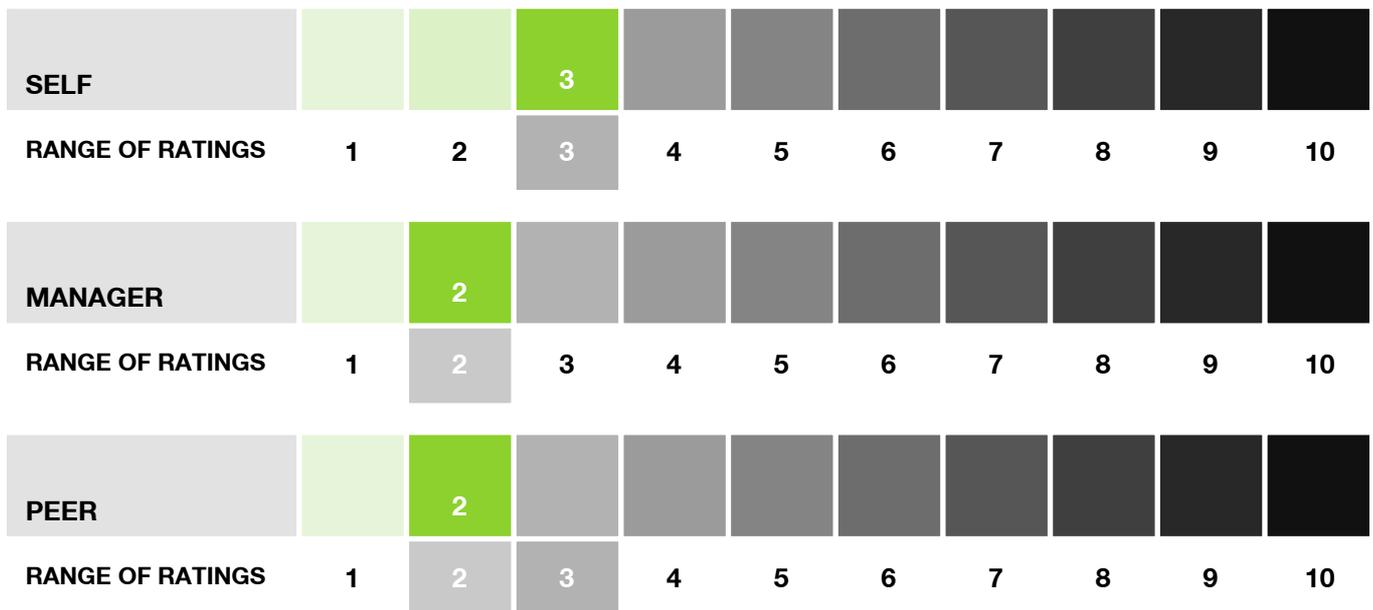


Profile: Match2

Part 2 Competency Ratings

Motivation - performance ratings

You have been rated by various colleagues at work on your Motivation competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the low range, is not significantly different to any of the assessor group ratings.

These ratings should be viewed alongside the assessment evidence of your Motivation capability which suggests you would be capable of above average competence in this area.

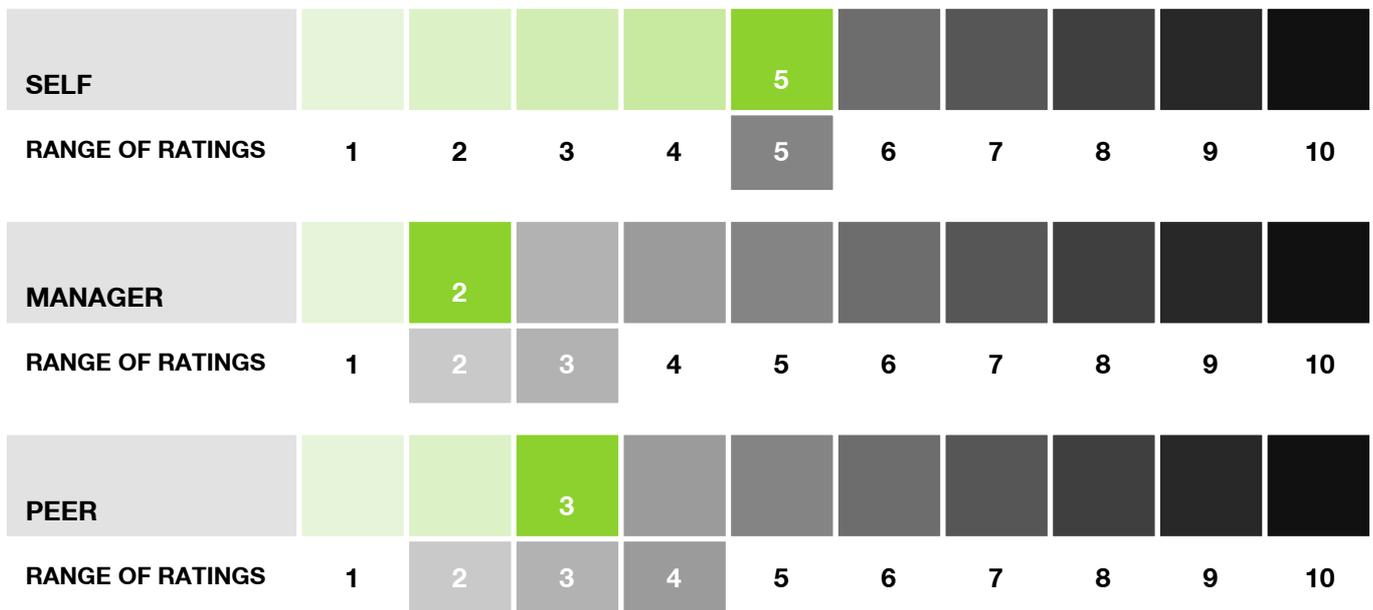


Profile: Match2

Part 2 Competency Ratings

Resilience - performance ratings

You have been rated by various colleagues at work on your Resilience competence. These performance ratings, along with your self-ratings, are shown in the charts below.



Discrepancy analysis

The points below relate to any significant differences between groups of raters when rating your performance on this competency.

- Your self rating, which is in the average range, is significantly higher than your manager(s) and peers.

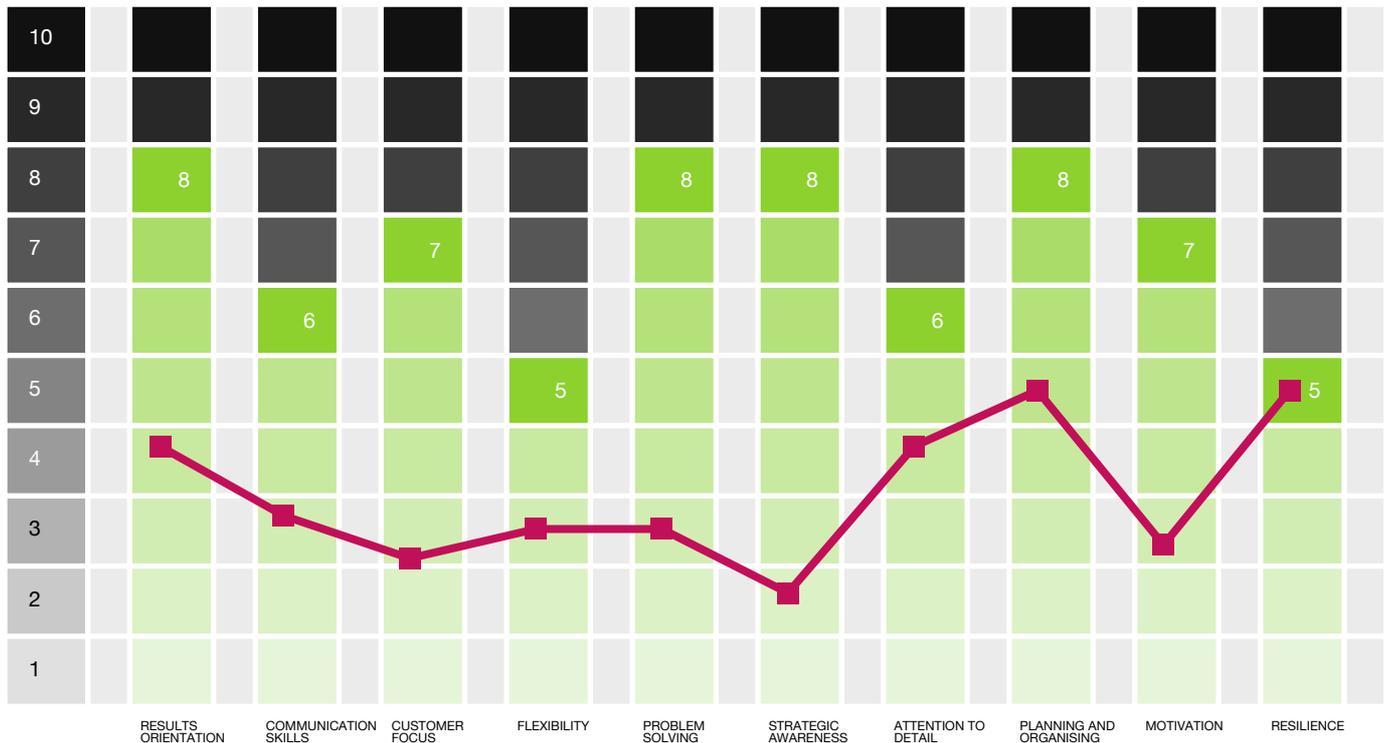
These ratings should be viewed alongside the assessment evidence of your Resilience capability which suggests you would be capable of average competence in this area.



Profile:Match2

Part 3 Performance vs Potential

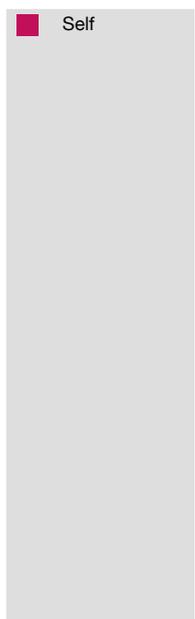
Performance vs Potential



In effect, your contribution to this 360° assessment has been to rate yourself in two different ways on the same competencies. Firstly, you completed the self-report Profile:Match2™ questionnaire which produced scores of your potential for each competency (the green bars above); these show the extent to which your personality is likely to facilitate or interfere with that competency. Secondly, you completed the 360° survey, rating your own performance on each competency.

How to use this information

You may find it useful to note any competencies in the table above where there is a ranking difference of more than two and reflect on the reason for this. There is additional information on the next page to help you make sense of any of these significant differences.





Accounting for performance/potential differences

Significant differences between performance and potential will often be fruitful areas for personal development, whether you get higher rankings for potential or higher rankings for performance.

Performance rated lower than potential

Where you have higher rankings for potential it would seem that performance is not reflecting the qualities that should give you an advantage in this area. There are many possible explanations for this and only you are really in a position to consider why this is happening. Consider the following:

(a) Is it situational? Are opportunities to shine in this area blocked by other more pressing priorities (yours or the company's), or by others who control that territory due to talent or seniority?

[YES] [NO] [MAYBE]

(b) Is it motivational? Are there other factors operating to suppress your motivation or desire to succeed in these areas (low employee engagement, lack of ambition, work tensions or other worries)?

[YES] [NO] [MAYBE]

(c) Although your temperament may be ideal, do your skills and knowledge compare unfavourably with other colleagues or with the norm for the organisation? Could it be that you need to put in some work to make yourself a viable player in this area?

[YES] [NO] [MAYBE]

(d) Are you simply unaware of your talents and their potential to enhance your career? Perhaps, like many other people, you are taking your exceptional qualities for granted, viewing them as uninteresting because they are so familiar?

[YES] [NO] [MAYBE]

Performance rated higher than potential

In this scenario, it may appear that you are out-performing your abilities and while this may seem paradoxical it is perfectly possible. Again, only you are really in a position to consider why this is happening. For examples of why this might be, consider the following:

(a) Have you had the opportunity to build your effectiveness bit by bit over time? Might you be delivering on that competency, but only as it applies in that specific situation? Are you in a situation that is particularly supportive in some way?

[YES] [NO] [MAYBE]

(b) Are you very self-aware, alert to your shortcomings and able to manage them? Does your self-knowledge help you to restrain less productive behaviours or alert you to the need to find alternative strategies in order to be effective?

[YES] [NO] [MAYBE]

(c) Is your performance flattered by the relatively poor performance of others? In 360° assessments, you are viewed in the context of local culture and expectations. Ratings will reflect this and, to this extent, they are more relative than absolute.

[YES] [NO] [MAYBE]

(d) Are you highly ambitious and determined to make the best of every opportunity? Are you so competitive that you work hard to raise your game? Do you think that your performance ratings may be influenced by the fact that you are energetic or high profile?

[YES] [NO] [MAYBE]



Part 4

Competency Potential Analysis

Results Orientation - potential

RESULTS ORIENTATION - DEFINITION

This competency is concerned with performance targets and efficiency and highlights four contributing characteristics. Firstly, the ideal candidates should be task oriented and single minded in their focus on getting the job done. Secondly, they should be independently minded and able to make unpopular decisions when necessary. Thirdly, they need to be assertive, competitive, and persistent in their drive to deliver whatever is required for the business to succeed. And finally, they should be self-confident and have a positive and optimistic 'can do' disposition.

Your potential for Results Orientation competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

Independent minded: You seem very people-focused and concerned to avoid conflict or confrontation. Such people can have difficulty deciding about the best course of action, being reluctant to impose decisions that could be unpopular. At times, you may prioritise the maintenance of harmonious relationships over the need to address performance issues.

'Can-do' conviction: You seem somewhat self-doubting and unsure of yourself. You will probably present yourself very well, but may be susceptible to pressure and feel concerned and anxious. Typically, such people are inclined to be cautious and tend to focus on the hazards rather than the opportunities. These are characteristics that could influence your resilience in the face of setbacks and your capacity to get the job done.

Task Focused: You will probably choose a purposeful and functional approach when a task needs completing, rather than wanting to make friends. You may be more likely to focus on the task at hand than to engage in small talk, and may sometimes seem rather indifferent to the needs or sensibilities of others. Ultimately you should have little difficulty in making the tough decisions necessary to 'get the job done'.

Driven: You appear to be highly aspirational, keen to take on new challenges and to get ahead in life. You should impress colleagues with your energy and assertiveness. People with this profile readily take charge of situations and seek to increase their responsibilities. You should be very confident about your opinions and expertise and be very committed to improving your position and status.

Points for self-reflection

Continues on the next page...



Profile:Match2

Part 4 Competency Potential Analysis

Results Orientation - potential

Points for self-reflection

Would your concerns about unpopularity interfere with your focus on results and 'getting the job done'?

Do you sometimes fail to make an effective contribution because of self-doubts outside your comfort zone?

Do you seem pessimistic and easily discouraged in certain situations and as a result dampen the enthusiasm of others?

Would you find it difficult to establish the rapport needed to motivate others to greater efficiency and productivity?

Are you so ambitious that your personal goals take priority over business objectives?

Does your competitiveness make you extremely independent rather than a team player?

Communication Skills - potential

COMMUNICATION SKILLS - DEFINITION

This competency is concerned with the ability to engage with others, to appreciate the needs of different audiences, to hold their attention and to interest them. High scorers will communicate purposefully, having the confidence to address groups and to make presentations. They should also have the ease and informality appropriate to networking and social situations. Being able to engage with others and to communicate ideas, they should relish the opportunity to be the centre of attention and will enjoy the performance aspect of any role.

Your potential for Communication Skills competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

Gregarious: On the one hand you should be as outgoing and gregarious as the next person and attracted by opportunities to socialise. On the other hand, you are not someone who needs to be with others at every opportunity. As extroverted and outgoing as the next person, you should welcome a significant social dimension to your work.

Engaging: Whether or not you have a desire or need for the company of others, you may appear distant and unresponsive. Perhaps focusing on the purpose and function of communications, you may rely on the relevance of your message to build audience interest and engagement, rather than on your awareness or empathy.

Independent: So far as your style of communication is concerned, avoidance of conflict or confrontation appears to be high on your agenda. You are likely to view your popularity as an essential aspect of your influence. While you should be diplomatic, and probably work hard to build rapport and to win people over, you are likely to avoid or delay dealing with sensitive or contentious issues.

Confident: Not being a very confident person, you are likely to have some doubts about your communication skills beyond the familiar sphere of daily encounters. Such people often worry about addressing groups and may need to prepare carefully to manage these anxieties and to be at their most effective.

Points for self-reflection

Are you so task-focused that you seem distant and unable to grasp what is required to really engage with people?

Are you so anxious about your popularity that you find it impossible to be candid and straightforward if you fear that an issue could put you in conflict with others?

Are you so self-doubting that your anxieties interfere with your performance, especially when tasks call for spontaneity?

Customer Focus - potential

CUSTOMER FOCUS - DEFINITION

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

Your potential for Customer Focus competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

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

Approachable: Concerning your manner and general demeanour, you are likely to appear practical rather than friendly. Such people can give the impression that they are indifferent to the needs or sensibilities of others. You may sometimes seem anxious to 'get on with the job' rather than spending time on pleasantries and this would moderate your engagement with customers.

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

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

Points for self-reflection

Are you so compliant with the organisation's formalities and procedures that your dealings with customers or clients could seem inflexible or wooden?

Would you be so committed to your established approach that you fail to adapt your style to achieve the most effective customer engagement?

Would you have difficulty with the 'service' aspect of this competency and struggle to consistently present yourself as welcoming and sensitive to customers' needs?

Flexibility - potential

FLEXIBILITY - DEFINITION

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.

Your potential for Flexibility competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

Resilience: You are generally even-tempered, and likely to remain as calm and steady as the next person in the face of change and uncertainty. You are unlikely to over-react to disappointment or the unexpected, or to be unduly bothered by uncertainty. However, like most other people, you will sometimes respond to alterations in the work routine with a degree of emotion or passion.

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 should appreciate the benefits of planning ahead and being organised, so that your behaviour should be consistent and predictable. You seem to be prudent and controlled rather than impulsive or risk-taking but this commitment to schedules and aversion to risk may sometimes restrain your flexibility.

Individualistic: You are likely to be compliant and quite concerned about conforming to company policy. You are probably keen to align yourself with the values of an organisation and should be respectful of the existing conventions and codes of conduct. However, you may be quite conservative about change and innovation and, in this sense, somewhat less flexible than others.

Points for self-reflection

Are you rule-bound and slow to appreciate the need for change?



Problem Solving - potential

PROBLEM SOLVING - DEFINITION

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

Your potential for Problem Solving competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

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

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

Enthusiastic: You appear to be very driven and focused on getting things done. Your ambition should make you keen to utilise any talents you have and to advance your career. You are likely to be keen to take the lead, and to relish the more difficult challenges. Your determination to succeed suggests that you should be persistent and resolute about seeing any responsibilities through to a conclusion.

Points for self-reflection

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

Could you be so competitive that you take on too much, or seek dramatic, high-profile solutions that enhance your reputation, rather than the simple fix that is required?



Part 4

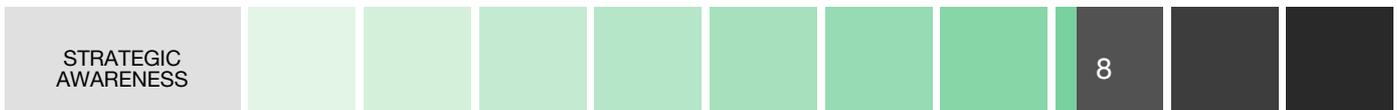
Competency Potential Analysis

Strategic Awareness - potential

STRATEGIC AWARENESS - DEFINITION

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.

Your potential for Strategic Awareness competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

Ambitious: Ambition and a sense of urgency will play a part in driving strategic awareness. You seem very ambitious, competitive and keen to show your capabilities. People with this profile relish a challenge and aspire to achieve a pivotal influence. You should appreciate the career benefit of keeping yourself well informed about organisational goals and the strategy issues relevant to your business sector.

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: Being a good corporate citizen, you may be uncomfortable about breaking with tradition and challenging the values of your organisation. Such people are accepting of the established procedures and will readily conform to expected codes of conduct, so their ability to think beyond that framework may be limited.

Compliant: Whether or not you are imaginative, your cautious nature and compliance with the established strategic rationale of the organisation may inhibit your capacity to consider radically new strategies. Such people are evolutionary rather than revolutionary in their approach.

Points for self-reflection

Continues on the next page...

Strategic Awareness - potential

Points for self-reflection

Your energy and aspirations are likely to make you an organisational asset, but are you so sure of your own focus that you make it difficult for others to contribute?

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?

Do you have difficulty in thinking outside the accepted traditions and established policies and procedures?



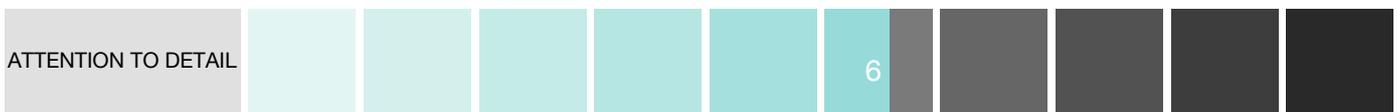
Part 4 Competency Potential Analysis

Attention to Detail - potential

ATTENTION TO DETAIL - DEFINITION

This competency is concerned with being attentive to detail in the planning and the execution of tasks. Individuals who are a good fit with this competency take great care with tasks and have a respect for craftsmanship, for doing things properly and for complying with policies and procedures. They have a single-minded focus on the task in hand and would be quick to spot errors and inconsistencies. Their high standards are rooted in a desire for order and for perfection, and a deep concern to avoid error.

Your potential for Attention to Detail competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

Exacting: You may well be concerned that tasks should be done as well as is appropriate, but your own contributions are unlikely to deliver consistently at the detailed level. Because you have a more flexible and adaptable approach to your work, you may also be less organised or consistent. Your natural disposition is probably to place more emphasis on the broader strategies and task objectives, rather than on the details.

Focused: You seem to strike a balance between being practical and down-to-earth on the one hand, and being imaginative and theoretical on the other hand. You are not likely to be especially distractible and should be as able as the next person to cope with routine, repetitive, detailed tasks and to focus on the process in hand.

Needs Variety: People with similar profiles to yours are often content to take on some repetitive tasks as a part of their role and to accept that their work will not always be varied or stimulating. They should be as able as most other people to cope with the boredom sometimes induced by repetitive, detailed tasks.

Compliant: You seem to appreciate the necessity for procedures and routines in the working environment and are probably more concerned than most about producing work to the required standard. Whether or not you are perfectionistic by temperament, you should have the desire to achieve the standards and levels of detail required of you.

Points for self-reflection

Would you have a casual regard for quality and not be vigilant enough about completing tasks to a consistently high standard?

Do you perhaps need to work within a clear structure or framework of expectations to bring out the best in you and to make you effective?

Does your reliance on structure make it stressful for you to cope with change?



Part 4

Competency Potential Analysis

Planning and Organising - potential

PLANNING AND ORGANISING - DEFINITION

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.

Your potential for Planning and Organising competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

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

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

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

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 self-reflection

Are you always so concerned about structure, and so wedded to established procedures, that you have difficulty in appreciating the required pace of change?

Are you so rule bound and compliant that you over-react to high-spirited behaviour or minor misdemeanours?

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



Part 4

Competency Potential Analysis

Motivation - potential

MOTIVATION - DEFINITION

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.

Your potential for Motivation competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

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

Ambitious: You will be single-minded about advancing your career and getting ahead in life. You are likely to be very competitive, results-oriented and ready to take on responsibility. You should impress colleagues as being hard working and assertive. Aspirational people like you relish a challenge, show initiative and are keen to take charge of situations. You should be very committed to improving your prospects and status.

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

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 self-reflection

Are you so assertive and ambitious that you seem overbearing and let your own agenda take priority over organisational interests?

Because of self-doubts and uncertainties, do you seem difficult to motivate and a reluctant recruit to new experiences or responsibilities?

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



Part 4 Competency Potential Analysis

Resilience - potential

RESILIENCE - DEFINITION

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.

Your potential for Resilience competence has been assessed by the Profile:Match2™ assessment system. Your score and its implications are given below.



IMPACT OF PERSONALITY

Self-confident: You will seem somewhat unsure of yourself. Regardless of how well you actually cope, you may often feel self-conscious. This self-doubt and cautious manner will impact on people's perceptions of your self-confidence.

Trusting: You seem quite an apprehensive person and may seem rather wary of others and to initially distrust them. You are unlikely to presume that others will take to you and could therefore be more sceptical about other people's reactions than most.

Optimistic: You will seem to be more pessimistic than optimistic. You will at times worry about your ability and effectiveness and be anxious that things may not go well. You may be more easily discouraged than most and may seem easily defeated or fatalistic.

Emotional: Like most other people, you will be prone to display your emotions on occasions. You may even react passionately at times. However, compared to others, you will not seem particularly emotional.

Stress Tolerant: It seems that you would not overreact or be easily fazed by events. You should cope with pressure as well as the next person. You are unlikely to make a drama out of a crisis and should be reasonably stress-tolerant.

Even-tempered: People with similar profiles to you are comparatively predictable in their moods. Generally, you should be even-tempered and likely to remain as calm and even-tempered as the next person.

Points for self-reflection

Are there occasions when your anxieties and suspicions interfere with your performance?

Are you easily discouraged and difficult for others to enthuse and motivate?



Incremental development

If you want it to be, personal development can be a lifelong process. Everyone can improve their performance in one way or another and this P:M360™ report will create excellent opportunities for self-reflection and development planning.

Your task now is to turn your new self-awareness into clearly defined personal development goals. Initially, these may be defined very broadly but it will help you to monitor progress if you break things down into smaller steps - clearly defined behaviours that can be observed and counted.

SUGGESTED INCREMENTAL DEVELOPMENT PROCESS:

1) Identify which competencies you want to improve and set broad goals

2) Define achievable targets - specific behavioural objectives:

- a) Consider the descriptive text of your profile (part 4)
- b) Consider any Points for Self-reflection (part 4)
- c) Read through the Discrepancy Analysis (part 2)
- d) Look at comparisons between self and other group ratings (part 2)
- e) Consider any consistent ratings (part 2)
- f) Evaluate differences between your performance and your potential (part 3)

3) Select realistic strategies that reflect your potential. Are you:

- a) Exploiting high potential and shooting for the stars?
- b) Recognising some limitations but extending your comfort zone?
- c) Compensating for recognised weaknesses and developing 'work-arounds' ?

4) Plan implementation:

- a) Set time-lines that are demanding but realistic
- b) Can you get others to feedback on your performance/improvement?
- c) If self-monitoring, can you appoint a colleague as mentor?
- d) Keep things moving, build on success by setting new targets

Every personality has its advantages and disadvantages so development is very much a personal issue. The approach adopted here is that there are fundamental aspects of your personality that cannot be changed, but that they can be managed and performance can be continuously improved. Discovering where your greatest assets lie, where your first impulse may undermine your efforts, and how you can become more effective, is an exciting and rewarding process. P:M360™ will help you to set a course towards the realisation of your full capabilities.

EXAMPLE: Derailed by talent - a real world paradox

Helen is a confident, extraverted, spontaneous individual whose ability to 'wing-it' is her special talent. It often serves her well when giving presentations or dealing with clients. However, her 360° Feedback made her recognise that spontaneity could be a high-risk strategy. She recognised a need to handle client meetings more consistently and effectively. Her first milestone towards this goal was to set out a game plan for each meeting; specifying exactly what she wished to achieve and identifying where she may need to rein in her impulsiveness. Each meeting was followed by a detailed review of what went on, where she was most effective and where she could have handled things better. In this way a virtuous circle of improvements was initiated. Preparing well but using her spontaneity to good effect in establishing rapport, Helen made better use of her talents while avoiding over reliance on an approach that, on its own, could become a liability.



Development resources checklist

Your P:M360™ Report provides you with a lot of material on which to base your thoughts and plans for future development. Use the following checklist to ensure that you are considering, or have considered, all the indicators available in this report when reviewing your personal development plans.

PART 1 & PART 2 - variability amongst raters

Your self-ratings of performance compared with ratings by each rater group - where are the biggest differences between your self-ratings and the perceptions of others? Remember, these are averaged over the entire group of raters.

Discrepancies between performance ratings - do the **different** groups rate you differently? If they do, can you think why this might be?

The consistency of performance ratings - do people within the **same** group rate you differently? The more consistent they are, the more likely it is that this represents a consistency in the pattern of your behaviour.

The range of performance ratings, how **extreme** are the variations of ratings within each group?

Discrepancy analyses. These highlight any significant differences between groups of raters. You should consider why your performance might be viewed differently by different groups.

PART 3 - potential vs performance

Are you performing best in the competencies where you show greatest potential?

Are there competencies on which you perform better than expected?

PART 4 - each competency in depth

Full competency definitions, these remind you exactly what was assessed.

Competency ratings. These are indices of potential. Might your temperament help or hinder you?

Passage of description text. Each looks at different aspects of temperament; within each competency which are your strongest/weakest points?

Points for self-reflection. These address issues raised by your questionnaire responses. They may be more relevant to some people than to others, but don't dismiss them out of hand!

MATCH:UP™

You will find further online help in turning 360° Feedback into an effective and realistic personal development plan on the Profile:Match2™ website. **MATCH:UP™** offers a step by step process that turns assessment into action. To get the most out of this report, **MATCH:UP™** takes you through an online personal development planning process that encompasses everything from competency selection tips through to managing feedback as you work towards your development goals. Visit www.psychological-consultancy.com for further details.