



Profile: **Match2**

Selection Report

by Psychological Consultancy Ltd.

COMPANY NAME: Job Title

Sofie Sample

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Profile:Match2

Sofie Sample

Introduction

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

THE ROOTS OF HIGH PERFORMANCE

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

REPORT STRUCTURE

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

PROFILE:MATCH**[™] IN CONTEXT**

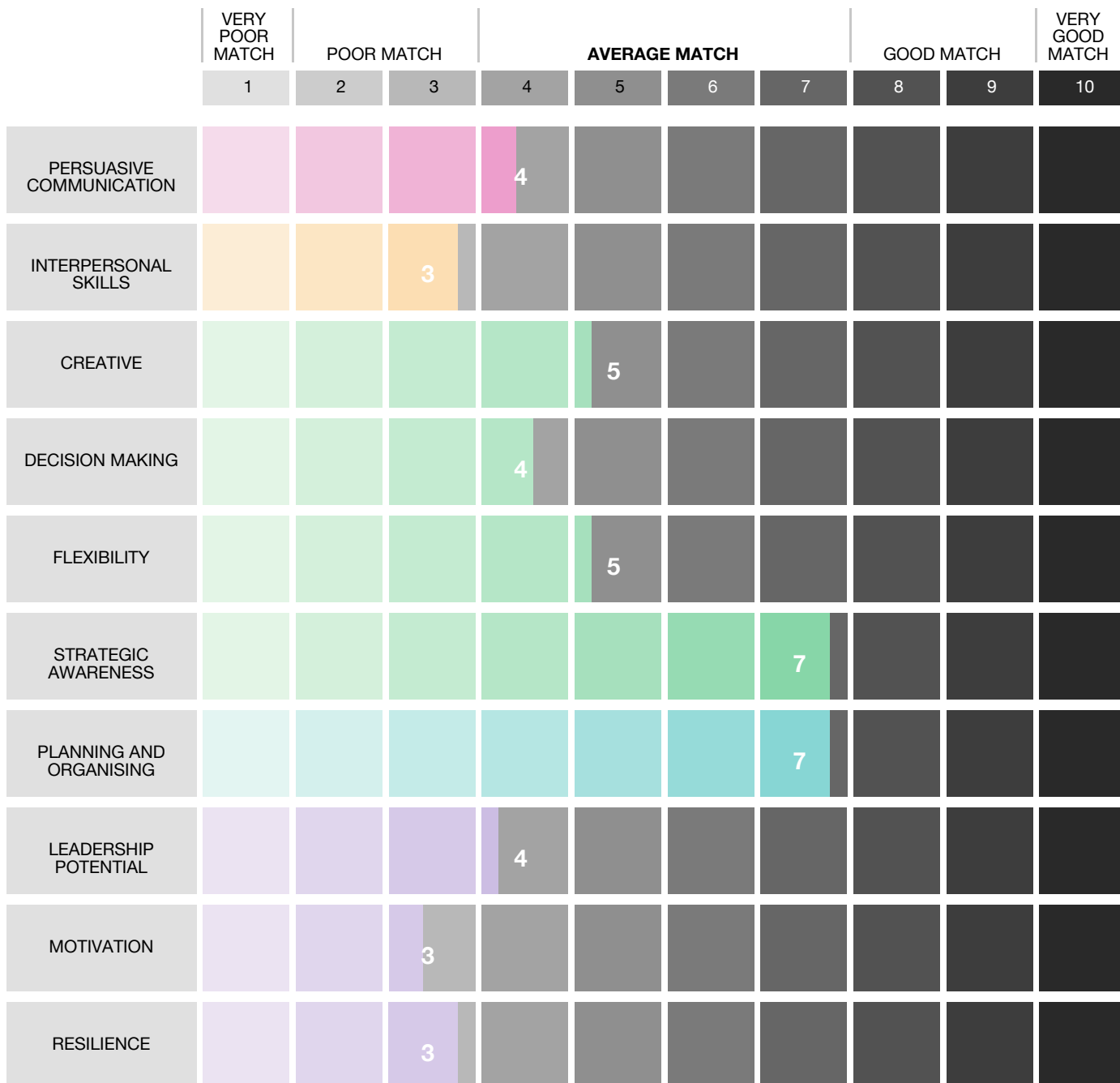
A PROFILE:**MATCH**[™] report will generally be true for most individuals but, given the extraordinary variability of our species, there will always be occasional exceptions. For this reason it is important to take all available sources of information into consideration when making selection decisions;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



Profile:Match2

Sofie Sample

PROFILE:MATCH™ - Sofie Sample's profile



Validity of these results

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



Profile: Match2

Sofie Sample

Competencies assessed for this role

PERSUASIVE COMMUNICATION

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

INTERPERSONAL SKILLS

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

CREATIVE

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

DECISION MAKING

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

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.

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.

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.

LEADERSHIP POTENTIAL

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

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.



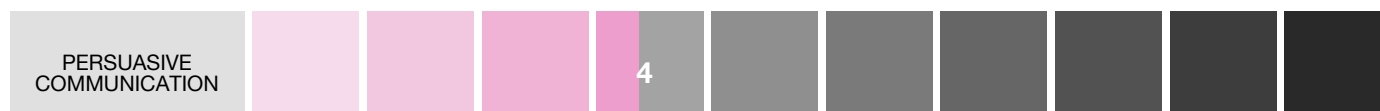
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Sofie Sample

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



SOFIE SAMPLE'S PROFILE

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

Sociable: Sofie's main hurdle, in respect of this competency, may be to overcome her social reticence. She is unlikely to make a strong social impression and seems quite solitary and disinclined to draw attention to herself. Paradoxically, this may be less so when addressing groups or making formal presentations, where particular areas of expertise and careful preparation can increase one's comfort zone very effectively.

Original: Persuasiveness benefits from inventiveness and the ability to think flexibly in order to counter unexpected challenges. Sofie seems highly imaginative. She is likely to be recognised as someone who makes an original and individualistic contribution. Typically iconoclastic, similar people have a thinking style that continually questions conventional wisdom. Sofie is likely to enjoy discussing and debating issues more than most, and should have no difficulty in marshalling her ideas and thinking on her feet in a fast-moving discussion.

Engaging: Whether or not Sofie seeks the company of others or is concerned for them, her communication style is likely to be formal and task focused rather than personable. At times, Sofie may therefore appear inattentive to the needs or sensibilities of others. She probably seems anxious to 'get on with the job', rather than spending time winning people over.

AREAS TO EXPLORE FURTHER

Does she lack the ability to take the lead and initiative to effectively influence others?

Would it be difficult for her to overcome her social reticence to deal with roles where she is required to persuade others on any regular basis?

Could she be so imaginative that she confuses others with the ingenuity and complexity of her arguments, rather than persuading them?

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

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



Profile: Match2

Sofie Sample

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



SOFIE SAMPLE'S PROFILE

Engaging: Sofie is probably less interpersonally sensitive than most and she may seem somewhat remote and unresponsive. Regardless of how sociable she is, she probably has 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.

Sociable: Whether or not she is engaging, Sofie is probably not a talkative, gregarious person. She appears to have relatively little need for company. She may be a listener rather than a talker, and rarely the one to initiate conversation. Although Sofie may cope adequately with the social scene at work, her rather solitary nature suggests that in many social engagements she would be operating outside her comfort zone.

Assertive: Sofie seems to be very unassertive and unlikely to make a very strong first impression. Her profile suggests that, however she comes across, her 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, she may miss opportunities to advance goals through networking or collaboration.

Independent: Sofie's manner may reflect her indifference to other people's opinions of her. Probably quite independently minded, she may be fairly forthright and direct in stating her points of view. Sofie appears to be autonomous and independent in her approach, sticking to her convictions rather than being particularly concerned about maintaining relationships.

AREAS TO EXPLORE FURTHER

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

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

Does her modest ambition mean that she puts little effort into effectively engaging with others or taking the initiative socially?

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



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



SOFIE SAMPLE'S PROFILE

Imaginative: Sofie seems to be highly imaginative; an 'ideas person' capable of making a significant contribution to problem solving and innovation. She is likely to be curious about processes and procedures, prepared to question the status quo and to seek alternative solutions. This big-picture approach should open up discussion with varied new perspectives and make a radical contribution to debate.

Driven and Enthusiastic: Whether or not Sofie is imaginative, creativity requires drive and determination to bring ideas to fruition. Her scores suggest that she will be easy-going and uncompetitive. Sofie 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, rather than challenging and freethinking, may put a brake on innovation - even when someone is imaginative. Sofie seems to be very conforming, conservative and compliant. Usually dutiful and loyal employees, people with similar profiles may need convincing about the merits of innovation or any modernising ideas. By disposition, Sofie will favour gradual, incremental development, rather than sweeping changes.

AREAS TO EXPLORE FURTHER

Does Sofie have so many ideas that she has difficulty in making decisions and bringing any one of them to fruition?

Are some of her ideas too radical or impractical to be constructive?

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

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

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



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



SOFIE SAMPLE'S PROFILE

Questioning: Sofie is likely to seem a bright, highly imaginative person with a wide range of interests. This big-picture approach suggests that she will frequently see new perspectives on problems and issues, and will be original in her contributions to debate. Decision making may be more difficult, though, because Sofie's imagination presents her with many alternatives to the tried and tested. However, her decisions are likely to be more innovative as a result.

Informed: It seems that Sofie will be very wary of unsupported opinions and aware of the crucial importance of good information in relation to planning, policy and other decisions. She will expect any viewpoint to be carefully researched, and will value evidence and objective facts over subjective opinions.

Self-confident: Sofie does not appear to be a very confident person. However well she actually manages in situations where she needs to make an impression on others, Sofie will probably feel some degree of uncertainty or self-consciousness. Any such self-doubts may contribute to a rather cautious approach to making decisions.

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

AREAS TO EXPLORE FURTHER

Does she have so many new ideas and thoughts that she could over-analyse the possibilities and be unable to make firm decisions?

Is her need for certainty, even when there is little evidence available, and her reluctance to consider more intuitive solutions, likely to prolong decisions unreasonably?

Is she lacking in confidence, indecisive and, as a result, does she tend to rely excessively on the contributions of others in her decision making?

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

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



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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



SOFIE SAMPLE'S PROFILE

Imaginative: Imagination makes a contribution to flexibility through one's curiosity and the vision to consider how things might be different. Sofie seems highly imaginative. She is likely to be considered a creative 'ideas person' - someone who is capable of making a significant contribution to workplace change and innovation.

Needs Variety: Sofie will be open to experience and stimulated by innovation. Her big-picture approach will contribute new and radical perspectives to any debate. These are characteristics that will contribute significantly to her flexibility and attitude to change.

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

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

Resilience: It appears that Sofie will be less resilient than most. She seems to have a preference for stability and continuity and could find it difficult to cope with change and uncertainty. She is likely to be easily unsettled by the unexpected or by disappointment. She probably shows her emotions rather more readily than others, especially when under pressure or when things become unpredictable. Her flexibility, particularly during fast moving events, will be limited.

AREAS TO EXPLORE FURTHER

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

Might she be unsettled by change, needing time to adjust, to regain her equilibrium and to become calm and rational?

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

Strategic Awareness

This competency is concerned with the 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



SOFIE SAMPLE'S PROFILE

Critical and Challenging: Strategic awareness requires a disposition that questions, challenges and critically evaluates within a big picture context. Sofie will probably assume that established processes can often be improved. She should instinctively evaluate procedures and policies critically and be motivated to question the status quo. People with similar profiles are interested in speculative questions and prepared to think the unthinkable. Her big-picture approach should offer a constructive strategic perspective on issues under debate.

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

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

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

Evidence Based: Sofie will appreciate the importance of accurate information to inform strategic decisions. She probably operates within a broad frame of reference and gets into research mode instinctively. Sceptical about intuitive approaches, personal opinions and the limitations of personal experience, such people make strategic decisions based on good information reflecting a wide and comprehensive perspective.

AREAS TO EXPLORE FURTHER

Is she so imaginative that her capacity for effective strategic thinking is impaired, because she is always capable of viewing problems from yet another perspective?

Is she naturally so questioning and challenging that she is in danger of dismantling things more because of her desire for change than because it is necessary?

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



Profile:Match2

Sofie Sample

Strategic Awareness (Continued)

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

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

Is she so reliant on factual data for reassurance that she becomes indecisive when none is available?

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



Profile: Match2

Sofie Sample

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



SOFIE SAMPLE'S PROFILE

Evidence Based: Sofie places a high value on good information and this suggests that she will be careful about checking her assumptions and resolving any areas of uncertainty. Sofie probably seeks to minimise any doubt or ambiguity, and should be diligent in researching her decisions. For these reasons, her planning and organising are likely to be both detailed and thorough.

Concerned about Quality: Sofie may have a rather casual regard for quality, and a reluctance or lack of vigilance about meeting consistently high standards, but she will also have a high degree of openness to different and new ways of doing things. Individuals with a profile like her may focus on the broader picture and usually prefer flexibility and adaptability over more formal routines and procedures.

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

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

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

AREAS TO EXPLORE FURTHER

Is she so concerned to make well-informed planning decisions, and so intolerant of uncertainty and ambiguity, that she will sometimes delay things by searching for reassurances that simply are not available?

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

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

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

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



Profile:Match2

Sofie Sample

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



SOFIE SAMPLE'S PROFILE

Composed and Stress Tolerant: Sofie seems to be an excitable person who invests a lot of emotion in people or projects. Such people react strongly to disappointment or to the unexpected. They experience life intensely and with fluctuating emotions. She is unlikely to manage stress well and her effectiveness as a leader could be influenced by unpredictable moods.

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

Strategic and Visionary: Sofie seems to be highly imaginative; an 'ideas person' who is capable of making a significant strategic contribution. Curious and questioning, her big picture approach should open up discussion and make a radical contribution to debate. Sofie should welcome opportunities to be involved in creating and realising a vision.

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

Independent: Sofie appears quite independently minded in her views and opinions. She is more likely to hold to her convictions than to compromise for the sake of maintaining harmony. Very much her own person, she is likely to express herself in a direct and forthright way.

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 have no desire to be high-profile figures. They are socially reticent and tend to avoid being the centre of attention.

They also tend to be anxious so that their leadership style may be tense rather than relaxed; demanding of others and of themselves.

AREAS TO EXPLORE FURTHER

Is she aware of inconsistencies in her moods and emotions that may be difficult or demanding for colleagues?

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

Is she aware that ideas that are too radical, impractical or obscure may be counter-productive?



Profile:Match2

Sofie Sample

Leadership Potential (Continued)

Is she happy to maintain a very low profile with the organisation, leaving show-casing to others?

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



Profile: Match2

Sofie Sample

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



SOFIE SAMPLE'S PROFILE

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

Self-confident: Whatever social impression Sofie creates and whatever her desire for success, she is likely to have more self-doubts than most. She seems to be self-critical and pessimistic; someone who may therefore be easily discouraged. Her approach to new work demands and opportunities may be somewhat wary, making her appear reluctant or unenthusiastic. Sofie may be most effective when she has time to adjust and to build confidence step by step in relation to new initiatives or responsibilities.

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

Independent: However energetic and motivated Sofie is, being quite independently minded, her contribution may often be detached from the mainstream and the efforts of others. She appears to be more autonomous than most and not particularly concerned about other people's opinions of her. Perhaps quite forthright in expressing her points of view, Sofie may be reluctant to hold back for the sake of keeping the peace.

AREAS TO EXPLORE FURTHER

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

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

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



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



SOFIE SAMPLE'S PROFILE

Emotional: Sofie is likely to be unusually emotional and intense. She may be passionate about current preoccupations, may invest a lot in them emotionally and will have high expectations. Her ardent involvement in events and the intensity of her reactions to them make for a tempestuous emotional life.

Stress Tolerant: Sofie seems more reactive and more easily disturbed than most by challenging situations and events. She may feel it deeply if things go wrong and sometimes over react to criticism, disappointment or to unexpected changes. These reactions will surface particularly under stress or pressure.

Even-tempered: Sofie may easily become defensive and self-critical and be variable and unpredictable in her moods. People similar to her tend to wear their hearts on their sleeves, and may seem ill-tempered or irritable and difficult to deal with.

Self-confident: Sofie will seem somewhat unsure of herself. Regardless of how well she actually copes, she may often feel self-conscious. This self-doubt and cautious manner will impact on people's perceptions of her self-confidence.

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

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

AREAS TO EXPLORE FURTHER

Does she invest so much emotionally in people, plans or events that her reactions to perceived criticism or disappointment are highly charged and emotional?

Are the inconsistencies in her moods and emotions difficult to deal with and demanding for colleagues?

Is she so self-doubting that there are occasions when her anxieties and suspicions interfere with her performance?

Is she easily discouraged and difficult for others to enthuse and motivate?

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