



CounterpartMatch

Basic Report for Justa Sample and Sampleinc

Overall Fit



Overall Fit predicts the extent to which this individual is likely to perceive themselves as fitting in with this organization's corporate culture. Perceived fit predicts a wide number of important individual and organizational outcomes. Individuals with high fit are more likely to experience engagement with their work, be satisfied with their jobs, and to avoid voluntary turnover.

Poor fitting individuals are likely to experience dissatisfaction at work, experience low engagement and poor commitment to the organization. Poor fitting individuals are much more likely to leave the organization than a good fitting individual.

Overall fit is a complex computation. It takes into account the interaction of workplace values of the individual and organizational culture. Although complex, the end result is highly predictive of fit perceptions. It is however, less predictive than our adaptive fit measure which examines personality and culture in a more complex way to make the prediction. See below for Adaptive Fit results for Executive and Advanced reports or upgrade your report to this level for these advanced results.

Very High Overall Fit

Turnover Risk



Turnover risk predicts the probability that this individual would consider leaving this company within the first year or two of employment. It takes into account a variety of factors including the individual's

personality and workplace values that are associated with early leavers (some people are simply more likely to consider leaving than others based on their profiles regardless of the company). It also takes into account the fact that some companies are more likely to have higher turnover than others based on their culture alone. Finally it integrates the degree of fit between this individual and this specific company in predicting likelihood of turnover. High scorers on turnover risk are likely to leave the organization as soon as possible whereas low scorers will have lower turnover rates than is typical for this industry and this company.

Very Low Turnover Risk

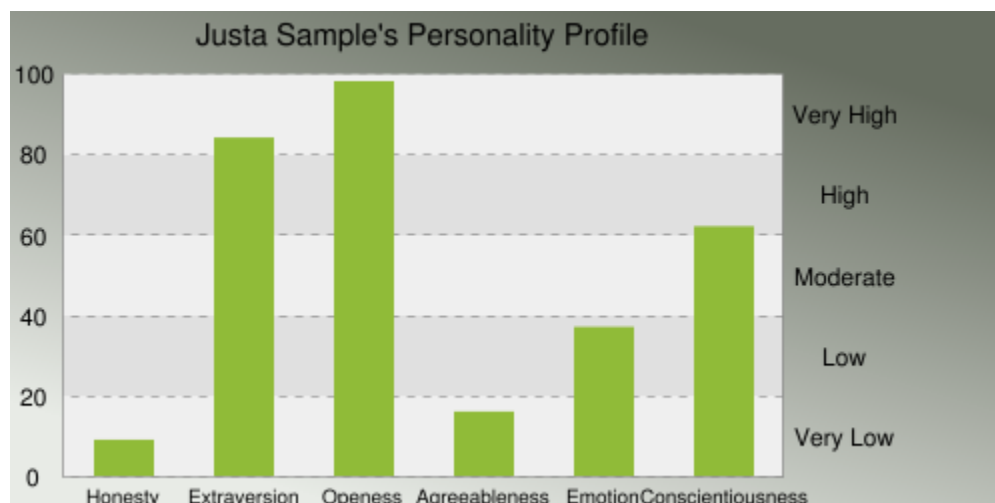


The extent to which this individual is likely to feel satisfied and happy at work in this organization is predicted by this measure. Satisfied individuals are less likely to be absent from work, less likely to engage in counterproductive work behaviors, and more likely to volunteer to put in extra effort to help the organization. Job satisfaction is the most widely studied attitude in Organizational Psychology and the benefits of satisfied workers for both the workers and the employer are well documented.

Very High Job Satisfaction is predicted for this organization.

Justa Sample's Personality Report

Personality reflects the way that an individual approaches or reacts to their environment. Counterpart Match uses a model of personality called the HEXACO model. This six factor model has been extensively researched and validated. This section of the report details results for the six major personality factors (Honesty/Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, and Openness). To obtain the 24 subfacet information you must upgrade to an Advanced or Executive Report.



Honesty

Persons with high scores on the Honesty scale tend to avoid manipulating others for personal gain, to feel little temptation to break rules, to be uninterested in possessing lavish wealth and luxuries, and to feel no special entitlement to elevated social status or privilege. Conversely, persons with low scores on this scale tend to feel a strong sense of self-importance, to be motivated by material gain, to feel tempted to bend laws for personal profit, and to flatter others when this may be successful. This scale is best interpreted carefully and feedback on this scale should not normally be provided to the candidate.

Very low honesty

Managing points:

This individual's responses are consistent with someone who is Very Low in Honesty/Humility relative to the general population. They tend to think very highly of themselves and may be perceived by others to be narcissistic and manipulative. Very low scorers on this scale are more likely than others to break rules, particularly for personal gain. They are highly motivated by money and luxury items. They tend to take a Machiavellian approach to life where everything is a game to them where you are either a winner or a loser. Losers are seen by them as people who play by the rules or are too sentimental to manipulate others for personal gain. They are highly attracted to power and status and will do whatever it takes to get what they want. They are more likely to feel entitled to special perks and benefits than others and may be put off by companies that do not provide them with the luxuries they feel they are due.

Individuals who are very low in Honesty/Humility are attracted to leadership positions so this becomes an issue when assessing their suitability for this type of task. A company with a strong culture of Corporate Social Responsibility, strong and clear rules and procedures, well documented performance appraisal systems and close monitoring structures may mitigate this individual's tendencies to break the rules or to manipulate others to attain power. In the absence of these controls this personality type can be at risk for increased levels of illegal or questionable activity.

Extraversion

Persons with high scores on the Extraversion scale tend to feel confident when leading or addressing groups of people, to enjoy social gatherings and interactions, to feel positively about themselves, and to experience positive feelings of enthusiasm and energy. Conversely, persons with low scores tend to be rather reserved, to feel awkward when they are the center of social attention, to consider themselves unpopular, to be somewhat less lively than others, and to be rather indifferent to social activities.

Very high extraversion

Managing Points:

This candidate's answers are consistent with someone with a Very High level of extraversion relative to others. They are very comfortable in social settings and will actively seek out group activities. They are

energized by having people around them and work best when bouncing ideas off of others rather than sitting alone reflecting. In teams they like to be 'front and center' in any conversation and tend to gravitate toward leadership roles in groups. They will work best when asked to work in team settings. This individual is likely to enjoy social events, readily mixes with others and networks effortlessly. This can be a very positive feature but be wary of those who also have low Conscientiousness scores as a combination of Very High Extraversion and Low Conscientiousness means they may be a 'hallway junkie' who ignores their work tasks in favor of socializing with others.

While they make new acquaintances quickly, they tend to make weaker connections with many people rather than have a few close connections.

This individual may have difficulty in a subordinate role in a group setting as their energy and enthusiasm in group settings makes them better suited to leadership roles. You may need to occasionally ask them to let others speak their opinions in meetings to keep them from dominating discussions.

This person will be very comfortable in a public speaking role. They tend to seek out opportunities to speak in front of groups of people.

Openness

Persons with high scores on the Openness to Experience scale tend to become absorbed in the beauty of art and nature, to feel intellectual curiosity in various domains of knowledge, to use their imagination freely in everyday life, and to take an interest in unusual ideas or people. Conversely, persons with low scores tend to be rather unimpressed by most works of art, to feel little interest in the natural or social sciences, to avoid creative pursuits, and to feel little attraction toward ideas that may seem radical or unconventional.

Very high openness

Managing Points:

This individual's responses are consistent with someone with a Very High Openness to Experience relative to the population. They have extremely high intellectual curiosity and a strong desire to understand the world around them. They are open to new, even radical approaches to doing things and would be considered to be 'early adopters' of technologies and approaches to doing business. They may need to be reminded to pay attention to more mundane and practical matters which are of less interest to them. Rewarding this individual with growth and learning opportunities or aesthetically pleasing art pieces, concerts and so forth is likely to be effective.

Agreeableness

Persons with high scores on the Agreeableness scale tend to compromise and cooperate with others, to be lenient in judging others, to remain patient and easily control their temper, and to forgive the wrongs that one has suffered. Conversely, persons with low scores tend to feel anger readily in response to mistreatment, to bear grudges against those who have insulted or deceived them, to be rather critical of others' shortcomings, and to be stubborn in defending their point of view.

Very low agreeableness

Managing Points:

This candidate's responses are consistent with someone who is Very Low in Agreeableness relative to the population. They are likely to have strong opinions and are unlikely to be swayed by others. They anger easily and react negatively to being challenged by others. They tend to be very harsh with their subordinates and are direct and uncompromising in their criticisms of others. They are unlikely to be taken advantage of in a negotiation but their unwillingness to compromise generally makes negotiations a win or lose proposition for them.

Motivating employees with very low agreeableness takes considerable tact. They tend to react best to pointing out what they have done right rather than focusing on weaknesses as they will become very defensive and entrenched if confronted. They might benefit from one on one coaching to help them understand how their lack of agreeableness could affect others around them. 360 feedback is less likely to be successful for them as again, they have a tendency to get defensive.

Emotion

Persons with high scores on the Emotionality scale tend to experience fear of physical dangers, to experience anxiety in response to life's stresses, to feel a need for emotional support from others, and to feel sentimental attachments and empathic concern in relation to others. Conversely, persons with low scores on this scale tend to feel rather unemotional, detached, and independent with regard to their personal relationships, and to feel little anxiety or fear even under stressful or frightening circumstances.

Low emotionality

Managing Points:

This Candidate's responses are consistent with someone who is Low in Emotionality. They are calm under pressure and tend to react very little to stressful situations. Others may see them as being somewhat detached and independent. They tend to approach issues with a rational and logical approach rather than being swayed by their emotions. Individuals who are low in emotionality can make difficult choices without being unduly affected by sentimentality or anxiety. They prefer to deal with stress and conflict on their own and rarely seek out others to confide in with their troubles.

Conscientiousness

Persons with high scores on the Conscientiousness scale tend to organize things (both time and physical surroundings), to work in a disciplined way toward their goals, to strive for accuracy and perfection in their tasks, and to deliberate carefully when making decisions. Conversely, persons with low scores tend to be unconcerned with orderly surroundings or schedules, to avoid difficult tasks or challenging goals, to be satisfied with work that contains some errors, and to make decisions on impulse.

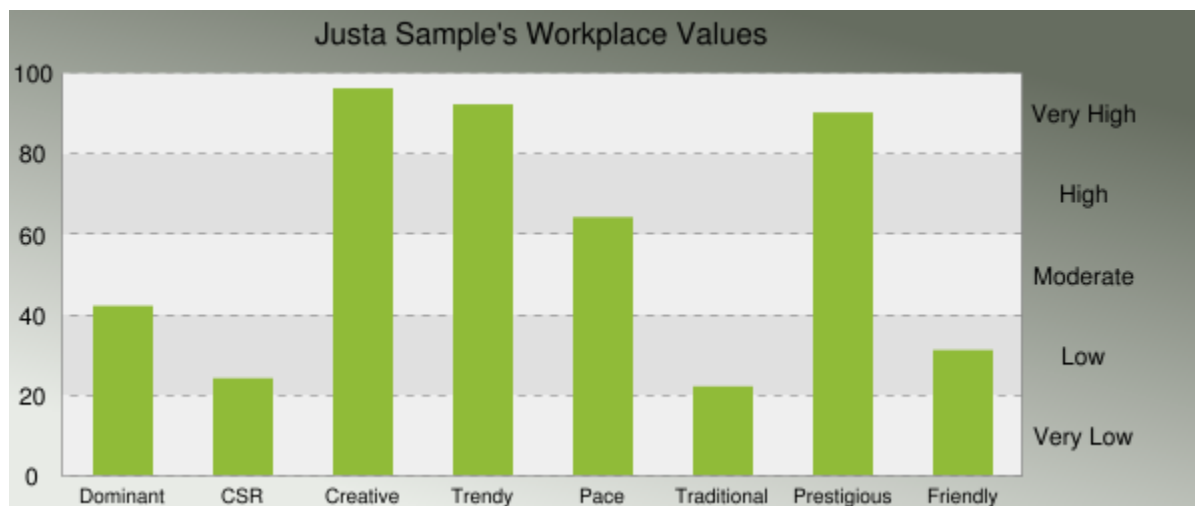
High Conscientiousness

Managing Points:

This candidate's responses are consistent with someone who is High in Conscientiousness. They are organized, neat, punctual and rule following. They are dependable and hard working. They will work late when necessary to get things accomplished. Others know that they can expect things to get done when tasks are assigned to this individual. Details are seldom missed but seeing the 'big picture' can sometimes be challenging for individuals who are very high in Conscientiousness.

Rewarding highly conscientious people is fairly straightforward. They get a lot of satisfaction from getting things accomplished on time. Long ambiguous projects are not their strength so they tend to prefer shorter projects with clear goals they can satisfy and move on to the next project. They are ambitious so promotions and status changes are very effective to reward Conscientious employees.

Workplace Values Profile



Dominant

Individuals who score highly on Dominant values prefer to work for employers who are very large and well known to friends and family. They prefer to associate themselves with a highly recognizable employer whose products and services are recognized around the world. They may view working in a large organization as providing more opportunities for promotions or travel. Low scorers on Dominant values prefer small, intimate work environments. They do not care if people can recognize the organization they work for. They prefer to serve local customers rather than focusing on national or global operations. They would rather help a small company grow than work with a larger, more established organization.

Moderate

Corporate Social Responsibility

Individuals who score highly on Corporate Social Responsibility (CSR) prefer to work for employers who demonstrate concern for the welfare of the community, the environment, and their employees. They value

fair treatment and prefer to work for employers with a social conscience. Low scorers on CSR are very business minded and believe that their primary job is to generate profit for the organization above all else. They are willing to bend the rules to get ahead and do not see a problem with businesses competing by all means possible to succeed.

Low

Creative

Individuals who score highly on creative values have a strong need to express themselves creatively. They work best in environments where innovation and fresh thinking are recognized and rewarded. They tend to get bored in environments where their role is to maintain the status quo. They are turned off by strict rules and guidelines and prefer to 'think outside the box'. Low scorers on Creative values prefer the predictability and security of working in an environment where change is slow and the emphasis is on following established procedures correctly. They tend to get overwhelmed in environments where they are supposed to continuously contribute new ideas and new approaches to doing their jobs.

Very high

Trendy

Individuals who score highly on Trendy values are highly tuned into the pulse of what is 'cool' and popular in their environment. They want to be associated with employers who are seen to be popular and on the leading edge of fashion. They prefer to be associated themselves with organizations whose products and services are seen as sexy and stylish. Low scorers on Trendy values do not care much about the popularity of the products and services they are selling. They view fashion and trendiness as shallow and unimportant.

Very high

Pace

Individuals scoring highly on Pace Values are energized by a fast moving environment. They enjoy the thrill of working in a frantic workplace where deadlines are seen as challenging. They are quickly bored in slow paced environments and lose motivation when there are no clear goals and deadlines to meet. Low scorers on Pace values prefer to work in environments where they have a lot of autonomy over the pace of their work. They like to take their time and get things done right rather than rushing to meet deadlines. They are more likely to get overwhelmed working in frantic, fast-paced environments and will tend to experience stress and dissatisfaction with their jobs in those environments.

High

Traditional

Individuals scoring highly on Traditional values are attracted to organizations who emphasize stability, security and predictability. Individuals scoring low on Traditional values are comfortable with changes and

unpredictability in their work environments.

Low

Prestigious

Individuals scoring highly on Prestigious values prefer to work for high status organizations where they feel respect is given for working for an exclusive employer. They feel good about working for a company that openly displays its wealth and power through luxurious working environments, expensive perks and formal dress. Individuals who score low on Prestigious values prefer to work for a more humble employer who pays less attention to flashy displays of wealth and greater emphasis on products and services.

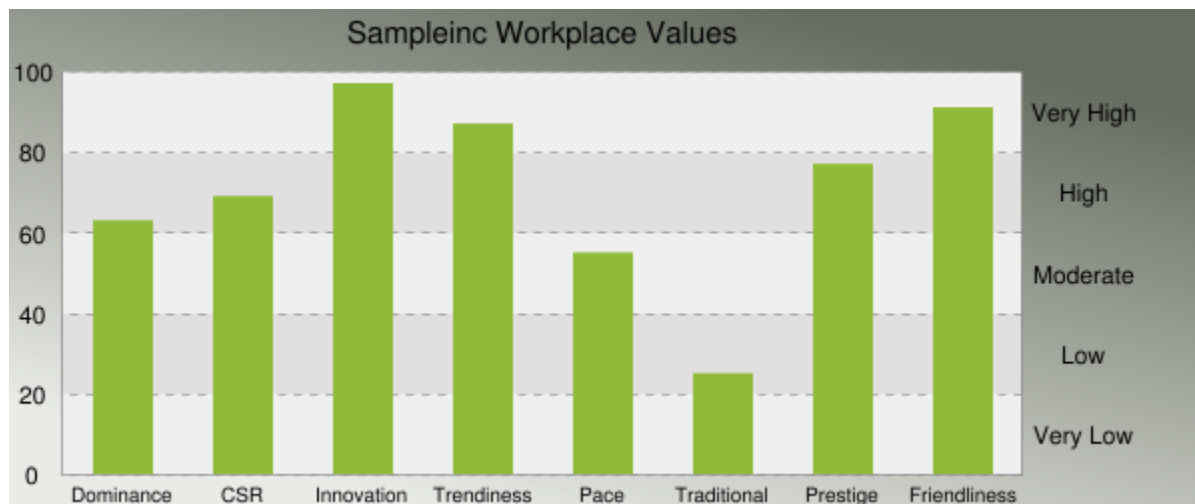
Very high

Friendly

Individuals scoring highly on Friendly values are those that work best in warm, welcoming environments where a lot of positive social activity is available. They want to work in a 'fun' workplace and prefer supervisors who are approachable and lenient. Low scorers on Friendly values are less sensitive to how friendly their co-workers are and are comfortable working alone or in environments where there is a lot of interpersonal conflict. Even low scorers tend to prefer to work in friendly environments, however, they react less negatively to hostile work environments.

Low

Sampleinc Workplace Values



Organizational Dominance

Dominant companies are those that are large in size, global in scope and highly recognizable by most people. Multinational companies that are household names are likely to score highly on Dominance. Small companies with few employees that sell typically to a local market are likely to be low in dominance.

This is a large company that is a major player in national and international markets. Many people would be familiar with this organization and the products and services offered by it. Employees are more likely to identify with and associate with employees their departments and locations rather than the organization as a whole. This company would be a significant employer with a large number of employees.

Organizational Social Responsibility

Corporate Social Responsibility (CSR) refers to the organization's reputation for engaging in practices conducive to being a good corporate citizen. These practices include such activities as treating employees with dignity and respect, adopting environmentally friendly policies, contributing to the local community, and being fair with customers and other stakeholders.

This organization is perceived to be high in Corporate Social Responsibility. Employees are likely to see policies as being predictable and feel that hard work rather than politics is important to get ahead in the organization. The organization is also likely perceived as having fairly well defined environmental practices and generally avoids practices that are harmful to the environment. An emphasis on doing what is right for stakeholders (employees, customers etc.) is usually more important than what is immediately beneficial to the bottom line. CSR is a strong predictor of job satisfaction and turnover for employees. Companies with this profile are likely to experience lower employee turnover than average and tends to attract those with high needs for social justice.

Organizational Innovation

Innovative companies are those that thrive on taking risks and pushing boundaries to succeed in the marketplace. They succeed by and discovering new products and services before their competitors. Employees who fit well with innovative companies tend to value creativity and see change as positive and challenging.

This company is constantly changing and evolving. Products and services are introduced at a very fast pace and the company emphasizes innovation at all costs. The pace of change is very high relative to other companies. New ideas are expected from employees and those not contributing to innovation are likely to feel uncomfortable and will not succeed in the company. Employees who love change and have a strong need to contribute to the creative process will be attracted to this environment. Employees who like predictability and stability in their workplace will almost certainly feel overwhelmed by the pace of change and feel like they are always trying to catch up to new ways of doing things.

Organizational Trendiness

Organizations vary considerably on how trendy they are perceived to be by employees and potential applicants. Trendiness refers to the extent to which organizations are seen to be popular and fashionable. Organizations scoring high on the Trendy scale are described as 'hip' or 'cool' places to work. Products and services in trendy organizations are fashionable and highly popular. Employees attracted to trendy companies tend to be highly conscious of what is fashionable in their environment and may care more about style and perception than substance.

This organization is rated Very High on Trendiness relative to other organizations in our database. Products and services supplied by this organization might be viewed as very cool or very interesting by customers and employees. Employees in this organization are very likely to feel that they identify themselves closely with the products and services they provide. Style is not only important in this organization, it is more important than substance. Employees who are highly concerned about being fashionable or 'hip' are likely to be very satisfied in this organization.

Organizational Pace

Pace refers to the extent to which the work environment is driven by time demands on employees. Some organizations are fast-paced and driven by short term deadlines and goals. Other organizations are slow-paced and have few firm deadlines and often very long range goals.

The workplace can be described as moderate-paced with some work performed to deadlines and employees sometimes being time-constrained to accomplish tasks. Employees have some autonomy over the pace of work but there are some external time pressures on getting work accomplished. In some cases, moderately paced organizations have an uneven pace of work where some employees are very time constrained and others are very autonomous. Employees who prefer a balance between working to structured deadlines and having some autonomy over their work pace will be more satisfied in this environment.

Traditional Organizational Culture

Traditional organizational culture refers to the extent to which the company has a strong corporate approach to doing business versus a more dynamic or informal one. Highly traditional organizational cultures emphasize stability and the status quo. They emphasize predictability over change. This also refers to the extent to which organizations place an emphasis on their history.

This organization is low in traditional culture. It is likely to take significant risks in its business dealings and be perceived as somewhat unstable. This is likely a somewhat informal workplace where there are fewer rules or guidelines established for most processes in the organization. It is common to have fewer layers of management in these companies (i.e., a somewhat flat organization). Many companies with this profile tend to be newer and looking forward to the future to a greater extent than focusing on the past. Employees seeking a leadership role may be less attracted to this type of organization as it offers fewer opportunities for promotion to mid level supervisory positions.

Organizational Prestige

Prestigious companies are those that focus on being perceived to be of high-status by others. Prestigious companies may openly display wealth and hold attitudes such as 'spare no expense' in order to communicate its prominence. Companies scoring low on prestige are considered to be frugal and humble and understated. Employees who want to be perceived to be high-status are attracted to this attribute of the organization.

This company scored High on Prestige compared to other companies in our database. Employees and people outside of the organization are likely to see the company as being somewhat brazen and sure of itself. This is

a high status organization and may be seen as being bold or forward in dealing with other companies. People with a high need to work in esteemed environments are likely to be satisfied working in this organization. Employees who value humility are likely to find this environment to be somewhat too showy for their taste and may be dissatisfied.

Organizational Friendliness

Organizations vary considerably on their level of friendliness. Organizations rated high in friendliness can be described as being warm and welcoming workplaces. Employees tend to enjoy socializing at work with their co-workers. Employees also tend to find supervisors to be both approachable and lenient in their dealings with their subordinates. Our research shows that most employees are attracted to friendly workplaces and feel like they fit in better in that environment compared to unfriendly cultures. Turnover is likely to be higher in organizations that are perceived to be unfriendly.

This organization is rated Very High on friendliness relative to other organizations in our database. Employees feel that the workplace is very welcoming and co-workers are considered to be very friendly. Employees enjoy substantial social interaction at work and most would describe the workplace as being 'fun'. Supervisors in this organization would be perceived as being very approachable and normally lenient in dealing with their subordinates. We have found that organizations scoring very high on friendliness have substantially below average turnover for their industry. Finding employees to fit this type of culture is less difficult than average. In fact, employees who don't fit on other dimensions may sometimes be compensated by very high scores on this particular culture facet which is highly influential for fit perceptions.