



Profile: **Match2**

Selection Report

by Psychological Consultancy Ltd.

COMPANY NAME: Job Title

Sofie Sample

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SAMPLE



Profile:Match2

Sofie Sample

Introduction

This Profile:Match2™ 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:Match2™ 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:Match2™ 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:Match2™ IN CONTEXT

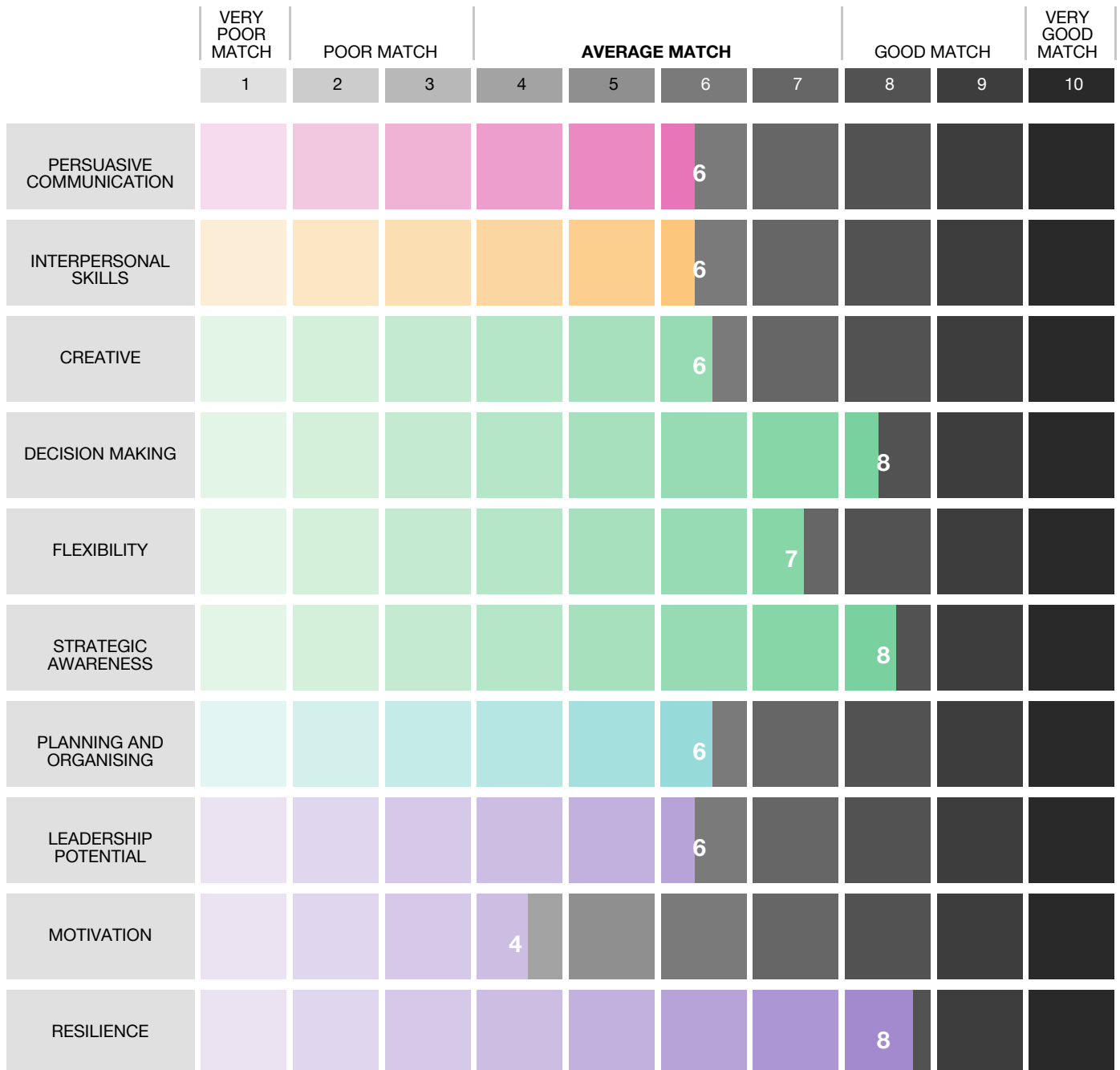
A Profile:Match2™ report will generally be true for most individuals but, given the extraordinary variability of our species, there will always be occasional exceptions. For this reason it is important to take all available sources of information into consideration when making selection decisions; these might include observation of the candidate, their CV or application form as well as the results of more formal assessment processes such as Profile:Match2™.



Profile:Match2

Sofie Sample

Profile:Match2™ - Sofie Sample's profile



Validity of these results

Sofie Sample endorsed 10 items on the Profile:Match2™ 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.



Profile: Match2

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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 this person is, this profile suggests that they are unassertive. They will be leisurely and easy-going, rather than competitive. People with similar profiles are likely to have a modest estimation of their own views and to be receptive to other people's ideas and opinions. The idea of forcing compliance on others is probably quite alien to them.

Sociable: This person is sociable and should perform well in any social context. Such people are typically seen as talkative and socially confident. They should enjoy the limelight and being the centre of attention. Likely to see themselves as socially skilled and entertaining, this person should relish the social dimension of this competency.

Original: Persuasiveness benefits from inventiveness and the ability to think flexibly. This person seems to be quite imaginative, perhaps not inspirational, but not lacking in ingenuity either. They probably have quite broad interests, and should seem as bright and inventive as the next person. This person can be quite agile in dealing with any push-back on their ideas and should hold their own in most situations.

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

AREAS TO EXPLORE FURTHER

Do they lack the ability to assert themselves; to take the lead and have the initiative required to influence others effectively?

Will their direct, impersonal style of approach mean that they 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: This person is probably less interpersonally sensitive than most and may seem somewhat distant or formal. Regardless of how sociable they are, this person probably has limited interest in more personal or intimate communications with colleagues. This rather taciturn and detached approach may encourage a focus on tasks and practical realities but inhibit more sensitive and emotional areas of interpersonal relationships.

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

Assertive: This person seems to be quite unassertive and unlikely to make a very strong first impression. Their profile suggests that, however they may come across, their 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, this person may miss opportunities to advance goals through networking or collaboration.

Independent: This person seems very concerned about avoiding upset and conflict and will not be confrontational or strident in expressing their views. Their priority is likely to be to reach a consensus on any issues and to maintain positive, harmonious relationships with others. This person is likely to be concerned about what others think of them and to view agreement and group conformity as having an important influence on their inclusion and popularity.

AREAS TO EXPLORE FURTHER

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

Does their modest ambition mean that this person puts little effort into engaging with others effectively or taking the initiative socially?

Does their desire to avoid conflict and maintain harmonious relationships prevent them from expressing valid but potentially unpopular opinions?

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: It seems that this person will have some degree of curiosity and imagination. This person probably has quite varied interests and, although they might not be especially imaginative, they should have views and opinions to contribute concerning change or innovation. This person should be as bright and questioning as most other people.

Driven and Enthusiastic: Whether or not a person is imaginative, creativity requires drive and determination to bring ideas to fruition. This profile suggests that this person will be easy-going and uncompetitive. They 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 definitive outcome.

Individualistic: Creative people are often individualistic. Being compliant by nature, as opposed to being challenging and freethinking, may put a brake on innovation - even when someone is imaginative. However, this person appears to be independent and freethinking and is probably quite flexible and spontaneous. They are likely to be prepared to challenge established procedures and to embrace change and innovation.

AREAS TO EXPLORE FURTHER

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

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

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

Self-confident: This person should be a confident person who will generally assume that others will respond positively to them. They seem to have few doubts about their abilities and are likely to appear self-assured in their judgements and will make an upbeat contribution to decision making.

Compliant: This person seems to be an autonomous individual who may be quite attached to their own personal points of view. People with similar profiles are often quite individualistic and disinclined to be constrained by the letter of an organisation's values and traditions. Their decisions will not always be influenced by custom or convention.

AREAS TO EXPLORE FURTHER

Does this person often take risks, behave unconventionally or pay little attention to organisational policy or procedure?

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



Profile: Match2

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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. This person seems to be quite imaginative, not perhaps inspirational, but probably someone with quite varied interests. It would seem that their capacity to conceptualise alternatives may contribute to some extent towards their flexibility.

Needs Variety: This person is likely to be as positively disposed towards change as the next person. They should be quite accepting of routines and continuity but not especially restless or driven by any particular need for variety and stimulation.

Predictable: This person is likely to be somewhat unpredictable. They are more impulsive and spontaneous than most and may be inconsistent in their performance. This person will probably enjoy any diversions and changes from routine but may push the limits in challenging the particular change of course required.

Individualistic: This person will readily confront established procedures when they feel they are a challenge to their identity and individualism. Their unconventional approach will work best within environments or roles where individual viewpoints are appreciated. Although willing to challenge convention, this person's flexibility may be restricted by their personal values and agenda.

Resilience: This person is likely to be unusually calm and undisturbed by uncertainty or unexpected events. They will not be easily flustered by sudden change, and will be able to respond more practically than emotionally. In these extreme circumstances this person's poise and composure will enable them to focus on what needs to be done, and their first impulse is more likely to be to offer a reasoned and pragmatic action plan than to be unduly preoccupied about conventionality or the uncertainties involved in any innovation.

AREAS TO EXPLORE FURTHER

Does this person not appreciate the impact that uncertainty and change may have and fail to reassure their less resilient colleagues?

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



Profile: Match2

Sofie Sample

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. This person seems to be as critical and open to ideas as most people. They appear not to be especially interested in speculative or hypothetical questions, but neither are they solely focused on the practicalities of the moment. This person should be as bright and open-minded as the next person, but not perhaps especially imaginative, innovative or strategic.

Ambitious: Ambition will provide the energy and sense of purpose required to foster the development of strategic awareness. However, this person seems not to be highly motivated to advance their influence and responsibility or to broaden their perspective on organisational issues. Seemingly relaxed rather than competitive, they may not be as motivated as others to develop their strategic awareness.

Prudent: This person is likely to be quite spontaneous, prepared to take some risks and probably sees themselves as individualistic. Prepared to challenge convention, they are unlikely to have great respect for things simply because they have been long established.

Compliant: Whether or not this person is imaginative, they probably have the capacity to think beyond the received wisdom and strategic rationale of the organisation. They are unlikely to be inhibited about thinking in broader and less conventional terms.

Evidence Based: This person is likely to keep themselves well informed and have an appreciation of the value of good information. Whilst being influenced by personal experience and other people's opinions, they will understand the benefit of researching issues. Being aware of the limitations of a less informed approach, this person is likely to value good factual knowledge and a wide perspective as a basis for strategic decisions.

AREAS TO EXPLORE FURTHER

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

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

Is this person so reliant on factual data for reassurance that they become 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: Because this person recognises the value of good information, they will be disposed to check their assumptions and seek to resolve uncertainties. Appearing to appreciate the importance of researching their decisions, this person's planning and organising processes are likely to be careful and considered.

Concerned about Quality: This person may well appreciate the requirement that tasks should be done as well as possible but they are unlikely to be naturally disposed towards the detailed finish. Emphasis is probably placed on the broad objectives of a task rather than being vigilant about detailed planning. Individuals with a profile like this tend to be flexible and adaptable in their approach to work.

Conventional: This person may seem somewhat individualistic; someone who prefers situations where there are few rigid expectations. Quite attached to their own points of view and their own way of doing things, this person may be prepared to question convention and to be open to less familiar or conventional approaches to organisational planning.

Reliable: Within most organisations, planning and organising are considered to be cautious and measured processes. However, this person is likely to be quite impulsive and spontaneous. Similar people will sometimes push the limits and take risks so this person may be reluctant to constrain themselves to established principles and conventions.

Committed: Regardless of whether this person has a particular talent for organisation, compliance with established values is unlikely to be a priority. They are more likely to aspire to make innovative changes than to feel accountable to existing ways of doing things. Whilst some people readily adapt to the requirements of company values or policy, this person is likely to be more prepared to challenge the status quo than most.

AREAS TO EXPLORE FURTHER

Are they aware that, being flexible about the quality of work and less of a perfectionist than others, they may sometimes misinterpret the intentions of project managers?

Is this person able to appreciate the need for working arrangements and routines to be planned and well organised?

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

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: This person should be unusually even-tempered, dependable and untroubled by pressure. Imperturbability will make them straightforward to deal with and colleagues will know where they stand. Their leadership style will be characterised by meeting challenges head on and being guided by reason rather than by emotion.

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

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

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

Independent: This person seems to lack independence in expressing their point of view. Very concerned to avoid disagreement and conflict, compromise will always appeal as a way of maintaining harmonious relationships. Always worried what others think of them, this person may view popularity as a prerequisite to having influence.

Leadership Style: Great leaders are not always charismatic - many have been modest or self-critical; such factors define leadership style and the way in which they engage with others and influence performance. This profile suggests a person who tends to be quite high profile and who enjoys being the centre of attention.

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

AREAS TO EXPLORE FURTHER

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

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

Does their single-minded focus on the task make it difficult for them to seem welcoming or interested in the needs of colleagues?



Profile: Match2

Sofie Sample

Leadership Potential (Continued)

Does their need to avoid conflict and maintain harmonious relationships stop them from expressing appropriate but unpopular opinions?

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: This person does not appear to be an assertive or competitive person, and should be leisurely and easy-going. This person has modest aspirations and little desire to take on additional responsibilities or to take charge. This person may be very confident in areas of personal expertise, but generally accepting of their current status.

Self-confident: Whatever social impression they create, this person is probably self-confident and optimistic in their outlook. People like this have a 'can do' approach and are not easily discouraged by setbacks. Typically bright and buoyant, this person will generally expect to succeed. This positive attitude is likely to have a favourable impact on workplace culture and the aspirations of others.

Cooperative: Perhaps rather spontaneous and impulsive, this person is likely to value individualism and to prefer roles where there are fewer rules, constraints or less pressure to comply. In very structured work situations they may find the demands tiresome. Their energy and enthusiasm at work may not always align with established goals and values.

Independent: Being very anxious to fit in with others and to maintain harmonious relationships, any initiatives this person proposes are likely to be uncontentious and to reflect the consensus of opinion. This person is likely to be very concerned about what other people think of them. They will be concerned that their approach might have an adverse impact on their standing with others.

AREAS TO EXPLORE FURTHER

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

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

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: This person should seem grounded when responding to events, remaining unemotional, relaxed and composed. They will not overreact to situations or allow little things to trouble them.

Stress Tolerant: This person is apparently untroubled by events that would disturb most other people. Unusually calm and unflappable, this person should generally take life's ups and downs in their stride and cope well with pressure.

Even-tempered: This person is likely to be very even-tempered and consistent in their moods. They will have a calming effect on others and be easy to deal with because people know where they stand with them.

Self-confident: This person is likely to be at ease with themselves and self-assured in most situations. They should have more self-belief than most and little doubt about their capabilities. They are confident about their contributions, and of being appreciated by others.

Trusting: At ease with themselves, they will generally expect to get on well with people. They will be trusting, relaxed and not easily perturbed, apprehensive or wary of others.

Optimistic: Optimistic and upbeat, this person should have a positive, 'can do' outlook and will not easily be discouraged by setbacks. Other people with this profile are bright, buoyant and likely to motivate colleagues and raise their aspirations.

AREAS TO EXPLORE FURTHER

Sofie met each of the requirements for this competency to some degree and no particular concerns were identified.

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