

# Compatibility Assessment

**PRIVATE &  
CONFIDENTIAL**

10/26/2004

**On Mr. Thomas  
and Miss Sylvia Anderson**

	I	II	III		I	II	III
<b>D</b>	7	5	2	<b>D</b>	6	8	-2
<b>I</b>	4	3	1	<b>I</b>	2	9	-7
<b>S</b>	8	6	2	<b>S</b>	6	5	1
<b>C</b>	4	8	-4	<b>C</b>	6	5	1

## **BASIC CHARACTERISTICS**

Mr. Thomas 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. Mr. Thomas 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. Mr. Thomas 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 unexpected. Mr. Thomas will make decisions but is not decisive. He is normally a good, persuasive communicator who likes to talk things through.

Miss Anderson is a systematic, thorough, accurate and methodical individual who is normally quiet, amiable and diplomatic. Her approach to work tends to be precise, conscientious and logical with a leaning towards perfectionism. Miss Anderson has an innate dislike of conflict and will spend a long time attempting to prove the logic and accuracy of her point of view. She is not naturally decisive and prefers to advise rather than decide. Although not a strong disciplinarian, if in a position of authority she will set high standards, coupled with tight controls and rules, and expect them to be met and followed. Miss Anderson is orientated towards tasks rather than people.

## **MOTIVATORS AND FEARS**

Mr. Thomas 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. Mr. Thomas 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. Mr. Thomas has an innate fear of the unknown, rejection, failure and the accompanying insecurity.

Miss Anderson is motivated by personal attention, acceptance, logic, availability of information, security and a harmonious environment. She will seek roles that emphasise diplomacy and allow her to support or service others, utilising her expertise or skills. Miss Anderson works best for a leader who acts a mentor and who lays down clear rules and guidelines and explains exactly what is required. She responds well to colleagues she deems as non-aggressive, error conscious and willing to help. Miss Anderson has an innate fear of insecurity emanating from interpersonal conflict and error.

## **COMMUNICATION AND INTERACTION**

Mr. Thomas is a composed, patient, fluent and persuasive communicator with good listening skills. His style is conversational, assertive and tenacious. Miss Anderson should relate to Mr. Thomas's patient approach but could find his more verbally assertive style threatening.

Miss Anderson is a detailed, technical and precise communicator who listens attentively. Her style is reflective, patient, analytical and questioning. Mr. Thomas should relate to Miss Anderson's patient approach but could find her reserved, analytical style defensive and frustrating.

Other than in pace and the ability to listen Mr. Thomas and Miss Anderson have little in common so it is likely that interaction and communication will be confined to that which is necessary. To achieve a more satisfactory level of communication, Mr. Thomas will need to attempt a more detailed, explanatory style and Miss Anderson adopt a less meticulous approach.

## **GENERAL COMPATIBILITY**

The common traits of dependability and stability should be sufficient to afford a moderate degree of general compatibility. However, the differences in assertion, inducement and detail emphasis suggest that there will be some tension and discord in the workplace.

## **WORK COMPATIBILITY**

Mr. Thomas will want to organise, lead or direct others. He will seek team roles that afford him the opportunity to build team rapport and influence and direct effort to secure the thorough completion of all tasks thereby gaining public recognition for himself and his colleague.

Miss Anderson will also want to belong to a team but she will tend to pursue roles that allow her to remain detached and provide a technical or specialist input. Her main concerns will be stability and continuity and the avoidance of conflict due to error. She will tend to avoid taking the lead and is likely to be reluctant to take decisions without obtaining approval. She will normally concentrate her efforts on attending to detail and ensuring quality.

Mr. Thomas may find Miss Anderson's approach withdrawn, unnecessarily detailed and hesitant whereas Miss Anderson could find Mr. Thomas's approach overwhelming and threatening. The significance of their differences will depend on how they are perceived.

## **PERSONAL PERCEPTIONS**

If Mr. Thomas perceives Miss Anderson's less assertive, pensive style as an attempt to evade commitment and her use of detail as a way of avoiding the issue, frustration will increase. Should Mr. Thomas view these traits as the use of logical reserve to reduce conflict and detail to maintain quality, understanding and cohesion will improve.

Similarly, if Miss Anderson sees Mr. Thomas's more authoritative and outgoing style as an attempt to coerce others to make risky commitments, there will be little chance of willing co-operation. Conversely, if Miss Anderson perceives these attributes as an assumption of responsibility for the more authoritative aspects a role, thereby reducing the need for her to confront others, she will use her expertise to support Mr. Thomas.

## **RECOMMENDATIONS**

The priority of these recommendations is the enhancement of positive perceptions and increased compatibility. For Mr. Thomas, training in the logical analysis of risk is seen as most appropriate. In the case of Miss Anderson, training in self-awareness, communication skills and assertiveness should enhance her understanding of Mr. Thomas. The foregoing should help them recognise their strengths and weaknesses and the opportunities and threats which could emerge from them.

We suggest that reference is also made to the "Strengths and Limitations Summary" and the detailed "Training Needs Analysis".

## **SUMMARY**

The mutual strength of this partnership is reliability and steadiness. Individual strengths are Mr. Thomas's drive and interactive people skills and Miss Anderson's logical reserve and ability to attend to and use detail. Weaknesses are Mr. Thomas's need for public recognition and Miss Anderson's fear of conflict.

Opportunities relate to the successful combining of Mr. Thomas's assertiveness and influence with Miss Anderson's caution reserve and ability to reduce risk. Threats are negative perceptions and the subsequent failure, by either, to recognise the contribution of the other.

It is important for Mr. Thomas and Miss Anderson to realise that their differences are such as to make attempts at compensatory behaviour modification inexpedient. If they are to work successfully together they must recognise and accept their differences for what they are and utilise them in support of each other. This will not be easy but the alternative is disunity, discord and disillusion.

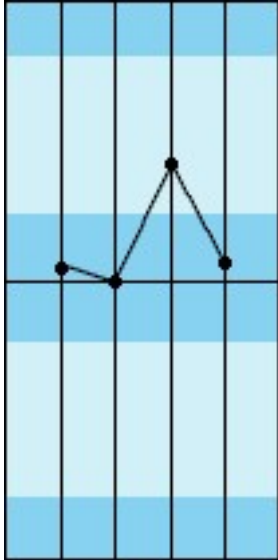
### **Please Note**

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.

Mr. Thomas

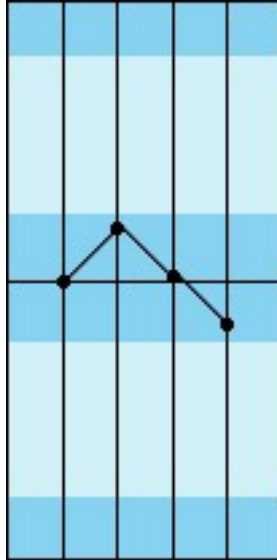
I  
Work Mask

D I S C



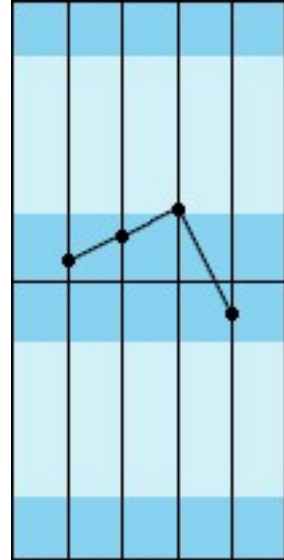
II  
Behaviour under pressure

D I S C



III  
Self Image

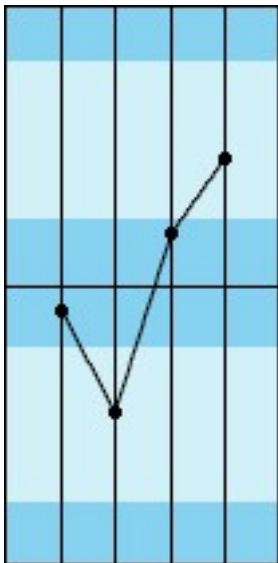
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Miss Sylvia Anderson

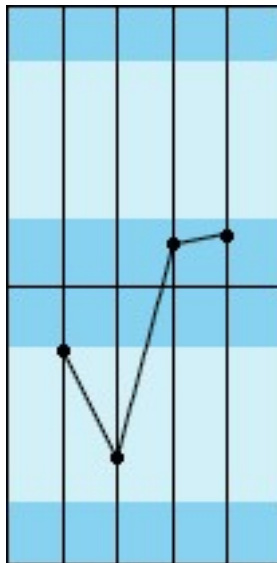
I  
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