personal feedback report for

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[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.

Please take a moment and study your graph. It's an outline of your behavioural patterns or habits. You will note that a few habits are being indicated with relatively higher scores than the rest (Above 50 points). These habits are behavioural patterns you have learned towards reaching certain goals and to make life easier for you. In these areas where you have relatively strong habits, you will tend to carry your behavioural patterns into a situation even if the situation is outside of your everyday activities. For the rest of your habits, you will not tend to force a predefined pattern of behaviour if you are not comfortable with the situation. You will rather apply a more flexible approach and follow soft patterns of behaviour. Your report will elaborate on all the behavioural patterns identified by Shadowmatch.

## 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 habits develop with regards to working as part of a team or working as an individual, are very complicated to understand. Shadowmatch doesn't even try to do that. What Shadowmatch does in an extremely reliable way, is to determine what our preferences are. You have no preference between team and individual work and activities. You are (for all practical reasons...) equally comfortable working as an individual and / or working as part of a team. You are also equally efficient when working as an individual if compared to your efficiencies when working as part of a team. Your habits towards team and individual inclination are such that you need both worlds. You enjoy to work as part of a team or even multiple teams but you also need to work as an individual. Your habits have developed in such a way that you must allow yourself both realities.



## **To Simplify**

Most habits form as a result of behaviour that we repeat with a specific goal in mind. To Simplify is the habit of breaking complicated challenges down into simple, linear problems that can be resolved more easily than the initial complicated problem. This habit has developed in a specific way in your behavioural pattern. You are strong in your simplification behaviour but only if you are in a situation where this habit is really necessary. You will find some challenges easy to simplify and some very tough to simplify, it will all depend on the situation you find yourself in. You apply simplification easily in the normal day-to-day problems you need to resolve. For extraordinary ones, your habit seems to not be strong enough to use the method of simplification. Shadowmatch refers to this as a contextual habit. The habit is functional for day-to-day problems and challenges you face.

In your specific situation, the habit of simplification is on the strong side of a contextual habit. In other words, in most situations, finding the simple way forward will be your preference and it will be relatively easy as well.

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

 When you need to solve a riddle or a problem that is abstract and you need to break it down to simple concepts.

#### Resilience

Have you ever wondered why some people can push themselves very hard and go through all kinds of pain, sweat and tears in order to reach a goal or complete a task and why others give up easily when things get tough? The answer is very simple: It has to do with the habit of Resilience. The question is, where do you stand on the continuum of sticking to the task on the one hand and giving up on the other? Please view your graph. You will notice that this habit is in the range of contextual habits. In other words, you will show strong resilience only in specific situations towards specific goals with which you are comfortable or highly motivated to achieve. It is not a habit that is continuously strong but selectively strong.

In your specific situation your habit of Resilience is that of dealing with the vast majority of day-to-day challenges without giving up.

## **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 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

#### **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. Your self-motivation will however always be according to your needs within the normal activities of your day-to-day workload and lifestyle.

#### 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**

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 everyday 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. Within your situation your habit is strong enough to resolve the vast majority of the everyday stuff with slight propensity to even handle a selection of problems outside of the everyday challenges.

## 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 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**

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 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.

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 your kind, progressive and supportive approach to manage the conflict as described above doesn't work, you will be very tempted to just leave it and walk away from the conflict.



#### **Altruism**

The habit of Altruism refers to the behavioural pattern of helping others without expecting anything in return. It refers to the behaviour of giving without reserve and without wanting the person you've helped to compensate you. This is not a habit for you; it is a job or a task that you do when you have to because it is your duty. You will do it if and when the people you help are close to you, or when you have specifically planned for it as your responsibility. Your willingness to help will also be influenced if you know that your help is not wasted by irresponsible behaviour on the side of the ones you decide to help. It tends to frustrate you when people expect help whilst they do not apply themselves towards doing something in order to improve their situation.

#### **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 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.

### 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 (46%)

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 middle range 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. Despite the rhythm or pace with which you've completed the worksheet, you are where the majority of people find themselves in terms of task efficiency.

## **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 6 of the ten riddles. This indicates that you have some success with this type of problem solving. You've spent 15 minutes working on the ten riddles. This indicates that you have tried to resolve them by spending quite some time on them but you might have been more successful if you have spent more time working towards solving the riddles.

#### **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 Four: Strong.**

This is the attitude that reflects the tendency to quietly walk away from events. You are cautious and you think twice when there is an opportunity to become involved in social groups or events. Your attitude is to rather remain a bystander and to be very selective when you do become involved. When you are involved and things go wrong, your first choice seems to disengage without the need to explain the reason for your choice.

### **Attitude Category Two: Soft.**

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

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 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.

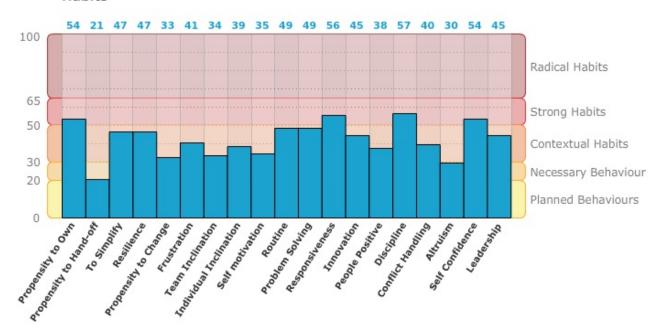
#### Between 50 and 65: Strong Habits

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.

#### Habits



#### Conceptual Questions

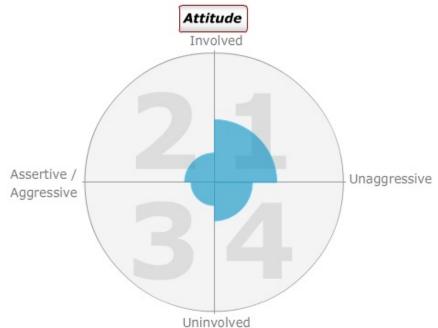
#### Task Efficiency

Conceptual Fitness: 6 / 10

Task Efficiency: 46%



Total Time (m:s) 40:20 Conceptual Time (m:s) 14:45



### 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.

## Involved

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.

## Assertive / Aggressive

#### 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.

## Uninvolved

## Unaggressive

#### Category 4:

Category 1:

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.