

Shadowmatch®

Matching Report for

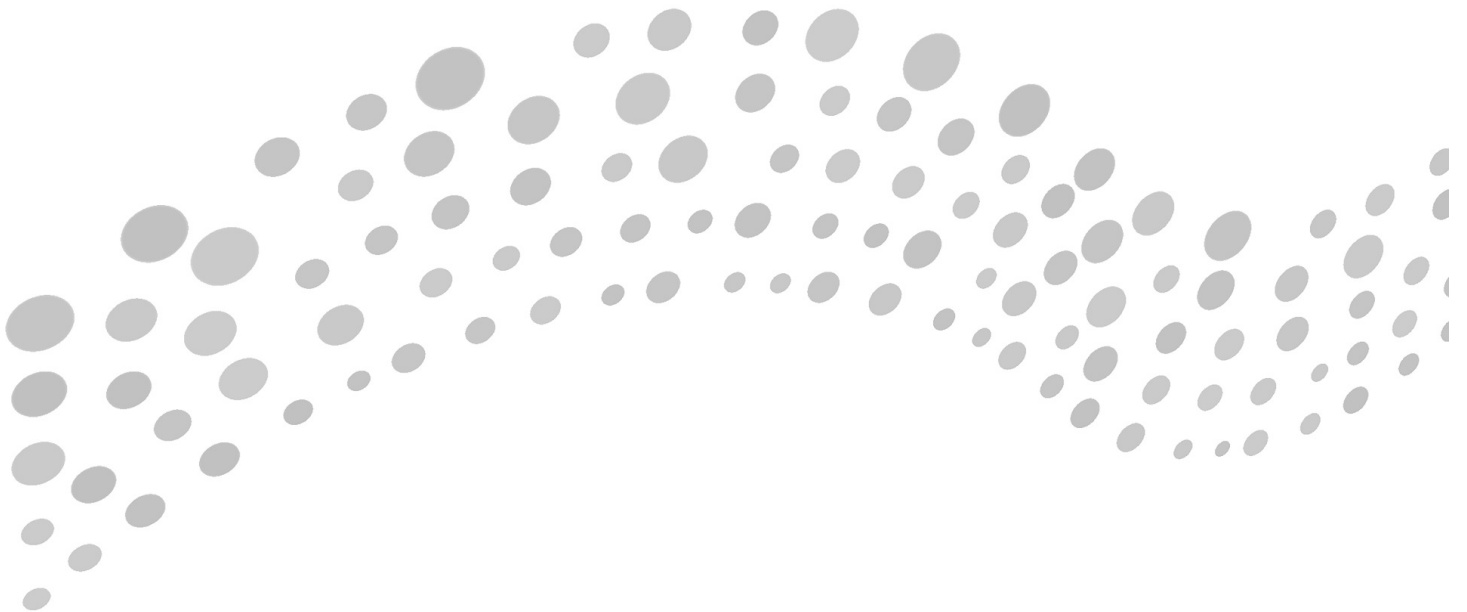
Kerri Ellis

Date Finished: 2006-11-03

Compared to the benchmark group of:

Customer Support (Top Performers)

Benchmark Date: 2016-08-16



[CONFIDENTIAL]

Introduction

This report is probably the most important report provided by the Shadowmatch system. It has been compiled with extreme attention to detail whilst ensuring a very positive but balanced view on how Kerri, in terms of her habits, compare to the habits of your top performers that are successful in doing the job this individual is expected to do under the same working conditions. The report has been compiled in a specific way: In each of the paragraphs a generic explanation puts the area of comparison into perspective. This is followed by the way in which the individual matches the habits of the benchmark group in that area of behavior. It is therefore very important to always read the full report with attention to the detail.

The ultimate aim of this report is to do the employer as well as the individual from which good to excellent performance is expected in the workplace, a favor. Responsible recruitment is a process whereby the interest of the individual weighs as heavy as the interest of the business.

Overall Match

The first graph on the results page represents 19 habits of Kerri compared to the same 19 habits identified in the benchmark group (This is the grey background referred to as the Shadow). A statistical comparison of the individual's results to that of the Shadow, shows that there is a relatively high match between Kerri and the benchmark group. There are however certain differences in some habits that might be a challenge. Shadowmatch is concerned about the following habits where the differences are such that it borders on being a problem:

- Discipline
- Altruism
- Self-Motivation

Critical Match

The second graph on the results page indicates the five strongest habits amongst the benchmark group. This is a very important indicator. The reason why Shadowmatch separates the strongest habits, is because people act against their strong habits. In other words, they focus on applying those habits that are already well developed when doing a job. If an individual doesn't have a specific habit necessary for a job, he/she first has to learn that habit which then compromises his/her success. The Shadowmatch system, in this graph, compares the strongest habits of the benchmark group to the same habits of Kerri in order to determine if she has developed the same habits to the same relative level of prominence as that of the benchmark group. Please keep in mind that research has indicated that the relative prominence of habits should be similar, not more prominent and also not less prominent. The Shadowmatch statistical comparison on the five critical habits is such, that it cannot safely say that Kerri has developed the same critical habits as the benchmark group. This individual will, as far as critical habits are concerned, be able to apply herself to succeed, but it will take some effort. The habits that are of concern are the following:

- Discipline
- Team Inclination

Conceptual Match

Some people have developed a habit of applying themselves aggressively to conceptual problems with the aim to resolve them - not everyone though develops this habit. Shadowmatch assesses the level to which this habit is present or absent by asking the individual to resolve ten conceptual riddles that are presented in complex wording on the computer-screen. Every job needs a specific level of conceptual application. The only way to determine what level of conceptual application is needed for a job, is to assess the successful people doing that job under specific circumstances. Some people are successful in some jobs because their conceptual application is low. Obviously the opposite also applies. If you appoint somebody with a highly developed conceptual application habit in a job that never poses any challenge to this strong habit, the individual will experience this job as frustrating, not challenging and therefore not rewarding. Kerri matches the benchmark group on the habit of applying oneself conceptually so well, that there is no reason for her not to conceptually succeed in doing the same job under the same conditions as the benchmark group.

Time Management Match

The most important component towards efficiency in the workplace is probably the way in which an individual is able to manage time effectively. This is a complicated aspect of the way people do their work and live their lives. Some people are very slow but extremely thorough and precise in what they do. Others are quick but not as accurate and thorough. A third group is quick but also extremely accurate in what they do. Shadowmatch assesses all these habits very accurately. The way in which the individual utilizes his/her time during the completion of the Shadowmatch worksheet is closely monitored. The danger is that people might rush through a task and do it very haphazardly and because we don't see the seriousness of the way in which they engage with the task, we cannot really judge their efficiency. Shadowmatch has full control over this by measuring the time the individual spends working through the entire worksheet and separately measuring the time the individual spends on the ten conceptual questions. The result is an extremely reliable way to assess the time management habits of the individual in comparison to that of the benchmark group as well as the efficiency profile which will be commented on elsewhere in this report. Against all these time related measurements and comparisons, Shadowmatch is not comfortable as Kerri has shown a time utilization profile that is not in line with that of the benchmark group. She will most probably find it difficult to pace herself in the same way as the benchmark group when doing the same work under the same conditions.

The challenge is that Kerri is slower than the benchmark group. It can cause her to experience the workplace as rushed, fast moving and very demanding. She could feel very uncomfortable with this with negative implications on performance, accuracy and work volume. When slower people have this experience, they become stressed and their performance and work interest can start to fade.

Attitude Match

The Shadowmatch Attitude chart is a critical indicator for the way in which people approach the environment and relate to tasks and colleagues. From the Shadowmatch data, it is very evident that people with a specific attitude are successful in doing certain jobs under certain conditions with the inevitable result that those individuals with a radically different attitude, find it more challenging to succeed in doing that same job under the same conditions. It is easy to understand why people with a dominant category four (not involved, unaggressive) attitude are very successful when working in a trauma unit. The reason is that they don't easily get emotionally involved. It is also easy to understand why some project management positions attract dominant category two people (assertive and involved). It is however not easy to anticipate what attitude category should be prominent for which job and how prominent it should be. The only successful way in determining this is by means of a scientific process whereby a map is created off the habits of the benchmark group (top performers) already doing a specific job under specific conditions. Shadowmatch provides exactly that. For Kerri, the similarity in attitude is high enough to be a good fit. She has the same dominant approach towards her world. Her attitude will not hold her back in doing this job under the conditions in which the benchmark group functions.

Task Efficiency Match

Not all people are equally efficient when doing a job. Some people are very accurate and fast when doing a job, some are accurate but slow, others are fast and accurate but not good at doing the job in a correct way. There are many combinations that makes people relatively efficient in different ways. In order to determine the efficiency of someone in doing a job, we need to accurately measure all the dependencies and calculate a single result from all these dependencies in order to compare individuals doing the same task against the same complexity levels and the same time measurements. Shadowmatch does exactly that. It measures the time an individual takes to complete the entire worksheet and the time the individual takes to answer the ten conceptual questions as well as the number of conceptual questions that the individual could answer correctly. It then runs a complex algorithm that combines all these dependencies into a single result that is presented as an efficiency percentage. The efficiency average of the benchmark group is calculated as the ideal norm-efficiency for that specific job under those specific conditions. When the individual now completes the Shadowmatch worksheet, the system can accurately compare the efficiency result of the individual to that of the benchmark group and assess the level to which the individual matches the efficiency of the benchmark group. Kerri has a task efficiency that is very congruent to that of the benchmark group. This means that the efficiency end result, when doing the same job as the benchmark group, will tend to be similar. Please don't think that you need to recruit people that are much more efficient despite the fact that the benchmark group's efficiency might be low according to your liking. This will be a serious mistake. Different jobs need different levels of efficiency for success, job satisfaction and maximum productivity and your top performers have indicated what level of efficiency is necessary for success in doing this specific job.

Conclusion

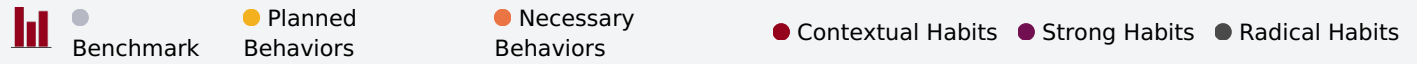
Shadowmatch wants to be extremely responsible with the final recommendation. Please use this advice to co-inform your decision and not as a single directive to determine your final decision.

The habits of Kerri are more similar than dissimilar to that of the benchmark group. You will notice that the detailed report has a slight concern on different areas on the comparison between Kerri and the benchmark group. Kerri could become as good as your top performing group but she might experience the work as taking its toll. She might even perform excellent for quite a long period of time but being a top performer will be a continuous stretch. The match indicates a low risk towards not being successful in this job but definitely not no risk.

Benchmark: Customer Support (Top Performers)

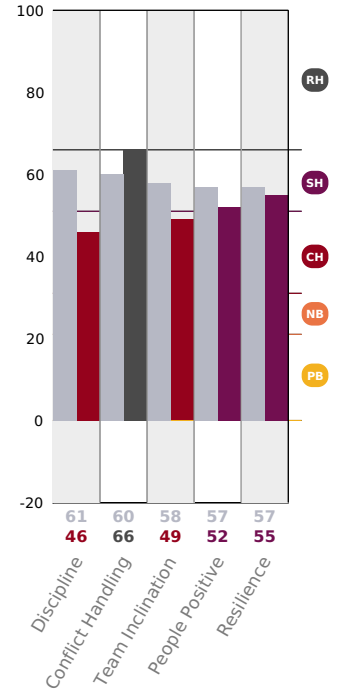
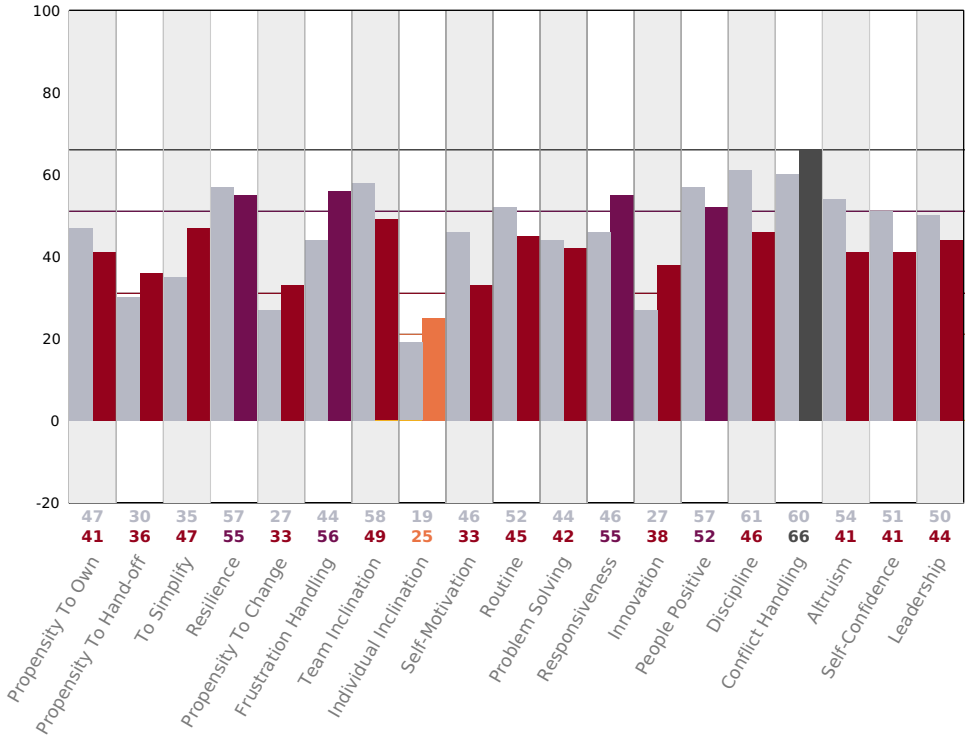
Benchmark Date: 2016-08-16

Legend:



Benchmark Stability Factor: **90%** Individual's Overall Match: **80%** *

Benchmark Stability Factor: **93%** Individual's Critical Match: **88%** ?



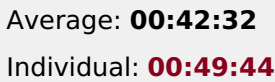
Conceptual Fitness ✓



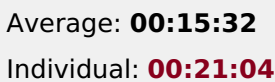
Task Efficiency ✓



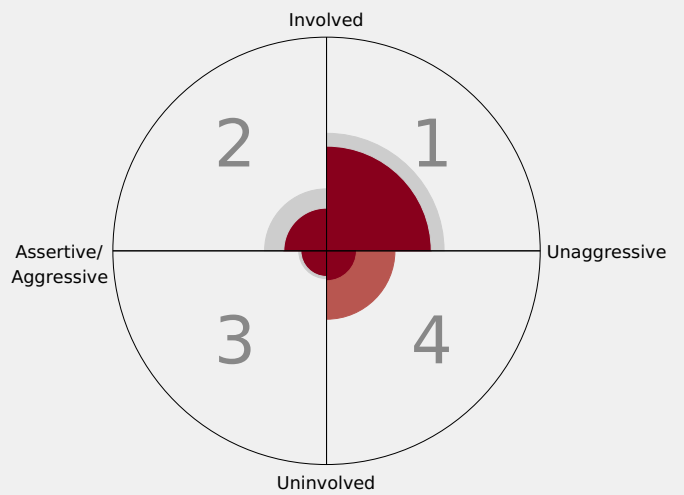
Total Time *



Conceptual Time ?



Attitude ✓



Indicators



Consolidated Match

