

## Role Expectations Report for Sample Employee and Receptionist

### TUTORIAL WORKSHEET

In order to match a candidate to a particular role, look at several factors

- The experience and training of the candidate
- Responses to Behavioural Descriptive Interview Questions
- His or Her Perception of their new Role
- The Personality Type of the Candidate
- The fit between the candidate's Personality Type and the Position
- The match between the candidate's perceptions and Type and the position template
- Compatibility levels between the candidate and co-worker reports
- Compatibility between the candidate and other team members.

### ROLE MATCHING FORMULA

The greater the number of Role Matches the more suitable the candidate becomes for the position. A "Good" hire requires a minimum of at least two Matches and no more than one Mismatch. Two or more Mismatches is not desirable unless the Level of Importance factors are low enough to warrant special consideration. Likewise, having two or more Role Stretching areas is undesirable for the position. Allowing for the lack of experience within the position from previous employment situations may also affect your decision to accept an individual with a greater number of Role Stretching areas.

- A **Role Match** is when the perceptions match between the candidate and the role template AND the Personality Type of the candidate.
- A **Role Flex** is when the perceptions do not match between the candidate and the role template HOWEVER the Personality Type does match the role.
- A **Role Stretch** is when the perceptions match between the candidate and the role template HOWEVER the Personality Type does not match the role.
- A **Role Mismatch** is when the perceptions between the candidate and the role template do not match AND the Personality Type does not match the role.
- Role Matches are the signs of a good fit between the candidate and the position.
- Role Flexing areas are easily improved with coaching and teamwork to increase performance.
- Role Stretching areas are more difficult for the candidate to adjust their behaviours.
- Role Mismatching is a sign of incompatibility between the candidate and the position.

### ADDITIONAL RESOURCES

The following reports access the data already entered for this report:

- Performance Evaluation Review
- Team Reporting
- Gap Reporting
- Teambuilding
- And Hot Grouping

Gap Reporting looks for Type gaps in your organization that "short circuit" communication and need to be filled to diversify your high performance culture.

Hot Groups are strategically planned teams that will function at peak performance levels immediately to work on planning, development, innovation, and design etc. will few behavioural limitations to creativity.

**COMPETENCIES MATCHING**

**Competency: Efficiency**

**Key Trait:** Brings work processes and production patterns into proper alignment.

Importance: High - Role Stretch

The Role sketch for this statement is Introversion and the level of importance is High. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Extroversion. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Stretch. This means that Sample's perception of his role is the same as the Role sketch, however his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Introversion High Importance	Extroversion Adaptation Style: 86% (High)	Introversion Moderate Importance
	ROLE STRETCH	

**Key Trait:** Manages change and growth efficiently to produce greater quality control.

Importance: Moderate - Role Match

The Role sketch for this statement is Sensing and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Sensing. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Sensing Moderate Importance	Sensing Adaptation Style: 83% (Moderate)	Sensing Moderate Importance
	ROLE MATCH	

**Key Trait:** Identifies the goal of re-engineering and targets work areas for improvements.

Importance: Low - Role Match

The Role sketch for this statement is Feeling and the level of importance is Low. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Low. Sample's Personality Type is Feeling. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Feeling Low Importance	Feeling Adaptation Style: 71% (Low)	Feeling Low Importance
	ROLE MATCH	

**Key Trait:** Successfully leads people to achieve more with less.

Importance: Moderate - Role Match

The Role sketch for this statement is Judging and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Judging. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Judging Moderate Importance	Judging Adaptation Style: 57% (Low)	Judging Moderate Importance
	ROLE MATCH	

**Key Trait:** Defines quality standards and ways to measure results in accordance with these standards.

Importance: High - Role Stretch

The Role sketch for this statement is Introversion and the level of importance is High. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as High. Sample's Personality Type is Extroversion. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Stretch. This means that Sample's perception of his role is the same as the Role sketch, however his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Introversion High Importance	Extroversion Adaptation Style: 86% (High)	Introversion High Importance
	ROLE STRETCH	

**Key Trait:** Creates open space work areas that project different roles and responsibilities not authority levels.

Importance: Moderate - Role Mismatch

The Role sketch for this statement is Intuition and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Sensing. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Mismatch. This means that Sample's perception of his role is the opposite of the Role sketch, and that his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Intuition Moderate Importance	Sensing Adaptation Style: 83% (Moderate)	Sensing Moderate Importance
	ROLE MISMATCH	

**Key Trait:** Creates involvement and discussion around possibilities for re-engineered growth.

Importance: Low - Role Mismatch

The Role sketch for this statement is Thinking and the level of importance is Low. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as High. Sample's Personality Type is Feeling. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Mismatch. This means that Sample's perception of his role is the opposite of the Role sketch, and that his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Thinking Low Importance	Feeling Adaptation Style: 71% (Low)	Feeling High Importance
	ROLE MISMATCH	

**Key Trait:** Ensures people are consciously taking personal responsibility for the organization's prosperity.

Importance: High - Role Match

The Role sketch for this statement is Judging and the level of importance is High. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Low. Sample's Personality Type is Judging. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Judging High Importance	Judging Adaptation Style: 57% (Low)	Judging Low Importance
	ROLE MATCH	

**Competency: Multitasking**

**Key Trait:** Prefers stable work situations with plenty of internal consistencies.

Importance: Moderate - Role Stretch

The Role sketch for this statement is Introversion and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Extroversion. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Stretch. This means that Sample's perception of his role is the same as the Role sketch, however his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Introversion Moderate Importance	Extroversion Adaptation Style: 86% (High)	Introversion Moderate Importance
	ROLE STRETCH	

**Key Trait:** Works efficiently in a crisis and his productive in a detailed environment.

Importance: Moderate - Role Flex

The Role sketch for this statement is Sensing and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Sensing. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Flex. This means that Sample's perception of his role is the opposite of the Role sketch, however his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Sensing Moderate Importance	Sensing Adaptation Style: 83% (Moderate)	Intuition Moderate Importance
	ROLE FLEX	

**Key Trait:** Enjoys a leisurely pace and is patient with others.

Importance: Moderate - Role Match

The Role sketch for this statement is Feeling and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Feeling. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Feeling Moderate Importance	Feeling Adaptation Style: 71% (Low)	Feeling Moderate Importance
	ROLE MATCH	

**Key Trait:** Accepts standard operating procedures and routines with little questioning.

Importance: High - Role Match

The Role sketch for this statement is Judging and the level of importance is High. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as High. Sample's Personality Type is Judging. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Judging High Importance	Judging Adaptation Style: 57% (Low)	Judging High Importance
	ROLE MATCH	

**Key Trait:** Holds closely to events in people's lives but is likely to need catching up on things.

Importance: Moderate - Role Stretch

The Role sketch for this statement is Introversion and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Extroversion. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Stretch. This means that Sample's perception of his role is the same as the Role sketch, however his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Introversion Moderate Importance	Extroversion Adaptation Style: 86% (High)	Introversion Moderate Importance
	ROLE STRETCH	

**Key Trait:** Gathers data, numbers and relies on substance to lead.

Importance: Moderate - Role Flex

The Role sketch for this statement is Sensing and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Sensing. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Flex. This means that Sample's perception of his role is the opposite of the Role sketch, however his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Sensing Moderate Importance	Sensing Adaptation Style: 83% (Moderate)	Intuition Moderate Importance
	ROLE FLEX	

**Key Trait:** Prefers having social contact and offering value driven service.

Importance: Moderate - Role Flex

The Role sketch for this statement is Feeling and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as High. Sample's Personality Type is Feeling. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Flex. This means that Sample's perception of his role is the opposite of the Role sketch, however his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Feeling Moderate Importance	Feeling Adaptation Style: 71% (Low)	Thinking High Importance
	ROLE FLEX	

**Key Trait:** Decides most issues in advance and pursues a course of action that executes the plan.

Importance: Moderate - Role Flex

The Role sketch for this statement is Judging and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Low. Sample's Personality Type is Judging. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Flex. This means that Sample's perception of his role is the opposite of the Role sketch, however his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Judging Moderate Importance	Judging Adaptation Style: 57% (Low)	Perceiving Low Importance
	ROLE FLEX	

### Competency: Facilitation

**Key Trait:** Plans meetings to conserve time and cover important issues.

Importance: Moderate - Role Stretch

The Role sketch for this statement is Introversion and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Extroversion. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Stretch. This means that Sample's perception of his role is the same as the Role sketch, however his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Introversion Moderate Importance	Extroversion Adaptation Style: 86% (High)	Introversion Moderate Importance
	ROLE STRETCH	

**Key Trait:** Completes the agenda with suggestions from others.

Importance: Moderate - Role Mismatch

The Role sketch for this statement is Intuition and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Sensing. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Mismatch. This means that Sample's perception of his role is the opposite of the Role sketch, and that his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Intuition Moderate Importance	Sensing Adaptation Style: 83% (Moderate)	Sensing Moderate Importance
	ROLE MISMATCH	

**Key Trait:** Prepares others for meetings by sending out agendas and reporting assignments.

Importance: Moderate - Role Mismatch

The Role sketch for this statement is Thinking and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as High. Sample's Personality Type is Feeling. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Mismatch. This means that Sample's perception of his role is the opposite of the Role sketch, and that his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Thinking Moderate Importance	Feeling Adaptation Style: 71% (Low)	Feeling High Importance
	ROLE MISMATCH	

**Key Trait:** Follows his/her outlines for meetings and keep things focused.

Importance: Moderate - Role Match

The Role sketch for this statement is Judging and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as High. Sample's Personality Type is Judging. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Judging Moderate Importance	Judging Adaptation Style: 57% (Low)	Judging High Importance
	ROLE MATCH	

**Key Trait:** Plans ahead for difficult situations and anticipated objections.

Importance: Low - Role Mismatch

The Role sketch for this statement is Introversion and the level of importance is Low. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Extroversion. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Mismatch. This means that Sample's perception of his role is the opposite of the Role sketch, and that his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Introversion Low Importance	Extroversion Adaptation Style: 86% (High)	Extroversion Moderate Importance
	ROLE MISMATCH	

**Key Trait:** Reads responsibly through reports and pre-meeting materials.

Importance: Moderate - Role Match

The Role sketch for this statement is Sensing and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Low. Sample's Personality Type is Sensing. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Sensing Moderate Importance	Sensing Adaptation Style: 83% (Moderate)	Sensing Low Importance
	ROLE MATCH	

**Key Trait:** Brings others into the discussion and persuades them to take part.

Importance: Moderate - Role Match

The Role sketch for this statement is Feeling and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Feeling. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Feeling Moderate Importance	Feeling Adaptation Style: 71% (Low)	Feeling Moderate Importance
	ROLE MATCH	

**Key Trait:** Keeps meetings on time and productive.

Importance: High - Role Flex

The Role sketch for this statement is Judging and the level of importance is High. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Low. Sample's Personality Type is Judging. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Flex. This means that Sample's perception of his role is the opposite of the Role sketch, however his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Judging High Importance	Judging Adaptation Style: 57% (Low)	Perceiving Low Importance
	ROLE FLEX	

### Competency: People Skills

**Key Trait:** Reflects the level of trust and job satisfaction within the team.

Importance: Moderate - Role Mismatch

The Role sketch for this statement is Introversion and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Extroversion. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Mismatch. This means that Sample's perception of his role is the opposite of the Role sketch, and that his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Introversion Moderate Importance	Extroversion Adaptation Style: 86% (High)	Extroversion Moderate Importance
	ROLE MISMATCH	

**Key Trait:** Inspires others to reach their peak.

Importance: Moderate - Role Stretch

The Role sketch for this statement is Intuition and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Sensing. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Stretch. This means that Sample's perception of his role is the same as the Role sketch, however his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Intuition Moderate Importance	Sensing Adaptation Style: 83% (Moderate)	Intuition Moderate Importance
	ROLE STRETCH	

**Key Trait:** Builds confidence in people to achieve their goals.

Importance: High - Role Mismatch

The Role sketch for this statement is Thinking and the level of importance is High. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Feeling. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Mismatch. This means that Sample's perception of his role is the opposite of the Role sketch, and that his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Thinking High Importance	Feeling Adaptation Style: 71% (Low)	Feeling Moderate Importance
	ROLE MISMATCH	



**Key Trait:** Keeps a balance between work and pleasure.

Importance: Low - Role Match

The Role sketch for this statement is Judging and the level of importance is Low. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Judging. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Judging Low Importance	Judging Adaptation Style: 57% (Low)	Judging Moderate Importance
	ROLE MATCH	

**Key Trait:** Is conscientious about work and the organizational culture.

Importance: Moderate - Role Mismatch

The Role sketch for this statement is Introversion and the level of importance is Moderate. Sample's Role perception for this statement is the opposite of the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Extroversion. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Mismatch. This means that Sample's perception of his role is the opposite of the Role sketch, and that his Personality Type does not support his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Introversion Moderate Importance	Extroversion Adaptation Style: 86% (High)	Extroversion Moderate Importance
	ROLE MISMATCH	

**Key Trait:** Takes time to review and self-evaluate performance.

Importance: Moderate - Role Match

The Role sketch for this statement is Sensing and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Low. Sample's Personality Type is Sensing. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Sensing Moderate Importance	Sensing Adaptation Style: 83% (Moderate)	Sensing Low Importance
	ROLE MATCH	

**Key Trait:** Ensures others feel that their contributions are worthwhile and important.

Importance: Moderate - Role Match

The Role sketch for this statement is Feeling and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as High. Sample's Personality Type is Feeling. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Feeling Moderate Importance	Feeling Adaptation Style: 71% (Low)	Feeling High Importance
	ROLE MATCH	

**Key Trait:** Relays recognition and rewards to others in a timely fashion.

Importance: Moderate - Role Match

The Role sketch for this statement is Judging and the level of importance is Moderate. Sample's Role perception for this statement is the same as the Role sketch for the position and he indicated its level of importance as Moderate. Sample's Personality Type is Judging. The Role Matching characteristic between Sample's Personality Type and his perception of the role is a Role Match. This means that Sample's perception of his role is the same as the Role sketch, and that his Personality Type supports his using this behaviour effectively in the position.

Employer's Role Sketch	Candidate's Personality Type	Candidate's Role Perception
Judging Moderate Importance	Judging Adaptation Style: 57% (Low)	Judging Moderate Importance
	ROLE MATCH	

## POSITION COMPOSITE

The Personality Profile for an individual best matching the Employer Role Sketch for the Receptionist position is described as ISFJ. A complete Personality Profile for this type of individual is outlined below. This personality is a Sensing Dominant Type with a creative passion for leading innovation and change. The vulnerable area, also known as the Auxiliary Reserve, for this personality is Thinking. This behavioural trait categorizes this person's unique characteristic and is a major factor in determining compatibility with the role position and among other team members. The Thinking Auxiliary Reserve personality is best suited for roles that do not require this trait to be available for constant and continuous use. Often this characteristic will draw considerable unwanted attention from other individuals who express the behaviour in an opposite manner. Within highly compatible teams and while working in well-matched roles, this characteristic will actually flourish and prove to be an exceptional asset in small measures.

### ISFJ

Dominant - Sensing

Auxiliary Reserve - Thinking

- Practical and orderly.
- Responsive to people's needs and requests.
- Willing to sacrifice time and energy for someone.
- Work within the guidelines and do not question their importance.
- Often go unnoticed as a result of their quiet manner.
- Likely to have their accomplishments overlooked by others.
- Dislike inappropriate behavior in either themselves or others.
- Maintain good manners and honor their word.
- Like to have things clearly understood and explanations written down.
- Patient when offering assistance.
- Enjoy serving and working with others.
- Seek harmony and a peaceful environment.
- Uneasy with rules and situations that keep changing.
- Rely on past experiences.
- Likely to choose a sure thing rather than invite trouble.
- Observe appropriate traditions and customs associated with family rituals.
- Hate the added pressure of either being late or working against the clock.
- Ready to accept others' expertise and do not quickly challenge recognized authorities.
- Bothered by those who ignore warnings and instructions.
- Inclined to turn things inwardly.
- Attracted to practical things.
- Like having something to "fall back on."
- Usually have a backup plan in place before getting started.
- Uncomfortable in positions of authority.
- Apt to take on too much for themselves rather than sharing the load.
- Frequently have someone or something on their minds.
- Relate well on an emotional rather than an objective level.
- Make decisions on the basis of facts and information.
- Sensitive about other people's feelings.
- Committed to their obligations.
- Apt to give in when they ought to say "no!" Work steadily behind the scenes in helpful and caring ways.
- Faithful, devoted, and obliging.

## CANDIDATE COMPOSITE

Sample is an ESFJ with a Feeling Dominant trait and a Intuition Auxiliary Reserve. For comparison, a generic Personality Profile for this personality type is included below. Please refer to Sample's actual Personality Profile for more specific, detailed information regarding his behavioural characteristics. Matching Sample's fit with the Receptionist position takes into account several measurements. The overall level of compatibility between Sample and the Receptionist position is dependent upon the combination of Sample's Dominant and Auxiliary Reserve preferences from his Personality Profile and the corresponding behaviour traits (Primary and Auxiliary Reserve) for the Receptionist position's Role Sketch. Sample's probable success rate in fulfilling the role expectations for the Receptionist position based on his behavioural characteristics is very high. This estimation relies on the very high quality of the interrelationship between Sample's Dominant trait, Feeling, with an Auxiliary Reserve, Intuition, and the Primary Trait, Sensing, and Auxiliary Reserve, Thinking, for the Receptionist position's Role Sketch. This particular combination of behavioral traits will significantly predetermine Sample's overall effectiveness in fulfilling the Receptionist role. For more clarification on the Behavioural Matching Estimate, please print out the Person-to-Person Compatibility reports between Sample and all key associates.

### ESFJ

Dominant - Feeling

Auxiliary Reserve - Intuition

- Outgoing and quite gregarious.
- Does not like to be left alone for very long.
- Friendly and warm with a strong desire to be of service to others.
- Socially attentive and conscious of the important details associated with entertaining.
- Have a watchful eye that is steady in judging people's reactions.
- Strong regard for family ties.
- Encourage agreement and uniformity for the sake of harmonious relationships.
- Vulnerable to the influence of others' opinions regarding future events.
- Tendency to idealize relationships and feel distress when things do not work out as planned.
- Inspired by recognition and acceptance from others.
- Conscientious about work and dealing with the public.
- Willing to give personal attention in offering their assistance.
- Liable to concede administrative leadership but not managerial control.
- Easily discouraged by their own negative intuitions that can project a rather gloomy outlook.
- Orderly and well mannered having respect for standards and correct procedures.
- Enjoy volunteer work with community organizations that provide valuable services.
- Outgoing in expressing their emotions.
- Uncomplicated and straightforward in dealing with others.
- Rely on emotional reassurances and dependable support in their relationships.
- Give added attention to celebrations and holidays associated with events in people's lives.
- Collect and preserve items of sentimental value.
- Enjoy having friends drop in.
- Sense of propriety and respectability.
- Mainly interested in events that affect people's lives.
- Apt to be over protective of others.
- Loyal to those who respect traditional values and maintain a practical point of view.
- Harmonious, sentimental, and neighborly.

**ROLE EXPECTATIONS SUMMARIES**

**The React Trait:**

		<b>Candidate's Trait: Extroversion</b>	
		<b>Employer's Perception</b>	<b>Candidate's Perception</b>
Introversion			
Extroversion			

**Role Stretch**

The Role Match between Sample and the position indicates that he is likely not suitable for the role within this behavioural area. The possibility does exist that he is inexperienced with the position or has very little available information with which to assess his suitability for the position. Sample will be spending a disproportionate amount of energy completing tasks and achieving satisfactory results. Coaching and mentoring Sample will offer very limited results. The level of importance for this behavioural area must be considered before continuing with the hiring process.

**The Look Trait:**

		<b>Candidate's Trait: Sensing</b>	
		<b>Employer's Perception</b>	<b>Candidate's Perception</b>
Intuition			
Sensing			

**Role Match**

The Role Match between Sample and the position indicates that he will perform well without having to focus his energy on adapting to the position or the organizational culture within this behavioural area. It is important that the candidate establish good communication patterns right from the start and feel encouraged to move easily and efficiently into his new position.

**The Decide Trait:**

		<b>Candidate's Trait: Feeling</b>	
		<b>Employer's Perception</b>	<b>Candidate's Perception</b>
Feeling			
Thinking			

**Role Match**

The Role Match between Sample and the position indicates that he will perform well without having to focus his energy on adapting to the position or the organizational culture within this behavioural area. It is important that the candidate establish good communication patterns right from the start and feel encouraged to move easily and efficiently into his new position.

**The Organize Trait:**

		<b>Candidate's Trait: Judging</b>	
		<b>Employer's Perception</b>	<b>Candidate's Perception</b>
Perceiving			
Judging			

**Role Match**

The Role Match between Sample and the position indicates that he will perform well without having to focus his energy on adapting to the position or the organizational culture within this behavioural area. It is important that the candidate establish good communication patterns right from the start and feel encouraged to move easily and efficiently into his new position.

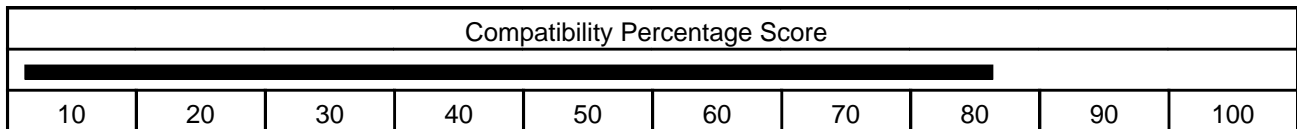
**CONCLUSION**

Pattern Summary	
Role Sketch	ISFJ
Candidate Perception	ISFJ
Candidate Personality	ESFJ

Any self-reporting assessment always introduces the possibility of inconsistencies. Fortunately, the Role Expectations and Role Matching reports allow for both the Employer and the Job Candidate to each validate the respective Role Sketch and the Personality Profile to ensure that the behavioural descriptions and Personality Type designation are both accurate. With those designations properly established, the role perception data collected through the Job Competition Survey has a statistically greater significance for correlating the resulting match between the Job Candidate and the role expectations for the position.

The overall indication of how successful the Job Candidate will be in performing the role can be broken down into the various Core Competencies and Key Traits for the position or collectively analyzed using the Personality Type of the Job Candidate in contrast to the Candidate's Role Perception Type for the position. The results from the collective analysis produce a Compatibility Percentage Score that quickly summarizes all of the information and allows the Candidate pool to be ranked in order for the position.

The Compatibility Percentage Score for Sample is 81.3.



The higher the percentage the more behaviourally compatible the individual will be to the job position. Scores within the range between 87.5% and 93.75% represent the most desirable matches with the position.

Before any final decisions are made, the results from the Compatibility Percentage Score should be compared with the Person-to-Person Compatibility Reports for each of Sample's work associates.

**SCORECARD**

Factors	Mismatch	Average -	Average	Average +	Match
Experience and Training					
BDI Interview					
Role Perception Match					
PTI Type					
Job Matching					
Expectations Report					
Peer Compatibility					
Manager Compatibility					