



Presented by:

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This profile provides a picture of a person's behavior based on four tendencies.
All people possess these four behavioral tendencies - but to different degrees.
These four characteristics can be described by colour-related energy.

People with significant **Red behavioral tendencies**:
Like to control their surroundings - they want to achieve goals and obtain results.

People with significant **Yellow behavioral tendencies**:
Like to be at the centre of attention - are innovative, outgoing, and very convincing.

People with significant **Green behavioral tendencies**:
Pursue cooperation - they focus on people, are social, and prefer harmony.

People with significant **Blue behavioral tendencies**:
Seek known surroundings - they are careful and focus on precision and details.

Everybody possesses all four tendencies - but to different degrees.
The relation between the four tendencies creates a pattern which provides information about the focus person's preferences and preferred behavior.
The information in the profile is based on this pattern.

Calculation of the result

Your response (2 x 24 choices) expresses your own view on your own behavior.
The result appears as four columns that indicate your energy within the four tendencies.
The *MOST chart* reflects your self-image or how you want to be ("The way I aim to be")
The *LEAST chart* gives a more neutral reflection of your self-image ("The way I am")
The *TOTAL chart* reflects the combination of your *MOST* and *LEAST* choices.

Analysing the result

Always be aware of the score in the chart if it is close to the transition between the five segments of the diagrams. In this case, there is a risk of an inconclusive result which might influence the result. Therefore, the report must be given by an experienced user who can read a balanced definition of areas where there might be uncertainties.

The report is composed on the basis of the submitted *MOST* and *LEAST* answers.
The report contains a description of the preferences that define the personality that matches your result the most.

Behaviour and Personality





Behaviour is a combination of many factors - personality traits, attitudes, knowledge, etc.
It is especially important to point out the interaction between personality and situation.
It can be summarised as: *Behaviour = (Personality x Situation)*

Use your report

Remember that the descriptions and examples are never completely adequate.
Remember that there are no good or bad patterns. Use the report as a tool to learn more about yourself and to develop your plans of actions.

Don't read too much into the result - look for trends.
Always compare any test result with your own perception.
Seek additional feedback - if there is inconsistency.

Characteristics of the four types

| |  |  |  |  |
|--------------------------------|---|--|--|--|
| Characteristics | <ul style="list-style-type: none"> • Dynamic • Focused • Powerful • Resourceful | <ul style="list-style-type: none"> • Outgoing • Innovative • Spontaneous • Enthusiastic | <ul style="list-style-type: none"> • Loyal • Stable • Friendly • People oriented | <ul style="list-style-type: none"> • Precise • Organised • Disciplined • Detail oriented |
| Motivated by | <ul style="list-style-type: none"> • Prestige • Influence • Making decisions • Creating results | <ul style="list-style-type: none"> • Freedom • Variation • Innovation • Contact with others | <ul style="list-style-type: none"> • Teamwork • Stability • Secure settings • Belonging to a group | <ul style="list-style-type: none"> • Structure • Professionalism • Clear guidelines • Delivering quality |
| "Fears" | <ul style="list-style-type: none"> • Defeat • Failure • Losing prestige • Losing influence | <ul style="list-style-type: none"> • Being alone • Limitations • Losing freedom • Rules and systems | <ul style="list-style-type: none"> • Insecurity • Fast changes • Personal conflicts • Be outside the group | <ul style="list-style-type: none"> • Time pressure • Losing control • Disorder, mess • Making mistakes |
| Manner of communication | <ul style="list-style-type: none"> • Direct • Controlling • Talking not listening • Concrete, outspoken | <ul style="list-style-type: none"> • Inspiring • Speaks a lot • Visible and noisy • Uses the entire body | <ul style="list-style-type: none"> • Dialogue • Listening • Considerate • Speaks gently | <ul style="list-style-type: none"> • Careful • Concrete • Controlled • Professional |
| Team role | <ul style="list-style-type: none"> • Whip • Executor • Initiator • Team leader | <ul style="list-style-type: none"> • Creative • Creates energy • Finds solutions • Positive atmosphere | <ul style="list-style-type: none"> • Involves • Solves conflicts • The social tasks • Pulls team together | <ul style="list-style-type: none"> • Documentation • Trouble-shooter • Ensures quality • Manages details |

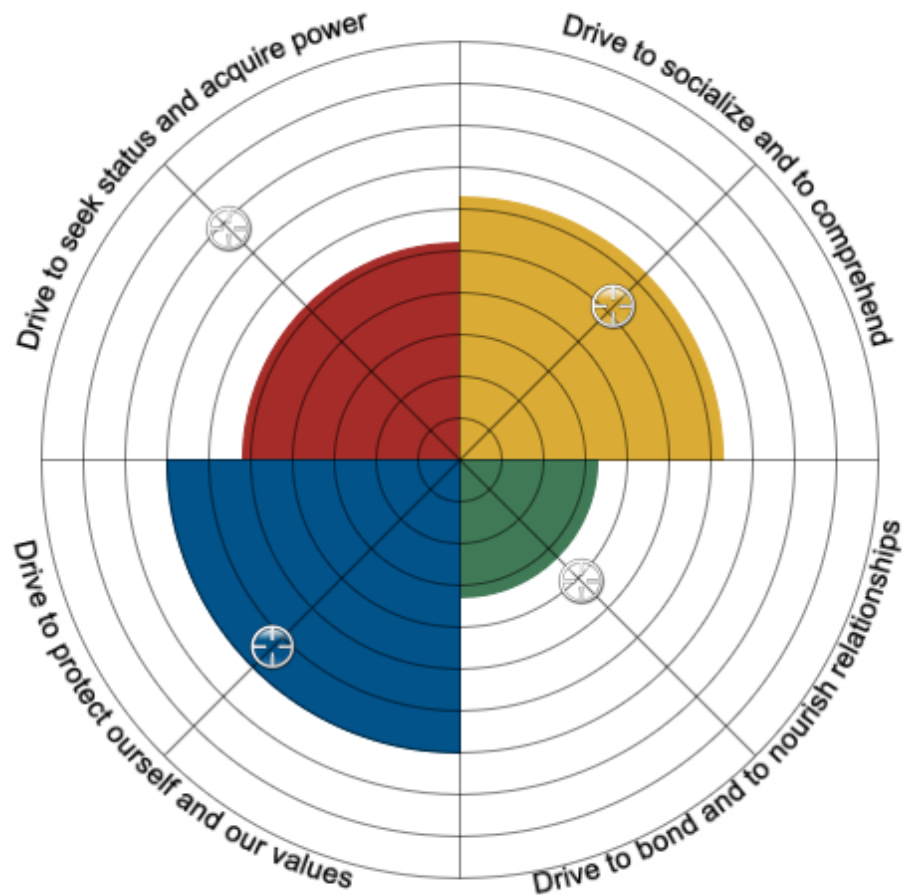


Characteristics

The radargraph to the left shows the tendencies in your profile.

The matrix above describes typical characteristics of the four types.

- What behavioural traits do you recognise in relation to your own primary preference?
- And what behavioural traits do you see in relation to your second highest preference?
- Find specific examples



What does the diagram show?

The diagram shows a total outline of the four behavioral tendencies.
 For each of the four behavioral tendencies, the total score is indicated.
 The size of the four areas indicates how significant the behavioral tendencies are.

The plus marking

For each of the four areas, the "acquired behavior" is marked with grey pluses.
 Marks that are placed further out than the coloured scores indicate that the focus person wishes to strengthen the particular tendency.
 Marks that are placed closer to the centre than the coloured scores indicate that the focus person wishes to moderate the particular tendency.



What does the extended Radar diagram show?

Each of the four behavioral tendencies can be divided into two underlying facets. These eight facets give a more differentiated depiction of the behavioral tendencies. It is not the size of the areas – but the relation between the areas – that is important.

Red facets

- 1.) *Self-focus* - Focus on personal results, tactical, pursues own goals.
- 2.) *Powerful* - Focus on creating results, pursues the groups goals.

Yellow facets

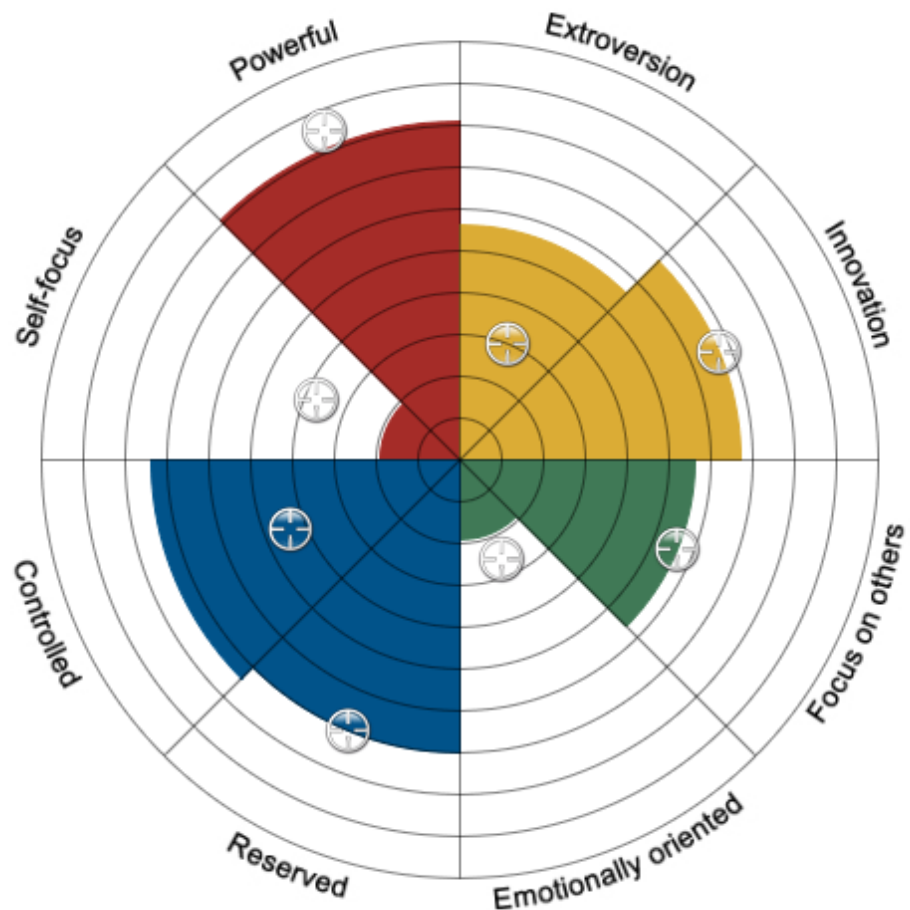
- 3.) *Extroversion* - Focus on creating new contacts, extroversion, new experiences.
- 4.) *Innovation* - Focus on ideas, on breaking down barriers and on creating something new.

Green facets

- 5.) *Focus on others* - Focus on contributing to the common, and focus on the team.
- 6.) *Emotionally oriented* - Focus on emotions, careful and hesitant.

Blue facets

- 7.) *Reserved* - Formal, restrained, quiet, introvert.
- 8.) *Controlled* - Focus on competence - systematic, precise and detailed.

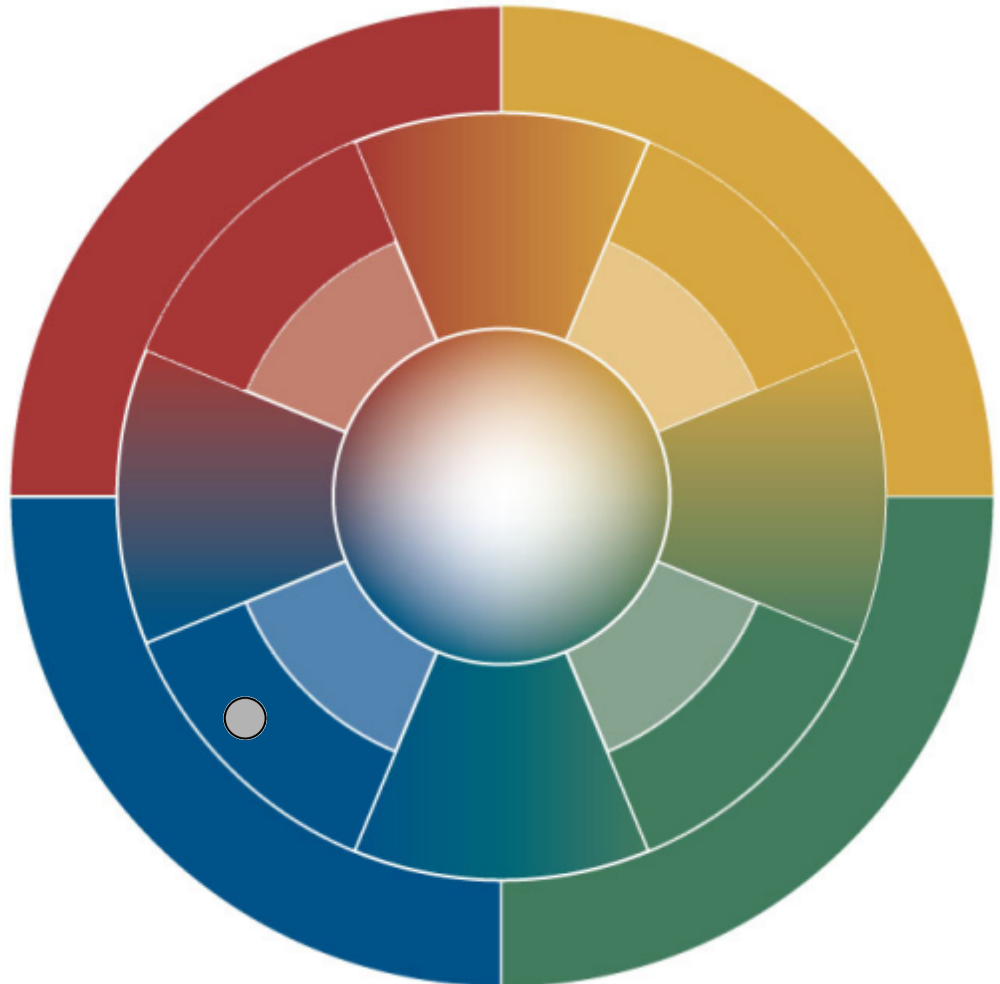


What does the extended Radar diagram Plus show?

Each of the four behavioral tendencies can be divided into two underlying facets. These eight facets give a more differentiated depiction of the behavioral tendencies. It is not the size of the areas – but the relation between the areas – that is important.

The plus marking

For each of the four areas the "acquired behavior" is marked with grey pluses. Marks that are placed further out than the coloured scores indicate that the focus person wishes to strengthen the particular tendency. Marks that are placed closer to the centre than the coloured scores indicate that the focus person wishes to moderate the particular tendency.



What does the wheel show

The Teamwheel shows your preferred behavioral style.

Your location is calculated based on your score on the four tendencies.

Your location is calculated from your most characteristic behavioral tendencies.

The score in the outer ring indicates a profile with a high score in one particular area.

The score in the inner ring indicates a broad profile with levelled scores in three areas.

The score in other locations indicates a combined profiles - with high scores in two areas.

Doris Muster are most consistent with the behavioral type: Blue Energy.

Doris works best in places and situations where everything is organised.

If there is a lack of structure and if the workday is characterised by aimlessness, she can get discontented and uneasy.

Doris seeks to meet the demands that are made of her. She prefers established systems to manage and regulate her daily tasks. If these do not exist, she will try to set them up. She is careful and hard-working and she can work long and concentrated with the tasks.

Doris prefers to be able to solve her tasks carefully and, therefore, does well when there are well-functioning systems.

Doris often has a logical approach to tasks and bases her conclusions and actions on valid data.

She prefers to present her solutions in writing in order to ensure accurate communication. She only speaks when she is quite sure that she is right.

Doris is mostly formal when she is together with other people. This is distinct when she meets a person for the first time.

Her formal appearance can make some people regard her as arrogant.

When Doris is together with other people, the relationship is characterised by her formal approach and logic and some people may therefore regard her as insensitive. However, this is rarely characteristic of her.

Doris seeks stability and time to examine proposals and changes before they are proceeded with.

Therefore, she can be regarded as quiet and reserved in some situations.

If there is little or no time to wait for her feedback, her cautiousness can by some people be interpreted as incompetence. Since competence is essential for Doris, this may offend her.

Doris finds that rules and agreements are made to be kept. If someone cannot live up to this, she may react somewhat bombastically and directly.

Facts and concrete evidence are necessary if Doris is to be convinced.

If she is convinced about a task, she will work disciplined and persistently. Instructions and agreements will most often be followed very consequently.

Doris prefers set procedures that state whom she has to obey.

A predictable and comfortable environment will mostly increase her motivation.

If instructions and procedures can be written simply and precisely, she will prefer this.

Doris presents her own proposals in a diplomatic and quiet way to avoid unpleasant reactions and conflicts. If a conflict should arise, she will most often withdraw and wait until she is asked to contribute.

Doris willingly solves tasks that require precision and high quality. If the task is precisely defined, it is safe to leave the responsibility to her and expect a solution.

This is how Doris is to work with:

Doris is good at working alone – but can also work in teams.

She will, however, prefer teams with people, whom she knows in advance.

When a task is delegated you can trust Doris to solve her part. On the other hand, she might have difficulties in accepting if others do not solve their part of the task as agreed. However, she rarely relays this.

As a colleague and team member, Doris will often be able to contribute with a highly professional knowledge within her area of specialisation. Others will be able to get detailed knowledge and advice by consulting her.

Socially, Doris keeps a little distance, but those who come closer will meet a loyal colleague and few will also experience the privilege of gaining a long-standing friendship.

Doris is not very good at handling emotions and emotional people. Arguments based on emotions rather than facts can be difficult for her to relate to and therefore they are not given much consideration.

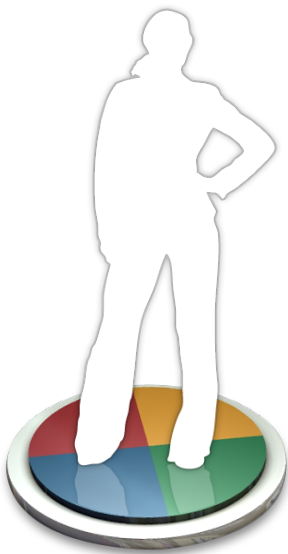
If, on the other hand, you are able to argue logically for and substantiate your views by means of written communication, you will often be able to gain support and respect from Doris.

Doris does not always find it easy to make final decisions and therefore appreciates team members or managers who can do this – or whom she can consult before making a decision.

Doris is punctual and does all she can to keep set agreements and deadlines.

Doris is aware of the fact that some people are less analytic and systematic than she is herself and that they might need help with structuring their task solving and keeping agreements.

The overall attitude is: *Results are achieved by following agreements and procedures.*





Average score

- Loyal to the goal
- May take chances
- Emphasises facts
- Can be directing
- Practical-oriented
- Self-aware
- Considered
- Self-critical
- Helpful
- Realistic



Average score

- Enjoys company
- Influences others
- Emotionally involved
- Pleasant to be around
- Open
- Interested in new things
- Generally positive
- Can be suspicious
- Responsible
- Communicative



High score

- Accurate
- Values accuracy
- Has self-control
- Detail-oriented
- Pig-headed
- Analytic
- Uncompromising
- Careful
- Precise
- Regular



Low score

- Alert
- Restless
- Handles excitement
- Alert
- Can be spontaneous
- Impatient
- Likes new things
- Open to change
- Independent
- Rarely gives in

What does the matrix show about Doris?

The matrix above shows examples of a typical behavior for Doris.

The statements within each field have been selected from her actual scores.

The result in the matrix is thus individually calculated for each of the four factors.

Guideline to the matrix

- Mark the statements that you find are matching your own perception.
- Mark the statement that you find to be the least precise.
- Get a second opinion from people who know you – do they agree with your assessment?



Average score

- Sociable
- Courageous
- Adapts to new situations
- Considers risks
- Likes to take part in decision making
- Does not always think in results
- Seeks to achieve the goals
- Can work alone and with others
- Shifting diligence (concentration)
- Focus changes between quantity and quality



Average score

- Manages investigative activities
- Accommodating
- Reasonable level of activity
- Open to new things
- Likes to be around others
- Prefers an informal working environment
- May find it difficult to focus
- Can manage routine tasks
- Can cooperate with others
- Completion can take time



High score

- Careful and thorough
- Accurate and precise
- Follows standards and routines
- Respects rules and norms
- Prefers a calm environment
- Systematic and analytic
- Good at routine work
- Likes to work alone
- Sensitive to criticism
- Somewhat circumstantial



Low score

- Active and acting
- Not particularly important
- Team player – if it is worthwhile
- Can make a solo effort
- Attentive to common goals
- Would prefer not to work with routine tasks
- Not good at solving conflicts
- Finds social relations less important
- Participates in meetings, discussions, etc.
- Might become restless

What does the matrix show about Doris?

The matrix above shows examples of a typical behavior for Doris.

The statements within each field have been selected from her actual scores.

The result in the matrix is thus individually calculated for each of the four factors.

Guideline to the matrix

- Mark the statements that you find are matching your own perception.
- Mark the statement that you find to be the least precise.
- Get a second opinion from people who know you – do they agree with your assessment?



Motivated by:

- Ability to act
- Have some influence
- Being asked
- Some competition
- Being respected

Demotivated by:

- Low degree of influence
- Too few challenges
- Not being able to use abilities



Motivated by:

- Possibility to decide for him or herself
- Some self-determination
- Possibility to think new
- Possibility to get attention
- Possibility of external contact

Demotivated by:

- Too many limitations
- Too many rules
- Too many repetitions



Motivated by:

- Having control
- High level of systematics
- Controlled situations
- Chance of immersion
- Being able to demonstrate competence

Demotivated by:

- Uncertainties
- Low degree of control
- Unfamiliar situations



Motivated by:

- Having a target
- Being able to decide
- Having impact
- Being able to deliver results
- Being able to take the lead

Demotivated by:

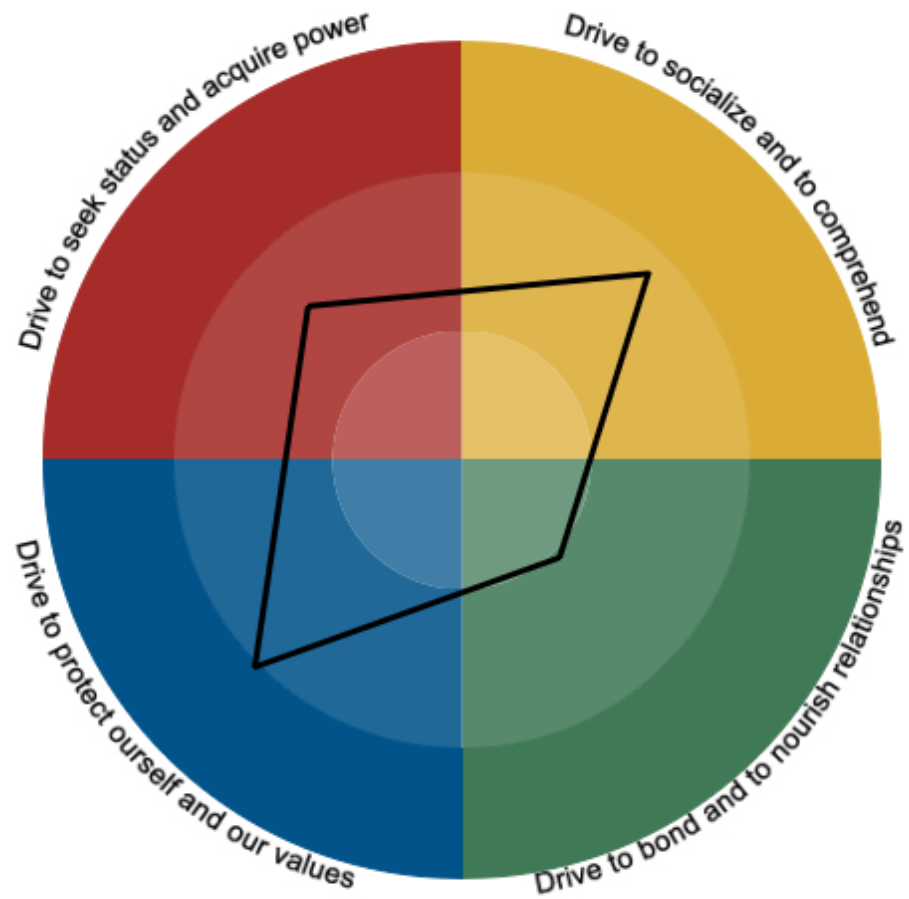
- Low degree of influence
- Being dependent on others
- Not being able to achieve results

What does the matrix show about Doris?

The matrix above shows examples of what motivates and what demotivates Doris. The statements within each field have been selected from her actual scores. The result in the matrix is thus individually calculated for each of the four factors.

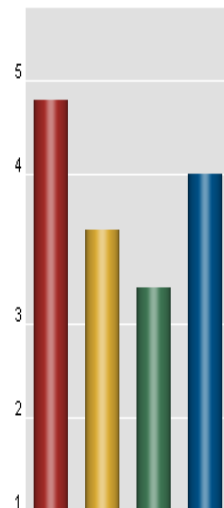
Guideline to the matrix

- Mark the statements that you find are matching your own perception.
- Mark the statement that you find to be the least precise.
- Get a second opinion from people who know you – do they agree with your assessment?

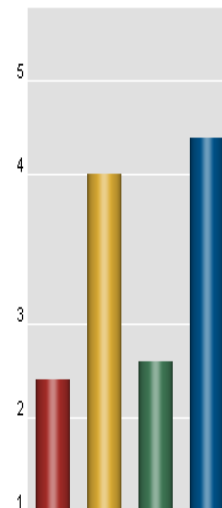
**What does the "Spiderweb" show?**

The matrix is a graphic presentation of the total result.
The diagram gives an overview of the complete profile.
The diagram is also used in the Team Profile.

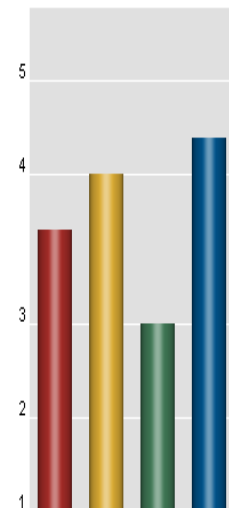
Acquired Behavior



Intuitiv Behavior

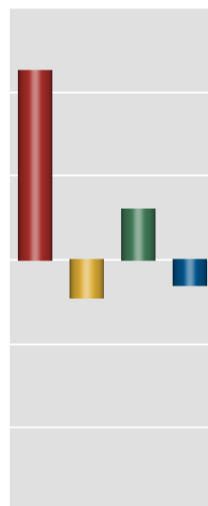


Total

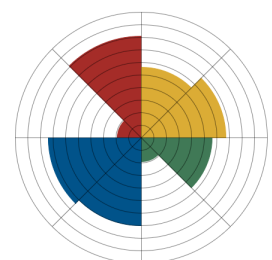
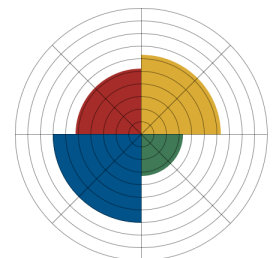


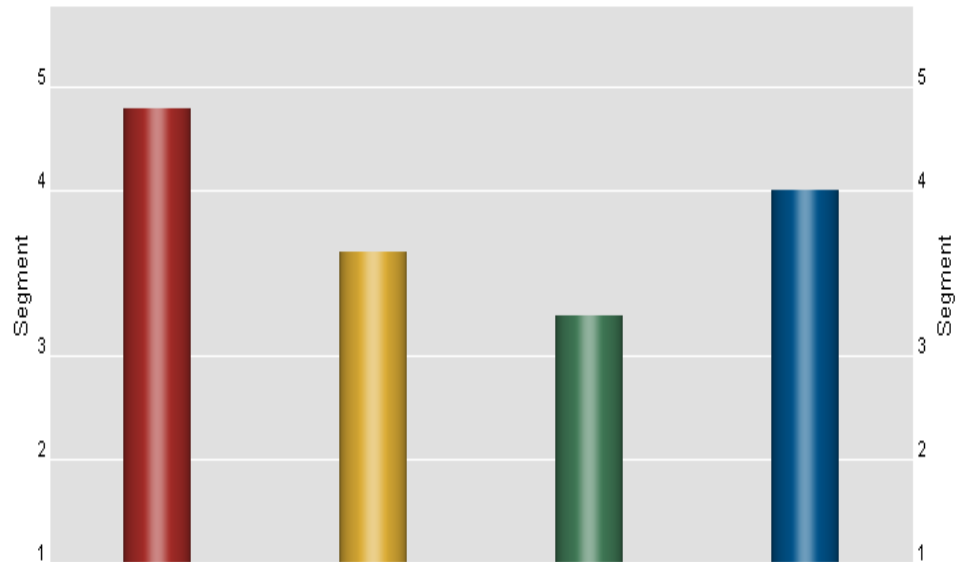
Preference Flow

Seeking to increase



Seeking to reduce





This graph for Doris is characterised by the fact:

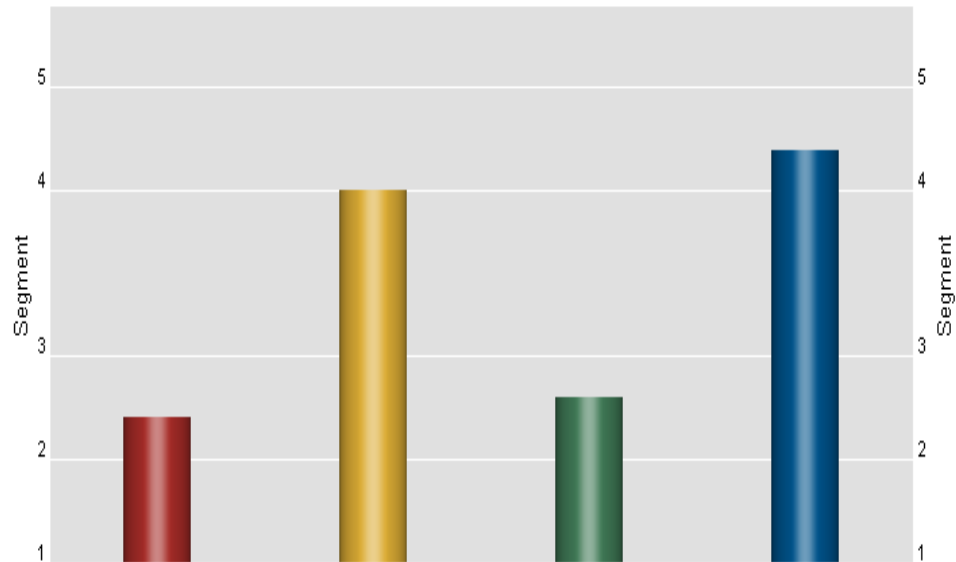
- that **the red factor** is high ,
- that the other three factors are lower, possibly in the same segment.

A high red factor is an indication for the fact that Doris strives towards appearing as:

- A strong person
- Goal-directed and result-oriented
- A person with influence
- A person with control over things

Guideline to the diagram of acquired behavior:

- The "public self-image"
- As Doris would like others to see her
- An image of Doris's active behavior
- As a reaction to her own and the surrounding's expectations
- The challenges in the surrounding that she aims to meet
- The behaviour that Doris aims to develop



This graph for Doris is characterised by the fact:

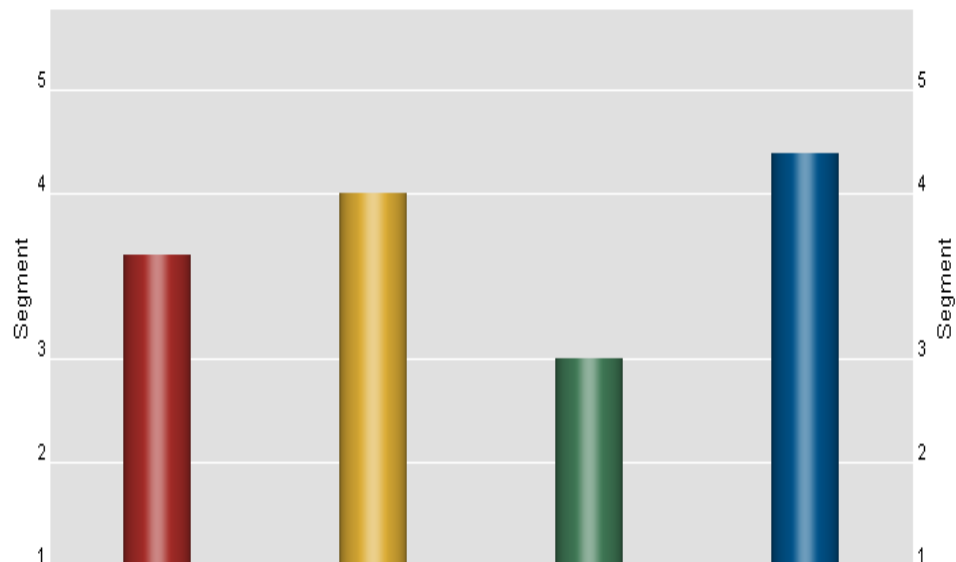
- that **the blue factor** is high,
- that the other three factors are lower.

A high red factor can be interpreted as an indication of the fact that, being under pressure, Doris is:

- Careful and precise
- A loyal and conscientious person
- A discrete and calm person
- Hard working

Guideline to the diagram of instinctive behavior:

- Doris's instinctive behavior
- How Doris acts intuitively
- The natural behavioural tendency for her
- The behavioural tendency that she carries in her "mental baggage"
- An image of Doris's behaviour under pressure

**What does the diagram show regarding the total result?**

The total diagram shows the adaptation of the instinctive and the expectations of the surroundings – "the combined self-image". Acquired behaviour shows Doris adaptation to the expectations from the surroundings. And the instinctive behavior shows a more instinctive or original image.

The diagram is based on the largest amount of data and thus the most valid and reliable. Interpretations and descriptions in the report are generated on the basis of this result.

Guideline to the diagram:

- The total image of Doris
- The combined total image – the balance between the inner and the exterior
- The combination of "the Acquired" and "the Intuitive"

Find and use your strengths

It gives energy, joy, and enthusiasm to use your forces.

A force may be overused; you can often increase your strength by moderating the behavior in areas where the behavior is used too much.

Weaknesses can often be *behavior "not falling you naturally"*.

NB: Weaknesses are often what is complementary to your strengths.

Use your strengths optimally

How will you use your greatest strengths in the future?

How can you reach the top of your strengths - and keep on top?

Strengthen the weak areas.

Choose one to two areas - you cannot do everything at once.

Prioritise - and pick the "lowest hanging fruit" first.

| | My strengths now | Strengths I will preserve |
|------------------------|----------------------------------|--------------------------------|
| Current stage behavior | | |
| | Behavior I would like to develop | Behavior I would like to avoid |
| Future stage behavior | | |

Other Profile and Analysis Tools

e-stimate international offers other profile tools targeted at different areas.
Below, you will find a short presentation - find more at www.e-stimate.com
or contact us at: info@e-stimate.com

e-strength

Based on positive psychology.
Uncover your greatest personal strengths.
Adapted to Business culture and based on a business norm group.

e-fivefactor

The Five Factor model, also called Big Five, shows five pillars in personality.
The profile is based on the International Personality Item Pool, the NEOAC model.
Adapted to Business culture and based on a business norm group.

e-compass360

A flexible tool tailored to a 360 degree feedback - to performance development.
Quick and easy to use - comprehensive and comprehensible report

e-nalyzer

A flexible survey tool for employee and customer satisfaction.
Quick and easy to use - comprehensive and comprehensible report

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