Identity Exploration

MATCH
REPORT

Title:	**Match Report**
Provider:	Identity Exploration
For:	Trial Group
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Identity
Exploration

INSIGHT THROUGH
IDENTITY EXPLORATION

Identity Exploration

MATCH

ABOUT THIS REPORT

This report is a recruitment screening tool which provides at-a-glance information regarding the 'suitability' of a number of candidates for a particular role. Each rating of suitability is based on the degree of match between the candidate's perceptions of themselves and the employer's idea of the ideal employee.

The report is designed for use by HR professionals, managers and supervisors and should serve to support decision making. While the reports are written to be easy to read and interpret, some clarifications may be helpful. Should this be required, please contact your assessment provider. Specific training is provided for advanced users who wish to use the more powerful aspects of our software which generated this analysis.

Feedback should only be carried out by those in suitably qualified roles and, as with all assessment results, this report should be treated in the strictest confidence.

An upgraded report is available upon request, which provides a detailed and comprehensive candidate profile offering greater insight into an individual candidate's workplace behaviour without the need for further assessment.

N.B. The contents of this report are based on the results and analysis of a self-report instrument. This means that the report depends on the candidate's own appraisal of self and others, which may include biases and misattributions. This in itself, however, can provide important information.

Identity Exploration assessments are psychological assessments and therefore do not make any attempt to directly measure a candidate's/employee's aptitude in specific skills and abilities. Instead, our assessments subtly capture valuable information about an individual's identity, such that we can look at the extent to which an individual's ideals match what they believe themselves and other people to be like.

Please also note that, where the text of this report reads 'values', 'behaviours', 'preferences' or 'characteristics', it is referring only to those included within the assessment and not to any others.

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EMPLOYER IDEAL

Below is the ideal behavioural profile, as set by the employer.

The ideal employee for this job would...

Left statement	1	2	3	4	5	6	7	8	9	Right statement
compromise their initial objectives to reach mutual decisions	○	○	○	○	◎	●	○	○	○	ensure that they only settle on their own terms
get irritated when people make mistakes	○	○	○	○	◉	○	○	○	○	be understanding when people make mistakes
work better in a team	○	○	○	○	◎	●	○	○	○	work better on their own
enjoy interacting with new people who they've never met before	○	●	○	○	◎	○	○	○	○	prefer to interact with people who they already know
consider the recognition and reward they receive from others as everything to them	○	○	○	●	◎	○	○	○	○	consider personal satisfaction to be their biggest motivator
put people before results	○	○	○	○	◎	●	○	○	○	put results before people
work better in ever-changing environments	○	○	●	○	◎	○	○	○	○	work better in stable environments
provide others with a clear sense of direction	○	○	○	●	◎	○	○	○	○	look to others to provide direction
try to inspire others to succeed	○	○	●	○	◎	○	○	○	○	leave others to find their own drive for success
try to persuade others to adopt their point of view	○	○	○	●	◎	○	○	○	○	present the facts and let others make up their own mind
ensure that their communications, whether written or verbal, have been clearly understood	○	●	○	○	◎	○	○	○	○	assume that their communications are clearly understood unless questioned
start trying to solve a problem immediately, rather than spending time analysing it	○	○	○	○	◎	●	○	○	○	take the time to analyse and understand a problem before they have a go at solving it
thoroughly plan how to achieve their objectives and attend to any potential obstacles before taking action	○	○	○	●	◎	○	○	○	○	dive straight in and deal with difficulties as and when they arise
only take risks when there is a high chance of succeeding	○	○	○	○	◎	●	○	○	○	take risks if there is a slight chance of success
feel that they can tackle tasks without asking for anyone's assistance	○	○	○	●	◎	○	○	○	○	feel that they need to involve others to help in the tasks that they are assigned
often come up with new ideas and approaches	○	○	●	○	◎	○	○	○	○	adopt an 'if it's not broken, don't fix it' approach
be unhappy with anything less than perfection	○	○	○	●	◎	○	○	○	○	accept that nothing will ever be perfect
reflect on their failures and learn from them	○	○	●	○	◎	○	○	○	○	dismiss their failures and move on
bounce straight back after a setback	○	○	●	○	◎	○	○	○	○	take some time to get back on their feet after a setback

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EMPLOYER-CANDIDATE MATCH

This section evaluates each candidate's selection match, retention match, and identity variant. The summary table highlights the suitability of the candidates. Candidates are ranked in descending order, with those at the top having the highest match with the Employer's Ideal.

Rank
This is a comparison between the candidate's match (selection match and retention match) and the Employer's Ideal.

Selection Match
This is a comparison between the candidate's current workplace characteristics, as defined by the candidate, and the ideal characteristics required for the role, as defined by the employer. It shows, at a basic level, whether or not the characteristics that a candidate believes themselves to demonstrate at work are the same characteristics that the employer is looking for. The higher the selection match percentage, the better the match.

Retention Match
This is a comparison between the candidate's aspirations (i.e. the characteristics that they want to possess) and the Employer Ideal. It indicates, at a basic level, the degree of comfort that a candidate will have in fulfilling the vacancy requirements and whether they are likely to aspire to fulfil the role effectively. The higher the retention match percentage, the greater the likelihood that a candidate will stay within the role.

Identity Variant
This provides insight into the general character and psychological outlook of a candidate, detailing their self-evaluation and openness to complexity within various occupational contexts.

NB Further explanatory notes on how to interpret the Summary Table can be found in Appendices I and II.

Summary Table

Candidate Name	Rank	Selection Match	Retention Match	Identity Variant
Eum-Mee	1	76%	84%	5
Fiona	2	79%	68%	3
Eugene	3	62%	79%	5
O-Siang	4	66%	73%	1
Fred	5	68%	68%	6
Emma	6	71%	64%	5
Karen	7	56%	78%	5
Lee	8	59%	71%	1
Olive	9	50%	79%	5
Dan	10	56%	68%	5

High ▢ **Moderate** ⬤ **Low** 🔻

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Summary Table (continued)

Candidate Name	Rank	Selection Match		Retention Match		Identity Variant	
Antonio	11	🟠	58%	🟠	62%	5	
Jose	11	🟠	52%	🟩	68%	5	
Eva	12	🟠	59%	🟠	59%	1	
Maghda	12	🟠	52%	🟠	66%	5	
Gillian	13	🟠	58%	🟠	58%	5	
Alice	14	🟠	66%	🟠	44%	1	
Harry	14	🟠	52%	🟠	58%	6	
Peter	15	🟠	50%	🟠	57%	5	
Jo-Lynn	16	🟠	52%	🟠	50%	6	
Mark	17	🟠	53%	🟠	46%	2	
Ingrid	18	🟠	28%	🟠	66%	9	
Sam	19	🟠	47%	🟠	43%	6	
David	20	🟠	44%	🟠	44%	6	
Iris	21	🔻	21%	🟠	66%	8	
Tong	22	🟠	42%	🟠	35%	5	
Nicole	23	🟠	36%	🟠	38%	8	
Frederic	24	🟠	27%	🟠	33%	5	
Helena	25	🔻	13%	🟠	27%	8	

High 🟩 **Moderate** 🟠 **Low** 🔻

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IDENTITY VARIANTS

This section provides insight into the general character and psychological outlook of the candidates in the Trial Group, detailing their self evaluation and openness to complexity.

The numbers and text beside the graph below represent psychological states.

Self Evaluation (vertical axis: High, Moderate, Low)

Identity Diffusion (horizontal axis: Low, Moderate, High)

Points plotted:
Quadrant 1: Lee, Alice, O-Siang, Eva
Quadrant 2: Mark
Quadrant 3: Fiona
Quadrant 4/5: Eum-Mee, Eugene, Karen, Dan, Emma, Olive, Maghda, Jose, Tong, Frederic, Antonio, Peter, Gillian, Harry
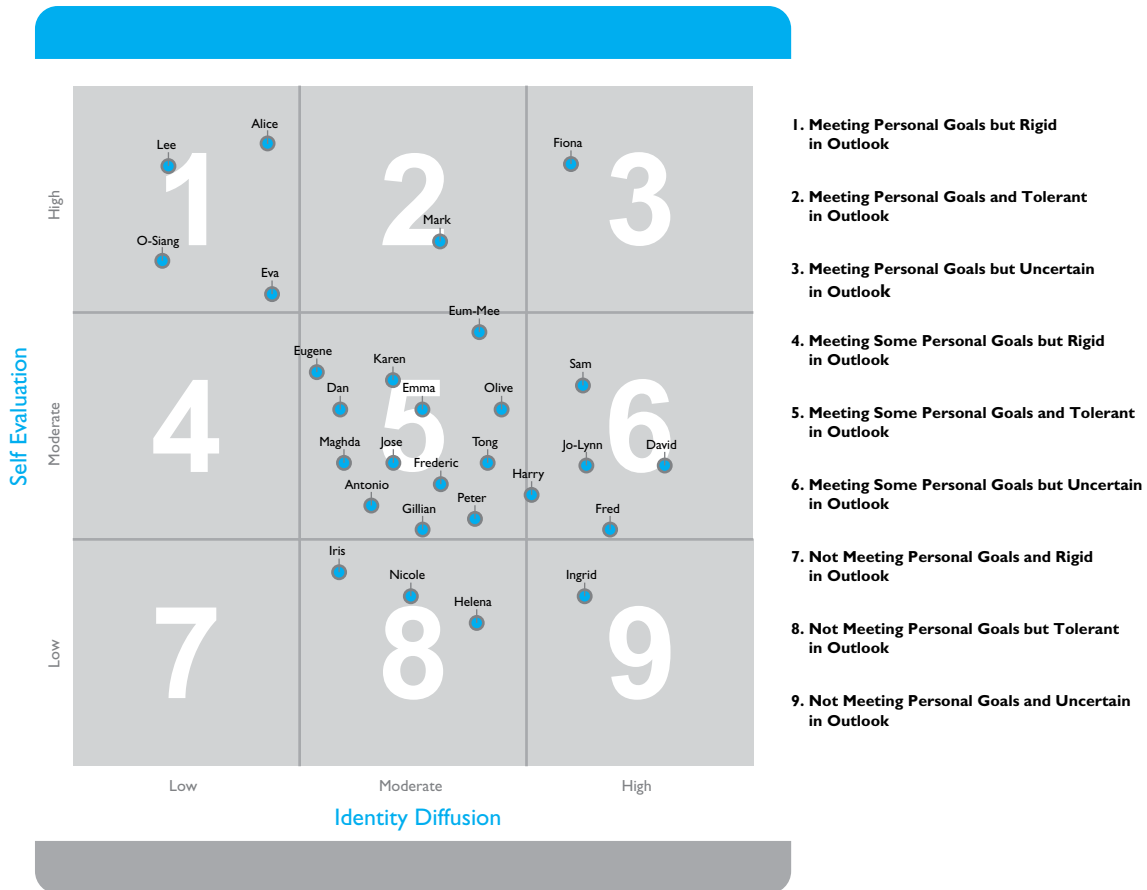Quadrant 6: Sam, Jo-Lynn, David, Fred
Quadrant 7/8: Iris, Nicole, Helena
Quadrant 9: Ingrid

1. **Meeting Personal Goals but Rigid in Outlook**

2. **Meeting Personal Goals and Tolerant in Outlook**

3. **Meeting Personal Goals but Uncertain in Outlook**

4. **Meeting Some Personal Goals but Rigid in Outlook**

5. **Meeting Some Personal Goals and Tolerant in Outlook**

6. **Meeting Some Personal Goals but Uncertain in Outlook**

7. **Not Meeting Personal Goals and Rigid in Outlook**

8. **Not Meeting Personal Goals but Tolerant in Outlook**

9. **Not Meeting Personal Goals and Uncertain in Outlook**

Self Evaluation
This is a measure of how close a candidate believes they are to achieving all of their aspirations. A high self evaluation indicates that a candidate believes they are acting in line with their aspired behaviours, while low self evaluation means they are not acting in line with their aspired behaviours.

Identity Diffusion
This measure is based on a candidate's identifications with other people which can indicate degrees of openness and appreciation of complexity. A low level of diffusion indicates that they have a 'black and white' view of the world and do not recognise complexities in themselves and/or others. A high level of diffusion reveals that a candidate has a complex outlook on life and is likely to be searching for their 'ideal state'. They are likely to be open to the many different ideas and opinions of other people. However, this may be accompanied by uncertainty surrounding their personal development.

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APPENDIX 1:
Selection Match and Retention Match

What Do The Symbols Mean?

Symbol & Colour	Selection Match	Retention Match
High	The characteristics that this candidate believes they currently demonstrate in work (or in their most recent position) have a high match with what the employer wants for this position. This means that the candidate's self-appraisal is the same, or very similar to, the Employer Ideal.	The characteristics that this candidate would ideally like to display in work, have a high match to the characteristics that the employer desires for this position. As a result, the candidate is likely to show a strong desire to fulfil most aspects of the role effectively.
Moderate	The characteristics that this candidate believes they currently demonstrate in work (or in their most recent position) have a moderate match with what the employer wants for this position. This means that the candidate's self-appraisal is somewhat similar to the Employer Ideal. There are some characteristics which the candidate believes they currently demonstrate at work which do not match what the employer is looking for in a new recruit.	The characteristics that this candidate would ideally like to display in work, have a moderate match to the characteristics that the employer desires for this position. As a result, they are likely to aspire to fulfil some aspects of the role effectively.
Low	The characteristics that this candidate believes they currently demonstrate in work (or in their most recent position) have a low match with what the employer wants for this position. This means that most of the characteristics that the candidate believes themselves to demonstrate do not match what the employer is looking for.	The characteristics that this candidate would ideally like to display in work, have a low match to the characteristics that the employer desires for this position. As a result, the candidate is unlikely to aspire to fulfil the role effectively.

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What Do The Percentages Mean?

The percentages presented beside the symbols represent how closely the candidate matches the Employer Ideal in relation to their current workplace behaviour (Selection Match), and their aspirations (Retention Match). The percentages provide additional detail to the symbols.

Candidate Name	Rank	Selection Match	Retention Match	Identity Variant
Paul	1	🟩 96%	🟩 75%	2
Lisa	2	🟩 91%	🟩 79%	2
John	3	🟩 72%	🟠 54%	5
Denise	4	🟠 56%	🟩 70%	6

High 🟩   **Moderate** 🟠   **Low** 🔻

In the example above, Paul is the most suitable candidate for the position. He is ranked number one on account of his overall match with the Employer Ideal. 'Rank' takes both the candidate's 'Selection Match' and 'Retention Match' into account. On closer inspection, we can see that Paul's Selection Match is very high (green square 96%) and that his Retention Match is also high (green square 75%). This means that the large majority of characteristics that Paul believes he currently demonstrates in work are the same characteristics that the employer desires for the role (Selection Match). Furthermore, Paul is likely to show a strong desire to fulfill many aspects of the role effectively (Retention Match).

Lisa is the second most suitable candidate for the job. Like Paul, she has a green square under Selection Match and a green square under Retention Match. However, Lisa is ranked second to Paul because she does not have as close a match to the employer ideal when taking account of both selection and retention match together.

When candidates' Rank is broken down into its sub-parts, Selection match takes precedence over Retention Match. Accordingly, when candidates have equal ranking, employers should sub-rank according to Selection Match first, then Retention Match, and finally Identity Variant. In the example above, John and Denise have equal ranking. However, John has a higher Selection Match than Denise and is, therefore, a more suitable candidate.

Nonetheless, employers should be advised that if they wish to employ individuals on a long-term basis and are prepared to develop, train and mentor individuals immediately upon employment, they may want to choose individuals with a higher percentage on Retention Match over those with a higher Selection Match percentage (i.e. Denise over John, instead of John over Denise). Employing individuals with a very low Retention Match may mean employing individuals who will not stay in the job for a long period of time because their longer term aspirations are out of step with the characteristics required for the job.

A candidate with a high Selection Match, but low Retention Match, may work well within the job initially, execute it effectively, and appear to be the perfect match; however, this candidate aspires to do something different and, so, may leave the organisation in order to pursue their personal goals. In contrast, a candidate with a low Selection Match, but high Retention Match, may not currently possess the right characteristics for the job, but they desire to have, and to use, those characteristics. Such a candidate has a strong desire to fulfill the role effectively and is likely to thrive within the role if given the right training and development from the outset.

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APPENDIX II:
Identity Variant

What Do The Numbers Under Identity Variant Mean?

'Identity Variant' is an indication of the general character of each candidate within the workplace. These categories have different components and different descriptions, which may suit some roles better than others. As previously noted, when candidates have equal ranking, employers should sub-rank according to Selection Match, then Retention Match, and finally Identity Variant.

1. Meeting Personal Goals but Rigid in Outlook
These candidates believe that they are achieving many of their goals and aspirations in their current workplace, which is likely to indicate that they are confident in the characteristics and abilities that they believe they demonstrate when in their current workplace. They are likely to have set themselves definite goals, and to have a strong sense of direction. However, they are likely to possess fixed values and beliefs and so will tend to be set in their ways - sure that their particular style of working is the best. They are unlikely to compromise their values to implement the suggestions of others, or to incorporate such suggestions into the choices they make. Whilst in their current workplace, they are likely to thrive within a team of like-minded individuals but will work better on their own if their colleagues have differing opinions to them.

2. Meeting Personal Goals and Tolerant in Outlook
These candidates are likely to be committed individuals who believe that they are meeting most of their goals and aspirations within their current workplace. This suggests that they will be confident in their abilities and believe that they demonstrate many of the characteristics they consider to be 'desirable'. Furthermore, they are aware of their own strengths, acknowledge and are tolerant of the diverse characteristics of those individuals with whom they work. They are likely to be flexible, receptive to change and to take the opinions and suggestions of others on board within their current workplace. Consequently, they are likely to form good working relationships and to be an effective team player but will also be more than happy to fulfil an autonomous role.

3. Meeting Personal Goals but Uncertain in Outlook
Within their current workplace, these candidates are likely to be highly flexible and open to the different ideas and opinions of other people. However, this is also likely to invoke uncertainties for them about which path to take. They may not have established clearly defined aspirations that they are committed to achieving; therefore, the personal goals and objectives that they consider to be currently fulfilling at work are likely to change through time. However, while they may want to pursue alternative paths, they do appear to be confident that, within their current workplace, they are displaying what they consider to be desirable behaviour. This may therefore indicate that, currently at work, they weigh up all of their options before making any definite commitments towards a particular path. They will tend to have a complex outlook and may wish to keep their options open.

4. Meeting Some Personal Goals but Rigid in Outlook
These candidates believe that they are currently achieving some of their goals and aspirations within their current workplace but also recognise that they have targets yet to meet. They are likely to be quite confident in their abilities and are likely to have set themselves definite goals that they are currently working towards achieving within their current workplace. However, they also possess fixed values and beliefs and will tend to be set in their ways. Within their current workplace they are unlikely to compromise their values to implement the suggestions of others or to incorporate such suggestions into the choices they make. Due to their inflexible approach, they are less likely to be focused on team issues and more likely to be suited to an independent or autonomous role. However, they are likely to work well within a team of likeminded individuals.

APPENDIX II:
Identity Variant (continued)

5. Meeting Some Personal Goals and Tolerant in Outlook

Within their current workplace, these candidates are likely to be steadfast with a tolerant outlook on life. They will acknowledge the strengths and weaknesses in both themselves and other people, which may help them to set themselves realistic and achievable targets that are in line with their capabilities. They are likely to be flexible, open to change, value other people's opinions and to take the suggestions of others on board when making decisions. Due to these characteristics, they are likely to form good working relationships in their current workplace and to work effectively both independently and as part of a team. They are likely to have clearly defined goals and a fairly strong sense of direction. They believe that they are currently fulfilling a good number of their aspirations within their current workplace, though they recognise that they have targets yet to achieve.

6. Meeting Some Personal Goals but Uncertain in Outlook

Within their current workplace, these candidates are likely to be highly flexible and open to the different ideas and opinions of other people. However, they are likely to have an increased uncertainty or indecisiveness. While they believe that they are currently meeting a number of their personal goals and objectives in their current workplace, these may differ over time. They may want to pursue alternative paths from time to time and keep their options open.

7. Not Meeting Personal Goals and Rigid in Outlook

These candidates believe that they are currently far from achieving their goals and aspirations within their current workplace, which indicates that they are not comfortable or content. It may be that, within their current workplace, they are restricted from demonstrating the characteristics that they consider to be 'desirable'. Alternatively, they may have set themselves unrealistic goals that are far beyond their reach. Furthermore, they are likely to hold rather rigid values and beliefs within their current workplace, not always welcoming change and likely to be set in their ways. They are unlikely to implement the suggestions of others or to incorporate such suggestions into their choices, hence it is unlikely that they will work well with others in their current workplace unless they are working with people whose values and opinions align with their own.

8. Not Meeting Personal Goals but Tolerant in Outlook

These candidates believe that they are not meeting many of their goals and aspirations within their current workplace. It may be that they feel restricted from demonstrating or developing the characteristics that they consider to be 'ideal'. Alternatively, many of the goals that they have established in their current workplace may be unrealistic and far beyond their reach. Nevertheless, they do tend to have a tolerant outlook on life in terms of acknowledging both strengths and weaknesses in themselves and in their colleagues and hence, in their current workplace, will work well with most individuals in team environments.

9. Not Meeting Personal Goals and Uncertain in Outlook

These candidates are likely to feel uncomfortable or stressed when in their current workplace for long periods of time. This is because, within their current workplace, they feel that they are far from behaving in a way which they enjoy or, would ideally strive to be like day-to-day. Also, when in their current workplace, their openness to the different ideas and opinions of other people is likely to invoke uncertainties about possible paths ahead. However, it should be seen as an opportunity for growth because it is within this variant that they are most susceptible to influence and, therefore very likely to be flexible and open to the different ideas and opinions of others. This discomfort, together with an openness to alternatives, may well provide them with the impetus to create a more satisfying state by firming up on aspirations and acquiring the skills to implement them.

FOR FURTHER INFORMATION...

www.identityexploration.com