



Profile: **Match2**

P:M360™
Feedback
Report

by Psychological Consultancy Ltd.
ABC GROUP

Sophie Sample



About P:M360™

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

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

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

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

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

This 360° process can give valuable information on:

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

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



Contents

Introduction

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

Part 1 Comparing Ratings

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

Part 2 Competency Profile Ratings

Persuasive Communication - performance ratings	9
Communication Skills - performance ratings	10
Developing Others - performance ratings	11
People Management - performance ratings	12
Team Orientation - performance ratings	13
Decision Making - performance ratings	14
Leadership Potential - performance ratings	15

Part 3 Performance vs Potential

Performance vs potential	16
Accounting for performance/potential differences	17

Part 4 Competency Potential Ratings

Persuasive Communication - potential	18
Communication Skills - potential	19



Contents

Developing Others - potential	20
People Management - potential	21
Team Orientation - potential	22
Decision Making - potential	23
Leadership Potential - potential	24
Part 5 Plan your Development	
Incremental development	25
Development resources checklist	26



Profile:Match2

Introduction

Your raters

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

Manager

Ian Idaho

Peer

Chris Christie
Sean Seaworthy
Duncan Duke

Direct report

Tim Tool
Paul Palgrave
Tom Tillman

Client

Mark McGregor
Dennis Dartmouth
John Jones



How to use the P:M360™ feedback report

STRUCTURE OF THE REPORT

This report is divided into a number of sections.

INTRODUCTION

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

PART 1 - COMPARING RATINGS

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

PART 2 - COMPETENCY PROFILE RATINGS

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

PART 3 - PERFORMANCE VS POTENTIAL

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

PART 4 - COMPETENCY POTENTIAL ANALYSIS

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

PART 5 - PLAN YOUR DEVELOPMENT

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

MATCH:UP™

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

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

Part 1: Goal Setting

Part 2: Strategy

Part 3: Clearing the Decks

Part 4: Implementation

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

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



Competencies assessed

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.

COMMUNICATION SKILLS

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

DEVELOPING OTHERS

This competency is concerned with the characteristics required to be effective in fostering the development of others. This implies an interest in people and their welfare, a respect for knowledge and learning and an appreciation of the win/win benefits of talent development to the individual and to the organisation.

PEOPLE MANAGEMENT

Having the ability to manage and motivate others effectively. Striking a balance between being task oriented and people oriented and judging where to draw the line in terms of formality and intimacy. Being prepared to deal with issues of performance and discipline when appropriate.

TEAM ORIENTATION

Being enthusiastic about working with others in a group setting and about sharing one's expertise. Such people will have the temperament to get along with others, be capable of accepting criticism of their ideas and not disposed to take it personally. They should be easy to get along with and receptive to the contributions of others.

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.

LEADERSHIP POTENTIAL

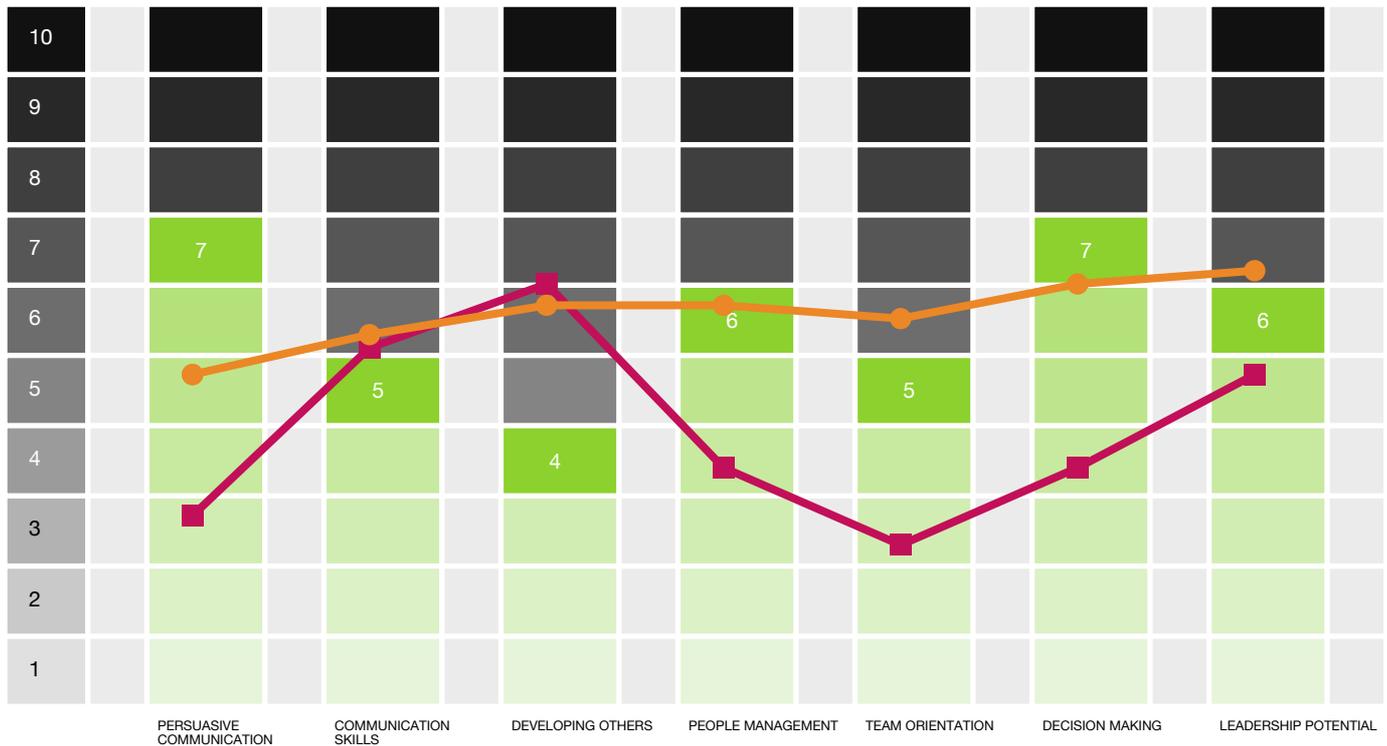
We are concerned here with core qualities that can make a leadership contribution at any level within an organisation. The emphasis is on effectiveness under pressure, determination to succeed, having the vision to think strategically, and being independent but perceptive about others.



Profile:Match2

Part 1 Comparing Ratings

All Raters vs Self

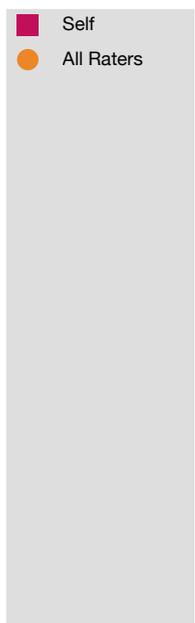


The graph above shows:

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

Significant differences between All Raters and Self ratings:

All Raters rated you significantly higher on People Management, Team Orientation, Decision Making.



Potential vs Performance

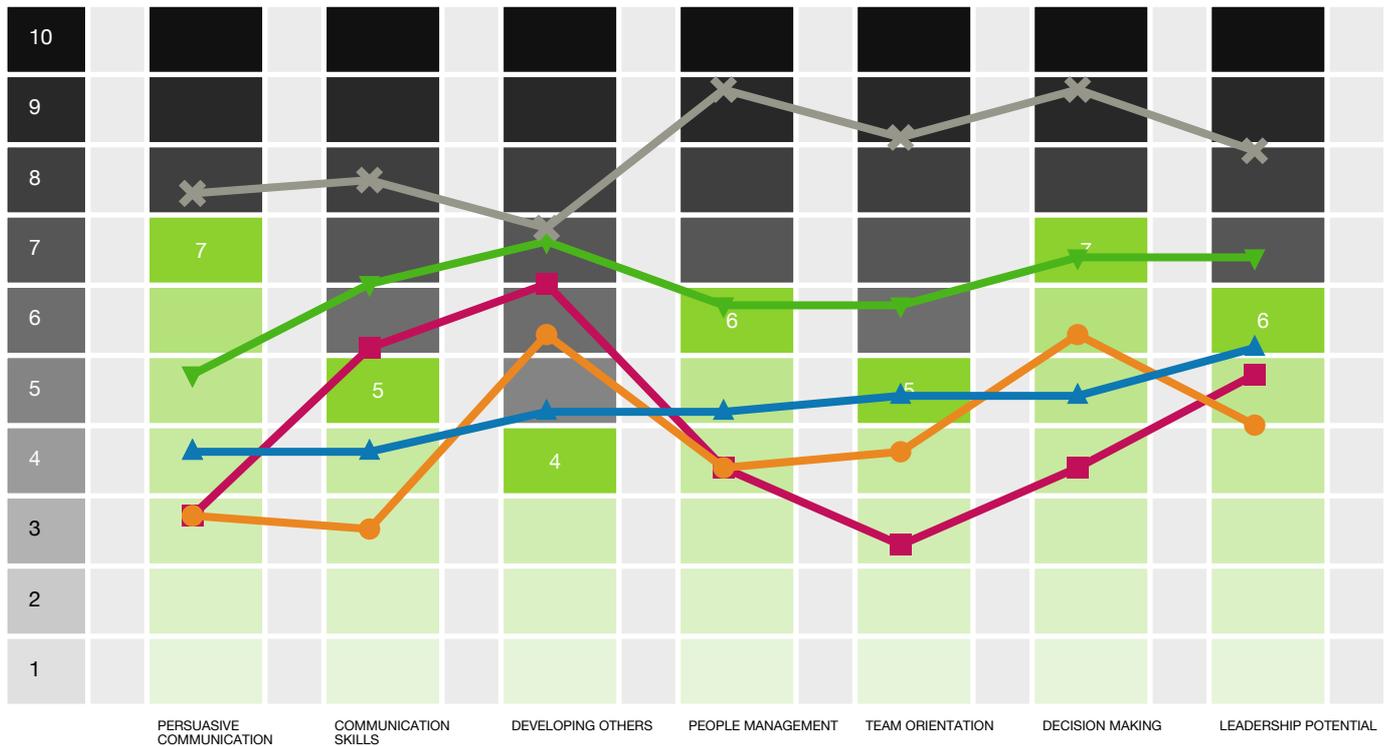
In the graphic above, your potential ratings are presented by the block graph in the background, indicating the extent to which your personality is likely to have a positive impact on the various competencies being assessed. Your performance ratings are represented by the line graphs. Potential and performance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



Profile:Match2

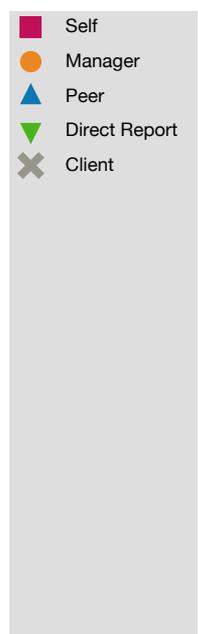
Part 1 Comparing Ratings

Overall profile - the big picture



The graph above shows:

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



Potential vs Performance

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

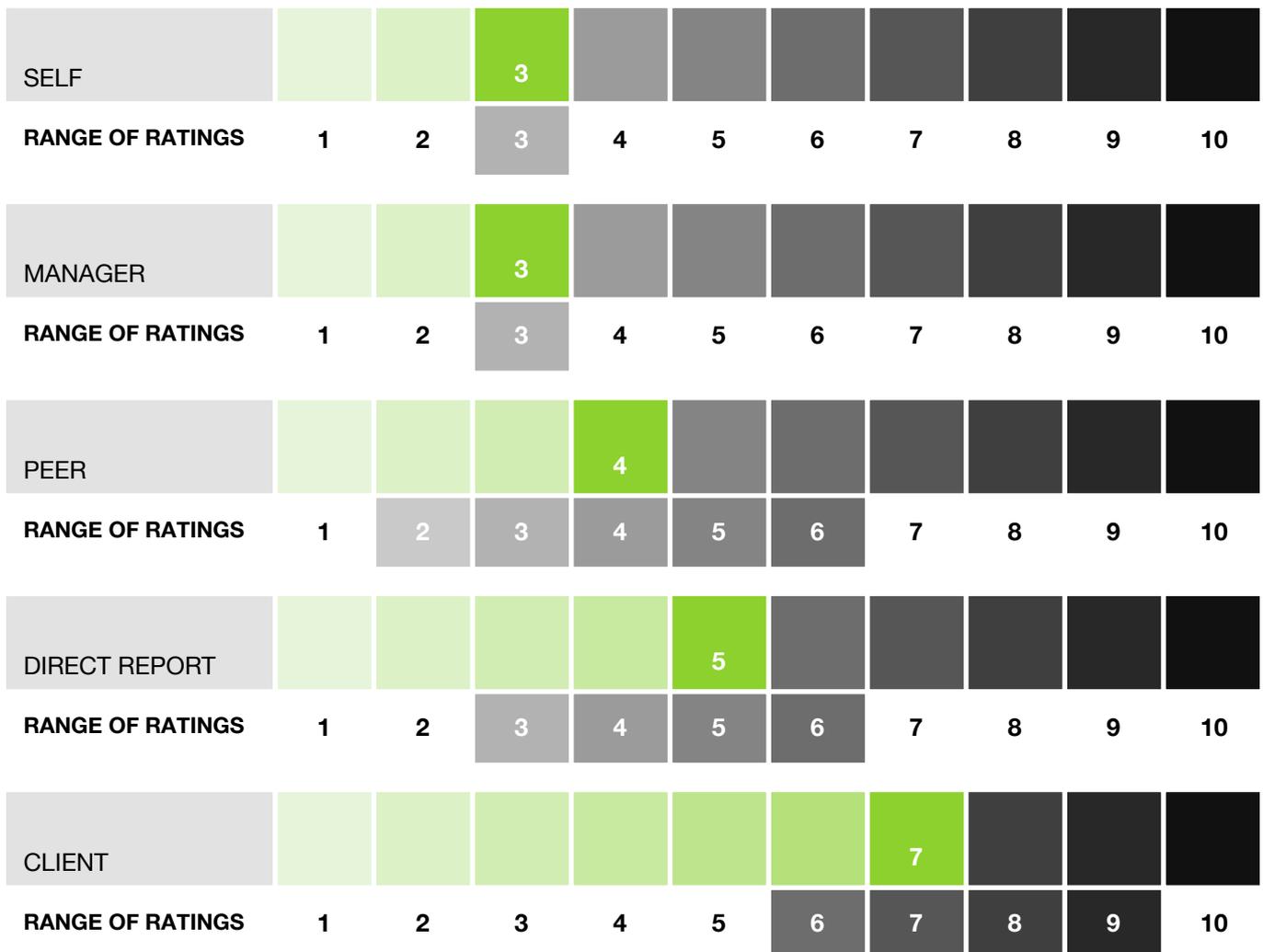


Profile:Match2

Part 2 Competency Ratings

Persuasive Communication - performance ratings

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



Discrepancy analysis

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

- Your self rating, which is in the low range, is significantly lower than your direct reports and clients.
- Why do you think your manager(s) rating is significantly lower than your direct reports and clients ratings?

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

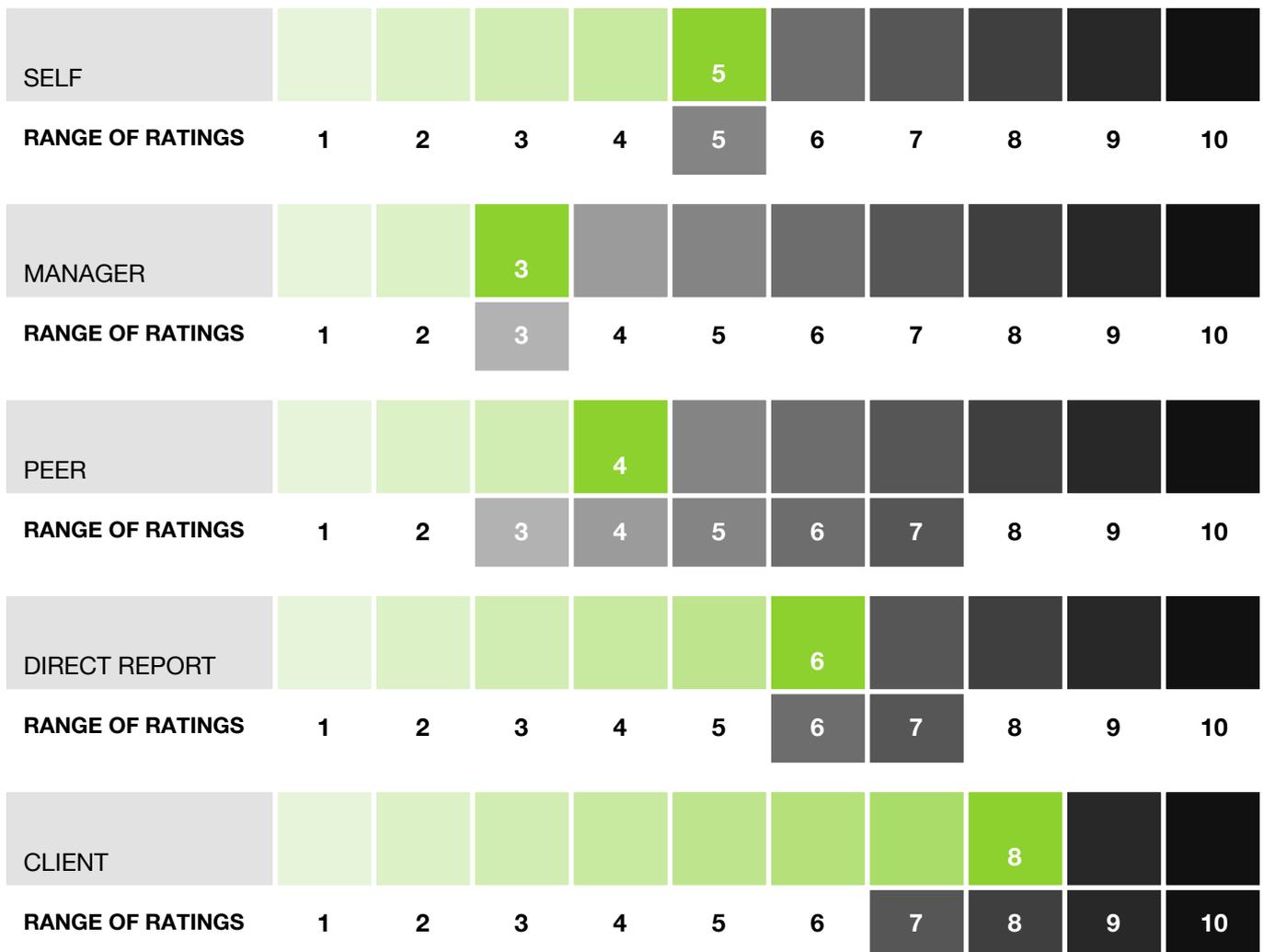


Profile:Match2

Part 2 Competency Ratings

Communication Skills - performance ratings

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



Discrepancy analysis

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

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

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

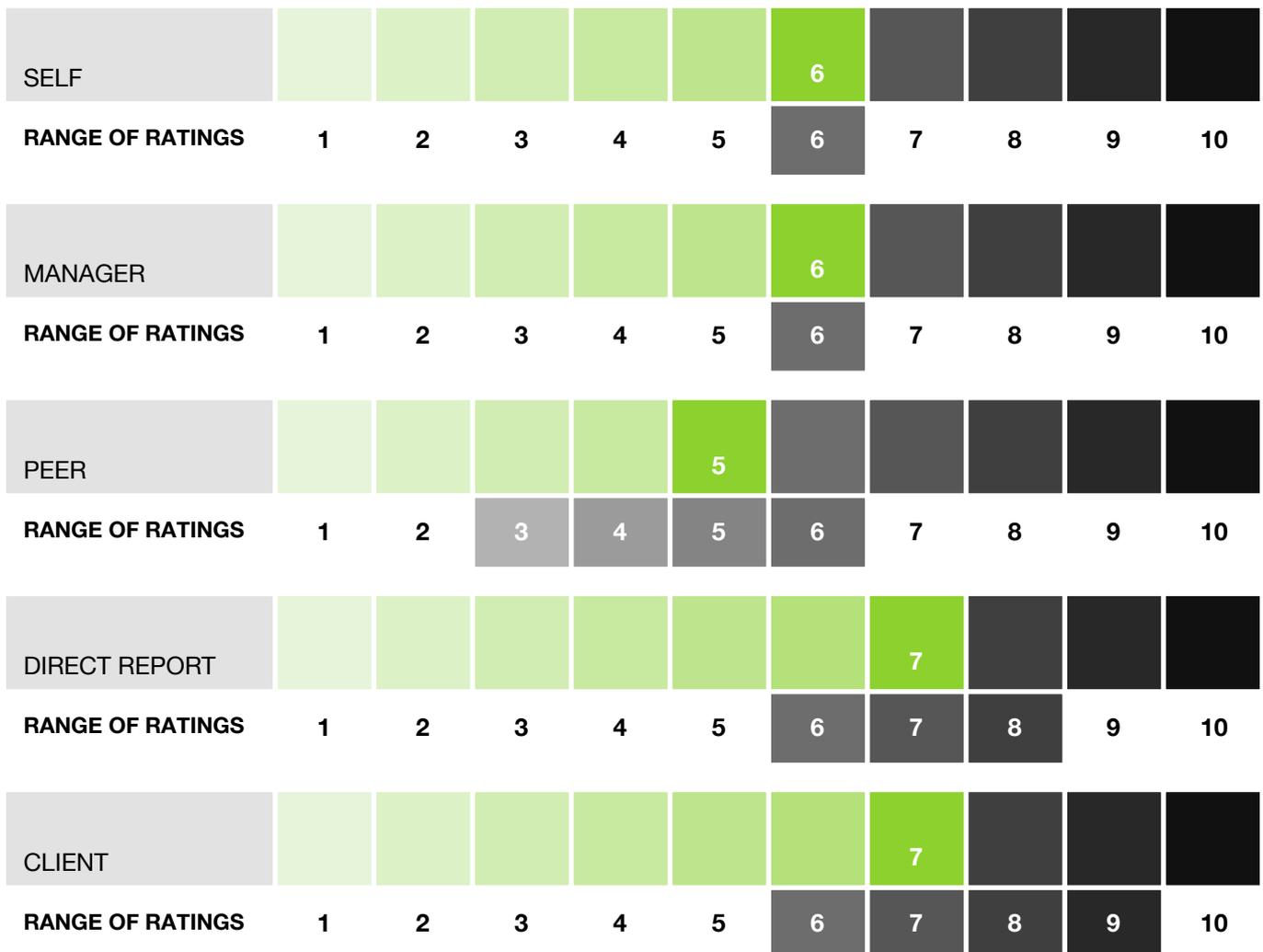


Profile:Match2

Part 2 Competency Ratings

Developing Others - performance ratings

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



Discrepancy analysis

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

- Your self rating, which is in the average range is not significantly different to any of the assessor group ratings
- Your peers rating is significantly lower than your direct reports and clients ratings; can you think of a reason for this?

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

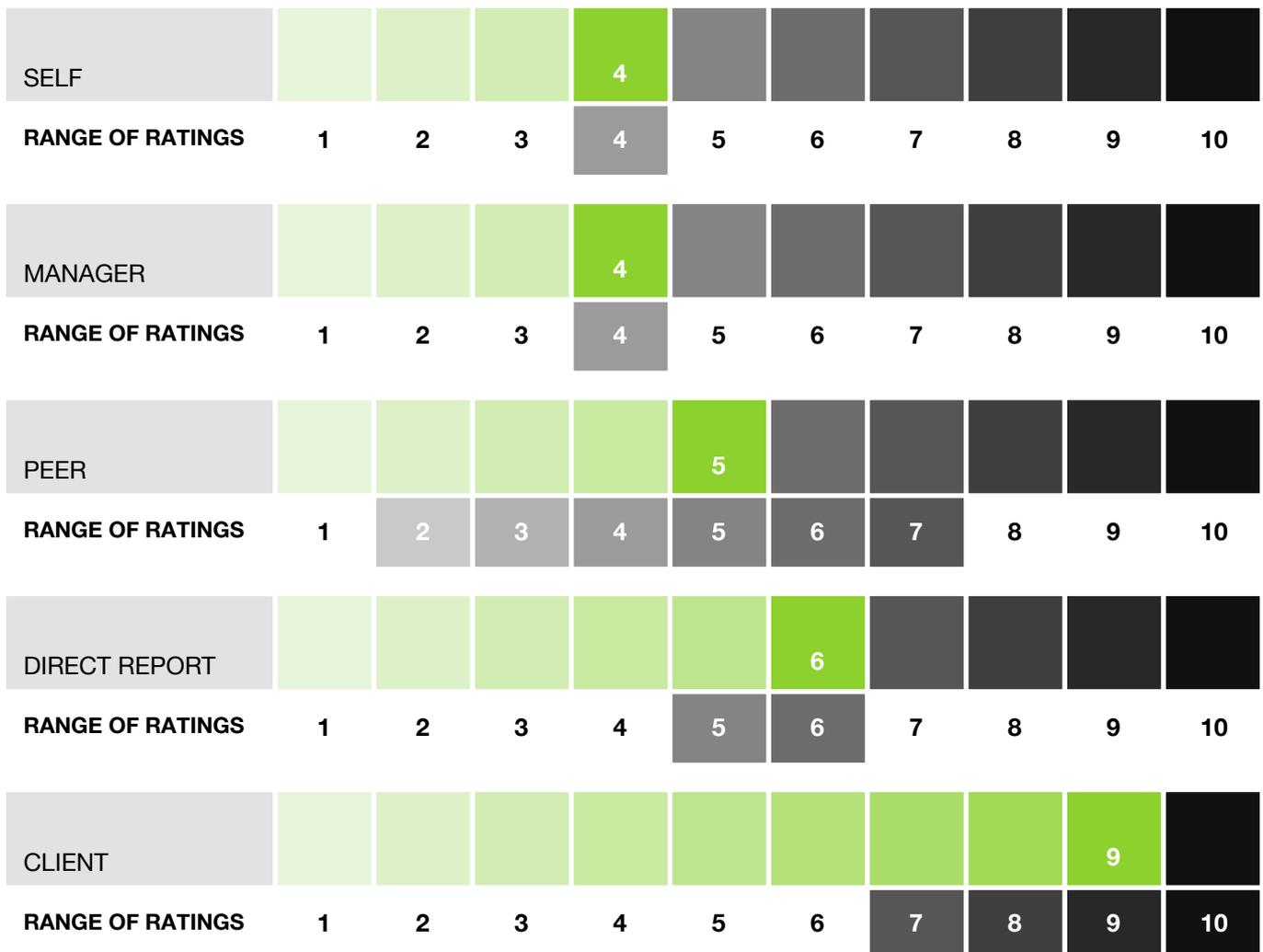


Profile: Match2

Part 2 Competency Ratings

People Management - performance ratings

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



Discrepancy analysis

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

- Your self rating, which is in the low average range, is significantly lower than your direct reports and clients.
- Why do you think your manager(s) rating is significantly lower than your direct reports and clients ratings?

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

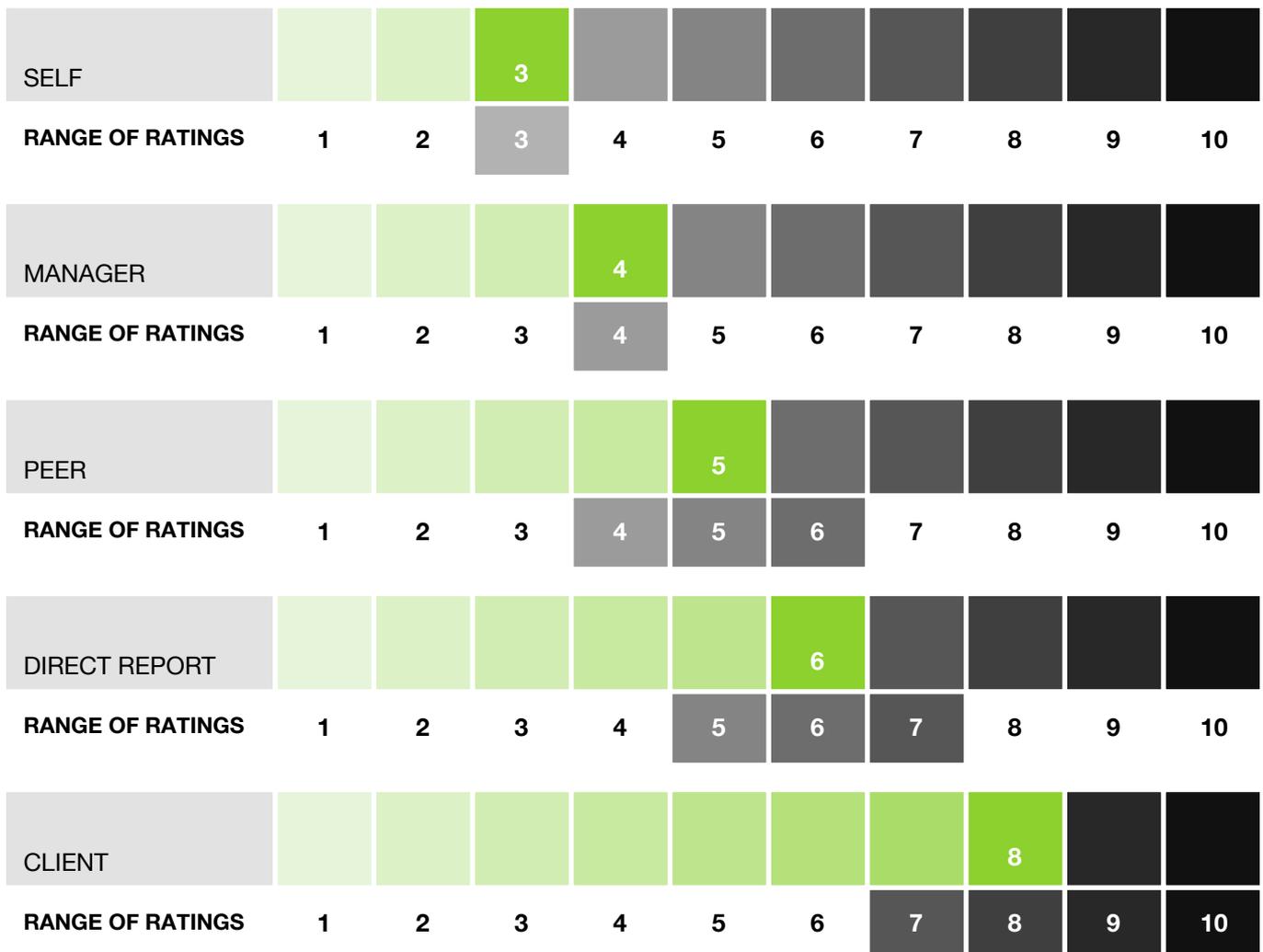


Profile: Match2

Part 2 Competency Ratings

Team Orientation - performance ratings

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



Discrepancy analysis

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

- Your self rating, which is in the low range, is significantly lower than your peers, direct reports and clients.
- Why do you think your manager(s) rating is significantly lower than your direct reports and clients ratings?

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

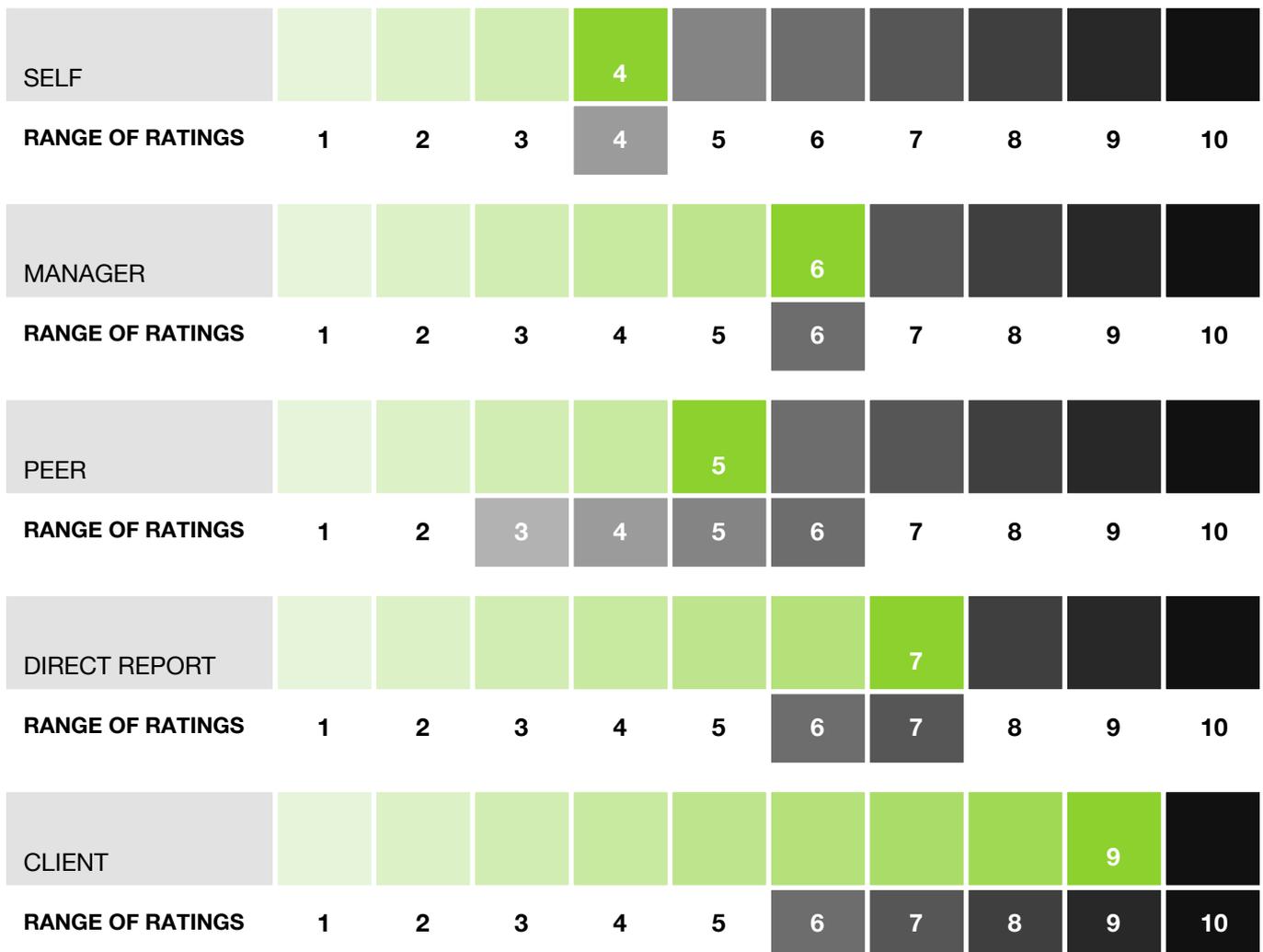


Profile: Match2

Part 2 Competency Ratings

Decision Making - performance ratings

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



Discrepancy analysis

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

- Your self rating, which is in the low average range, is significantly lower than your manager(s), direct reports and clients.
- Why do you think your manager(s) rating is significantly lower than your clients ratings?

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

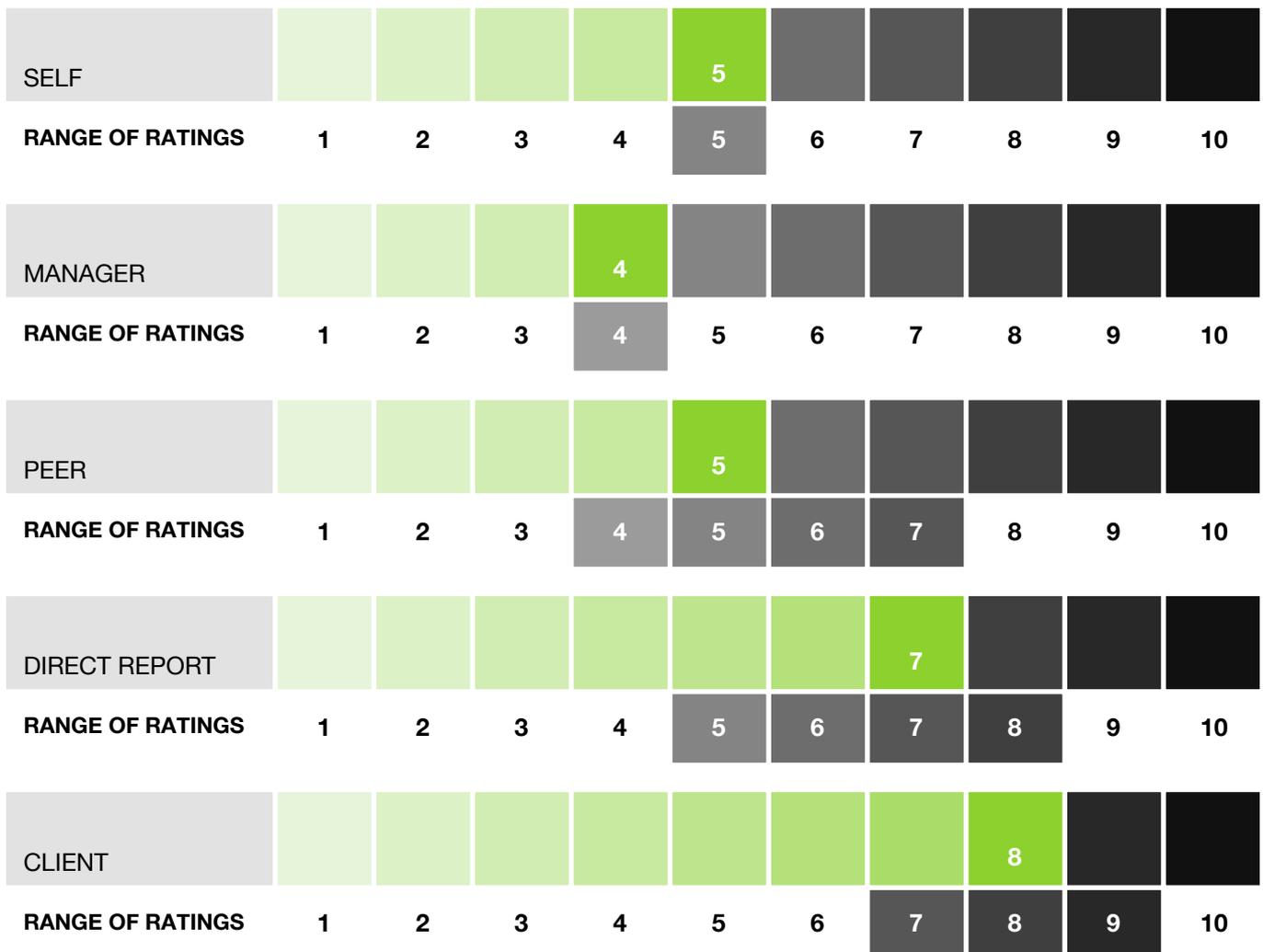


Profile: Match2

Part 2 Competency Ratings

Leadership Potential - performance ratings

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



Discrepancy analysis

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

- Your self rating, which is in the average range, is significantly lower than your direct reports and clients.
- Why do you think your manager(s) rating is significantly lower than your direct reports and clients ratings?

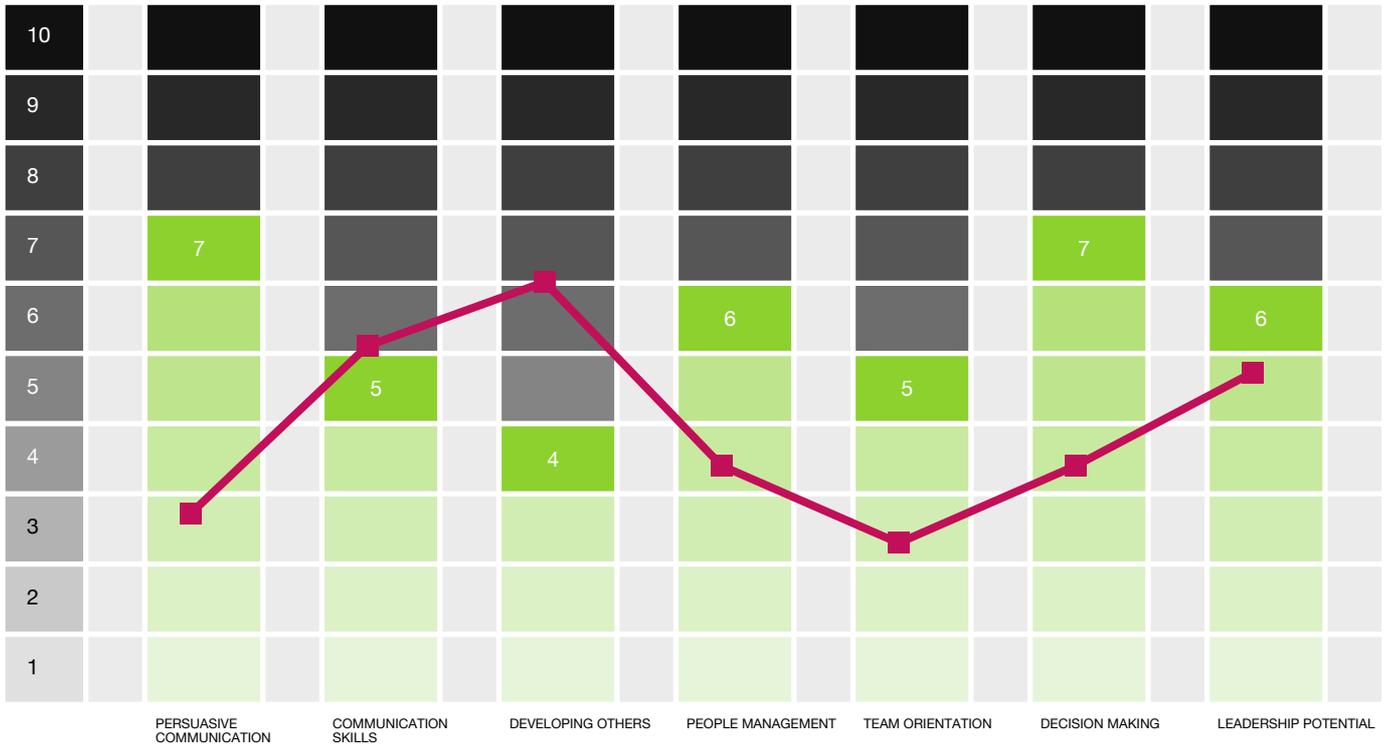
These ratings should be viewed alongside the assessment evidence of your Leadership Potential capability which suggests you would be capable of average competence in this area.



Profile:Match2

Part 3 Performance vs Potential

Performance vs Potential



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

How to use this information

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

■ Self



Accounting for performance/potential differences

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

Performance rated lower than potential

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

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

[YES] [NO] [MAYBE]

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

[YES] [NO] [MAYBE]

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

[YES] [NO] [MAYBE]

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

[YES] [NO] [MAYBE]

Performance rated higher than potential

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

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

[YES] [NO] [MAYBE]

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

[YES] [NO] [MAYBE]

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

[YES] [NO] [MAYBE]

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

[YES] [NO] [MAYBE]



Part 4 Competency Potential Analysis

Persuasive Communication - potential

PERSUASIVE COMMUNICATION - DEFINITION

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.

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



IMPACT OF PERSONALITY

Determined: However sociable you may be, your profile suggests that you are not especially assertive, but neither are you submissive. You should be at least as achievement-oriented as most other people. Although not especially forceful, you are likely to be quite competitive and capable of applying yourself with energy and enthusiasm.

Sociable: You appear to be socially quite reticent. You probably prefer to keep a low profile in most social situations and are unlikely to make a strong social impression. You may be outside your comfort zone in any relentlessly social role. Paradoxically, this may be less apparent when addressing groups or making formal presentations, especially when dealing with a particular area of expertise or working to a carefully prepared agenda.

Original: Persuasiveness benefits from inventiveness and the ability to think flexibly in order to counter unexpected challenges. You will seem bright and interesting. You are capable of viewing issues from a number of perspectives. You have a natural disposition to challenge convention and to consider alternative strategies and solutions. You should enjoy discussing and debating issues, and should be pretty agile and inventive in addressing unexpected points of view.

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

Points for self-reflection

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



Part 4

Competency Potential Analysis

Communication Skills - potential

COMMUNICATION SKILLS - DEFINITION

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

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



IMPACT OF PERSONALITY

Gregarious: Not having any great need to be with others, you are probably discerning about the company you keep and may focus on those that you know well. You may make a contribution in group situations but, at times, you are also likely to welcome the chance to be on your own. Not especially outgoing or extrovert, it may sometimes require some effort for you to interact with strangers.

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

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

Independent: So far as your style of communication is concerned, you will not easily accommodate to others or compromise your points of view. You are likely to be forthright and not particularly concerned about unsettling others with your opinions. Willing to deal with difficult or sensitive issues head on, such people are more likely to be respected for their candour than for their empathy, and may not always build a rapport with their audience.

Points for self-reflection

Do you find communicating with others hard work, and tend to neglect or minimise the social and interpersonal dimensions of any role?



Part 4

Competency Potential Analysis

Developing Others - potential

DEVELOPING OTHERS - DEFINITION

This competency requires an appreciation for knowledge and skills and of the 'win-win' benefits of talent development to the individual and to the organisation. High scorers will be sufficiently self-assured to inspire confidence in others. They should be prepared to devote time and energy to the growth of their proteges, have the tact and sensitivity to deal with development needs, and have the optimism to expect positive outcomes. Preparation and scheduling of experiences required to achieve development goals is also an aspect of this competency.

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



IMPACT OF PERSONALITY

Approachable: Concerning your approachability and interest in others, you may seem rather indifferent. To some, you would probably seem direct and impersonal, appearing task-focused and unaware of the needs or sensitivities of others. Your disposition concerning other people's development and training needs is likely to be more purposeful and functional than sympathetic or nurturing.

Confident: It seems that you may not be very sure of yourself except in areas where you have personally experienced success. This may influence your effectiveness in promoting the development of others. Because of your own self-doubts, you are probably cautious about directly involving yourself in the delivery of development programmes, especially if required to present to groups, or to perform in any way. Your contribution may depend on empathy and preparation rather than on self-confidence.

Passionate about Training and Development: Unless there is a particular problem or issue, personal development issues are unlikely to be at the top of your agenda. Otherwise, you are unlikely to have any particular awareness concerning education, skills, knowledge or the importance of good information. Your instincts would probably be pragmatic and tend more towards practical learning or job-skills training and you may need convincing about more ambitious talent-development initiatives.

Points for self-reflection

Are you so self-doubting that your anxieties interfere with your performance, particularly when tasks require spontaneity and flexibility rather than careful preparation?

People Management - potential

PEOPLE MANAGEMENT - DEFINITION

This competency concerns the ability to manage others in an effective and motivating way. Such people are seen as having integrity and being fair-minded and consistent in their dealings with others. Their effectiveness depends on striking a balance between being task focused and being sufficiently people oriented to be aware of issues and sensitivities. They need to draw the line between formality and informality of approach so that they can deal with issues of performance and discipline, but still enlist the support required to get the job done.

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



IMPACT OF PERSONALITY

Assertive: You are likely to be about as energetic and competitive as most other people. You seem to be quite assertive and should be ambitious enough to take on increased responsibility for yourself and for the work of others. You should bring a useful degree of energy to the task of managing staff and motivating them.

Composed and Consistent: You are probably rather intense, easily upset by events and variable in your moods. Such people are more passionate than others, they may have difficulty in controlling their emotions or disguising how they feel. You may sometimes seem irritable, intense or stressed, and could be difficult to deal with if your moods are unpredictable.

On Message: With regard to compliance and getting behind the company mission, you seem as conforming as most people. Whatever your management style, you should generally be expected to comply with workplace rules and procedures. In dealing with performance or disciplinary issues you should balance a willingness to listen to grievances with respect for company guidelines and policies.

Agreeable: You can seem impersonal and businesslike rather than engaging. Giving priority to more functional and purposeful communication, you may tend to focus on the task in hand, rather than getting involved in small talk or being interested in the personal affairs of colleagues. The benefits of this rather impersonal style of management will be in the priority it gives to outcomes and end products, rather than in its ability to engage people.

Points for self-reflection

Does your irritability and your difficulty in masking your emotions interfere with effective management?



Part 4 Competency Potential Analysis

Team Orientation - potential

TEAM ORIENTATION - DEFINITION

In effective team dynamics, interpersonal skills are paramount; getting along with others and enjoying collaboration. Effective team players should be receptive, tolerant and willing to share. In terms of emotionality, people who readily overcome setbacks, change direction easily and do not easily take offence will be net contributors to team resilience, rather than net beneficiaries. Team players also need the self-belief to make their case and to support their point of view, but not to be so competitive that they fail to appreciate other approaches.

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



IMPACT OF PERSONALITY

People Focused: You would probably seem direct and forthright on first acquaintance. Such people are task-focused and unsentimental, and you could therefore seem unsympathetic in dealing with the concerns or shortcomings of others. Your engagement with team members is likely to be more purposeful than convivial.

Gregarious: You are less sociable than most and are likely to feel uncomfortable in more socially demanding situations. However, when it is important to you, you will probably work quite effectively in some team contexts, but you would probably prefer to maintain a low profile and work on your own at times.

Independent: You are very much your own person and will not easily back down from your points of view. You are likely to seem forthright, and may sometimes seem indifferent to the sensibilities of other team members. Your independence should allow you to be uncompromising and straightforward in debate and prepared to express unpopular views.

Confident: Whatever the initial impression, you are not likely to be a particularly confident or optimistic team member. You probably have some self-doubts, and may be easily discouraged. When you are anxious or unsure of yourself, you may appear defensive or mistrustful.

Calm: You appear to be emotional and to feel things strongly. Because you will feel stress and are easily upset, you can be variable in your moods and unpredictable. In turn you may seem enthusiastic, defensive, edgy or irritable.

Points for self-reflection

Are you so tough-minded, direct and task-focused that you are unaware of your impact on the group?



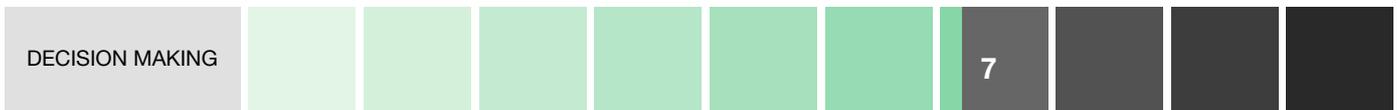
Part 4 Competency Potential Analysis

Decision Making - potential

DECISION MAKING - DEFINITION

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.

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



IMPACT OF PERSONALITY

Questioning: You are probably creative and innovative: someone with plenty of ideas. This big-picture approach suggests an ability to view things in a variety of ways, making a novel contribution to debate. Your curiosity and readiness to question things may at times delay decision making, but your decisions are probably more considered and innovative as a result.

Informed: Apparently not especially disposed to actively researching issues, you may often give priority to your own views and practical experiences when making decisions. Having a modest regard for the value of information, you may be inclined towards a more intuitive, optimistic approach to decision making.

Self-confident: You do not appear to be a very confident person. However well you actually manage in situations where you need to make an impression on others, you 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: You seem to be as compliant as the next person. You will generally expect to make your decisions within the context of the organisation's values, rules and procedures, and your decision making should not be contentious from that point of view.

Points for self-reflection

Do you rely on personal experience and intuition as a basis for decisions, rather than adequate research?



Part 4

Competency Potential Analysis

Leadership Potential - potential

LEADERSHIP POTENTIAL - DEFINITION

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.

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



IMPACT OF PERSONALITY

Composed and Stress Tolerant: You seem 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. You are unlikely to manage stress well and your effectiveness as a leader could be influenced by unpredictable moods.

Determined to Succeed: You are likely to be as energetic and competitive as most other people. You seem to be quite ambitious for yourself and potentially for the business also. You should bring a useful degree of assertiveness and energy to bear in leading others.

Strategic and Visionary: It seems that you are curious, bright and imaginative. Also questioning and innovative, you probably have the broad perspective required to think strategically. Tuned in to the big picture, you should welcome opportunities to take a lead in developing and realising your ideas.

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

Independent: You appear quite independently minded in your views and opinions. You are more likely to hold to your convictions than to compromise for the sake of maintaining harmony. Very much your own person, you are likely to express yourself 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 little interest in being high profile. Although they may be socially skilled, they tend to be socially reticent rather than outgoing and gregarious.

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

Points for self-reflection

Are you aware of inconsistencies in your moods and emotions that may be difficult or demanding for colleagues?



Incremental development

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

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

SUGGESTED INCREMENTAL DEVELOPMENT PROCESS:

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

2) Define achievable targets - specific behavioural objectives:

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

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

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

4) Plan implementation:

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

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

EXAMPLE: Derailed by talent - a real world paradox

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



Development resources checklist

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

PART 1 & PART 2 - variability amongst raters

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

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

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

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

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

PART 3 - potential vs performance

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

Are there competencies on which you perform better than expected?

PART 4 - each competency in depth

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

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

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

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

MATCH:UP™

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