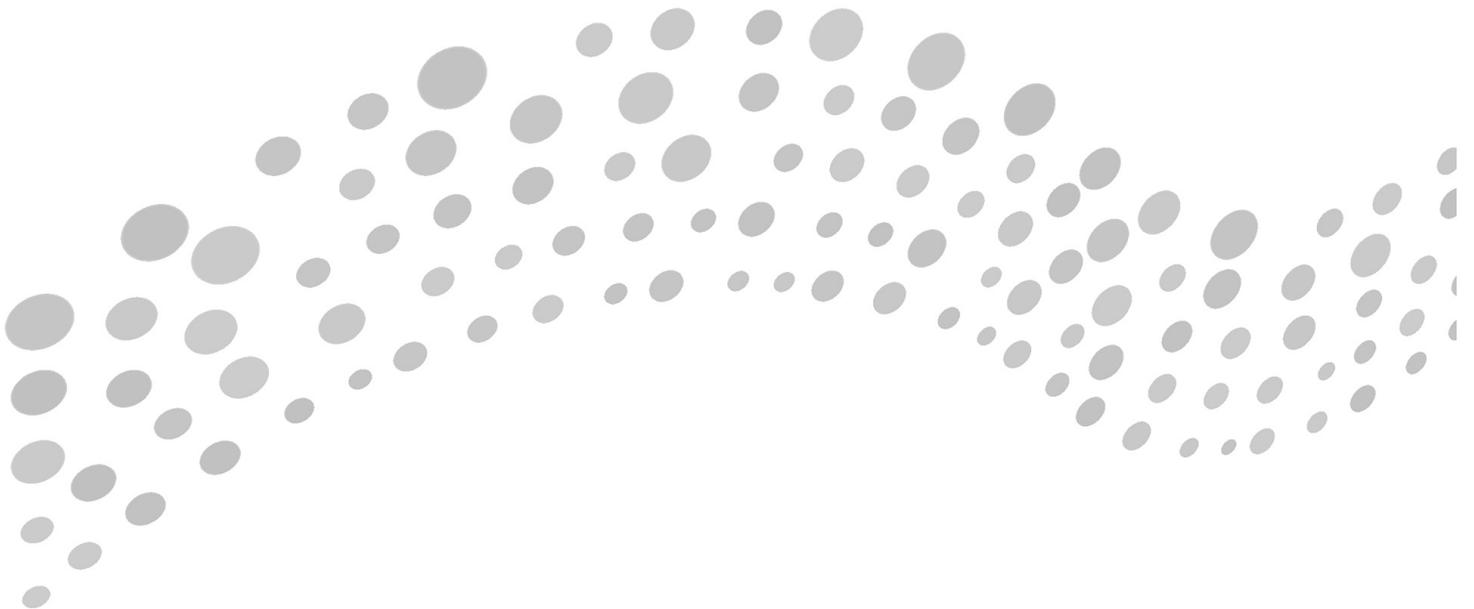


# Shadowmatch®

## Personal Feedback Report for

**Kerri Ellis**

**Date Finished: 2006-11-03**



**[CONFIDENTIAL]**

shadowmatchpersonalreport

## Introduction

This is your full report on the habits that Shadowmatch is able to identify. The way we live our lives and express ourselves are behavioral expressions. Our thinking cannot be seen nor can Shadowmatch measure it. Our behavioral expressions are extremely complex if we view it as a mix of unique incidents, however when we take the approach of sameness, our patterns of behavior become very easy to understand. Please keep in mind that Shadowmatch is of opinion that people are - in a broad sense - more similar than different. We all smile, laugh, talk, walk, engage or disengage, become frustrated, help each other, etc. The uniqueness come into play when we look at the differences: When do we smile, when do we engage/disengage etc? Shadowmatch wants to identify the unique patterns in your behavior. A further uniqueness has to do with the way we interconnect our behavioral patterns with each other. Although this might sound very complicated, it's not. We all show patterns in our behavior, and Shadowmatch is very smart in identifying the patterns as well as indicating the level of prominence in these behavioral patterns. Shadowmatch refers to these behavioral patterns as habits. Habits are the structural framework of the way we live our lives.

Please study your graph indicating the relative consistency of your behavioral patterns (habits). You will note that quite a few habits are indicated above 50 points. These behaviors are patterns that you repeat with high levels of consistency. It tells us that you have learned specific well embedded patterns (habits) in these behavioral types. Remember, the fact that the rest of your behavioral patterns are not that consistent indicates a level of flexibility. Behavioral patterns with fewer points are patterns that are less rigid (soft). In other words, patterns that you won't force onto a situation but where you would rather read the situation carefully and adapt to what you anticipate the best action would be. Your report will elaborate on the detail of each behavioral type.

## Propensity To Own & Propensity To Hand-off

When individuals are being given a task, some choose to do the task themselves and some have a propensity to rather hand the task to somebody else to do. In most instances people are very selective and they have preference towards keeping some tasks to do themselves and some they hand to others. For the majority of tasks you've been given by the Shadowmatch system, you have consistently indicated being comfortable with either doing it yourself or handing it to an outside agent to do. This habit allows you to be very selective in terms of either doing things yourself or allowing others to do it. It is almost equally easy for you to take ownership of a task or to hand the task to someone else to do.

## Team Inclination & Individual Inclination

Some people have developed habits that make them team people. Others have developed habits with a strong individualistic inclination. Please see your graph presenting a profile of your habits. Compare the size of your Team Inclination graph to that of your Individual Inclination. You will notice that your Team Inclination habits are stronger than your Individual Inclination habits. This indicates that you have a strong inclination towards working as part of a team compared to your preference of working in isolation. You have a habit of seeking a team to either work with you or to share the workload with you. You like to work in collaboration with others and you are comfortable with people around you in the workplace. The difference is not such that you are team dependent but you have a strong team preference.

## To Simplify

Most habits form as a result of behavior that we repeat with a specific goal in mind. To Simplify is the habit of breaking complicated challenges down into simple, linear problems that can be resolved more easily than the initial complicated problem. This habit has developed in a specific way in your behavioral pattern. You are strong in your simplification behavior but only if you are in a situation where this habit is really necessary. You will find some challenges easy to simplify whilst others will be very difficult, it will all depend on the situation you find yourself in. You apply simplification easily in the normal day-to-day problems you need to resolve. For extraordinary ones, your habit seems to not be strong enough to use the method of simplification. Shadowmatch refers to this as a contextual habit. The habit is functional for day-to-day problems and challenges you face. In your specific situation, the habit of simplification is on the strong side of a contextual habit. In other words, in most situations, finding the simple way forward will be your preference and it will be relatively easy as well.

## Resilience

The most reliable way of predicting behavior is to determine if that specific behavior has a pattern that could be identified as a habit. When a specific behavior follows a strong predictable pattern, the propensity of the individual to repeat that behavior when necessary is high. This is the case with your habit of Resilience. It is a strong habit that will in most situations enable you to relentlessly apply yourself to complete a task even when continuing with the task is tough. Your habit to this effect is strong enough to predict that you will have difficulty in giving up on a task if the slightest possibility of success exists. You are the type of person that will try again and again and even push yourself further than what others normally do in order to finish your job, complete the race or reach your goal.

## Propensity To Change

Change is an inevitable reality of our world. Being comfortable with change makes life so much easier because we are continuously faced with a changing scenario. You have developed a habit of going with the flow in as far as change is considered. For many scenarios change will not cause any discomfort in your life and it will be easy for you to work with change and to be positive about it. There are however areas in your life where you would not like to change. Your habit of change tells us that you are very comfortable with the normal changes we face in our daily lives. Radical changes will be a challenge for you but you will be able to adapt if you apply yourself to the new scenario. Shadowmatch refers to this type of habit as a contextual habit. It means that, within your day-to-day reality of work and life you are comfortable with change. When the change is radical and it challenges you out of your comfort zone, it will become a task that you have to plan for and apply yourself in order to adapt.

## Frustration Handling

Frustration Handling refers to behavior that is aimed at engaging with the frustrating event, person or situation in a positive way. A frustration is something that prevents you from reaching your planned goal. A positive way of dealing with a frustration is when the individual engages with the reality of the frustration without losing control and without allowing the frustration to become a negative emotional experience. Shadowmatch assessed the way you have answered the questions and calculated all the situations in which you have selected positive frustration handling behavior. You have a strong habit of handling frustrations positively. You do not handle all frustrations in a pure and fully positive manner, however you are fully on top of the majority of frustrating situations you are faced with. Your positive frustration handling behavior is cross contextual. This indicates that you can deal with different frustrations in different situations towards a positive outcome.

## Self-Motivation

Whenever we have to find the energy to do something or to persist in doing a job, we need some form of motivation. Motivation can come from external sources or internal energy towards actions to be taken. Shadowmatch determines the level to which internal energy that results in a behavioral pattern is consistent enough to be referred to it as a habit. If you look at your graph, you will see that your Self-Motivation falls in the middle band. This indicates that your Self-Motivation is a contextual habit. It is a habit that functions when necessary towards the general tasks in your life. You might experience high levels of self-motivation but it will be towards specific tasks and not to all tasks and ventures that cross your path. Your self-motivation will however always be according to your needs within the normal activities of your day-to-day workload and lifestyle.

## Routine

Understanding the habit of building routine into our way of living is critical towards knowing why we do and don't do certain things. Routine can best be described as building a lifestyle of repetitive behavioral patterns. These might be things like doing the same job every day, traveling the same route to work every day, following the same routines when preparing to leave for work or church or anything else. You have developed a habit of flexible routine patterns in the way you live and work. This indicates that you prefer routine for those tasks that could be done with minimal planning and tasks that are not critically important to you. These routines have the purpose of making low key repetition tasks easy to execute and comfortable to manage. When things become critical for you, you prefer to first do them in a different way until it becomes a repetitive action, then cast these activities into routine behavioral patterns. You will tend to first find the pattern that works best for you before you do it as just another routine task. In short, for the less critical activities in your live, you have a strong habit of routine for the rest you prefer variety and diversity.

## Problem Solving

You have developed a habit of resolving problems related to the need of the situation you find yourself in. Shadowmatch refers to this as a contextual habit. It indicates a behavioral pattern of engaging comfortably with the normal day-to-day problems related to your work and life in general. Your Problem Solving habit is one of routine and normal problems. Some of these problems might even be very complicated but, if they are part of your normal context, you will work towards resolving them as part of your normal tasks and responsibilities. Your habit is that of dealing with problems that are critical and necessary. You won't shy away from problems when they are critical to your everyday work and life in general. You will however also not go out with the aim to find problems in order to resolve them. You will not step out of your way and present yourself as a problem solver. Your habit is to act within the parameters of what you need to do in order to get on with your work.

Shadowmatch has a very advanced method of identifying the kind of problems we tend to face on a daily basis as well as what your comfort levels are towards resolving these classic problem types. The following could be identified:

- You seem to be able to successfully resolve problems where conflict between people is the essence of the problem.

## Responsiveness

You have a strong habit of Responsiveness. This indicates that you have a preference towards acting immediately when being given a job to do. Your habit is such that you will find it difficult to postpone things on your to-do list. Although you are not at risk of being too obsessed with having everything done immediately, you still run the risk of trying to do too much in too little time or even trying to do too many things at once. Your habit of Responsiveness is cross contextual. This means that you will prefer to act immediately even outside of high priority tasks and day-to-day activities. It is your natural habit to be quick even when it is not urgent. You will thus be frustrated with situations where you are disempowered to act and to deliver rather quickly against the expectation.

## Innovation

Innovation is best described as a new way of doing things, the initiative towards creating new technologies or a new method of getting a job done. Your habit towards Innovation is that of a contextual habit. You tend to work towards innovation within your normal working conditions and general lifestyle and environment. Your innovative behavior is conditional, it must make sense, it must also contribute positively towards a specific goal and it must be a feasible solution to a problematic situation or challenge you face. You will therefore only initiate innovative concepts within your normal working and living context and you will also be selective towards innovations that can really make a difference and the ones that are less radical. You will experience your position to innovative concepts to be cautious and critical but positive when you are convinced of the value of the innovation.

## People Positive

Working with people and relating to them is a habit we learn from a very early age. The way in which we work with people and relate to them is a behavioral habit that all of us have. Some people have a habit of building negative relationships and some have the habit of building positive working and social relationships. Your habit is strong towards building positive, friendly and stress free relationships with people you live and work with. It is easy for you to create positive relationships with people around you. It's a habit that will even work outside of your context. In other words, you are able to work positively with people even if they are not part of your normal day-to-day world. The percentage of people you experience as difficult to work with is much less than the percentage of people you experience as easy to work with. In short, your habit of People Positive behavior is strong, it's functional towards the majority of people you meet and it is largely unconditional.

## Discipline

Shadowmatch defines Discipline as a strict, structured environment where we have to adhere to specific ways of doing things and even specific ways of acting in general. Your habit towards discipline is very clear to Shadowmatch. It can be described as soft, normal and necessary. Let's explain. 'Soft' indicates that you are very comfortable with soft structures of discipline with no radical rules or enforcement structures. 'Normal' indicates your comfort with the structures of order and regulations that are acceptable to society as ordinary and widely applied. 'Necessary' relates to the fact that under normal conditions you need normal structures of order and regulations (discipline). Under abnormal conditions like the military or a rescue operation you need stronger frameworks or regulations (discipline) because it is necessary. You are comfortable with discipline as needed. Your habit therefore is to easily follow the structures of preferably soft and normal structures of discipline as it is applicable and necessary for the situation.

## Conflict Handling

The Shadowmatch research team is always curious about the reasons why people have developed specific habits that are very strong. Although Shadowmatch finds this too complex to fully understand it, it has a wonderful ability to identify strong habits and what those habits mean. The way in which you've engaged with the Shadowmatch worksheet indicates a very strong habit of Conflict Handling. Shadowmatch describes your Conflict Handling habit as cross contextual, strong and pro-active. Cross contextual indicates the fact that you will handle different types of conflict in different situations and with different types of people. The fact that your habit is strong tells us that you can handle intense and complicated conflict situations with relative ease and without fear. On top of this, you have a strong pro-active approach towards conflict. You deal with it early before it spirals out of control. Despite your strong habit to this effect, you have though indicated that in a minority of conflict situations you will be clever enough to know when to just leave it. We can refer to that behavior as passive conflict management. People with strong Conflict Handling habits lift themselves above the conflict and manage the relationship such that the conflict is being handled spontaneously without specific conflict intervention actions.

Shadowmatch could successfully identify the preferred way you act towards conflict. These indicators are not rules cast in stone but a very reliable indicator of a trend in your behavior:

- Your involvement will be to prevent a negative and destructive situation to develop and to get a positive negotiated settlement.
- If your kind, progressive and supportive approach to manage the conflict as described above doesn't work, you will be very tempted to just leave it and walk away from the conflict.

## Altruism

Altruism as the behavior of helping other people in need without expecting any form of compensation either directly or indirectly, functions on different levels. For some it is a tough task, for others it is a duty they perform when really necessary and for some people it's a habit without borders and without judgement. For you it's a habit within the space of what you can (within reason) do and what needs to be done for people in a desperate situation. It's easy for you to help but there are some conditions to it. You will prefer to help the people that are close to you, where the situation is genuine and where you find yourself to be in a positive situation and able to help.

## Self-Confidence

Self-Confidence is the behavior of trusting your own abilities to do a job. You have the habit of trusting your own abilities for the majority of your routine and normal tasks. You are confident that you will be able to handle the majority of tasks that might emerge from the normal activities of work. When tasks fall outside of the normal activities of work, you tend to trust your abilities to deal with these challenges much less. Shadowmatch therefore defines your habit of Self-Confidence as focused on the everyday environment of work as well as specific to your everyday behavioral demands. In short, for the day-to-day demands of your world, when you are not stretched out of your comfort zone, you have the habit of acting with confidence and trust in your own abilities.

## Leadership

Leadership is a very complex behavior to understand and Shadowmatch is not convinced that we fully understand it. Shadowmatch wants to share a few concepts with you. Some people are excellent leaders to small focused groups of people doing a specific job. Others are good leaders for large political constituencies, but they do not relate comfortably to smaller groups. Some are good leaders when their followers are young and some leaders can't work with young people. We must also note that some people are leaders without glamor. They take the lead in ordinary day-to-day situations and they get lots of things done as a result of their leadership role but it never reaches the headlines. This is your position. You will take the lead when necessary in the ordinary day-to-day activities of the less glamorous areas of life and work. Your leadership profile can thus be described as low key, situational and cautious. Be aware of the fact that your leadership habit is such that you can easily develop into a much more confident and mature leader, taking on much more leadership roles and responsibilities.

## Task Efficiency (34%)

We all know that some people are very efficient in doing a job, some are less efficient and some are very inefficient. Shadowmatch presents you with a task. This task consists of 70 questions of which ten are riddles that you need to resolve. It then tracks the time you've spent answering the questions and it tracks the time you've spent resolving the conceptual questions separately. The result is that the Shadowmatch system gathers very good information towards calculating how efficient you were in executing the task of completing the Shadowmatch worksheet. In order to be efficient, you also need to be accurate in what you do. The number of riddles you've resolved correctly thus plays a very important part in the algorithm being used to determine your efficiency profile. The population in the Shadowmatch database forms a statistical normal distribution graph displayed on your results page.

Compared to the population of thousands of individuals in the Shadowmatch database, you are in middle range of the efficiency profile. The reason for this is a combination of speed as well as the number of correct answers on the riddles you had to resolve. Despite the rhythm or pace with which you've completed the worksheet, you are where the majority of people find themselves in terms of task efficiency.

## Conceptual Application

You will clearly remember the ten questions in the Shadowmatch worksheet where you were requested to resolve conceptual riddles. Shadowmatch wants to explain this. The Shadowmatch research team is of opinion that, amongst the majority of ordinary people (yes there are extra-ordinary people - Einstein, Mozart, Archimedes etc.) there is no such thing as intelligent and stupid people. Shadowmatch is convinced that some individuals have learned how to apply their minds to a problem, they like doing it, they practice this and they are fit in doing so. Others, despite the fact that they have the potential, have not learned how to apply their minds to a problem, they might not like doing it, they don't practice it and they haven't developed the habit of applying their minds to a riddle presented to them. Remember, this is exactly what Shadowmatch wants you to understand. It wants to know how fit and focused are you to resolve a problem/riddle presented to you on a computer screen and how long does it take you to resolve these riddles. This is also an indication of your habit of working with problems towards successfully resolving them.

You have successfully resolved 5 of the ten riddles. This indicates that you have some success with this type of problem solving. You've spent 21 minutes 4 seconds working on the ten riddles.

This indicates that you have tried very hard to resolve them and you could resolve a good percentage of the riddles.

## Attitude

Attitude can best be described as the approach we take towards interacting with our environment. Shadowmatch breaks this up into four attitude categories. (Please study your Attitude Chart when reading this). Attitude Category One is that of an involved unaggressive approach. This attitude is one whereby the individual approaches his environment with the aim to get involved, to participate and engage without an agenda of aggressiveness or stubbornness. These people seek fulfillment in being part of an event, participating and reaching out with the aim to play a positive role towards a friendly engagement. Category Two people are also involved and participative; however they are assertive and sometimes even aggressive if things do not run according to their intended view or outcome. They participate but can easily confront people and take them to task. Category Three people are also assertive and sometimes aggressive, but they are not involved. They do not easily participate and they tend to rather disengage when things don't go their way. Category Four people are none of the above. They are not aggressive nor are they involved. They walk away, turn their backs on people and events that frustrate them and they tend to rather ignore than attend. Category Four dominant people tend to be aloof. It is important to note that not one of us have only one approach to life, we have a combination of all four categories. Your Attitude shows strong behavioral patterns related to specific situations. The following behavioral patterns could be identified in relation to the four attitude categories:

### **Attitude Category 1: Strong**

This attitude is to engage and participate without forcing your agenda and without being aggressive in the situation. Your behavior indicates strong involvement with strong participation towards success and positive results but with a preference towards a kind and friendly approach.

### **Attitude Category 2: Soft**

Your Category Two attitude is that of participation and engagement with a willingness to stand your ground and be assertive. You will not fight and become aggressive in a way that becomes destructive and dangerous - your approach is firm but within reason.

### **Attitude Category 3: Absent**

Category Three behavior is that of firm/aggressive and uninvolved. It indicates behavioral patterns of voicing frustrations without any action towards resolving the reason why you are frustrated. This is absent in your attitude. You will only in the very minority of situations voice and display your frustrations in a profound and active manner without any engagement towards resolving the issue.

### **Attitude Category 4: Strong**

This is the attitude that reflects the tendency to quietly walk away from events. You are cautious and you think twice when there is an opportunity to become involved in social groups or events. Your attitude is to rather remain a bystander and to be very selective when you do become involved. When you are involved and things go wrong, your first choice seems to disengage without the need to explain the reason for your choice.

**Always remember; if you want to change your lifestyle, change your habits!**

## Self Interpretation of Your Graph

### Introduction

Please keep in mind that the relative size of a graph doesn't indicate any negative or positive, inability or competence. It states the level to which a behavioral pattern is present in the way you live and work. Let's explain by means of an example: Say for instance someone has 34 points for Frustration Handling. This indicates that, if this person is presented with a frustrating situation/task 100 times, he/she will tend to deal with 34 of these frustrations in a positive and solution focused way.

### Less than 20 Points: Planned Behaviors

These are behaviors where the system could not identify a pattern in your behavior. This indicates that you do these things when you have to. It becomes a task that you need to plan for and consciously execute with attention and sometimes with energy because your habits are such that these tasks are not routine activities in your way of doing.

### Between 20 and 30 Points: Necessary Behavior

Behaviors in this bracket are necessary and it will be a pattern if the situation constitutes a need for the specific behavior. It indicates that you have the habit of showing this behavior when it is really necessary. In such situations - when you really have to - the specific behavior happens without too much planning, however it will still only be functional in the situation of need.

### Between 30 and 50 points: Contextual Habits

These are the habits you naturally use within your day-to-day situations (context) and activities. For the everyday challenges and demands, you don't need to plan this behavior. It is a pattern and this behavior will execute without or with minimal planning in as far as it is functional in your everyday work and general lifestyle.

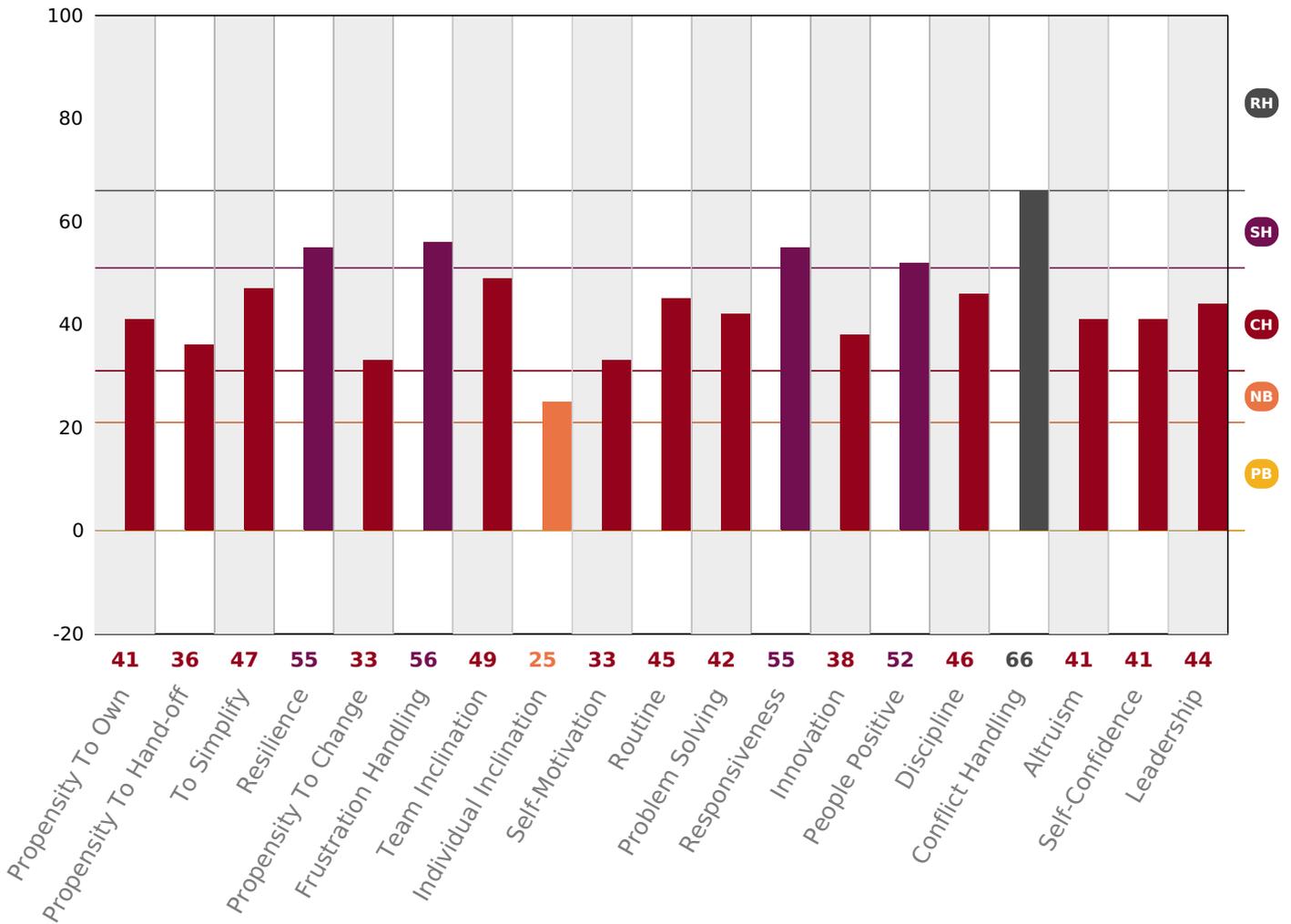
### Between 50 and 65: Strong Habits

These habits are strong, predictable behavioral patterns. You will (in the majority of situations), without any planning or minimal planning, show this behavior. This behavior will easily be displayed, even if the situation is outside of your day-to-day activities.

### More than 65 Points: Radical Habits

These habits are very strong. You will tend to follow this pattern of behavior in the majority of situations and you might even do this in situations that are very far removed from your everyday lifestyle and working environment. You might even force these behavioral patterns onto others and situations without even realizing that you do it.

# Habit Scores



## Conceptual Fitness



## Task Efficiency



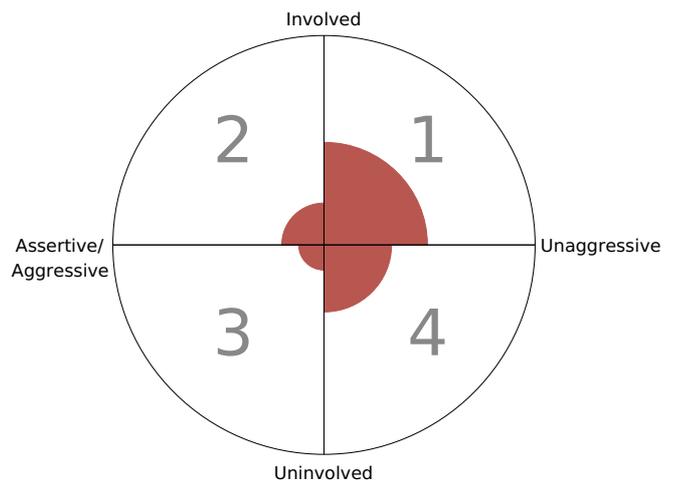
## Total Time

00:49:44

## Conceptual Time

00:21:04

## Attitude



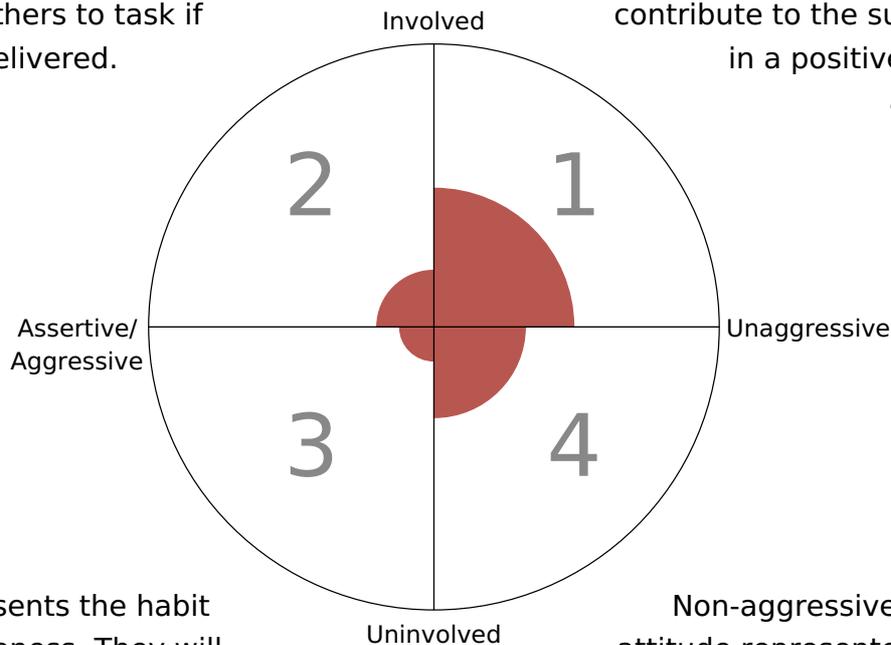
# Attitude Chart

## Category 2

People that are dominant in this category show positive and assertive involvement. They are driven, motivated and involved. They can easily take a firm position with the willingness to call others to task if outcomes are not delivered.

## Category 1

This category reflects the habit of positive participation in a predominantly non-aggressive manner. These individuals engage actively with their environment, their purpose is to contribute to the success of a venture in a positive, constructive and adaptable manner.



## Category 3

This category represents the habit uninvolved assertiveness. They will often voice their frustrations without an active involvement towards a solution. It could also be described as an attitude of passive criticism. The habit of active criticism and passive participation.

## Category 4

Non-aggressive and caution is the attitude represented in this quadrant. These individuals can quietly walk away from a situation. They don't easily get involved and when frustrated, they rather tend to disengage.

### Interpretation of the Shadowmatch Attitude Chart

The red graph represents the individual's attitude. The quadrant with the largest red section indicates the individual's behavioral preference. The red area that is second largest indicates the attitude behavior to which the individual will probably switch as a first alternative.

If all four the quadrants are similar in size, the individual has a highly flexible approach to his/her world and he/she tends to have an attitude that reacts to the situation at hand. These individuals tend to approach a situation without a specific predefined role to fulfil.