

Where do you fit in?



Predictive Fit Profiler™

Candidate report for: Boris Karloff

Date: 24 Oct 2012

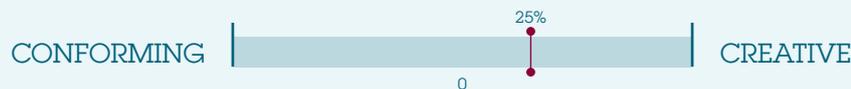
This report is based on the Predictive Fit Profiler™ questionnaire you completed. It provides insight into a variety of dimensions: The Big Five personality model, Integrative Complexity, MBTI-style dimensions, Cultural Compatibility and Motivations. You will find additional information and how to interpret the results under each section.

Personality test

You answered a series of questions using a sliding scale, which comprised the personality section of your questionnaire. Personality can be defined as the sum of a person’s emotional and behavioural characteristics, including attitudes, moods and styles of thinking and acting. A widely-used personality model in the study of psychology is known as ‘the Big Five’. This model divides personality into five traits, which can be expressed as oppositions: Conforming vs. Creative; Unstructured vs. Detail-conscious; Reserved vs. Outgoing; Tough-minded vs. Agreeable; and Confident vs. Sensitive. Each of the questions you answered corresponded to one of these five dimensions. Your results are displayed below.

1. Conforming vs. Creative

This trait looks at whether an individual actively seeks and appreciates experiences for their own sake or takes a more measured, “tried and tested” approach. A creative individual is characterised as being open to one’s own inner world of imagination and new practical experiences, and by intellectual curiosity. A conforming individual will take a more adaptive, practical approach and work well with existing resources and processes.

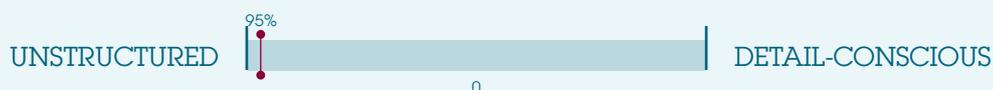


RESULT: relatively creative

Your result suggests that you are creative and unconventional. You are probably open-minded, and take an interest in cultural and intellectual affairs. You are probably imaginative, curious and creative, and like new experiences and ways of doing things. You may question established standards and rules to check their validity. You are likely be open to your inner imagination, feelings and emotions as resources for intellectual discovery and development.

2. Unstructured vs. Detail-conscious

This trait looks at the degree of organisation, control and structure an individual prefers. Detail-conscious people are characterised by self-discipline, efficiency and a commitment to work. Unstructured individuals tend towards a flexible, informal, “big picture” approach.



RESULT: very unstructured

Your result suggests that you take a highly flexible and informal approach to work. You are probably a very good multi-tasker and prefer a big picture approach. However, at your most extreme, you may lack a sense of direction and become easily distracted during tasks. You probably strongly dislike paperwork and administrative tasks. You may tend to be highly spontaneous, rather than making plans before acting.

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Name: Boris Karloff

Date: 24 Oct 2012

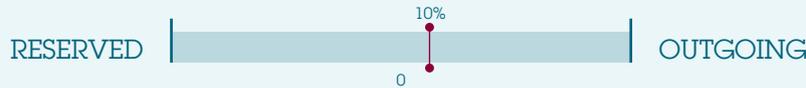
Page 2 of 10

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3. Reserved vs. Outgoing

This trait looks at the quantity and intensity of energy a person directs outwards into the social world. Outgoing individuals are characterised by assertiveness, activity and excitement-seeking. Reserved individuals are defined by diligence, deliberation and a preference for privacy.

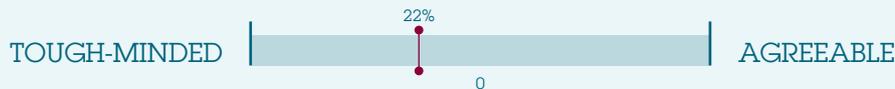


RESULT: neutral

Your result suggests that you direct some energy outwards into the social world. It suggests that you enjoy being with people, but you also like your privacy and time alone. You are probably neither noticeably loud or quiet in social situations.

4. Tough-minded vs. Agreeable

This trait looks at the kinds of social interactions an individual prefers, including attributes such as trust propensity, frankness, altruism, conflict resolution, modesty and sympathy. Agreeable individuals tend towards a good-natured and soft-hearted approach, while tough-minded people tend to a business-like and functional approach.

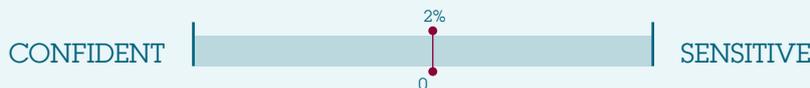


RESULT: relatively tough-minded

Your result suggests that you are independent and self-reliant. You are probably tough-minded and determined. However, this could be interpreted as lack of concern for the feelings of others. When you encounter interpersonal conflict, you are probably unbending. You probably worry little about what other people think of you.

5. Confident vs. Sensitive

This trait looks at an individual's level of emotional consistency in the face of personal and professional challenges, unexpected or changing situations, or distress.



RESULT: neutral

Your result suggests that you are neither overly confident, nor overly sensitive. You are likely to be an emotionally consistent person whose response is usually appropriate for the situation. You can be emotionally secure and confident, but you may also be sensitive to what others say.

Name: Boris Karloff

Date: 24 Oct 2012

Page 3 of 10

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Integrative complexity

You answered a series of questions that comprised the Integrative Complexity section of your questionnaire. Integrative complexity looks at problem-solving and decision-making. It describes the extent to which individuals take into account varying perspectives, and are then able to recognise patterns and relations across those perspectives, integrating them to arrive at a single judgement or decision.

People with high IC are described as “dialectical thinkers”, because they can take two or more apparently contradictory perspectives in a particular situation and then arrive at a fresh perspective that incorporates them all. High IC thinkers are information-oriented in their thought process, and are better at tolerating uncertainty.

People with lower IC tend to consider fewer different perspectives, focusing more on what they already know or believe. They are also more structure-oriented in their thinking. Research has shown that the majority of us are naturally low IC thinkers. Low IC is not a negative attribute: certain jobs and situations require a lower IC, while others benefit from a higher IC individual.

1. Number of Perspectives

SCORE: 2 out of 3

Your result suggests that you sometimes consider a number of different perspectives when looking at a problem or situation, but not always.

2. Integration

SCORE: 1 out of 3

Your result suggests that having considered two or more perspectives, your final decision or judgment tends to favour just one of these perspectives. You do not tend to weigh up the relative significance of the different perspectives, or spend time looking for the patterns and relationships that could bring them together. You are more likely to favour one existing perspective, and are less likely to arrive at a fresh perspective on a problem or situation.

3. Flexibility of Thought

SCORE: 2 out of 3

Your result suggests that you are neither strongly rigid, nor strongly flexible in your problem-solving and decision-making. When approaching a problem or decision, you may sometimes adopt the tried and tested method. At other times, you may create an entirely new approach of your own.

4. Breadth / Depth

DEPTH

Your result suggests you have depth in your problem-solving and decision-making. If so, you probably prefer to consider information in a high level of detail. As a result, the information you gather on a problem or situation may be limited in its scope.

Name: Boris Karloff

Date: 24 Oct 2012

Page 4 of 10

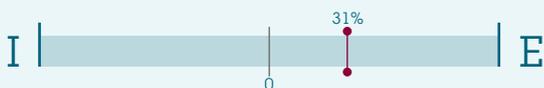
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MBTI-style test

You answered a series of Myers-Briggs style questions. The Myers-Briggs Type Indicator (MBTI) is a popular psychometric questionnaire rooted in Jungian psychology and designed to measure preferences in how people perceive the world and make decisions, in particular looking at people's orientation to abstract or concrete thinking. Our version is different from the official MBTI in terms of the number and type of questions asked, and the way your result is produced. However, we are still able to indicate your MBTI type: this is a combination of four letters, each determined by your position on one of the four dichotomies. The four dichotomies are Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling and Judging-Perceiving.

1. Introversion/Extraversion

The Introversion-Extraversion dichotomy is different from the Extraversion trait in the personality test. It looks at where individuals draw their energy from (i.e. their motivations), and their interest in the inner world of concepts (introversion) vs. the outer world of people and things (extraversion). Introversion is not to be confused with shyness.



TYPE: E, SCORE: 31% (i.e. Extraversion)

Your result suggests that you are extraverted. If so, you probably get your energy from active involvement in the external world of people and things. You probably act first, then reflect. Too much time spent reflecting and/or inactivity in the external world may drain your energy and motivation.

2. Sensing/Intuition

The Sensing-Intuition dichotomy looks at an individual's information gathering, i.e. how new information is understood and interpreted. People with a Sensing preference pay attention to information that comes through their five senses, while people with an Intuition preference pay attention to information that is more abstract or theoretical and can be associated with other information.



TYPE: N, SCORE: 2% (i.e. neutral)

While you have been given a type letter, you do not have a strong preference for sensing or intuition. In some situations, you may trust information that comes to you through your senses: details and facts that are present, tangible and concrete. In other situations, you may trust information that is more abstract or theoretical. You may sometimes look at data alone, at other times in its wider context and at the possibilities it suggests for the future. You may appear both practical and creative.

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Name: Boris Karloff

Date: 24 Oct 2012

Page 5 of 10

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3. Thinking/Feeling

The Thinking-Feeling dichotomy looks at an individual's decision-making process. People with a Thinking preference focus more on objective principles and impersonal facts when making a decision, while people with a Feeling preference focus more on personal concerns and the people involved.

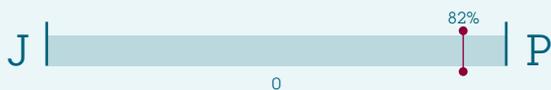


TYPE: T, SCORE: 2% (i.e. neutral)

While you have been given a type letter, your result suggests that your preference for either Thinking or Feeling is weak. If so, you may sometimes focus on objective principles and impersonal facts in some decisions. At others times, alternatively or in addition, you may make focus subjectively on personal concerns and the people involved. You may sometimes measure decisions by what seems reasonable, logical and consistent, and look for rules and principles to guide your decision. At other times, alternatively or in addition, you may come to a decision by associating or empathising with the situation, looking at the concerns and needs of the people involved to determine what decision will generate the greatest harmony. You are sometimes outcome-focused, and at other times process-focused.

4. Judging/Perceiving

The Judging-Perceiving dichotomy looks at an individual's external lifestyle or orientation to the outer world, i.e. the behaviours that other people are likely to observe. People with a Judging preference lead a more structured and decided lifestyle, while people with a Perceiving preference lead a more flexible and adaptable lifestyle. People with a judging preference look for closure and typically reach decisions with little hesitation; people with a perceiving preference gather more information before making a decision, and stay open, flexible and adaptive.



TYPE: P, SCORE: 82% (i.e. Perceiving)

Your result suggests that you have a strong Perceiving preference. If so, you probably appear flexible, adaptable and spontaneous. You probably like to understand and adapt to the world. You probably stay open to new experiences and information, preferring freedom and variety to structure and rules. You probably welcome the unexpected.

Name: Boris Karloff

Date: 24 Oct 2012

Page 6 of 10

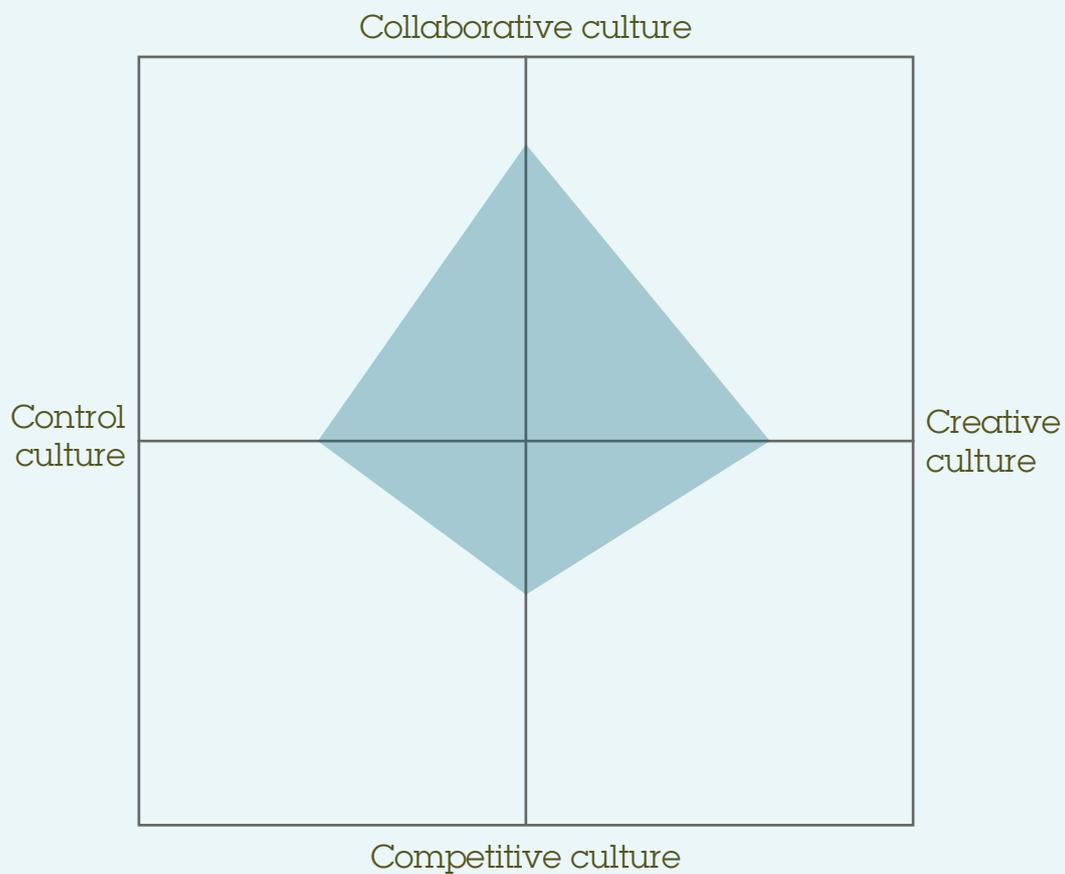
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Cultural compatibility

You answered some questions about how an organisation should operate and how its people and leaders should behave.

Your answers helped us build the graph below, which illustrates the type of culture that you are looking for in an organisation. This can help you when deciding which job or company is right for you.

You will likely desire elements of each culture but the biggest spike on the graph indicates which one would suit you best.



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Name: Boris Karloff

Date: 24 Oct 2012

Page 7 of 10

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Collaborative culture

WHAT ARE THE LEADERS LIKE?

Very amiable and pride themselves on being close to their people. They will attach great importance to trust and togetherness and will value traditional ways of doing things and keeping the morale high.

WHAT IS VALUED IN THIS CULTURE?

- Managing and developing teams
- Consensus decision-making
- Developing strong interpersonal relationships and fostering trust
- Supporting and coaching others

HOW WOULD THIS CULTURE MEASURE SUCCESS?

- Employee engagement / morale
- Customer satisfaction
- Employee attrition
- Development of people

WHAT TYPES OF COMPANIES TYPICALLY FALL INTO THIS CATEGORY?

- SME or family-run businesses
- Not-for-profit organisations
- Some smaller public sector organisations

Creative culture

WHAT ARE THE LEADERS LIKE?

Dynamic and entrepreneurial. They are keen to take risks and innovate, and are always looking out for the next big thing.

WHAT IS VALUED IN THIS CULTURE?

- Being at the cutting edge of innovation
- Risk-taking
- Growth and acquiring new resources
- Experimentation and testing out new ideas

Name: Boris Karloff

Date: 24 Oct 2012

Page 8 of 10

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HOW WOULD THIS CULTURE MEASURE SUCCESS?

- New market growth
- Development of new products and services
- Diversity of products and services
- Reputation as an innovator

WHAT TYPES OF COMPANIES TYPICALLY FALL INTO THIS CATEGORY?

- High-tech firms
- Internet businesses
- Brand or marketing organisations
- Start-ups

Competitive culture

WHAT ARE THE LEADERS LIKE?

Results-oriented and focused on delivery / production. They like to get the job done, are competitive and goal-oriented, and like to win.

WHAT IS VALUED IN THIS CULTURE?

- Delivery
- Achieving goals and targets
- Selling and business development
- Winning

HOW WOULD THIS CULTURE MEASURE SUCCESS?

- Revenue and profit
- Market share
- Scorecard / objective achievement
- Market penetration

WHAT TYPES OF COMPANIES TYPICALLY FALL INTO THIS CATEGORY?

- Sales-based firms
- Some management consultancies
- Retail and FMCG businesses
- Financial Services companies

The Cultural Compatibility section of the Predictive Fit Profiler™ questionnaire is based upon the Competing Values Framework in "Diagnosing and Changing Organizational Culture" (Cameron, K.S. and Quinn, R.E, 2006).

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Name: Boris Karloff

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Page 9 of 10

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Controlling culture

WHAT ARE THE LEADERS LIKE?

Methodical and structured. They are good coordinators and managers who like to see things get done with efficiency and precision.

WHAT IS VALUED IN THIS CULTURE?

- Structure
- Smooth running operations
- Stable performance and efficiency
- Governance and procedures to standardise the work

HOW WOULD THIS CULTURE MEASURE SUCCESS?

- Efficiency and productivity
- Compliance
- Operating costs and profit
- Budget adherence

WHAT TYPES OF COMPANIES TYPICALLY FALL INTO THIS CATEGORY?

- Public sector organisations
- Utilities
- Oil and gas companies
- Engineering firms

The Cultural Compatibility section of the Predictive Fit Profiler™ questionnaire is based upon the Competing Values Framework in "Diagnosing and Changing Organizational Culture" (Cameron, K.S. and Quinn, R.E, 2006).

Motivations

We asked you to rank your top 5 motivations from a list. Motivations can be either internal or external. For an appointment to be successful, your motivations must tally with what a given role or organisation can offer you. You ranked your motivations as follows:

1. Challenging and stimulating work
2. Gaining new skills and knowledge
3. Good working relationships with superiors
4. Good working relationships with peers
5. Good office environment / working conditions

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Date: 24 Oct 2012

Page 10 of 10

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