

**Matching Report for  
Name Surname****Compared to the benchmark group of  
Call Centre Y - Customer Support****Introduction:**

Recruiting people for a specific job in a company has important implications for both the employer and employee. It is always good to be reminded of the fact that the employment cost is, for the vast majority of companies and even government, the highest single expense to be carried - people are expensive resources. Research has indicated that highly successful people deliver as much as seventy three times more value to a business than poor performers. Replacing people who have left the business with new recruits is even more costly. Recruitment costs, training costs and the initial phase of less productive outcomes from new recruits inflate the cost to company.

On the other hand, one of the most important decisions an individual can take is what he/she will do with his/her life in terms of a career. People that are happy in what they do are much more successful than those who are unhappy. People that are unhappy in the workplace can become very destructive, not only for the business but also for society in general. Some business design consultants regard the recruitment function in a business as the most critical capability for ensuring a successful and sustainable future for that business. When reading this report, please be aware of the fact that this report has taken a very responsible approach in serving the needs of the business as well as the needs of the individual.

**Overall Match:**

The first graph on the results page represents 19 habits of Name compared to the same 19 habits identified in the benchmark group (This is the grey background referred to as the Shadow). A statistical comparison of the individual's results to that of the Shadow, shows that there is a relatively high match between Name and the benchmark group. There are however certain differences in some habits that might be a challenge. Shadowmatch is concerned about the following habits where the differences are such that it borders on being a problem:

- Routine
- Conflict Handling
- Discipline

**Critical Match:**

The second graph on the results page indicates the five strongest habits amongst the benchmark group. This is a very important indicator. The reason why Shadowmatch separates the strongest habits, is because people act against their strong habits. In other words, they focus on applying those habits that are already well developed when doing a job. If an individual doesn't have a specific habit necessary for a job, he/she first has to learn that habit which then compromises his/her success. The Shadowmatch system, in this graph, compares the strongest habits of the benchmark group to the same habits of Name in order to determine if she has developed the same habits to the same relative level of prominence as that of the benchmark group. Please keep in mind that research has indicated that the relative prominence of habits should be similar, not more prominent and also not less prominent. The Shadowmatch statistical comparison on the five critical habits is such, that it cannot safely say that Name has developed the same critical habits as the benchmark group. This individual will, as far as critical habits are concerned, be able to apply herself to succeed, but it will take some effort. The habits that are of concern are the following:

- Conflict Handling
- Discipline

## **Conceptual Match:**

Some people have developed a habit of applying themselves aggressively to conceptual problems with the aim to resolve them - not everyone though develops this habit. Shadowmatch assesses the level to which this habit is present or absent by asking the individual to resolve ten conceptual riddles that are presented in complex wording on the computer-screen. Every job needs a specific level of conceptual application. The only way to determine what level of conceptual application is needed for a job, is to assess the successful people doing that job under specific circumstances. Some people are successful in some jobs because their conceptual application is low. Obviously the opposite also applies. If you appoint somebody with a highly developed conceptual application habit in a job that never poses any challenge to this strong habit, the individual will experience this job as frustrating, not challenging and therefore not rewarding. Name matches the benchmark group on the habit of applying oneself conceptually so well, that there is no reason for her not to conceptually succeed in doing the same job under the same conditions as the benchmark group.

## **Time Management Match:**

The most important component towards efficiency in the workplace is probably the way in which an individual is able to manage time effectively. This is a complicated aspect of the way people do their work and live their lives. Some people are very slow but extremely thorough and precise in what they do. Others are quick but not as accurate and thorough. A third group is quick but also extremely accurate in what they do. Shadowmatch assesses all these habits very accurately. The way in which an individual utilises his/her time during the completion of the Shadowmatch worksheet is closely monitored. The danger is that people might rush through a task and do it very haphazardly and because we don't see the seriousness of the way in which they engage with the task, we cannot really judge their efficiency. Shadowmatch has full control over this by measuring the time the individual spends working through the entire worksheet and separately measuring the time the individual spends on the ten conceptual questions. The result is an extremely reliable way to assess the time management habits of the individual in comparison to that of the benchmark group. Against all these time related measurements and comparisons, Shadowmatch is very comfortable with the fact that

Name has shown a time utilisation profile that is very much in line with that of the benchmark group. She will most probably find it easy to pace herself in the same way as the benchmark group when doing the same work under the same conditions.

## **Attitude Match:**

The Shadowmatch Attitude chart is a critical indicator for the way in which people approach the environment and relate to tasks and colleagues. From the Shadowmatch data, it is very evident that people with a specific attitude are successful in doing certain jobs under certain conditions with the inevitable result that those individuals with a radically different attitude, find it more challenging to succeed in doing that same job under the same conditions. It is easy to understand why people with a dominant category four (not involved, unaggressive) attitude are very successful when working in a trauma unit. The reason is that they don't easily get emotionally involved. It is also easy to understand why some project management positions attract dominant category two people (assertive and involved). It is however not easy to anticipate what attitude category should be prominent for which job and how prominent it should be. The only successful way in determining this is by means of a scientific process whereby a map is created off the habits of the benchmark group (top performers) already doing a specific job under specific conditions. Shadowmatch provides exactly that. For Name, the similarity in attitude is high enough to be a good fit. She has the same dominant approach towards her world. Her attitude will not hold her back in doing this job under the conditions in which the benchmark group functions.

## **Task Efficiency:**

Not all people are equally efficient when doing a job. Some people are very accurate and fast when doing a job, some are accurate but slow, others are fast and accurate but not good at doing the job in a correct way. There are many combinations that makes people relatively efficient in different ways. In order to determine the efficiency of someone in doing a job, we need to accurately measure all the dependencies and calculate a single result from all these dependencies in order to compare individuals doing the same task against the same complexity levels and the same time measurements. Shadowmatch does exactly that. It measures the time an individual takes to complete the entire worksheet and the time the individual takes to answer the ten conceptual questions as well as the number of conceptual questions that the individual could answer correctly. It then runs a complex algorithm that combines all these dependencies into a single result that is presented as an efficiency percentage. The efficiency average of the benchmark group is calculated as the ideal norm-efficiency for that specific job under that specific conditions. When the individual now completes the Shadowmatch worksheet, the system can accurately compare the efficiency result of the individual to that of the benchmark group and assess the level to which the individual matches the efficiency of the benchmark group. Name has a task efficiency that is very congruent to that of the benchmark group. This means that the efficiency end result, when doing the same job as the benchmark group, will tend to be similar. Please don't think that you need to recruit people that are much more efficient despite the fact that the benchmark group's efficiency might be low according to your liking. This will be a serious mistake. Different jobs need different levels of efficiency for success, job satisfaction and maximum productivity and your top performers have indicated what level of efficiency is necessary for success in doing this specific job.

## Conclusion:

Shadowmatch wants to be extremely responsible with the final recommendation. Please use this advise to co-inform your decision and not as a single directive to determine your final decision.

The habits of Name are similar to that of the benchmark group and her propensity towards success in this environment, doing the same job under the same conditions as the benchmark group, is high. Name has more than enough of the habits shown by your top performers to become as good as they are.



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