Shadowmatch®

personal feedback report

for

Milwaukee Maebela

[CONFIDENTIAL]

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Introduction

One of the challenges towards understanding people is the level of consistency they show in their behaviour. The more consistent we are, the easier it is to predict our behaviour. When a specific behaviour becomes very consistent under different circumstances and the person follows the specific pattern of behaviour without any conscious planning, we refer to that behaviour as a habit. Any behaviour can become a habit. Habits are always related to a goal that the individual experiences as successful when following a specific behaviour. Therefore, learning a habit is a process of repetition towards reaching a goal. This report gives you an outline of how strong some of your habits are and how these behavioural patterns become visible in what you do. Please keep in mind that there is no good or bad in the way Shadowmatch identifies habits. The way you have worked through the Shadowmatch worksheet indicates specific patterns in your behaviour. Patterns that might help you gain more insight into the way you live and work as well as the way you relate to your environment and the people around you.

With reference to your graph showing your habits, you will note that most of your behaviours have been identified as strong. It indicates that these behaviours are consistent patterns that manifest in the majority of situations. The way these strong patterns manifest might be different in terms of the detail but the trends will be mostly consistent. Your full report will provide detail towards each of the behavioural patterns identified by Shadowmatch. Each habit is described comprehensively.

Propensity to Own and Propensity to Hand-off

Taking ownership of a job is an interesting habit we tend to either develop or not develop. People with a strong propensity to own a task given to them, run the risk of over committing themselves. They tend to take on too many things to do and they can easily over work and over commit themselves. This can then inevitably result in stress for the individual as well as a situation whereby too many expectations are created in terms of work performance. If you are not yet in such a situation, you are running the risk of exactly that. If something needs to be done, it is easy for you to accept the task/job as your responsibility. You have a strong propensity to rather own tasks instead of handing it to some outside agent to be done.

Team and Individual Inclination

The way we work and live our lives in relation to other people is one of our critical habits. Understanding our preferences in terms of working as an individual or as part of a team helps us define our working conditions much better. You have strong habits towards rather working as part of a team. When working as part of a team, your work is shared by the team and you need the team in order to succeed. An example of this is to set up a camp and share the work with others in the team. Working with a team is slightly different. This is when you are not directly involved in the team activities through participation, but you are working with the team. A good example is to work as a coach for a swimming team. You have a strong inclination to both: Working with a team and working as part of a team. If you compare the results as reflected in your graph of habits, you will notice that you have a strong inclination for being a team player.

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To Simplify

Shadowmatch should have asked you a few more questions to identify your specific behaviour when simplification is needed in order to deal with challenges and problems that need to be resolved. Such questions could be: Do you enjoy making things easy to understand? Do you enjoy explaining complex issues in very simple terms? According to your Shadowmatch result on Simplification, you would have probably answered "yes" to both these questions. Why? Because you have a strong habit of Simplification. Your one strong method of dealing with problems and challenges is to simplify them and resolve the simple version of the problem in order to get the original problem resolved. For the majority of problems you need to resolve, simplification will be your natural first method. You will apply this method with minimal planning.

Your habit To Simplify will function best in the following situations:

- Helping people that are in distress.
- When you need to solve a riddle or a problem that is abstract and you need to break it down to simple concepts.

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.
- When progress can be made through a simplified process that you can successfully implement, your energy towards finishing the task under challenging circumstances will be boosted.

Propensity to Change

Change is an inevitable reality of our world. Being comfortable with change makes life so much easier because we are continuously faced with a changing scenario. You have developed a habit of going with the flow in as far as change is considered. For many scenarios change will not cause any

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discomfort in your life and it will be easy for you to work with change and to be positive about it. There are however areas in your life where you would not like to change. Your habit of change tells us that you are very comfortable with the normal changes we face in our daily lives. Radical changes will be a challenge for you but you will be able to adapt if you apply yourself to the new scenario. Shadowmatch refers to this type of habit as a contextual habit. It means that, within your day-to-day reality of work and life you are comfortable with change. When the change is radical and it challenges you out of your comfort zone, it will become a task that you have to plan for and apply yourself in order to adapt.

Frustration Handling

When we get frustrated, we deal with the frustration. The way in which we deal with the frustration might be positive, negative or even passive. A frustration is something that prevents you from reaching your planned goal. Our behaviour when frustrated might become a behavioural pattern referred to as a habit. 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. Negative frustration handling is when a person deals with frustrations in such a way that it becomes a negative experience for the individual as well as the people with him/her. Passive frustration handling is when one simply ignores the frustrations and let it play out by itself. Shadowmatch has identified your frustration handling behaviour to be positive but contextually selective. You handle specific types of frustrations in a positive way. These are the normal day-to-day frustrations. You have developed a habit of handling these day-to-day frustrations with some level of comfort but once the frustration becomes intense, your habit of positive engagement will be stretched.

Shadowmatch wants to provide you with some very interesting feedback on the specific things in life that will tend to easily frustrate you:

- When you have to give a job to somebody knowing that you can do it better
- Being excluded from a team you would like to work with.
- Having to walk away from someone in need without helping the person.

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.

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Routine

Understanding the habit of building routine into our way of living is critical towards knowing why we do and don't do certain things. Routine can best be described as building a lifestyle of repetitive behavioural patterns. These might be things like doing the same job every day; travelling the same route to work every day, following the same routines when preparing to leave for work or church or anything else. You have developed a habit of flexible routine patterns in the way you live and work. This indicates that you prefer routine for those tasks that could be done with minimal planning and tasks that are not critically important to you. These routines have the purpose of making low key repetition tasks easy to execute and comfortable to manage. When things become critical for you, you prefer to first do them in a different way until it becomes a repetitive action, then cast these activities into routine behavioural patterns. You will tend to first find the pattern that works best for you before you do it as just another routine task. In short, for the less critical activities in your live, you have a strong habit of routine for the rest you prefer variety and diversity.You have developed an almost perfect balance between routine on the one hand and variety on the other.

Problem Solving

"Success is the art of solving problems and enjoying the process" (Anonymous 1887). The wise person who said this made a profound statement towards the way we understand our world. If we define problems as challenges we face when our plans are being met by obstacles that need active engagement and planning to resolve in order for us to successfully progress towards our goals, it makes sense to see problem solving as a key function towards success. You have indicated a strong habit towards solving problems. Your problem solving behaviour seems to be both broad and intense. This indicates that you are comfortable with a broad spectrum of problem types as well as a willingness to tackle complicated problems that are challenging to resolve. Your habit of Problem Solving is not radical but strong. This indicates that you will still choose not to engage with some problems. This will only happen when you are uncomfortable with the type and intensity of the problem you are faced with. Your habit is to solve the majority of everyday problems as well as a selection of problems outside of the everyday stuff.

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:

- The method that will work very well for you towards resolving problems, is to take a holistic view of the problem and to break it down into smaller problem units that are easier to resolve. It is a habit that you are already strong at.
- Always keep in mind that working as part of a team will support your problem solving success.

Responsiveness

You have a strong habit of Responsiveness. This indicates that you have a preference towards acting immediately when being given a job to do. Your habit is such that you will find it difficult to postpone things on your to-do list. Although you are not at risk of being too obsessed with having everything

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done immediately, you still run the risk of trying to do too much in too little time or even trying to do too many things at once. Your habit of Responsiveness is cross contextual. This means that you will prefer to act immediately even outside of high priority tasks and day-to-day activities. It is your natural habit to be quick even when it is not urgent. You will thus be frustrated with situations where you are disempowered to act and to deliver rather quickly against the expectation.

Innovation

Innovation is best described as a new way of doing things, the initiative towards creating new technologies or a new method of getting a job done. Your habit towards Innovation is that of a contextual habit. You tend to work towards innovation within your normal working conditions and general lifestyle and environment. Your innovative behaviour is conditional, it must make sense, it must also contribute positively towards a specific goal and it must be a feasible solution to a problematic situation or challenge you face. You will therefore only initiate innovative concepts within your normal working and living context and you will also be selective towards innovations that can really make a difference and the ones that are less radical. You will experience your position to innovative concepts to be cautious and critical but positive when you are convinced of the value of the innovation.

People Positive

People Positive is the behaviour of engaging with people in a very free and friendly way that works without conflict in a relationship free from stress and discomfort. When this behaviour becomes a pattern, Shadowmatch refers to it as a People Positive habit. The strength and focus of habits are very different. Your habit of People Positive behaviour is that of comfort, need and context. Shadowmatch will explain: You have the habit of working and relating very positively with people when you are in a comfortable space with them. You will also show strong People Positive behaviour when necessary. When working positively with people is important, you can do it. As far as context goes, your People Positive habit is within you normal working and living circumstances. The place and space where you work and relate to people every day determines your People Positive behaviour. When you are in a comfortable space within yourself and with the people around you, and it is for some reason necessary for you to work with them positively, your habit of People Positive behaviour will be functional. This habit can therefore be described as functional but conditional within the context of your needs and the day-to-day realities you face.

Discipline

You have a very strong habit towards discipline. Shadowmatch defines the habit of Discipline as a pattern of behaviour towards working and living under strongly regulated conditions of order and systematic procedures. The Shadowmatch system tracks patterns of behaviour in order to determine the presence of habits. You have indicated such a strong preference towards structure and control that a strong habit of Discipline could be identified. This indicates a prominent preference towards a regulated and structured environment with working methods that are defined, ordered and structured into systematic procedures to deliver optimal results. Your habit is such that you will spontaneously order things and work out standard operating procedures that are necessary to make things work best. You will expect other people to follow these procedures. You might even organise, structure and bring discipline into environments where such disciplines are not really necessary. Because of your very

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strong Discipline habit, you will implement rules and regulations and adhere to it with minimal planning.

Conflict Handling

Conflict manifests on different levels. You get conflict that spirals out of control with extreme levels of aggressiveness and danger. Then you get day-to-day conflict situations that have a less intense character with less risk of getting out of control. You have a habit of dealing positively with low key conflict situations. Your habit is to deal with the day-to-day conflict situations as a normal activity. Sometimes you don't deal with them fully but you successfully tend to get out of it. With reference to the more intense conflicts, your habit is not strong enough to deal with them without effort. Intense conflict situations become a task for you. You have to apply yourself to deal with it. If at all possible, your choice will be to rather leave it and let go of it. It is also clear to Shadowmatch that you will deal with more intense conflict situations if you hold the upper hand and in situations where you can take control.

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 conflict engagement style will be to manage the situation towards a positive outcome for all in such a way that it doesn't happen again.
- If you experience that the above conflict management intervention doesn't work, you will most probably force the parties into some sort of settlement whereby they will have to submit themselves to your proposed solution to the conflict.

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 every day 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.

Self-Confidence

Sometimes people tend to think about self-confidence as a feeling or an attitude. Shadowmatch defines Self-Confidence as a behaviour; the behaviour that shows that a person trusts his/her own abilities towards doing a job successfully. If this behaviour is strong and the individual displays it consistently as a pattern, it becomes a habit. You have interacted with the Shadowmatch worksheet in such a way that Shadowmatch could identify a strong pattern of Self-Confidence in a very wide range of tasks that were given to you. This constitutes a strong and broad habit of Self-Confidence. Strong in the sense that you have a well-established trust in the fact that you can successfully do things and that you will be able to handle difficult situations. Broad indicates the fact that you have a trust in your

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abilities towards a wide range of tasks that need to be done.

Shadowmatch can with confidence indicate the areas where your Self-Confidence will easily function without serious planning and consideration:

- Where you have to work under strict conditions of control and governance and where rules have to be followed in order to succeed.
- Working in collaboration with a team will boost your Self-Confidence. A team will make you strong.
- When you have the opportunity of helping other people, you will do it with confidence.
- In situations where simple solutions are necessary to solve problems.

Leadership

Leadership is the behaviour of guiding and energising a group of people towards a goal. When this behaviour has a pattern and the leader does it with minimal planning and effort, it can be defined as a habit. You have indicated a strong habit towards this role in any group. This doesn't mean that you will always be the person leading the group, standing out as the single most prominent individual. It indicates that you have a strong propensity to play an important role towards the leadership function. This might be being part of the leadership group, supporting the one leader towards success or even being the single person leading the group. You have a comfortable way of working with people, interacting with the group and working towards a specific outcome. Sometimes people do not even know that they play a leading role because they tend to be slightly in the background. This can be even more powerful because they play the role with their presence and influence. In short, it doesn't really matter what your leadership style and preferences are, it is strong and functions as a habit in your world.

Task Efficiency (35%)

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.

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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 practise 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 practise 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 focussed 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 7 of the ten riddles. This indicates that you are very successful with this type of problem solving. You've in total spent 20 minutes working on the ten riddles. This indicates a level of resilience. Despite the fact that the riddles kept you busy for 20 minutes, you were very successful in resolving them.

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: Soft.
Your Category Two attitude is that of participation and engagement with a willingness to stand your

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ground and be assertive. You will not fight and become aggressive in a way that becomes destructive and dangerous - your approach is firm but within reason.

Attitude Category Three: Soft.
This is very easy to describe: You will softly voice your frustrations and show your unhappiness and then walk away from the situation when it frustrates you too much.

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!

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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 everyday 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 everyday 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.

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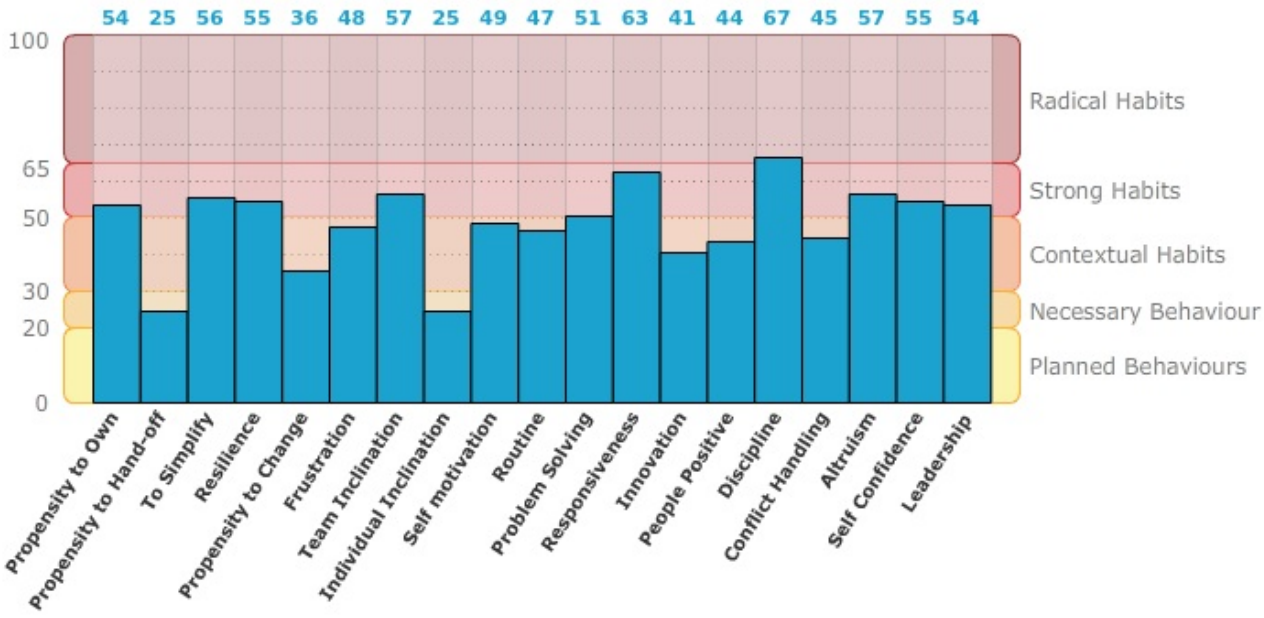
Habits



Conceptual Questions

Conceptual Fitness: **7 / 10**

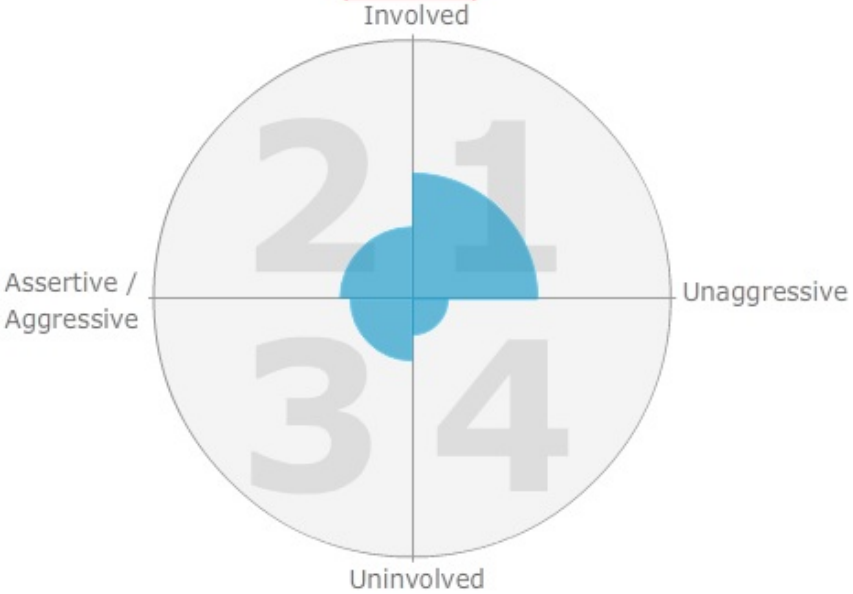
Task Efficiency

Task Efficiency: **35%**

Total Time (m:s) **57:51**

Conceptual Time (m:s) **19:46**

Attitude



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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.

Interpretation of the Shadowmatch Attitude Chart

The blue graph represents the individual's attitude. The quadrant with the largest blue indicates the individual's behavioural preference. The blue area that is second largest indicates the attitude behaviour to which the individual will probably switch as a first alternative.

If all four the quadrants are similar in size, the individual has a highly flexible approach to his/her world and he/she tends to have an attitude that reacts to the situation at hand. These individuals tend to approach a situation without a specific predefined role to fulfil.

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