

COMPATIBILITY ASSESSMENT

Features

Assesses the working compatibility of two people. Describes each person's basic characteristics, motivators and fears, communication and interaction, and personal perceptions. Provides recommendations for increasing compatibility.

Uses

Can be used to enhance the way people work together. Helps to resolve conflicts through respect of differences and leveraging strengths optimally.

COMPATIBILITY ASSESSMENT

PRIVATE & CONFIDENTIAL – MS. SANDRA SMITH & MR. TOM SAMPLE

BASIC CHARACTERISTICS

Sandra Smith is a forceful, creative individual who uses both assertiveness and persuasion to achieve her goals. Initially she tends to adopt a persuasive approach in order to convince others and gain their assistance in achieving goals. However, if persuasion does not have the desired effect, she will adopt a direct, assertive approach. Sandra Smith is a versatile, competitive self-starter who acts and reacts quickly to the demands of a situation. She enjoys challenge, variety, a wide scope of operations and independence. Sandra Smith expects reward for effort, advancement and commitment negotiated on a one-to-one basis. She can show impatience and intolerance if things move too slowly or fail to go her way.

Tom Sample is friendly, outgoing, tactful, active, detailed and precise. He seeks public recognition and the opportunity to gain the respect of his colleagues through his own particular field of expertise. Tom Sample uses gentle persuasion, coupled with detail and fact, to gain the approval of others and win them over to his point of view. Being non-aggressive by nature, he will willingly compromise in order to avoid conflict or antagonistic situations. Tom Sample is not particularly decisive and will tend to avoid from making harsh or unpopular decisions. Although detail orientated, he can become bored with routine repetitive work.

MOTIVATORS AND FEARS

Sandra Smith is motivated by tangible goals, authority, prestige, a variety of tasks, pace, public recognition and the opportunity to advance. She seeks responsibility with authority to act and take decisions. Sandra Smith works best for a direct leader who is willing to delegate authority and with whom she can discuss issues on a one-to-one basis. She seeks result orientated colleagues who respond quickly to a challenge and are willing to accept personal responsibility. Sandra Smith has an innate fear of failure and loss of public face.

Tom Sample is motivated by popularity, acceptance, variety of tasks, clear rules and a non-antagonistic environment. He will seek roles that afford him the opportunity to lead and influence others via the use of persuasion and expertise, as opposed to argument. Tom Sample works best for a manager with whom he can discuss and clarify what is required and who lays down clear guidelines and rules. He responds to colleagues who acknowledge his expertise, avoid risk and who abide by the rules. Tom Sample has an innate fear of loss of popularity, interpersonal conflict and the ensuing rejection.

COMMUNICATION AND INTERACTION

Sandra Smith is an active, positive, outgoing and challenging communicator whose style is fluent, direct, assertively persuasive and action orientated. This approach can be seen by Tom Sample as lacking in detail, excessively expedient and pushy, leaving him somewhat anxious. Tom Sample is a friendly, fluent, factual, detailed and diplomatically persuasive communicator. His style is quick, explanatory and somewhat anxious. Tom Sample's approach can be seen by Sandra Smith as too specific, over-detailed and indirect.

On the whole a reasonable degree of communication should be maintained. However, if really effective interaction is to be achieved, Sandra Smith may need to adopt a slightly less direct and challenging approach, while Tom Sample must adopt a more results orientated and less detailed style of communication. Both could improve their active listening skills.

GENERAL COMPATIBILITY

In general terms the common trait of people orientation should afford an acceptable degree of compatibility. However, this partnership will not be without its tensions and frustrations so it is important that Sandra Smith and Tom Sample concentrate their efforts on understanding the needs and personal motives of the other. Failure to do so could result in their common trait of influence becoming a disadvantage and detracting from the possibility of using their individual strengths to effect an efficient working relationship.

WORK COMPATIBILITY

Sandra Smith may well assume the lead in this relationship. She will look to take on responsibility for decision making and directing and leading others. She will seek a role that is free of constraints and allows her to act independently. Sandra Smith will, if she considers it necessary, circumvent the system in order to achieve an objective.

Tom Sample will pursue roles that allow him to advise and influence others through the medium of personal expertise or skill. He dislikes confrontation and will avoid making unpopular or contentious decisions. Tom Sample will use rules and detail to support his actions and measure and monitor his and others' performance. Both Sandra Smith and Tom Sample enjoy acclaim and will vie for public recognition.

There are two areas of likely dissonance, namely assertiveness and rule orientation. Sandra Smith is more direct and assertive and will want to take quick decisions and push forward speedily while Tom Sample will want to check all possible alternatives before offering a conclusion and ensure that standards are met and rules adhered to. These differences can lead to Sandra Smith challenging and putting pressure on Tom Sample to take risks and Tom Sample using the rules to avoid doing so. In such situations both will use their influence and people skills to win others to their point of view. Such behavior is often the result of misperceptions and could seriously detract from their ability to work together.

PERSONAL PERCEPTIONS

The way Sandra Smith and Tom Sample perceive the behavior of the other will have a critical bearing on the effectiveness of their working relationship. If Sandra Smith sees Tom Sample's use of detail and rules as defensive measures, rather than attributes that reduce the need for her to spend time on detail and a genuine attempt by Tom Sample to ensure quality and reduce error, the relationship will be placed in jeopardy.

Likewise, if Tom Sample views Sandra Smith's more direct, assertive and adventurous style as an attempt to obtain her own way by making unreasonable demands and as a consequence place others at risk, rather than removing the necessity for Tom Sample to take risks, make quick decisions and confront others, the chance of them working effectively together will be significantly reduced.

RECOMMENDATIONS

These recommendations are made with the intention of reducing negative perceptions and increasing compatibility. For Sandra Smith we recommend training in risk analysis and for Tom Sample training in prioritizing and effective decision making is seen as appropriate. In addition, training in active listening skills is recommended for both. Such a program should allow Sandra Smith and Tom Sample to recognize and understand each other's strengths and weaknesses and the opportunities and threats which could emanate from them.

The "Training Needs Analysis" and the "Strengths and Limitations Summary" will provide additional insight into the two individuals concerned.

SUMMARY

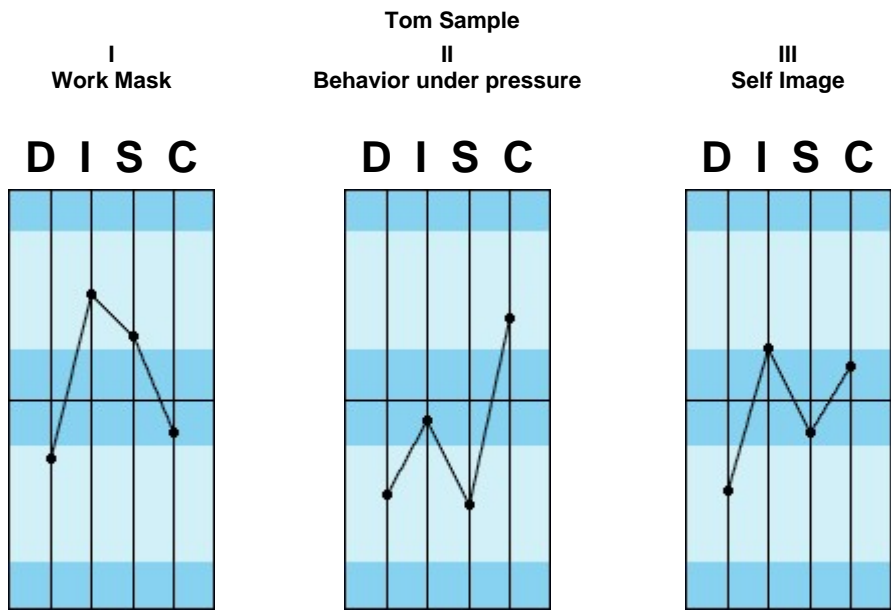
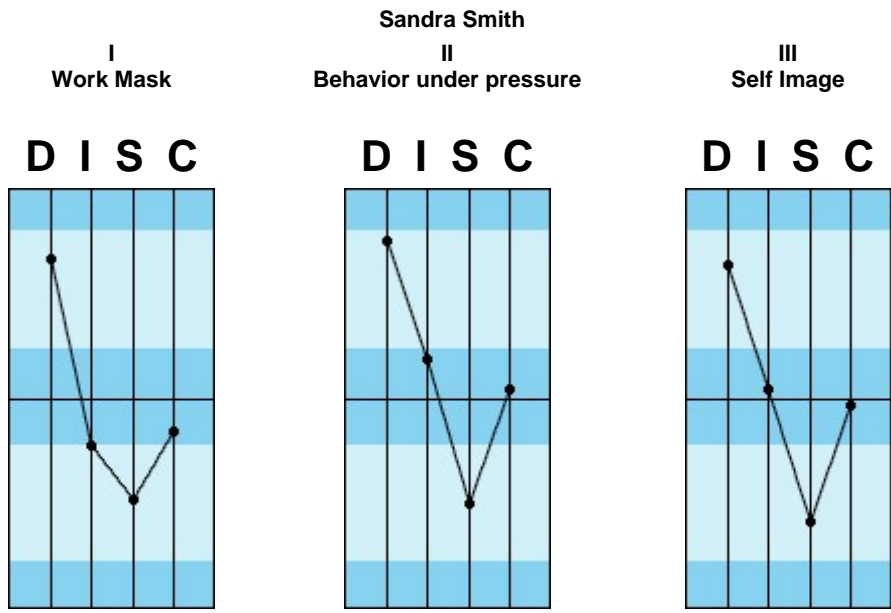
The common strength of this partnership is their natural people and communication skills. Individual strengths are Sandra Smith's assertiveness and self belief and Tom Sample's ability to identify unnecessary risk and reduce error. Weaknesses are Sandra Smith's impatience and tendency to overstep prerogatives and Tom Sample's inclination to over use detail and reluctance to act without approval.

Opportunities relate to their common strength of inducement which should allow them to communicate with each other and thus reduce the chance of misunderstanding and negative personal perceptions. Threats relate to use by either of their influencing skills to undermine the other and the resulting frustration and failure of the relationship.

Sandra Smith's ability to push for a result and Tom Sample's ability to reduce error could make them a most efficient team. However, they will need to work hard at understanding each other's needs if such a partnership is to come to fruition.

Please Note

It should be noted that the compatibility process does not take into account the relative seniority of, or relationship between, the two people being assessed. The report should, therefore, be read with care and preferably with an understanding of the roles and responsibilities of the two individuals. An Executive Summary and Human Job Analysis report may be helpful in this regard.



Graphs & Scores

Mr. Tom Sample

	I	II	III
D	4	11	-7
I	7	5	2
S	7	10	-3
C	3	4	-1

I
Work Mask

II
Behavior under pressure

III
Self Image

D I S C

D I S C

D I S C

