

# Compatibility Assessment

PRIVATE & CONFIDENTIAL

03/10/2008

## On Chris Smith and Thomas Sample

	I	II	III		I	II	III
D	8	3	5	D	2	7	-5
I	7	2	5	I	5	4	1
S	10	3	7	S	7	5	2
C	2	10	-8	C	6	6	0

### BASIC CHARACTERISTICS

Chris Smith is a determined, assertive, thorough and friendly individual who seeks security and independence. He needs to understand not only what is required but also why. Chris Smith will usually have strong opinions, particularly about what is fair, and will defend them passionately. He has a great deal of patience and tenacity. This latter trait, however, can show itself as stubbornness and intransigence, particularly if he feels his security is threatened. Chris Smith seeks a structured working environment, time to familiarise himself with change and to assess the consequences of any proposed action. He can stubbornly resist change, particularly if it is unexpected. Chris Smith will make decisions but is not decisive. He is normally a good, persuasive communicator who likes to talk things through.

Thomas Sample is an amiable, friendly, non-aggressive individual who is normally both accurate and organised. He tends to dislike conflict and confrontation. However, Thomas Sample enjoys discussion and debate and is quite a competent communicator. He is usually a good team member who prefers to support rather than direct or lead others. Thomas Sample can become anxious when faced with change, particularly if it is unplanned or unexpected. He has the ability to apply himself to both detailed and routine work. His approach to decision making tends to be one of suggesting rather than directing. Thomas Sample is naturally a relaxed individual despite being rather anxious to please.

### MOTIVATORS AND FEARS

Chris Smith is motivated by identification with the team, public recognition, job contract and assignments that challenge his people and organisational skills. He will seek roles that require him to direct and lead others in a structured working environment. Chris Smith works best for a direct leader who lays down the ground rules but allows independence of action within its parameters. He responds well to work colleagues who are socially orientated and place co-operation before individual prestige. Chris Smith has an innate fear of the unknown, rejection, failure and the accompanying insecurity.

Thomas Sample is motivated by a sense of belonging, open democratic relationships, public recognition, harmony and a trouble-free environment. He prefers team roles that afford him the opportunity to counsel, coach, advise and negotiate with others. Thomas Sample works best for a democratic mentor who is sincere, explains "why" as well as "what" is

required and then allows time for discussion, questions and clarification. He responds well to colleagues whom he can trust, converse and associate with on a social as well as a work basis. Thomas Sample has an innate fear of insecurity, rejection and making errors.

## **COMMUNICATION AND INTERACTION**

Chris Smith is a deliberate, persuasive and assertive communicator with the ability to listen actively. His style is relaxed, confident and participative. Thomas Sample should respond to Chris Smith's friendly, relaxed approach but could find his more confident, assertive style somewhat disconcerting.

Thomas Sample is a participative, detailed and patient communicator with good listening skills. His style is careful, cordial, questioning, tutorial and tactful. Chris Smith should relate to Thomas Sample's participative approach but could find his careful, detailed style rather uncertain and lacking conviction.

Chris Smith and Thomas Sample are both thoughtful, persuasive and patient communicators and should interact reasonably well. However, if they are to avoid unnecessary irritation and tension, Chris Smith will need to moderate his more dominant approach and Thomas Sample must attempt a more certain and less questioning style.

## **GENERAL COMPATIBILITY**

Both Chris Smith and Thomas Sample are team orientated, interactive and communicative and should have a relatively high level of general compatibility. However, there are some differences in terms of assertiveness and conformity that could cause frustration in the workplace.

## **WORK COMPATIBILITY**

Chris Smith will seek roles that require him to influence and organise. He is relatively assertive and rule independent and may not always conform to policy, particularly if he deems it impractical to do so. Chris Smith's main objective will be to create a team spirit and organise and direct the skills and efforts of others to ensure the thorough completion of all tasks.

Thomas Sample will normally pursue roles that require him to advise, support and persuade. He is quite conventional and will conform to both policy and rules. His main concern will be the gaining of consensus for his suggestions and ideas. To this end he will use detailed explanation to secure understanding. Thomas Sample dislikes conflict and will rarely attempt to enforce his advice against others' will.

Chris Smith may find Thomas Sample's more detailed and tutorial style both hesitant and impractical whereas Thomas Sample could find Chris Smith's approach somewhat authoritative and inhibiting. Their ability to equate and reconcile their differences will be influenced by what they perceive as the motives behind them.

## **PERSONAL PERCEPTIONS**

Should Chris Smith perceive Thomas Sample's less assertive, detailed and rule orientated style as defensive measures designed to secure his own position and avoid making commitments, then discord is likely to escalate. However, if Chris Smith sees these traits as an effective means of increasing understanding and reducing conflict then consensus and co-operation should be enhanced.

Likewise, if Thomas Sample sees Chris Smith's use of assertiveness as an attempt to secure personal authority and enhance personal prestige, discord and dissonance will prevail. On the other hand, if he perceives this characteristic as an ability to control and organise others, thus ensuring continuity, reducing risk and enhancing the security of the team, then concurrence and effectiveness will be advanced.

## **RECOMMENDATIONS**

This training is suggested with the specific intention of increasing compatibility and reducing negative perceptions. For Chris Smith, risk analysis training is seen as most appropriate and for Thomas Sample, effective decision making and assertiveness training is suggested. Such a programme should help them understand each other better and recognise their strengths and weaknesses and the opportunities and threats which could may emanate 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**

Mutual strengths are patience, thoroughness, influencing skills and stability. Individual strengths are Chris Smith's assertiveness and drive and Thomas Sample's diplomacy and ability to attend to and use detail to increase understanding. Weaknesses are Chris Smith's tendency towards stubbornness and Thomas Sample's reluctance to confront.

Opportunities relate to the increase in competence that would be achieved by the successful combining of Chris Smith and Thomas Sample's individual strengths. Threats are a lack of understanding due to negative perceptions and the deterioration of the relationship into one of tenacious assertiveness versus tactful evasion,

Despite their differences it is felt that Chris Smith and Thomas Sample have sufficient common attributes and self-awareness to develop an effective working partnership.

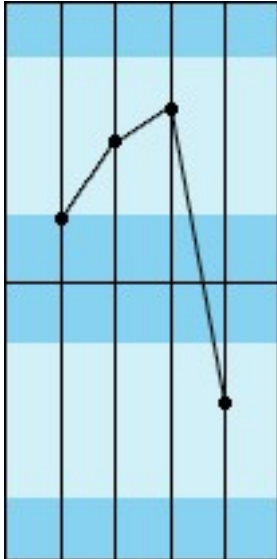
### **Please Note**

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 Job Profile report may be helpful in this regard.

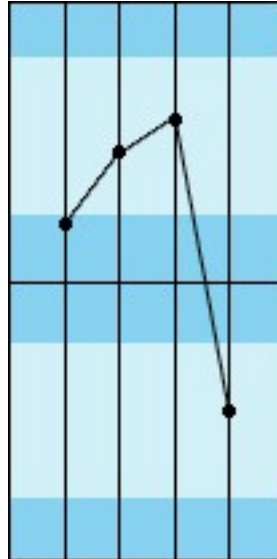


Chris Smith

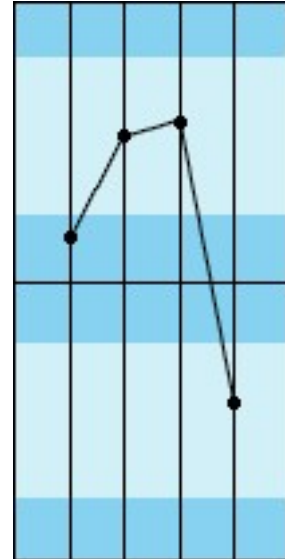
I  
Work Mask  
D I S C



II  
Behaviour Under Pressure  
D I S C

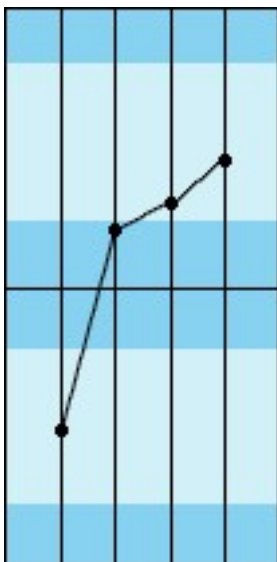


III  
Self Image  
D I S C

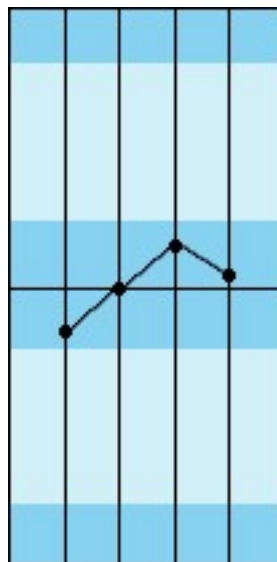


Thomas Sample

I  
Work Mask  
D I S C



II  
Behaviour Under Pressure  
D I S C



III  
Self Image  
D I S C

