



Personal Development Report

by Psychological Consultancy Ltd
for Sophie Sample

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How to use this report

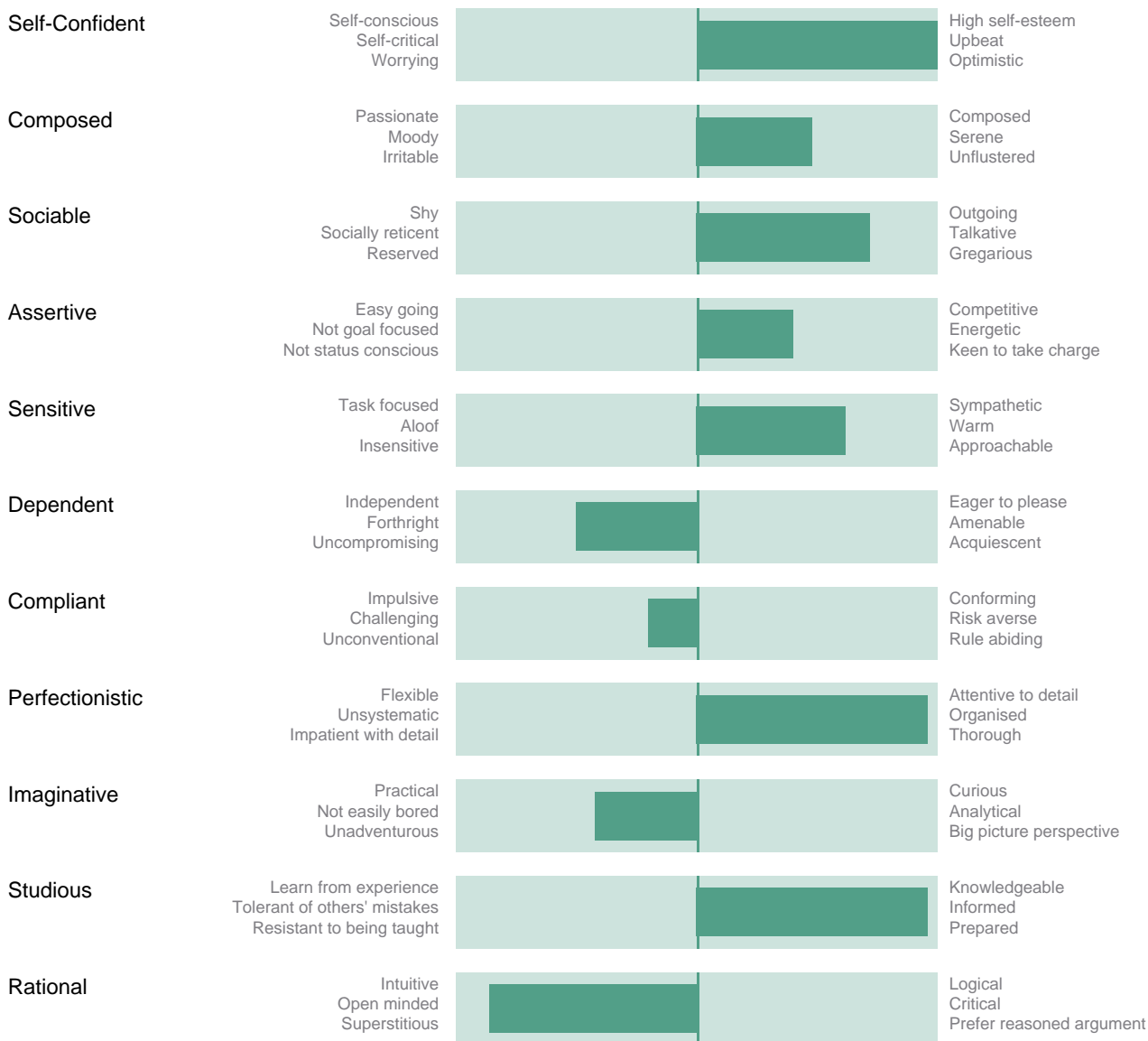
The PROFILE:MATCH® Personal Development Report provides a comprehensive picture of your personality and also considers the implications of this profile for your aptitudes and competencies at work. It will allow you to review your present understanding of your strengths and limitations and give you an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

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

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

PROFILE 1: Sophie Sample's Personality Profile

Your temperament



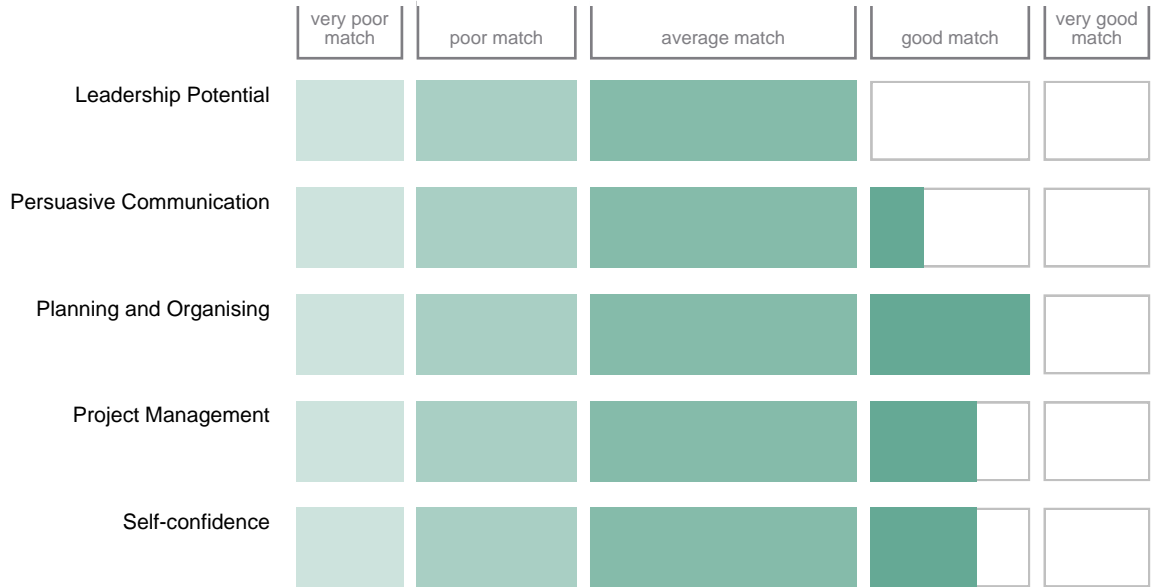
Validity of these results

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

You spent rather a long time deliberating over some of the items and this may not have helped in achieving an authentic profile. For the best results, you are encouraged to respond in an open and straightforward manner. When you cannot decide which way to respond to a question, it is unlikely that this item will be associated with any of your more distinctive characteristics.

PROFILE 2: Sophie Sample's Competency Profile

The influence of your temperament in the workplace



Part One - Your Personality Profile

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

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

This part of the report illustrates your position on ten different personality scales - see pages 7 to 16. You can use this information in a number of constructive ways to better understand yourself and to evaluate yourself against the kinds of challenges that you will encounter in earning a living and developing your career.

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

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

Self-Confident

Scale definition

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

Self-Confident

Self-conscious
Self-critical
Worrying



High self-esteem
Upbeat
Optimistic

Your profile

You may be so at ease with yourself and confident in your own abilities that, so long as you judge your performance well, you will make a strong impression on others as someone who is competent, forthcoming and self-assured.

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

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

Points for reflection

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

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

Your notes and observations

Composed

Scale definition

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

Composed

Passionate
Moody
Irritable



Composed
Serene
Unflustered

Your profile

You are likely to be calm, relatively undisturbed by events and not unduly emotional. You tend not to let little things worry you and your friends and colleagues are likely to know where they stand with you. You are unlikely to be put off your stride by pressure of work or by an unexpected turn of events and probably take a considered and reasoned approach in relation to new ideas or new proposals. Your relatively calm and even-tempered manner should make you a pleasant colleague to work with.

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

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

Points for reflection

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

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

Your notes and observations

Sociable

Scale definition

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

Sociable



Your profile

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

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

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

Points for reflection

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

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

Your notes and observations

Assertive

Scale definition

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

Assertive



Your profile

People with your kind of profile tend to value personal accomplishment. Such people are likely to be competitive and self-assured, and tend to seek roles of responsibility. People with scores similar to yours tend to be quite energetic in their approach to employment and career decisions, being interested in advancement and personal recognition. You seem to be quite assertive and industrious and are usually pleased to accept positions of authority.

Your strengths in relation to this scale include being competitive, energetic, and achievement oriented. Personal advancement is important to you and you probably have a clear idea of where you are headed in life. You like to take the initiative in a group and, with the appropriate interpersonal skills, you will be able to take the lead on team projects. You may also be inclined to work on any perceived shortcomings in order to maximise your effectiveness.

The concern for people with profiles similar to yours is that they may sometimes get involved in office politics and this may distract them from more important matters. At times, you might compete with your peers and subordinates to facilitate your own advancement without realising it and fail to look to others for ideas, possibly believing that you have them all. Others may perceive you at times as too forceful, competitive or dominant. You may find you become restless in positions where there is no opportunity for promotion.

Points for reflection

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

- Do you think you are a fairly competitive person? **Y / N**
- Are you often the one who will take charge of situations? **Y / N**
- Do you like to focus on achieving goals? **Y / N**
- Do you think you tend to play office politics more than most people? **Y / N**
- Might you consider a less interesting role if it would give you more status? **Y / N**

Your notes and observations

Sensitive

Scale definition

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

Sensitive



Your profile

You are likely to be warm, informal and approachable. You will put a fairly high priority on interpersonal relationships and opportunities to engage with others, showing some interest and being comfortable expressing sympathy with their concerns. Since you are likely to be rather more people oriented than task focused, you may occasionally let concern for others interfere with accomplishing what needs to be done for the business. People with profiles like this may seem rather sentimental but are generally liked by their colleagues who may be inclined to turn to them with their worries. It is likely that you will seem compassionate and quite caring.

A strength for you in relation to this scale is that you are a likeable person who is sensitive to the needs of others. You engage others and earn their trust and because of this you will be able to build and maintain friendships and working relationships. You like to help and protect those around you.

The concern for people scoring at the same level as you is that they are so sympathetic to the personal needs of others that they accommodate unreasonable requests and may, paradoxically, put an unfair burden on the rest of the team. They are likely to make poor negotiators and, at another level, may devote too much time to people issues at the expense of efficiency.

Points for reflection

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

- Are you more interpersonally sensitive than most? **Y / N**
- Do you enjoy helping other people? **Y / N**
- Do you find it easy to make friends? **Y / N**
- Do you think you ever give in to people too easily? **Y / N**
- Do you allow concerns about people to get in the way of getting the job done? **Y / N**

Your notes and observations

Dependent

Scale definition

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

Dependent



Your profile

You are typically an autonomous person who will not easily be swayed by others' opinions. You are likely to be frank and direct and relatively unworried about unsettling others by expressing your viewpoint. People with similar profiles possess an independence and openness that allows them to be uncompromising and straightforward in dealing with performance or disciplinary issues.

A strength for people with profiles like yours is their self-reliance and ability to speak their mind. You are able to confront performance issues promptly when necessary and can give negative feedback without worrying at length about how it will affect others or impact on their opinions of you.

The concern for people scoring at the same level as you is that they are so direct, confrontational and unconcerned about other people's opinions that they may offend others or miscalculate the impact of their decisions on people's motivation and commitment.

Points for reflection

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

- Do you find it easy to make independent decisions? **Y / N**
- Is it easy for you to give people the critical feedback needed to improve performance? **Y / N**
- Can you stick to your own opinion in the face of contradiction and other opinions? **Y / N**
- Do you think you might ever hurt people's feelings because you are so straight-talking? **Y / N**
- Do you think people might ever be de-motivated by your apparent lack of concern for their feelings? **Y / N**

Your notes and observations

Compliant

Scale definition

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

Compliant



Your profile

You will be as amenable and conforming as the next person and will generally expect to comply with workplace rules, expectations and procedures. However, you are also likely to recognise the inevitability of change and to value alterations to standard practice or challenges to the established methods as a way of developing the organisation.

Your strengths in relation to this scale include being a reasonably compliant and reliable person, but that is not to say you are totally inflexible about alternative ways of doing things.

The concern for people scoring at the same level as you is that they may find it difficult to be flexible or adaptable in situations where they feel uncertain. It is important to remember that, in some situations, rules and procedures are important while in others being able to accommodate change is more important.

Points for reflection

Your profile suggests that you are at neither one extreme nor the other on this scale. Comparing your results to those of other people who have taken this questionnaire, it appears that 35% of people are more conforming, risk averse and rule abiding than you while at the other end of the scale another 35% of people are more impulsive, challenging and unconventional than you.

Your notes and observations

Perfectionistic

Scale definition

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

Perfectionistic



Your profile

Your profile reflects your high personal standards. You will want everything to be completed to precise and exacting requirements - even if this takes longer to achieve than planned. You will be uncompromising and rather inflexible about your standards. You will ensure that those who contribute in any way to a project are closely supervised to ensure standards are maintained. Quality assurance and attention to detail will always be very high on your agenda.

One of your strengths is that you typically plan ahead, are careful, conscientious, and good with details. You plan your work carefully and anticipate changes in workload. You expect projects and assignments to be done well and on time. You value providing high quality work products and meeting high performance standards.

The concern for people scoring at the same level as you is that such people feel that few can be trusted to ensure the high quality that they demand of themselves. As a result they have difficulty in delegating and tend to micro-manage subordinates. They may also seem very rigid, critical and set in their ways.

Points for reflection

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

- Are you a meticulous person? **Y / N**
- Do you pay attention to detail? **Y / N**
- Are you concerned to maintain high standards in your work? **Y / N**
- Are you a bit set in your ways? **Y / N**
- Do you tend to be critical of others who don't work in the same way that you do? **Y / N**

Your notes and observations

Imaginative

Scale definition

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

Imaginative



Your profile

You seem to be quite down to earth and more concerned with the practicalities of the here and now than with speculative debate about what might be best for various possible scenarios. People with similar profiles are unlikely to be particularly questioning or challenging of procedures. They will probably be fairly predictable, accommodating and content to work within defined roles and are not very easily jaded by repetitive tasks.

Your strengths in relation to this scale include being quite a practical, problem focused and level-headed person. You tend not to get caught up in pointless abstractions. You are able to tolerate repetitive tasks quite well and are not easily bored. Your approach to problem solving could be described as hands-on. You are probably better at the application and implementation than the creation of solutions.

The concern for people scoring at the same level as you is that they are so focused on the practicality of the here and now that they may not realise the importance of some of the wider issues associated with a particular problem.

Points for reflection

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

- Are you often impatient to cut the talking and to get on with things? **Y / N**
- Do you cope well with repetitive tasks? **Y / N**
- Are you accepting of how others think things should be done? **Y / N**
- Do you think your focus is ever too narrow and that you sometimes miss what is really important? **Y / N**
- Do you tend not to contribute to the creation of new ideas or solutions? **Y / N**

Your notes and observations

Studious

Scale definition

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

Studious

Learn from experience
Tolerant of others' mistakes
Resistant to being taught



Knowledgeable
Informed
Prepared

Your profile

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

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

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

Points for reflection

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

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

Your notes and observations

Rational

Scale definition

This scale is concerned with the extent to which one approaches situations in a detached, rational and logical way. High scorers will prefer evidence over opinion and prefer research to intuition. They frequently probe the proposals of others to find weaknesses in their arguments. Rational individuals are likely to enjoy this process of critical review and debating ideas with others. Low scorers will be open to many sources of influence, ranging from the arts to superstition and the mystical. They are more likely than high scorers to emphasise fate and luck in their understanding of things and, in some cases, to use commonly understood rituals as a safe-guard against these influences.

Rational



Your profile

You are likely to be more open minded than most about causes and reasons for things and will be influenced by ideas and theories that go beyond conventional scientific understanding. For example, you may view orthodox medical treatments as limited and consider that a wider range of factors, including alternative therapies have a contribution to make. The group of people with profiles similar to yours will include those who hold some superstitious beliefs, or who adopt rituals or gestures designed to ward off bad luck. Whether or not you share these views, you may well consider that science is less informative about the human condition than literature and the arts. You probably regard yourself as quite an intuitive and insightful person who gets a feel for people and situations and these perceptions will contribute to your decision making.

Points for reflection

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

- Do you tend to over emphasise fate and luck in your explanations of life events? **Y / N**
- Are you open to the influence of opinions and ideas that would be hard to substantiate? **Y / N**
- Do you tend to make judgements on the basis of your gut-feelings rather than analysis? **Y / N**
- Are you attracted by alternative theories whilst ignoring others that are well proven? **Y / N**
- Do you accept proposals or suggestions without sufficient questioning or analysis? **Y / N**

Your notes and observations

Part Two - Your Competency Profile

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

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

From page 18, each page of the report discusses one of the competencies that have been selected for this assessment. You are strongly advised to get familiar with this format and spend a little time getting to understand where the information within each section is located.

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

The text in brackets, after each statement, indicates which of the ten personality scales from Part One is the source of that observation. Cumulatively, over Part Two, this will give you an impression of which aspects of your personality are raising the most issues. A summary of all these Points for reflection is provided at the final section of the report.

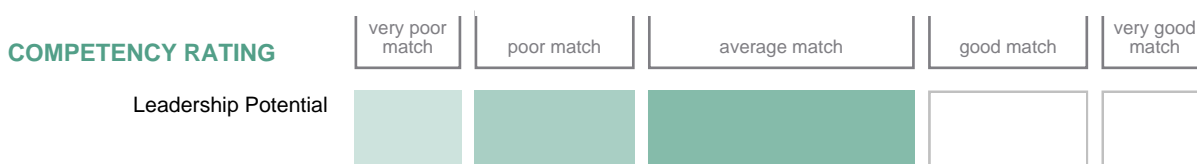
An extended description of each PROFILE:MATCH® competency can be downloaded from the PROFILE:MATCH® website. Look for 'resources' within the Personal Development part of the site.

Leadership Potential

Competency definition

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.

In terms of personality there are five characteristics that contribute to this definition of leadership potential; composure under pressure, determination to succeed, having the vision to think strategically, being perceptive about others, and having the ability to maintain an independent viewpoint. Additionally, self-confidence and the ability to communicate have a strong influence on leadership style.



Your profile

Performance as a leader will be strongly coloured by the strength and stability of one's emotions. You are likely to be calm and untroubled by events that might disturb many other people. Being so even-tempered, you may have a calming effect on others and be easy to deal with. As a leader, you should be guided more by reason than by your emotions.

You should be an energetic and ambitious person. You are likely to be competitive and keen to take on responsibilities. Your assertiveness should give you a strong social presence, a sense of direction and urgency. These qualities should enable you to get things moving and to motivate others.

It seems that your outlook will be more practical rather than curious, imaginative or visionary. Such people tend to focus on an immediate workable solution to a problem rather than exploring less obvious alternatives. They are probably not disposed to question or analyse things unless they are clearly dysfunctional.

Concerning your manner and general demeanour, your interpersonal style is probably open and receptive. Colleagues should have little difficulty in approaching you with their ideas or concerns. Probably a good listener, and sensitive to the needs of others, your leadership style should be supportive and accessible.

You appear quite self-sufficient and independent in your views and opinions. You are more likely to hold to your convictions rather than being particularly concerned about maintaining relationships. Very much your own person, you seem uncompromising in your point of view and are likely to express yourself in a direct and forthright way.

Sociability and self-esteem, unless very extreme, have more to do with leadership style than with performance. Research tells us that effective leaders may either be charismatic or modest, confident or self-critical. Leaders that are like you in these respects tend to have a commanding presence.

They also tend to be very confident, upbeat, and have a leadership style that raises the aspirations of others.

Points for reflection

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

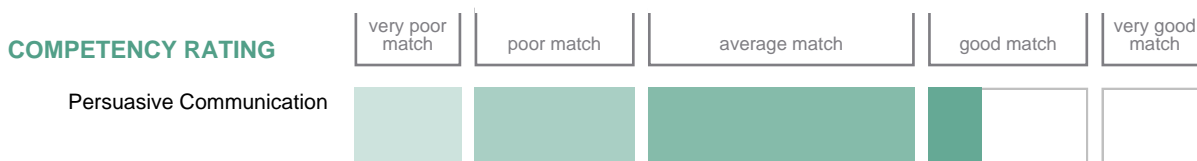
- Are you aware that a practical, down-to-earth outlook may mean that your focus tends to be restricted to the immediate situation rather than tuned in to a wider vision? (Imaginative)
- Does your practicality mean that you look to the tried and tested rather than considering effective innovative strategies and alternative solutions? (Imaginative)
- Does your independence, forthright manner and unconcern about popularity offend some of your colleagues or interfere with effective team relationships? (Dependent)
- Might your highly gregarious and sociable leadership style distract from more substantive aspects of the leadership role? (Sociable)
- Are you aware that a dominating leadership style may discourage contributions from others and be a potential barrier to their loyalty and commitment? (Sociable)
- Have you learned how to manage your self-confidence so that you avoid coming across as smug or opinionated? (Self-confident)
- Are you so at ease with yourself and trusting of others that you may lack the critical objectivity required in selecting key players? (Self-confident)

Persuasive Communication

Competency definition

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.

In terms of personality, there are four contributing characteristics. Firstly, being assertive and competitive; secondly, being gregarious and talkative, thirdly, being flexible, analytical and ingenious and fourthly, having the interpersonal skills to engage with others and to read their reactions.



Your profile

However sociable you are, your profile suggests that you are an assertive person who wants to influence others. Energetic in pursuit of your personal goals, you are likely to enjoy competition and the opportunity to test your talents. People like you are anxious to address any weaknesses in order to succeed. Your energy and ambition are likely to be reflected in your determination to 'raise your game' and to achieve your objectives.

One's sociability directly affects the amount of interaction with others one is capable of. You are very sociable, have a strong social presence and are typically seen as talkative and socially confident. You should enjoy the limelight and being the centre of attention and are likely to see yourself as socially skilled and entertaining. You are probably comfortable engaging with others and interacting socially.

Persuasiveness benefits from ingenuity and the ability to think on one's feet. You appear to be very down-to-earth and more concerned with practicalities than with inventiveness. You are unlikely to have broad interests or a very wide frame of reference. Your thinking style is likely to be focused towards practical solutions and may not be very flexible. You may not marshal your ideas or be agile enough to think on your feet in a fast moving discussion or debate.

You should seem warm, friendly and affable. Your interpersonal style is probably open and receptive, readily demonstrating your interest in others. You are socially skilled and a good listener, but your amiability may compromise your purposefulness in winning people over to your point of view.

Points for reflection

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

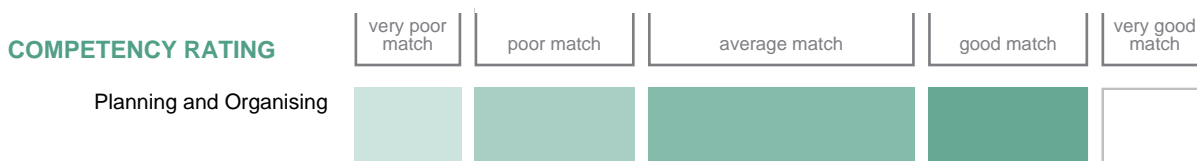
- Are you imaginative or inventive enough to think on your feet in dealing with objections or counterarguments? (Imaginative)

Planning and Organising

Competency definition

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.

In terms of personality, there are three contributing characteristics. Firstly, a love of learning and researching decisions; secondly, being organised, thorough and concerned about standards and thirdly, being respectful of the organisation's values and aspirations.



Your profile

Because you place high value on good information, you will be careful about checking your assumptions and resolving any areas of uncertainty. You try to avoid any uncertainty or ambiguity and are diligent in researching your decisions. For these reasons, your planning and organising is likely to be detailed and thorough.

You are likely to be very thorough and concerned to do everything to a high standard. People with a similar profile to you prefer to carefully plan their work, so that anything produced is of high quality and delivered on time. You tend to be very organised and are likely to closely monitor the progress of any work you are responsible for.

You will be as amenable as the next person and will generally expect to comply with workplace rules and expectations and to direct your planning and organisational efforts towards organisational goals. Similar people to you generally abide by the spirit of established rules and procedures, even if they are not always compliant with every detail.

Regardless of whether you have particular talents for organisation, you are not particularly impulsive or spontaneous and will be no more risk taking than the next person. You should be steady, consistent and reasonably predictable.

You should be as committed to the organisation as most people. You may not go to extremes of loyalty or duty. Some may view such behaviour as rather old-fashioned, but they should appreciate being recognised as good organisational citizens.

Points for reflection

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

- Are you so concerned to make well-informed planning decisions and so intolerant of uncertainty and ambiguity that you will sometimes delay things by searching for reassurances that simply are not available? (Studious)
- Are you so organised that you seem set in your ways and inflexible? (Perfectionistic)
- Are you able to appreciate that, in many situations, there is a need for working arrangements and routine procedures to be planned and well organised? (Compliant)
- Are you so unrestrained and reluctant to work with organisational values and procedures that you would prove difficult to supervise? (Compliant)

Project Management

Competency definition

Being able to take responsibility for projects and to do whatever is necessary to achieve their objectives on time and within budget. Such people will be well organised, attentive to detail, able to set clear deadlines for providers and have the people skills to get the best from participants.

In terms of personality, there are four contributing characteristics. Firstly, being energetic and having a desire for success; secondly, being organised and having high standards; thirdly, having a capacity to work under pressure; and fourthly, combining interest in others with being task focused.

COMPETENCY RATING



Your profile

You are likely to be more ambitious than most. Your profile suggests that you should be energetic and driven. Individuals with this profile tend to be keen to take charge and, concerned about their reputation, are determined to succeed. You should therefore be an enthusiastic project manager, ready to work hard to achieve your objectives.

You will be thoroughly organised - even perfectionistic - wanting everything completed to your exacting requirements. Your projects will be planned meticulously and followed through to completion. People with this profile are also very concerned that any delegated work should maintain their own high standards.

You are generally a resilient and even-tempered person. As a project manager, you will seem calm in situations that unsettle most people and this consistency under pressure should reassure colleagues. You should have few problems dealing with any project setbacks and be confident and optimistic in your expectation of success.

You are likely to be outgoing and interested in the feelings and concerns of others. You should manage other people involved in a project in a friendly and sensitive way and have the people skills to get the best out of the team. Depending on how driven and energetic you are, you could seem more focused on the people than the task itself.

Points for reflection

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

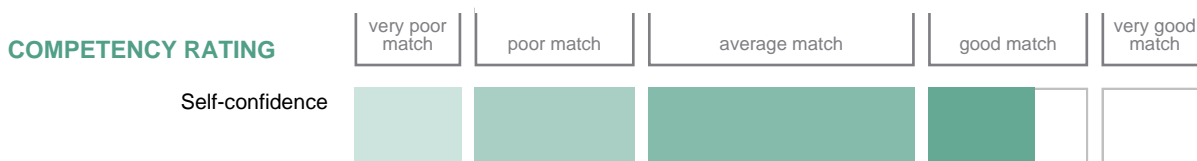
- Would your own high standards make you inflexible, so that you would have difficulty in compromising, delegating to others or dealing with changing priorities? (Perfectionistic)

Self-confidence

Competency definition

Concerned with being sure of oneself and untroubled by doubts about one's abilities, one's viewpoint or one's right to contribute. Such people will be composed, socially self-assured, readily express their opinions, and confident about taking on responsibilities.

In terms of personality, there are three contributing characteristics. Firstly, being achievement oriented, competitive and energetic; secondly, being confident and optimistic; and thirdly, being composed, calm and consistent.



Your profile

Whatever your self-esteem, you seem competitive, aspirational and determined to make your mark. You will be ready to show initiative, to take charge of situations and happy to make the decisions. To you, the status and influence of a role will probably be more important than the content of the job or the nature of the business. You will be committed to improving your position in life and your status, but without coming across as overbearing.

Additionally, your profile suggests that you are quite extroverted and assertive. Happy to make yourself the centre of attention, you should be very comfortable about making group presentations. You will have no difficulty in making your contribution and getting your viewpoint across, even in unfamiliar or challenging group settings.

You may be so at ease and confident in most situations that, so long as you judge your performance well, you will seem impressive, competent and effective. You should seem very sure of yourself and comfortable voicing your opinions.

People with this profile will generally assume that they will be appreciated and well received by others. They are therefore relaxed, trusting and not easily perturbed.

You appear to be very optimistic and upbeat. You should have a positive 'can do' outlook and will not be discouraged by setbacks. Such people are bright, buoyant and likely to raise the aspirations and motivation of others around them.

You are generally even-tempered and consistent in mood. You will seem comparatively unaffected by situations that unsettle most other people and should seem calm and consistent, even when under pressure. You should have few problems dealing with any project setbacks and be optimistic in your expectations of success.

Points for reflection

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

- Are you so sure of yourself that you come across as smug or opinionated? Or, are you so trusting and optimistic that you fail to check people or situations sufficiently before plunging in? (Self-confident)

Points for Self Reflection

The findings described in Part Two are summarised below. All your Points for Reflection are presented here, grouped competency by competency. The competency ratings in this report are based on your personality and a unique combination of personality attributes will have been taken into account in each case. At the end of each statement below, the scale name in brackets indicates which aspect of personality that statement is related to.

Summary of Points for Reflection

Leadership Potential

- Are you aware that a practical, down-to-earth outlook may mean that your focus tends to be restricted to the immediate situation rather than tuned in to a wider vision? (Imaginative)
- Does your practicality mean that you look to the tried and tested rather than considering effective innovative strategies and alternative solutions? (Imaginative)
- Does your independence, forthright manner and unconcern about popularity offend some of your colleagues or interfere with effective team relationships? (Dependent)
- Might your highly gregarious and sociable leadership style distract from more substantive aspects of the leadership role? (Sociable)
- Are you aware that a dominating leadership style may discourage contributions from others and be a potential barrier to their loyalty and commitment? (Sociable)
- Have you learned how to manage your self-confidence so that you avoid coming across as smug or opinionated? (Self-confident)
- Are you so at ease with yourself and trusting of others that you may lack the critical objectivity required in selecting key players? (Self-confident)

Persuasive Communication

- Are you imaginative or inventive enough to think on your feet in dealing with objections or counterarguments? (Imaginative)

Planning and Organising

- Are you so concerned to make well-informed planning decisions and so intolerant of uncertainty and ambiguity that you will sometimes delay things by searching for reassurances that simply are not available? (Studious)
- Are you so organised that you seem set in your ways and inflexible? (Perfectionistic)
- Are you able to appreciate that, in many situations, there is a need for working arrangements and routine procedures to be planned and well organised? (Compliant)
- Are you so unrestrained and reluctant to work with organisational values and procedures that you would prove difficult to supervise? (Compliant)

Project Management

- Would your own high standards make you inflexible, so that you would have difficulty in compromising, delegating to others or dealing with changing priorities? (Perfectionistic)

Self-confidence

- Are you so sure of yourself that you come across as smug or opinionated? Or, are you so trusting and optimistic that you fail to check people or situations sufficiently before plunging in? (Self-confident)

Next steps

In order to make full use of all this information we would recommend that you use **MATCH:UP™**. **MATCH:UP™** will guide you through a personal development planning process drawing from all the information presented in this report.