

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: On Tom Sample and Sandra Smith

Private &
Confidential

BASIC CHARACTERISTICS

Tom Sample has a friendly, outgoing approach to others which, coupled with an innate need to be liked and avoid confrontation, can make him appear anxious to impress. He tends to be suggestive rather than decisive and will use persuasion, coupled with fact and detail, to win others to his point of view. Tom Sample has the ability to absorb detail and specialist information and impart it to others in an entertaining and enthusiastic manner. He is usually a good leader in non-antagonistic situations but is inclined to avoid disciplining others. Although detailed, he has a low boredom threshold for repetitive work, which can lead to error. He needs and works well for overt recognition and praise.

Sandra Smith is normally confident, competitive, forceful, independent and adventurous with a high degree of pace and mobility. She will take risks and overstep prerogatives if she considers it necessary to achieve or expedite a result or goal. Sandra Smith normally uses assertive persuasion to convince and win others to her point of view. However, if this fails, she will often resort to either verbal aggression or withdrawing altogether. Conversely, if Sandra Smith thinks she has offended anyone, her need to remain popular suggests that she will turn on the charm and chat in order to repair the damage. Sandra Smith is usually quick to think on her feet and fast to act and react.

MOTIVATORS AND FEARS

Tom Sample is motivated by acceptance, popularity, recognition, respect, order, logic and clarity. He will seek a conflict free environment and the opportunity to specialize. Tom Sample works best for a manager with whom he can talk yet who sets clear guidelines and rules and enforces them. He enjoys roles that allow him to influence others via the use of suggestion and expertise. Tom Sample works well with colleagues with whom he can discuss ideas and problems without fear of confrontation. He will seek to be involved with colleagues in a social as well as a work sense. Tom Sample has an innate fear of rejection and interpersonal conflict.

Sandra Smith is motivated by personal recognition, freedom from controls, authority and responsibility, challenging assignments, independence and prestige. She will seek the opportunity to direct or lead others. Sandra Smith works best for a direct leader with whom she can converse and negotiate on a one on one basis. She needs a variety of tasks that preferably involve her with others. Sandra Smith responds well to colleagues who are action, goal and people orientated. She has an innate fear of failure, rejection and loss of prestige.

COMMUNICATION AND INTERACTION

Tom Sample is a friendly, fluent, factual, detailed and diplomatically persuasive communicator. His style is quick, explanatory and eager. Tom Sample's approach can be seen by Sandra Smith as too specific, over detailed, anxious and indirect.

Sandra Smith is a strong, positive, outgoing and challenging communicator. Her style is fluid, direct, assertively persuasive and action orientated. This approach can be seen by Tom Sample as excessively demanding and adventurous, leaving him somewhat anxious.

Both Tom Sample and Sandra Smith have an outgoing and naturally communicative style, consequently they should communicate and interact satisfactorily. They could be more effective if Tom Sample attempted a less questioning approach and Sandra Smith a rather less forceful style. It would be to their mutual benefit if both talked less and listened more.

GENERAL COMPATIBILITY

In general terms the commonality of people orientation and activity rate should afford an acceptable degree of compatibility. However, the differences in risk consciousness and assertiveness suggest that this pairing will not be without its tensions and frustrations, particularly in the workplace. Thus it is important that Tom Sample and Sandra Smith concentrate their efforts on understanding each other's needs and personal motivations.

WORK COMPATIBILITY

At work Tom Sample will pursue roles that allow him to advise and influence others through the mediums of persuasion and 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 own and other's performance.

Sandra Smith will look to take on responsibility for making decisions and directing and leading others. She will seek a role that is free of constraints, provides sufficient authority to challenge the rules and act independently. Sandra Smith will circumvent the system in order to achieve an objective if she considers it necessary.

These differences can lead to Tom Sample using rules and expertise as authority and Sandra Smith challenging and putting pressure on Tom Sample to take risks. 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 Tom Sample and Sandra Smith perceive the behavior of the other will have a critical bearing on the effectiveness of their working relationship. The chance of them working together effectively will be significantly reduced if Tom Sample views Sandra Smith's more direct, assertive and adventurous style as an attempt to get her own way by making unreasonable demands and, as a consequence, place others at risk. However, if Tom Sample sees these same traits as removing the necessity for him to take risks, make quick decisions and confront others, compatibility will be enhanced.

Similarly, annoyance and dissension is likely to take precedence if Sandra Smith sees Tom Sample's use of detail and rules purely to defend his own position. On the other hand, should Sandra Smith see these same attributes as reducing the need for her to spend time on detail and a genuine attempt by Tom Sample to ensure quality and reduce error, the relationship should develop positively. Positive personal perceptions can be augmented with education and training.

RECOMMENDATIONS

These recommendations are made with the intention of increasing positive perceptions and compatibility. For Tom Sample we recommend training in disciplining and effective decision making. For Sandra Smith training in risk analysis and active listening skills is appropriate. Such a program should allow Tom Sample and Sandra Smith to recognize and understand each other's strengths and weaknesses and the opportunities and threats emanating from them.

For more in-depth assessments we recommend that the "Training Needs Analysis" and the "Strengths and Limitations Summary" be prepared for Tom Sample and Sandra Smith.

SUMMARY

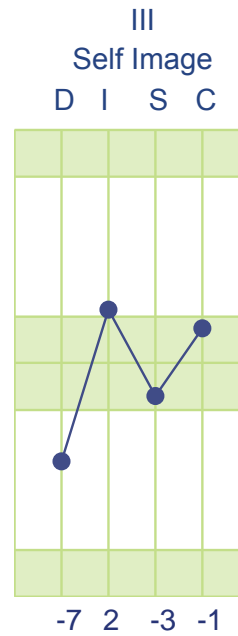
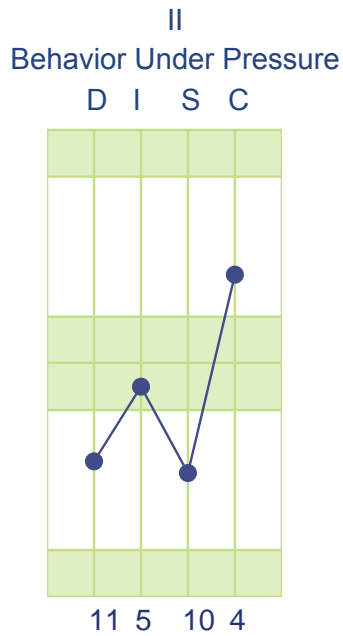
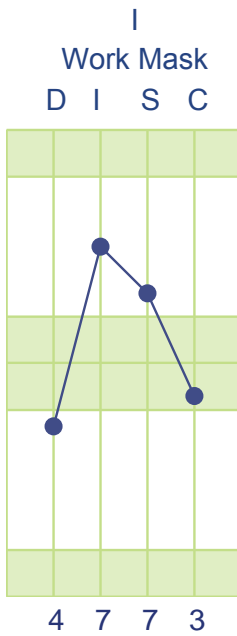
The common strength of this pairing is their natural people and communication skills. Individual strengths are Tom Sample's ability to identify unnecessary risk and reduce error and Sandra Smith's assertiveness and self belief. Weaknesses are Tom Sample's inclination to over-use detail and a reluctance to act without consensus or approval and Sandra Smith's disregard for detail and inclination to overstep prerogatives. 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, resulting in infighting and failure of the relationship.

Tom Sample's ability to push for a result and Sandra Smith's ability to persuade others to attend to detail and reduce error could make them a most efficient team. However, if they are to realize their full potential, Tom Sample will need to be somewhat less fastidious and Sandra Smith rather less demanding.

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.

Tom Sample



Sandra Smith

