

Shadowmatch®

personal feedback report

for

Name Surname



[CONFIDENTIAL]

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Introduction

Habits can be defined as behavioural patterns formed with a specific purpose through repetition. Some habits are strong, some are soft and some behaviours are absent as a habit. It is important to understand that we develop habits in order to successfully meet a specific goal. The goal or purpose related to a specific habit is very unique to the personal history of every individual. Shadowmatch has been built to identify a range of habits as they manifest in the behavioural patterns of an individual. Sometimes people do not see their own behaviour as patterns they repeat or even patterns that are absent in their behaviour. A good example is our behaviour towards problems. Some individuals might try to prevent problems by working around the problem or even by ignoring it, others might engage with problems because they experience personal fulfilment as a result of resolving these problems, riddles and challenges. When your behaviour of engaging with problems becomes a strong pattern, it might be a habit that defines the way you approach problems without planning and without reasoning why the problem has to be resolved. Habits are behaviours that repeat (when necessary) with minimal planning with the focus on a specific goal or purpose.

You will note on the graph indicating your headline habits that you have quite a few habits where the Shadowmatch system scored them above 50 points. These are behavioural patterns (habits) where you tend to follow specific trends with relative consistency. These habits where you have scored 50 points and more are behavioural areas in your life where you tend to act with minimal planning. You will also experience these behaviours as natural and effortless. Please read your report with attention to detail and the exact wording being used because Shadowmatch is very precise in describing your habits.

Before you start reading your detailed report, Shadowmatch wants to make a further comment with regards to habits where you have a low to even very low graph. Remember, it doesn't indicate incompetence, it indicates that these behaviours are not patterns. You have to plan towards doing these things, you have to apply yourself, and sometimes you might even be frustrated in doing this. The fact is that these very low scores just indicate that these behaviours require energy and planning from your side. You will also experience that when it is necessary to display one of these behaviours, it consumes lots of energy.

Propensity to Own and Propensity to Hand-off

When individuals are being given a task, some choose to do the task themselves and some have a propensity to rather hand the task to somebody else to do. In most instances people are very selective and they have preference towards keeping some tasks to do themselves and some they hand to others. For the majority of tasks you've been given by the Shadowmatch system, you have consistently indicated being comfortable with either doing it yourself or handing it to an outside agent to do. This habit allows you to be very selective in terms of either doing things yourself or allowing others to do it. It is almost equally easy for you to take ownership of a task or to hand the task to someone else to do.

Team and Individual Inclination

For people with a much stronger habit towards Team Inclination compared to their Individual Inclination, their preference is to work as part of a team instead of working in isolation as individuals. This is how you have indicated your preferences throughout the Shadowmatch worksheet. You have

consistently selected answers with a strong preference towards associating yourself with others in all kinds of situations. This indicates that, according to your pattern of answers, you strongly prefer the team, working with others and sharing tasks and responsibilities instead of isolating yourself and doing the majority of things as an isolated individual.

To Simplify

To simplify problems, riddles and challenges in general sounds easy - it's not. It's a habit you acquire as a result of spending hours with complicated problems that need to be resolved. People who have to solve problems through a process of simplification without the help of others, learn this habit easier than those who didn't practice this behaviour. You have learned a form of simplification; however it is only related to specific types of challenges and related to specific situations. Shadowmatch defines Simplification as a method of solving problems. Some people don't need this method as they have other methods of solving riddles and challenges. You have a relatively low score on this because simplification doesn't seem to be a strong habit in your arsenal of habits.

Resilience

The most reliable way of predicting behaviour is to determine if that specific behaviour has a pattern that could be identified as a habit. When a specific behaviour follows a strong predictable pattern, the propensity of the individual to repeat that behaviour when necessary is high. This is the case with your habit of Resilience. It is a strong habit that will in most situations enable you to relentlessly apply yourself to complete a task even when continuing with the task is tough. Your habit to this effect is strong enough to predict that you will have difficulty in giving up on a task if the slightest possibility of success exists. You are the type of person that will try again and again and even push yourself further than what others normally do in order to finish your job, complete the race or reach your goal.

Resilience is a habit that can be supported by certain other behavioural patterns / preferences. The following comments need to be taken into account with regards to your resilience as a behavioural habit:

- When the challenging task could be shared by a team of which you are an integral part, you will tend to be resilient towards completion of the task.

Propensity to Change

People approach the reality of change in different ways. Some people grew up in an environment where it was necessary to develop the habit of change. Such a habit is a behavioural pattern that thrives on change and uncertain situations. This is not the way you have developed your habit towards change. The way you behave in a changing world is that you adapt in a very selective manner. You select what and when you need to change and it is not something you do without planning. It is thus not automatic behaviour for you. For you to change important aspects in your life is a task. You need to apply energy to the task and you need to work through some detail. In some areas of your life you will be totally uncomfortable with change. You change with caution, selectively and only when there is a

very good reason for you to change. With this in mind, please note that when you are forced to change radically with regards to the important aspects of your life, you might experience some levels of stress.

Please have a look at your graph on Routine. Can you see that you have developed a strong habit towards routine and not towards change?

Frustration Handling

Frustration Handling refers to behaviour that is aimed at engaging with the frustrating event, person or situation in a positive way. A frustration is something that prevents you from reaching your planned goal. A positive way of dealing with a frustration is when the individual engages with the reality of the frustration without losing control and without allowing the frustration to become a negative emotional experience. Shadowmatch assessed the way you have answered the questions and calculated all the situations in which you have selected positive frustration handling behaviour. You have a strong habit of handling frustrations positively. You do not handle all frustrations in a pure and fully positive manner, however you are fully on top of the majority of frustrating situations you are faced with. Your positive frustration handling behaviour is cross contextual. This indicates that you can deal with different frustrations in different situations towards a positive outcome.

Self Motivation

Whenever we have to find the energy to do something or to persist in doing a job, we need some form of motivation. Motivation can come from external sources or internal energy towards actions to be taken. Shadowmatch determines the level to which internal energy that results in a behavioural pattern is consistent enough to be referred to it as a habit. If you look at your graph, you will see that your Self Motivation falls in the middle band. This indicates that your Self Motivation is a contextual habit. It is a habit that functions when necessary towards the general tasks in your life. You might experience high levels of self motivation but it will be towards specific tasks and not to all tasks and ventures that cross your path. Although your habit of self motivation is contextual, (related to the needs of your situation), you will find it easy to lift your self motivating energy levels towards some tasks that might be outside of your everyday situation.

Routine

Routine can best be described as building a lifestyle of repetitive behavioural patterns. We tend to do this because for some people it makes life easy. For people who prefer this it ensures a level of certainty, comfort and effectiveness. The upside of routine is that once it has been formed, the chances of making a mistake are radically reduced. You have a strong cross contextual habit towards developing patterns of routine in your work and lifestyle. This means that you have a preference towards building routine patterns in different areas of activities in your world. Cross contextual habits are being defined by Shadowmatch as habits that function in different areas of your life. These habits - in a way - force themselves to work across many situations and under numerous conditions. This is your situation with routine. It is a strong habit and without realising it, you will build patterns of routine into your day-to-day activities and work - it is second nature for you.

Problem Solving

You have developed a habit of resolving problems related to the need of the situation you find yourself in. Shadowmatch refers to this as a contextual habit. It indicates a behavioural pattern of engaging comfortably with the normal day-to-day problems related to your work and life in general. Your Problem Solving habit is one of routine and normal problems. Some of these problems might even be very complicated but, if they are part of your normal context, you will work towards resolving them as part of your normal tasks and responsibilities. Your habit is that of dealing with problems that are critical and necessary. You won't shy away from problems when they are critical to your every day work and life in general. You will however also not go out with the aim to find problems in order to resolve them. You will not step out of your way and present yourself as a problem solver. Your habit is to act within the parameters of what you need to do in order to get on with your work.

Shadowmatch has a very advanced method of identifying the kind of problems we tend to face on a daily basis as well as what your comfort levels are towards resolving these classic problem types. The following could be identified:

- Always keep in mind that working as part of a team will support your problem solving success.
- People related problems will be the easier ones for you to resolve.
- You seem to be able to successfully resolve problems where conflict between people is the essence of the problem.

Responsiveness

When people have to do something, the preference they show towards acting immediately indicates either a habit of Responsiveness or an absent habit of Responsiveness. The balance between acting immediately on the one hand or postponing the task on the other, can become a habit. Your approach is that of acting immediately for the things in your normal day-to-day situations. The tasks that you often do as well as the ones you are comfortable with tend to get your immediate attention. For the ones that are out of the normal range, you tend to rather postpone acting on it. You have therefore developed the habit of acting immediately when tasks are within your comfort zone, within your boundaries of necessary action and needs your urgent attention. For the rest you prefer to act on it later. This habit is referred to as Responsive Easy. The things that are easy for you to do will be done quickly, the rest you will prefer to rather not rush into immediately.

Innovation

The habit of Innovation refers to a pattern of behaviour whereby you continuously and consistently seek and find new ways of doing things, come up with new concepts and find new technologies and methods of working and playing very attractive. When this happens with minimal or even no conscious planning, this behaviour is a habit. The way you have engaged with the Shadowmatch worksheet indicates that Innovation in your life is a behaviour that needs planning and a conscious decision towards making it happen. Innovation is not a habit in your behavioural pattern. It is therefore necessary for you to plan and work hard if you need to find new ways of doing things or if you need to work with new technologies and processes that are radically different from the traditional. In short,

innovation for you is a task you need to plan and work on, it's not a habit.

People Positive

You have a very strong People Positive habit. You will be able to build positive relationships with the majority of people you meet. You find it easy to manage relationships in a positive way. This is not limited to the people you work with every day; it is broad in the sense that you are able to remain in a positive framework with very diverse types of individuals as well as under different circumstances. The fact that you have such strong People Positive behaviour makes it easy for you to engage with strangers and you will even try to make contact with people from a different background and culture compared to yours. Such a strong People Positive habit makes it possible for you to work with people, engage with them and even reach out to them without having to overcome uncertainties within yourself. You are comfortable with people and you don't need to plan the way in which you will engage with them.

Discipline

Shadowmatch defines the habit of Discipline as a pattern of behaviour towards working and living under strongly regulated conditions of ordered, systematic procedures. Where adherence to structure, rules, regulations and time-frames are imperative. You have a strong habit towards this. 'Strong' indicates a preference towards order and structure - discipline. You are not radical in this but you are very comfortable with a regulated working environment. You have dealt with the Shadowmatch system in such a way that the majority of your answers indicated a preference towards discipline. You are comfortable with it and you might even (under many circumstances) create structures of discipline and rules for others to adhere to. You will find it very easy to adhere to structures of discipline even if they are relatively strict. You will even have a propensity to improve performance through structures of personal and work regulations, not only for yourself but also for others.

Conflict Handling

Conflict situations do not scare you easily. You have developed a strong habit towards handling conflict. Shadowmatch is very clear about the fact that you will handle the vast majority of conflict situations and deal with every form of conflict in a positive manner. You tend to engage with people without fear. You have a strong pattern of behaviour of working towards a positive outcome that will be good for the situation and the people involved. It's relatively easy for you to deal with conflict. For the day-to-day conflict situations you don't need intense planning as you have the habit of working with conflict as a normal activity with little risk of allowing the conflict to get out of control. Your behavioural pattern indicates a habit of staying on top of a potentially conflicting situation with the aim to rather prevent it if possible. Your Conflict Handling habit is trans-contextual. This indicates positive conflict handling behaviour that is not strictly limited to a single environment or a specific type of conflict. Specific conflict types would be something like work related conflict, team conflict, family conflict etc.

Shadowmatch could successfully identify the preferred way you act towards conflict. These indicators are not rules cast in stone but a very reliable indicator of a trend in your behaviour:

- Your involvement will be to prevent a negative and destructive situation to develop and to get a

positive negotiated settlement.

- If the above positive and somewhat soft approach doesn't work, you will probably (in no uncertain terms) tell the parties involved to settle down and carry on with life.

Altruism

Altruism is defined as helping people in need without reserve and without expecting any form of compensation. You have a strong habit towards this. You find it difficult not to help when you can. Helping for you is easy; it's not a task but more of a pleasure. You do not ask too many questions but work with the need of the person at hand. You have a strong pattern of helping even when the situation might stretch you and ask some tough sacrifices from your side. This will be especially true when the person in need is close to you. For those you live and work with everyday as well as those that might only cross your path once, it remains easy to help and to reach out to them when they are in need. It seems as if working with people in need is not difficult for you and it gives you some kind of meaning and fulfilment to reach out and help if and when possible.

Self Confidence

Self Confidence is the behaviour of trusting your own abilities to do a job. You have the habit of trusting your own abilities for the majority of your routine and normal tasks. You are confident that you will be able to handle the majority of tasks that might emerge from the normal activities of work. When tasks fall outside of the normal activities of work, you tend to trust your abilities to deal with these challenges much less. Shadowmatch therefore defines your habit of Self Confidence as focused on the everyday environment of work as well as specific to your everyday behavioural demands. In short, for the day-to-day demands of your world, when you are not stretched out of your comfort zone, you have the habit of acting with confidence and trust in your own abilities. For activities outside of your day-to-day realities, you have some self confidence but this will be dependent on the fact that you are being given the opportunity to properly prepare for the task.

Leadership

Leadership is a very complex behaviour to understand and Shadowmatch is not convinced that we fully understand it. Shadowmatch wants to share a few concepts with you. Some people are excellent leaders to small focussed groups of people doing a specific job. Others are good leaders for large political constituencies but they do not relate comfortably to smaller groups. Some are good leaders when their followers are young and some leaders can't work with young people. We must also note that some people are leaders without glamour. They take the lead in ordinary day-to-day situations and they get lots of things done as a result of their leadership role but it never reaches the headlines. This is your position. You will take the lead when necessary in the ordinary day-to-day activities of the less glamorous areas of life and work. Your leadership profile can thus be described as low key, situational and cautious. Be aware of the fact that your leadership habit is such that you can easily develop into a much more confident and mature leader, taking on much more leadership roles and responsibilities.

Task Efficiency (38%)

We all know that some people are very efficient in doing a job, some are less efficient and some are very in-efficient. Shadowmatch presents you with a task. This task consists of 70 questions of which ten are riddles that you need to resolve. It then tracks the time you've spent answering the questions and it tracks the time you've spent resolving the conceptual questions separately. The result is that the Shadowmatch system gathers very good information towards calculating how efficient you were in executing the task of completing the Shadowmatch worksheet. In order to be efficient, you also need to be accurate in what you do. The number of riddles you've resolved correctly thus plays a very important part in the algorithm being used to determine your efficiency profile. The population in the Shadowmatch database forms a statistical normal distribution graph displayed on your results page.

Compared to the population of thousands of individuals in the Shadowmatch database, you are in the middle to lower end of the efficiency profile. The reason for this is a combination of speed as well as the number of correct answers on the riddles you had to resolve.

Conceptual Application

You will clearly remember the ten questions in the Shadowmatch worksheet where you were requested to resolve conceptual riddles. Shadowmatch wants to explain this. The Shadowmatch research team is of opinion that, amongst the majority of ordinary people (yes there are extra-ordinary people - Einstein, Mozart, Archimedes etc.) there is no such thing as intelligent and stupid people. Shadowmatch is convinced that some individuals have learned how to apply their minds to a problem, they like doing it, they practice this and they are fit in doing so. Others, despite the fact that they have the potential, have not learned how to apply their minds to a problem, they might not like doing it, they don't practice it and they haven't developed the habit of applying their minds to a riddle presented to them. Remember, this is exactly what Shadowmatch wants you to understand. It wants to know how fit and focused are you to resolve a problem / riddle presented to you on a computer screen and how long does it take you to resolve these riddles. This is also an indication of your habit of working with problems towards successfully resolving them.

You have successfully resolved 3 of the ten riddles. This indicates that you have for some or other reason not learned how to fully apply yourself to such riddles and problems. This is why you've had limited success in resolving them. You have spent in total 13 minutes on the ten questions. This indicates that you have tried to resolve them by spending quite some time on them but your success was limited. Shadowmatch doesn't know why but it can with full certainty state they you've not learned how to resolve such riddles successfully.

Attitude

Attitude can best be described as the approach we take towards interacting with our environment. Shadowmatch breaks this up into four attitude categories. (Please study your Attitude Chart when reading this). Attitude Category One is that of an involved unaggressive approach. This attitude is one whereby the individual approaches his environment with the aim to get involved, to participate and engage without an agenda of aggressiveness or stubbornness. These people seek fulfilment in being part of an event, participating and reaching out with the aim to play a positive role towards a friendly engagement. Category Two people are also involved and participative; however they are assertive and

sometimes even aggressive if things do not run according to their intended view or outcome. They participate but can easily confront people and take them to task. Category Three people are also assertive and sometimes aggressive, but they are not involved. They do not easily participate and they tend to rather disengage when things don't go their way. Category Four people are none of the above. They are not aggressive nor are they involved. They walk away, turn their backs on people and events that frustrate them and they tend to rather ignore than attend. Category Four dominant people tend to be aloof. It is important to note that not one of us have only one approach to life, we have a combination of all four categories. Your Attitude shows strong behavioural patterns related to specific situations. The following behavioural patterns could be identified in relation to the four attitude categories:

Attitude Category One: Strong.

This attitude is to engage and participate without forcing your agenda and without being aggressive in the situation. Your behaviour indicates strong involvement with strong participation towards success and positive results but with a preference towards a kind and friendly approach.

Attitude Category Two: Strong.

This is an attitude of strong engagement with a strong willingness to stand your ground when necessary as well as to fight for what you believe and what you are convinced to be the right things to do. This attitude is prominent and you will engage with the specific aim to make a difference, even if it takes some friction between you and others. You are willing to take people to task when they do not perform.

Attitude Category Three: Absent.

Category Three behaviour is that of firm / aggressive and uninvolved. It indicates behavioural patterns of voicing frustrations without any action towards resolving the reason why you are frustrated. This is absent in your attitude. You will only in the very minority of situations voice and display your frustrations in a profound and active manner without any engagement towards resolving the issue.

Attitude Category Four: Absent.

This attitude is that of uninvolved and unaggressive behaviour. It is not easy for you to just keep quiet and walk away. You will find it difficult to stay away (and quiet) from activities where you feel you can participate in a meaningful manner.

Always remember; if you want to change your lifestyle, change your habits!

Self Interpretation of Your Graph

Introduction

Please keep in mind that the relative size of a graph doesn't indicate any negative or positive, inability or competence. It states the level to which a behavioural pattern is present in the way you live and work. Let's explain by means of an example: Say for instance someone has 34 points for Frustration Handling. This indicates that, if this person is presented with a frustrating situation / task 100 times, he / she will tend to deal with 34 of these frustrations in a positive and solution focussed way.

Less than 20 Points: Planned Behaviours

These are behaviours where the system could not identify a pattern in your behaviour. This indicates that you do these things when you have to. It becomes a task that you need to plan for and consciously execute with attention and sometimes with energy because your habits are such that these tasks are not routine activities in your way of doing.

Between 20 and 30 Points: Necessary Behaviour

Behaviours in this bracket are necessary and it will be a pattern if the situation constitutes a need for the specific behaviour. It indicates that you have the habit of showing this behaviour when it is really necessary. In such situations - when you really have to - the specific behaviour happens without too much planning, however it will still only be functional in the situation of need.

Between 30 and 50 points: Contextual Habits

These are the habits you naturally use within your day-to-day situations (context) and activities. For the every day challenges and demands, you don't need to plan this behaviour. It is a pattern and this behaviour will execute without or with minimal planning in as far as it is functional in your every day work and general lifestyle.

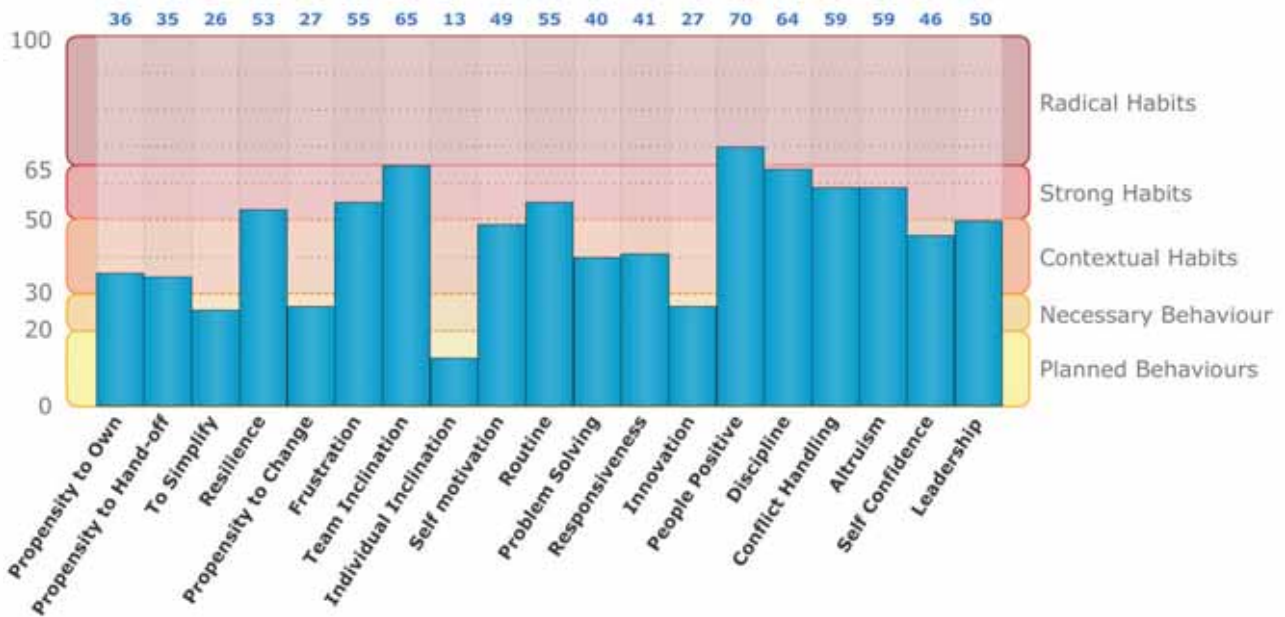
Between 50 and 65: Strong Habits

These habits are strong, predictable behavioural patterns. You will (in the majority of situations), without any planning or minimal planning, show this behaviour. This behaviour will easily be displayed, even if the situation is outside of your day-to-day activities.

More than 65 Points: Radical Habits

These habits are very strong. You will tend to follow this pattern of behaviour in the majority of situations and you might even do this in situations that are very far removed from your everyday lifestyle and working environment. You might even force these behavioural patterns onto others and situations without even realising that you do it.

Habits



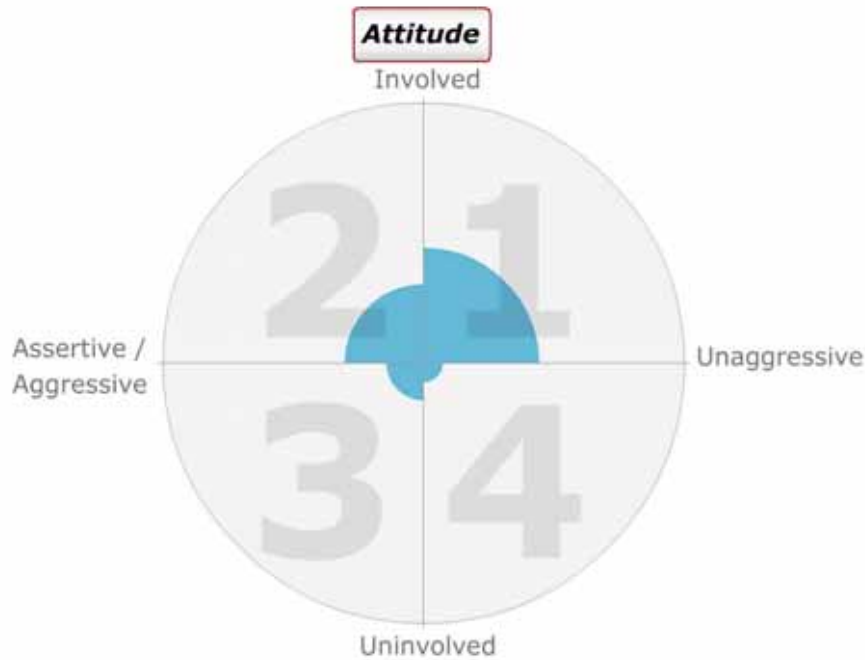
Conceptual Questions



Task Efficiency



Total Time (m:s) 41:19
Conceptual Time (m:s) 13:21



Attitude Chart

Category 2:

People that are dominant in this category show positive involvement and they are willing to become firm and even aggressive when things don't happen or when others tend not to do what is expected of them. They are driven, very motivated and involved with the willingness to call others to task.

Category 1:

The behaviour of people displayed in this category is that of positive participation in a predominantly non-aggressive manner. These individuals would volunteer to take on tasks over and above their normal duties. They exercise a strong sense of responsibility towards their world and act accordingly.



Category 3:

This category represents the behaviour of people who choose not to become involved in activities. They however actively voice any frustration that they might experience. In the extreme, these individuals might voice their frustrations without any willingness to participate towards a solution.

Category 4:

Non-aggressiveness and caution is the attitude represented in this quadrant. These individuals can walk away from a challenge or a problem without voicing their frustrations. They don't easily get involved and when frustrated, they can quietly disengage from the process and activities.