

Shadowmatch® Matchme Report

Work Related Relationship

between

Marilyn Monroe

and

Fred Flintstone



[CONFIDENTIAL]

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Introduction

Work related relationships are driven by an experience of winning, fairness, tangible value and acknowledgement. Both parties in the relationship must experience all the aspects that determine the success of the relationship. Both parties must experience a sense of winning. There must be a very high level of fairness - if either of the individuals experience any form of unfair treatment, this will destroy the relationship. A work-related relationship is about tangible value that both parties must gain from the work being done. Last but not least, the relationship must carry acknowledgement for work being done properly. This is especially true when work is of outstanding quality. This report will help you to understand some aspects that will assist you in working together successfully.

Similar Habits

In the following areas of your behaviour the intensity and frequency of your habits are such that you will mostly agree on what needs to be done in a situation. It will be easy for you to find common ground in these areas and the risk of conflict is low. Successful relationships are between people who approve each other's behaviour. If their behaviour patterns are different, these differences tend to generate frustrations that could lead to conflict.

Team Preferences for Work and Play

Relationships are about people and the way they engage with each other. The way we manage our relationship in a one-to-one relationship scenario is influenced by the way we interact with each other when we are part of a group. Such a group can be a social group, a working team or even a public place where there are other people present. You largely share the same preference of working as (or just being) part of a group. This significant similarity can be used in a positive way in your relationship.

Being Efficient When Doing a Job

You are very fortunate in that the efficiencies you show when doing a job is very similar. This should prevent many frustrations from developing in your relationship.

Your Attitude Towards Your World

Your approach to the world you live in is predominantly congruent with each other. There can be differences in the intensity of your attitude given a specific situation, but in the broader sense the congruency on this will help build a positive relationship.

Revisiting what has already been done

The following can be a serious frustration in a relationship: If someone does something, then goes back to check on what he or she has done and then besides just checking, changes the decision or action. You are very similar in this regard and it is a good relationship benefit.

Different Habits

Relationships are very sensitive to behaviours between two people that are different. These frustrations are aggravated if the different behaviours repeat. The following differences can become frustrations as they have the potential to repeat

in such a way that it becomes a point of disconnect between the two of you.

Individual Preferences for Work and Play

We all know that some scientists refer to humans as social beings by nature. This is true, as long as we understand the fact that we are also individualistically inclined. We don't do everything with other people. We do some things without others. Shadowmatch refers to this as our Individual Inclination. In a relationship, this preference can lead to the risk of being disconnected. Marilyn is more prone towards working and acting independently in specific situations than Fred. If you allow each other the space to function independently according to your individual preferences, it should not necessarily lead to discomfort in your relationship.

It is important that the two of you are comfortable with your differences on the habit of Individual Inclination. In the working environment such differences can actually be very positive.

Remember, Marilyn must not expect Fred to work as an individual with the same intensity as Marilyn.

Challenging Habits

In the following areas, your habits are so different that it could become a threat to the long term success of your relationship. Shadowmatch recommends that you work actively on this in order to prevent a break down in the positive experience of your relationship.

Ten Riddles to be Resolved

Do you remember those riddles you had to resolve? Well, this is a very factual indicator. Marilyn got 8 correct and Fred got 4 correct. The difference is substantial. Use it in a positive sense to build your relationship by allowing Marilyn to have a first go at problems of a high complexity. Don't turn this into a competition if the relationship is important to you!

If the work you are doing takes some serious and active application of the mind, Fred might become frustrated with it and Marilyn will enjoy it. Have a discussion on the complexities of the work you are doing and contract with each other how you will best share the work so that each one of you can focus on tasks that are meaningful and best suited to your individual strengths.

Keep in mind that people with high conceptual fitness can sometimes become very intrigued with a problem. This might even have a negative impact on their efficiencies in the workplace because problems become challenges they enjoy. On the other hand, some people choose to rather leave non-critical problems and move on in the interest of work efficiency. This is a great opportunity to discuss your differences and learn from each other.

Taking Ownership of Tasks and Handing Tasks to other People

In comparison to Fred, Marilyn indicated such a habit of taking ownership of a task that Fred might from time to time experience that Marilyn wants to do everything and control everything. Fred might even experience that Marilyn wants to take ownership of all activities in the relationship. This is a concern and you will have to deal with it. The best way to work around this is to try and define your roles and responsibilities within the relationship very clearly.

Fred has a much stronger propensity to hand tasks to other people than Marilyn. Beware, this can become a serious challenge to your relationship especially in cases where Fred wants Marilyn to do these tasks. Be very careful how you work with this difference! During the early stages of a relationship this will not cause conflict, but it could result in a serious point of disconnect later on.

If the propensity to hand a task off to someone else, or to take ownership of that task is this different between two individuals (please have a look at your graph), it can lead to frustrations. You will have to discuss this in order to grow

the success of your work related relationship. Fred finds it easier than Marilyn to allow other people to do things or even to ask other people to do a job. Marilyn prefers to rather do things without asking anybody for help. It is also easier for Fred to fully hand-over a task to someone else to be done than what it is for Marilyn. This can easily complicate a work relationship.

Making Things Simple to Understand and Work with

In comparison to Fred, Marilyn has a much stronger behaviour pattern towards making things simple and resolving problems by breaking them down into simpler components. This can lead to communication challenges and a feeling with Fred that all complexities are not being considered. Fred might even experience Marilyn to over-simplify challenges being faced.

In any type of work relationship this difference will eventually become an issue. You can grow in this by making sure that you understand the work at hand, communicating openly with the aim to understand the complexities of the work you do and not to allow vagueness to compromise your success.

Although this difference is regarded as a potential relationship challenge, it can be turned into a relationship benefit. Fred should play the role of identifying potential complexities in the things you have to do together and Marilyn can then play the role of simplifying these complexities.

Being Resilient and Determined to Keep Going

Your relationship will be challenged when the two of you are working on the same task, or you when are together in a situation where there is a need for toughness, endurance and even when you have to work through something that seems to be impossible. One of the reasons for this is the fact that Marilyn has a much stronger habit of Resilience than Fred. This can lead to many frustrations and unreasonable expectations in the relationship. When you are faced with a tough situation, let Marilyn take control of the task. Remember, Marilyn must take control of the task, not take control of Fred.

Work relationships are very sensitive to behaviour differences when resilience is necessary. In your work related relationship you must be very careful to understand each other on this. Take a simple few examples. Let's say you have to work over time to get a specific job done, Marilyn may want to work till very late whilst Fred might be convinced that the job can be done with less over time and maybe a different approach. Another example will be a situation of working with a problem that hampers progress in the workplace. Fred might prefer to rather work around the problem whilst Marilyn might want to relentlessly work with the problem until it is fully solved.

It will be much easier for Fred to know when to stop with something than it would be for Marilyn. In sensitive situations this will be very valuable for the relationship. Think of an argument or dispute that has no real work related value. It is better to stop than to carry on. Another example: You have started a new process at work and it fails continuously. At a point you have to stop trying and get on with what works. This is the value of less intense habits of Resilience - to know when to stop!

Dealing with a Changing Situation

When you are in a situation of change, Fred will become frustrated more easily than Marilyn. You will have to be very open about your approach to change and communicate clearly what your expectations are because Marilyn may not even think about some of the frustrations being experienced by Fred during a phase of change.

It can become a challenge when some change occurs in your working environment and you, as the two people working together, have differences in the way you engage with these changes. Many working environments are constantly changing - if your working reality changes, make sure you communicate properly in terms of everything that will be influenced, and how you will react to these changes.

Shadowmatch can help you even more with this. Fred will not so easily be convinced that making specific changes are necessary whilst Marilyn will much easier accept change. If you decide to appoint Fred as your 'change critique', it will help Marilyn to honestly rethink the need for change and together you can then shape the detail of what needs to be done.

Active Handling of Frustrations

The way in which two people handle frustrations from within the relationship as well as frustrations from outside the relationship can become a frustration in itself. This happens if those that are involved in the relationship have different behaviours towards the way in which frustrations should be handled. Marilyn tends to be much more active when dealing with frustrations than Fred. This can become a new frustration. It can escalate and become a threat to the relationship.

In a working environment there will always be frustrations. Don't allow your differences in terms of actively engaging with these challenges to become a new frustration.

A simple but practical way of dealing with this is by acknowledging the role you can play when frustrations start to develop. Fred will identify the build-up of frustrations much easier than Marilyn. Use this as an early warning, with the agreement that Marilyn will then respond by addressing the reasons for the development of frustrations in your situation.

Self-Motivation and Independent Energy

The source of motivation for Marilyn is much more from within (own energy) than what it is for Fred. This can easily result in Marilyn participating in activities without Fred for the simple reason that Fred might not be positively energised for the things Marilyn tends to be energised for. If this happens, you run the risk of exclusion and becoming isolated from each other. This can happen where people work together, live together and play together.

In some work relationships this difference can complicate things, especially when we expect from each other to work with the same levels of self-motivation. It will be a very positive discussion point to learn from each other what your different motivators are.

Keep in mind that people with less intense habits of Self-Motivation are not necessarily less motivated. The difference is that they use other sources of motivation such as relationships, specific activities and even specific interests. It will be good to discuss this because it will build a better understanding of each other.

Building Behaviour Patterns that Repeat

Where two people are in any kind of relationship and the one person has a much stronger preference to follow patterns of routine than the other, it can be a relationship threat. In the extreme it can lead to a situation where Marilyn, for instance, actively builds routine patterns and Fred tries to avoid it. You run the risk that this might happen and you will have to discuss how you intend to find a balance.

Work - in general - is for many people a routine event. Routine in the working environment can be discussed and dealt with in a positive way.

Shadowmatch wants to enable you to have a positive discussion. Remember, Fred has less of a preference for a working environment that is repetitive. Marilyn on the other hand is more comfortable with such working conditions. Discuss the following question: How can the two of us keep frustrating repetition away from Fred and how can we keep the frustration from always changing activities away from Marilyn?

Actively Working with Problems

Marilyn indicates a much more active approach than Fred towards solving problems. Both of you might experience this

difference as frustrating because it constitutes behaviour in a relationship that is not in harmony. People with higher Problem Solving habits like Marilyn can easily experience a situation where they feel it is always expected of them to deal with problems at hand. Fred will also tend to leave problems that are not critical and this might in turn frustrate Marilyn. This can lead to blaming and all kinds of relationship complexities.

Work relationships can be very sensitive to a difference on the habit of Problem Solving. Be very careful and rather use your differences to inform your actions and roles when you have to work with problems.

It is good to know that people with less intense habits of Problem Solving have developed very clever ways of working around problems instead of always trying to solve them. This can build your relationship in a positive way because Fred can play a more active role in dealing with problems that can't be resolved as well as problems that will take more energy to resolve than the energy necessary to rather work around the problem.

Responsiveness: Reacting Quickly

Marilyn reacts quicker to a situation than Fred. Sometimes these reactions are not visible to others but Marilyn will be frustrated when Fred doesn't show the same pace and relatively quick reaction time when things need to be done. This can compromise your relationship. You must work towards a pace that works for both of you - Marilyn could be a bit more relaxed and Fred could be a bit more urgent.

When people work together they should preferably find the same pace and response time. Deal with this in a positive way in order to improve your collective success at work.

You must keep in mind that our responsiveness is also related to our priorities. Because we don't experience tasks with the same level of priority, we do not react to them with the same level of urgency. You might also find that you do not have the same experiences of urgency and priority. Please keep in mind that our experience of priority and urgency is not a matter of right and wrong, it is a matter of balance and mutual understanding.

Innovation: Creating and Preferring New Realities

Marilyn is more attracted to new ideas, ways of doing things and innovative concepts than Fred. The difference is such that it can cause all kinds of disconnectedness between the two of you. The problem escalates when the two of you have to decide on something that will influence both. Marilyn is attracted to the more innovative products, processes and technologies whilst Fred prefers the more conservative route. It can create endless frustrations in your relationship.

Sometimes the job people have to do needs strong innovative behaviour and sometimes it doesn't. Discuss the need for innovation in your specific work environment and then find a way in which you can use this difference to contribute to the level of innovation required in your work environment.

Shadowmatch wants you to discuss the following two statements with the aim to win an argument in a fun and enjoyable way. It will show you different perspectives and you will learn from each other. Fred must argue that the world has become obsessed with innovation without really making it a better place. We should rather stick to what we know works best. Marilyn must argue that the world will only be a better place if we could re-invent ourselves.

People Positive and People Preference

All relationships have a very strong people interaction component. In fact, relationships are all about people. The fact that Marilyn will probably be comfortable with a much wider variety of people than Fred can become a serious challenge for the success of your relationship. If we do not approve the way someone engages with people, building a successful relationship with that person can be very difficult. Shadowmatch could identify differences in your answers that constitute possible frustrations.

In a work-related relationship, a lot of complexities can occur where individuals have different habits of engaging with people. The reason for this is very simple: People spend lots of time in their working relationships. If the way they

engage with each other is different, their relationship can become a challenge. Discuss your differences and use it as a positive factor to grow your relationship and understanding of each other.

Fred has the following preferences compared to Marilyn: Less intense people engagement, less tolerance for people related issues, more likely to address the issue when necessary. Marilyn on the other hand has more energy for handling people issues, is more likely to get involved with issues people experience as frustrating and will be more sensitive to small conflicts than Fred. Be aware of this and work with each other with the mutual agreement that we don't have to be the same to work together positively.

Creating and Working with Structures of Discipline

Discipline is not equally important in all relationships. However, if there is a substantial difference - like in your relationship - it can easily become a problem. Marilyn has a much stronger preference to adhere to regulations in a situation where discipline, structure and rules are imposed on people than Fred. This can become a very frustrating scenario for both of you.

You will have to discuss the intensity of discipline necessary for the work you do. It will help you to understand your differences and it will help you understand each other.

Sometimes too much emphasis on discipline can actually be counter productive. Tasks such as design, artwork, writing and innovation flourish amongst people with a more free approach compared to a more structured one. On the other hand, some tasks such as bookkeeping, programming, studying and teaching require more discipline. The fact that the two of you have different habits when it comes to Discipline, can be a wonderful opportunity. Fred can help Marilyn to apply more freedom and Marilyn can help Fred to be more structured.

Actively Dealing with Conflict

Keep in mind that the habit of conflict handling is related to conflict between the two of you as well as the way in which you as individuals handle conflict with people outside of your relationship . Marilyn will be much more active when dealing with conflict than Fred. This in itself can become a reason for conflict to escalate. Your first challenge is to get consensus on how you will handle conflict between the two of you and then on how to deal with conflict when working with people outside your relationship.

Work related relationships can very easily become compromised as a result of conflict. Shadowmatch recommends that you to do some research on conflict handling and discuss your findings with each other. This will help you understand conflict in general as well as your own conflict engagement habits. Your Shadowmatch Full Personal Feedback Report will also inform you further in this regard.

In short, Fred prefers to work around conflict whilst Marilyn will be more willing to engage with conflict actively. (Face it!). Fred can for instance share with Marilyn how to be very selective when dealing with conflict and Marilyn can then share with Fred some of the reasons why active engagement with conflict works.

Helping Others (Altruism)

All relationships have a component of helping each other. Altruism refers to the behaviour of helping someone without expecting something in return. Fred will be easily frustrated when Marilyn helps others just for the sake of helping. Marilyn will however be equally frustrated if Fred doesn't want to help. The difference between the two of you is such that it can become a challenge for the long term success of your relationship.

In the workplace, helping each other can be very important. Start by seeing any individual success as a shared success - this will make it easy to help each other despite the differences between the two of you on this habit. Commit that you will help each other when necessary, even if it is not your habit to help others just for the sake of helping.

With regards to Altruism in the workplace, a difference between two people must be handled very carefully. Remember, Marilyn wants to help other people and Fred is more prone to let people rather help themselves. The situation must lead you. In some situations it is more important to leave people to help themselves and in other situations helping is the right thing to do. Be wise and allow each other to act according to the situation and don't interfere!

Self-Confidence: Trusting Your Own Abilities

Self-confidence in a relationship can become a challenge if the two individuals in the relationship function as equals but their self-confidence is largely different. Shadowmatch sees all people as equal, this is why it must bring your attention to the difference in your respective Self-Confidence profiles. It will be easier for Marilyn to do new things and Fred will be more reluctant to do new things without first testing it in a safe environment. You will have to allow each other these differences or the success of your relationship will be compromised.

In the working environment, differences in self-confidence can cause many frustrations. Please keep in mind, people with lower habits of self-confidence are just more cautious and sometimes more responsible towards the unknown - they want to make sure that things will work before they will do it themselves. You have an opportunity to learn from each other on this, especially given your differences.

Learning from each other is very valuable with regards to Self-Confidence. Fred can teach Marilyn how to apply a bit more caution when doing high risk jobs and Marilyn can help Fred to be more confident when doing new and even high risk jobs. Maybe it could become a small mentorship programme for one to the other!

Being a Leader

Leadership can easily become a sensitive issue in a relationship - especially when leadership is experienced as a boss-type behaviour. In all relationships someone has to take the lead in certain situations. You must discuss this because if your roles are not clear, it can become a problem. Marilyn will be more comfortable to take a leading role than Fred. If your roles however don't allow for this, you have a serious challenge.

The leadership differences between people at work is an issue. Imagine the more senior person in a relationship has a less intense habit of Leadership than the more junior person - this can become a major challenge. Or, as another example, the person with the stronger leadership patterns has less problem solving habits and a decision needs to be made on how to deal with a problem. You will have to be very sensitive towards each other on this and Shadowmatch wants you to discuss this in depth. You might even consider doing the Shadowmatch Leadership Personal Development Programme together with a shared mentor.

Time Management During a Task

Frustrations in relationships are often related to small incidents like the way we utilise our time when performing a task. Fred has been much quicker than Marilyn in completing the Shadowmatch worksheet. If this becomes a pattern it will be a frustration in your relationship. When we do things together and the one is always quicker than the other, it can irritate both individuals. In any relationship we must always try to be sensitive to each other's pace of doing things with the aim to find some middle ground.

Work relationships are often time sensitive. This is just one of those realities we have to accept. Shadowmatch would like to help you with this difference. The best advice is to have a very open discussion on the issue of pace and rhythm when doing things. Discuss this and see if you can find a good match that works for both of you. It will also be a good strategy to check your critical time-lines continuously with one another and establish where you are in terms of being on time and on target.

Conclusion

In conclusion, it is part of human nature to ask: 'Where do we start if we want to build our relationship towards being a more successful match?'. If Shadowmatch has to select one point of advice from all of the above, this is what it would be:

Start by working on the difference you have in terms of your habits of Propensity to Own and Propensity to Hand-off. This has to do with your respective preferences on taking ownership of a task or handing the task to someone else to execute.

Graphs

People Related Habits



MatchMe Individuals:
Marilyn Monroe
Fred Flintstone

Notes:

Task & Object Related Habits



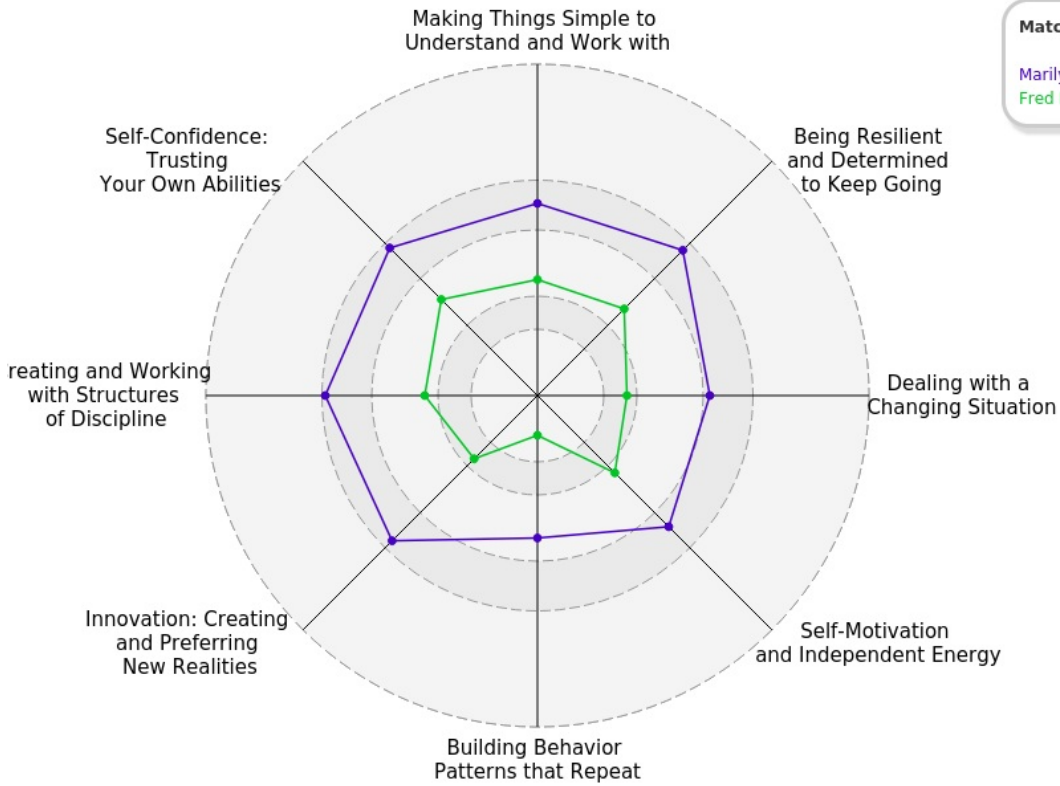
MatchMe Individuals:

Marilyn Monroe
Fred Flintstone

Notes:

Internal (Independent) Habits

MatchMe Individuals:
Marilyn Monroe
Fred Flintstone



Notes:

Attitude Graph

MatchMe Individuals:

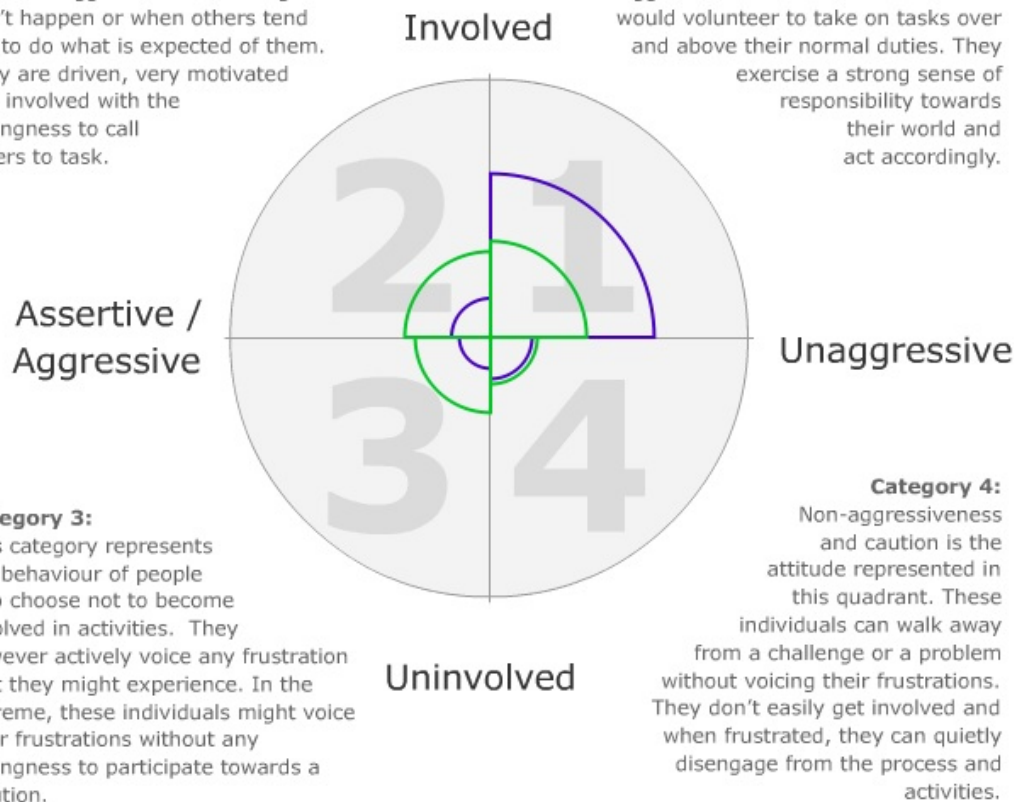
Marilyn Monroe
Fred Flintstone

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.



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