

COMPATIBILITY ASSESSMENT

This guide provides a summary of each individual's behavioral style, motivators and fears, and communication and interaction. The report compares the behavioral styles of both individuals and provides both a general compatibility and a work compatibility offering recommendations for increasing the compatibility between the two individuals. When considering hiring, reassignment or reorganization within the company, this guideline will help assess the compatibility between the two individuals working together.

COMPATIBILITY ASSESSMENT

PRIVATE & CONFIDENTIAL - MR. THOMAS & MR. SLOAN

Basic Characteristics

Mr. Sloan is naturally precise, accurate, cautious, friendly, active and mobile. He is usually a reasonable, if somewhat detailed, communicator. Although not particularly decisive, he usually has an opinion and is normally not shy to offer advice. However Mr. Sloan will tend to leave the decision-making to others. As he is friendly and non-aggressive by nature he can encounter difficulty in disciplining and directing and is unlikely to confront or antagonize others deliberately. Mr. Sloan's ability to investigate in detail can result in a high degree of intellectual creativity and new and varied approaches to problem solving. Although detail orientated he has a low boredom threshold for routine, repetitive work. If given work of this nature, unexpected error may well occur.

Mr. Thomas is a thorough, persistent and determined individual who is both people and results orientated. He is normally friendly and sincere, utilizing assertive persuasion and appealing to common sense to win others to his point of view. Despite being both independent and assertive, Mr. Thomas tends to dislike conflict and confrontation. Consequently, he will often go ahead independently if he cannot achieve consensus. Conversely, Mr. Thomas can challenge in a non-antagonistic way both rules and authority if he believes them to be impractical or unjust. He will make decisions but normally only after he has talked them through with others who are involved.

Motivators and Fears

Mr. Sloan is motivated by clarity and a variety of tasks, a friendly working environment and public recognition of expertise. There is an innate need for facts, in-depth explanations and association with people.

He works best for a democratic leader with whom he can discuss and clarify rules, tasks and responsibilities.

Mr. Sloan responds well to work colleagues with whom he can associate and talk freely without fear of challenge or recrimination. He has an innate fear of error and the ensuing trouble and loss of popularity. Mr. Thomas is motivated by identification with the group, security, practical, tangible goals, meaningful results, independence and public recognition. He enjoys team roles that afford him the opportunity to lead, organize and/or influence. Mr. Thomas works best for a democratic leader who allows independence of action after planning, organizing and explaining work schedules. He responds well to colleagues who are team and results orientated, who are positive and who maintain a concern for others. Mr. Thomas has an innate fear of rejection, failure and the ensuing insecurity.

Communication and Interaction

Mr. Sloan is an eager, detailed and talkative communicator. His style is analytical, questioning, genial and descriptive. Mr. Thomas should respond to Mr. Sloan's friendly approach but could find his eager, detailed style somewhat inconsistent and over-anxious. Mr. Thomas is a thoughtful, patient, assertive, friendly and inclusive communicator with good listening skills.

His style is purposeful, determined and persuasive. Mr. Sloan should relate to Mr. Thomas's participative style but could find his determined, assertive approach rather overbearing.

Despite the differences in verbal activity, detail emphasis and assertiveness, Mr. Sloan and Mr. Thomas's innate need to communicate should afford an acceptable level of interaction. However, they would be more effective if Mr. Sloan attempted a less eager and detailed style and Mr. Thomas moderated his assertiveness.

General Compatibility

In general terms the common trait of social interaction should afford at least a functional degree of compatibility. However, the difference in pace, stability, assertiveness and conventionality suggest that this partnership will not be without its tensions and frustrations.

Work Compatibility

Mr. Sloan is risk conscious, active, friendly and tactically diplomatic. He will often pursue service or support roles that require him to help and advise others to achieve an accurate and error free result, through the use of personal expertise and detailed explanation. He dislikes conflict and will normally avoid contentious issues and adhere to policy.

Mr. Thomas will seek roles that involve organizing support, influencing others or directing services. His main concerns are usually the maintenance of stability, consensus and the thorough completion of all tasks. Although careful and procedural, he is not particularly detailed or policy orientated and is inclined to deviate from the rules if he considers them impractical. Mr. Thomas is assertive and tenacious and can be stubborn.

Mr. Sloan could find Mr. Thomas's approach too structured, slow, assertive and inhibiting whereas Mr. Thomas could find Mr. Sloan's style too detailed, too hurried, anxious and inconsistent. The ability of Mr. Sloan and Mr. Thomas to reconcile these differences will depend on what each perceives as the motives of the other.

Personal Perceptions

There will be little chance of collaboration if Mr. Sloan perceives Mr. Thomas's deliberate, assertive and tenacious approach as an unwillingness to accept change or new methods. However, should Mr. Sloan see these traits as an ability to provide a structure to disseminate information and agree strategy, coalition and accord should be enhanced.

Likewise, mistrust and alienation will take place if Mr. Thomas views Mr. Sloan's use of diplomacy, detail and rules as a stratagem to gain approval without making a commitment. Should Mr. Thomas see these attributes as an ability to use personal expertise, detailed explanation and persuasive influence to reduce conflict and enhance consensus, collaboration and compatibility should increase.

Recommendations

These recommendations are made with the intention of increasing compatibility. For Mr. Sloan, we recommend training in task prioritization, administrative effectiveness and assertiveness. For Mr. Thomas, training in risk analysis and managing change is seen as most appropriate. Such training should allow Mr. Sloan and Mr. Thomas to recognize and understand their strengths and weaknesses and the opportunities and threats emanating from them.

Further areas for development are highlighted in the "Training Needs Analysis" report. The "Strengths and Limitations Summary" may also prove to be helpful.

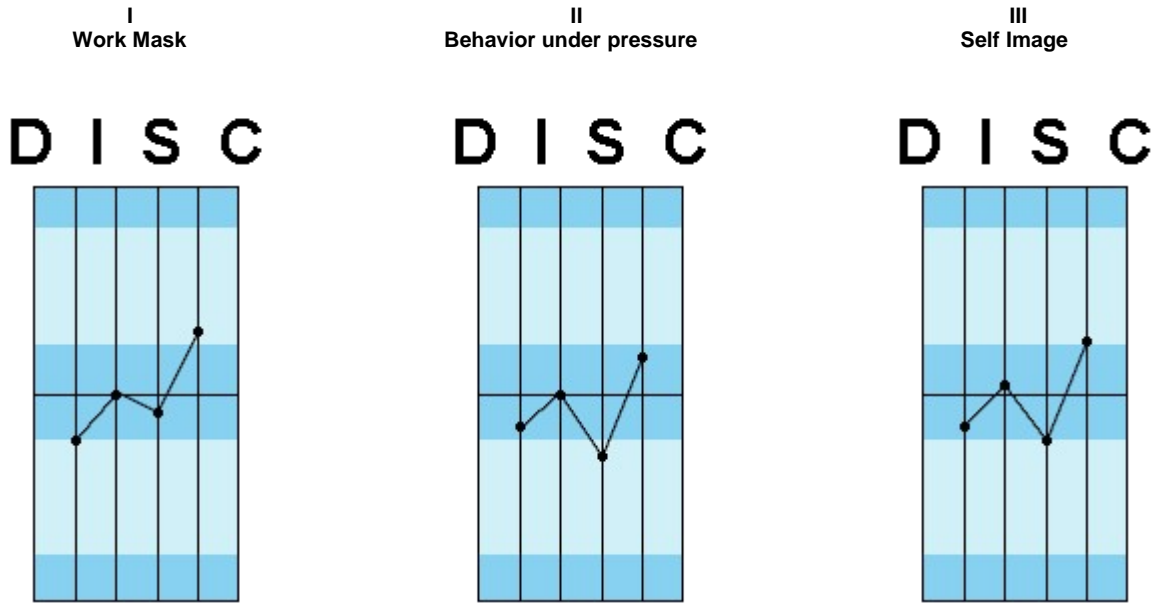
Summary

The common strength of this partnership is their natural people skills. Individual strengths are Mr. Sloan's ability to attend to and use detail and Mr. Thomas's thoroughness, determination and assertiveness.

Weaknesses are Mr. Sloan's lack of consistency and a tendency to get enmeshed in unnecessary detail and Mr. Thomas's wariness of change and inclination towards stubbornness. Opportunities relate to the combination of Mr. Sloan's diplomacy and pace and Mr. Thomas's ability to organize and direct. Threats are Mr. Sloan's impatience and Mr. Thomas's stubbornness.

Mr. Sloan and Mr. Thomas's ability to interact and communicate should allow them to come to terms with, and recognize the value of, their differences. Thus, with the right amount of effort, they should develop into a reasonably effective working partnership.

Mr. Sloan



Mr. Thomas

