



Presented by:
e-northamerica inc.

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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 color-related energy.

People with significant **Red behavioral tendencies**:

Like to be in control of their surroundings - they want to achieve goals and obtain results.

People with significant **Yellow behavioral tendencies**:

Like to be at the centre of attention - they are innovative, outgoing, and convincing.

People with significant **Green behavioral tendencies**:

Pursue cooperation - they focus on people, are sociable, and prefer harmony.

People with significant **Blue behavioural tendencies**:

Seek known surroundings - they are careful and focus on precision and detail.

Everybody possesses all four tendencies - but to different degrees.

The relationship between the four tendencies creates a pattern providing more information about the focus person's preferences and preferred behavior.

The information provided in the profile is based on this pattern.

Calculating the result

Your responses (2 x 24 choices) express your own views on your behavior.

The result appears as four columns indicating your energy within the four tendencies.

The *MOST chart* reflects your self-image or how you would like 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 pay attention to 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 profile is compiled on the basis of the submitted *MOST* and *LEAST* answers.

The profile contains a description of the preferences that define the personality that best matches your results.

Behavior and Personality

Behavior is a combination of many factors - personality traits, attitudes, knowledge, etc.

It is especially important to note the interaction between personality and situation.

It can be summarized as: *Behavior = (Personality x Situation)*

Use your report





Remember that the descriptions and examples are never completely satisfactory.

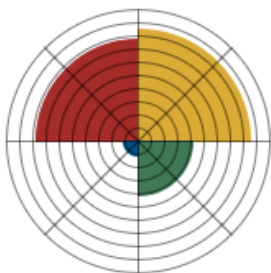
Remember, too, that there are no good or bad patterns. Use the profile as a tool to learn more about yourself and as a basis from which to develop your plans of action.

Don't read too much into the result - instead, look for trends.

Always compare any test result with your own perception.

Seek additional feedback if there are inconsistencies.

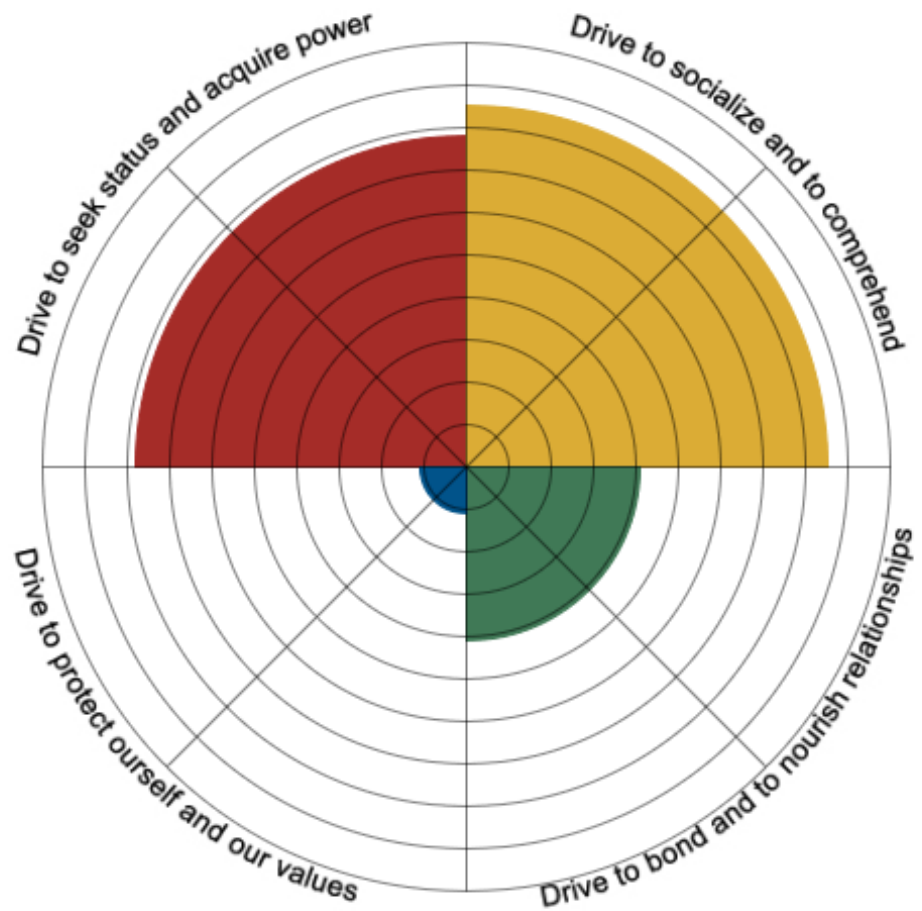
				
Characteristics	<ul style="list-style-type: none"> • Dynamic • Focused • Powerful • Resourceful 	<ul style="list-style-type: none"> • Outgoing • Innovative • Spontaneous • Enthusiastic 	<ul style="list-style-type: none"> • Loyal • Stable • Friendly • People oriented 	<ul style="list-style-type: none"> • 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 radar chart to the left shows the tendencies in your profile.
The matrix above describes typical characteristics of the four types.

- Which behavioral traits do you recognize in relation to your primary preference?
- Which behavioral traits do you see in relation to your secondary preference?
- Find specific examples



What does the diagram show?

The diagram shows a total outline of the four behavioral tendencies.

The total score is indicated for each of the four behavioral tendencies.

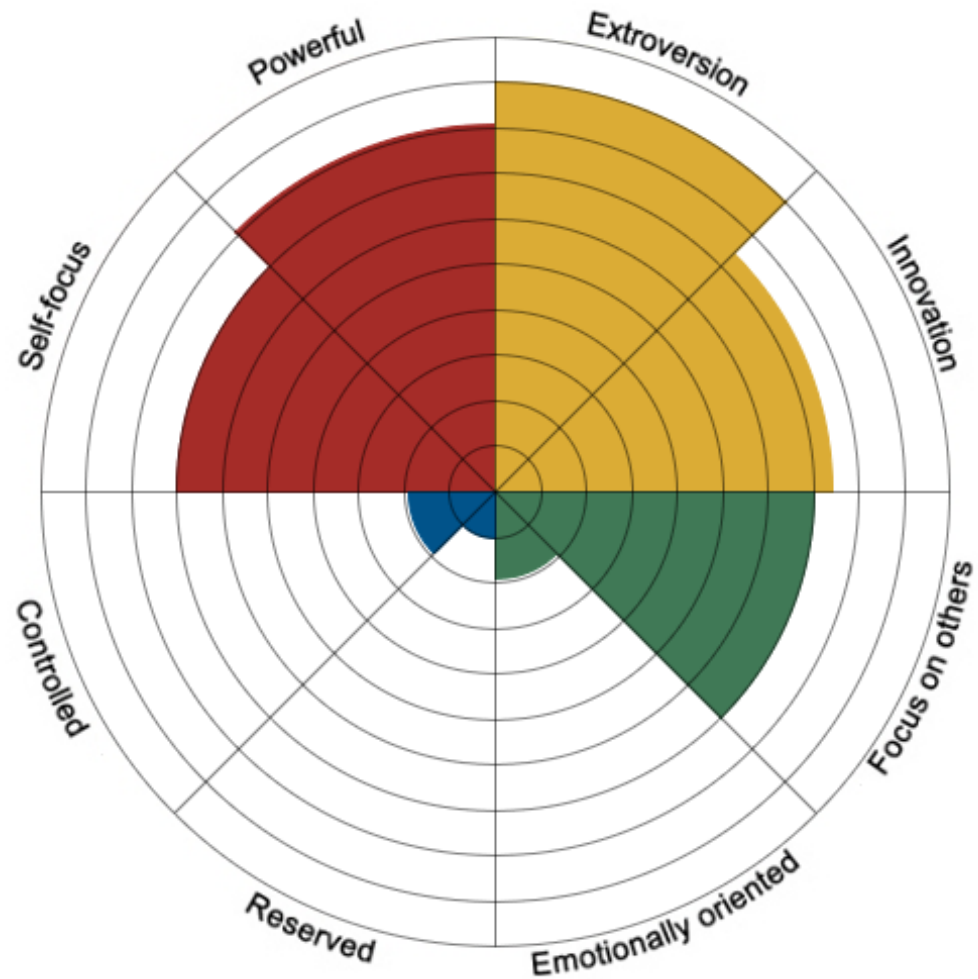
The size of the four areas indicates how significant the behavioral tendencies are.

The plus marking

For each of the four areas, the "acquired behavior" is marked with gray pluses.

Marks that are placed further out than the colored scores indicate that the focus person wishes to strengthen the specific tendency.

Marks that are placed closer to the centre than the colored scores indicate that the focus person wishes to moderate the specific tendency.



What does the extended radar chart show?

Each of the four behavioral tendencies can be divided into two underlying facets. The resulting eight facets give a more differentiated picture of the behavioral tendencies. It is not the size of the areas – but the relationship between them that is important.

Red facets

- 1.) *Self-focus* - Focuses on personal results, tactics, pursues own goals.
- 2.) *Powerful* - Focuses on creating results, pursues the group's common goals.

Yellow facets

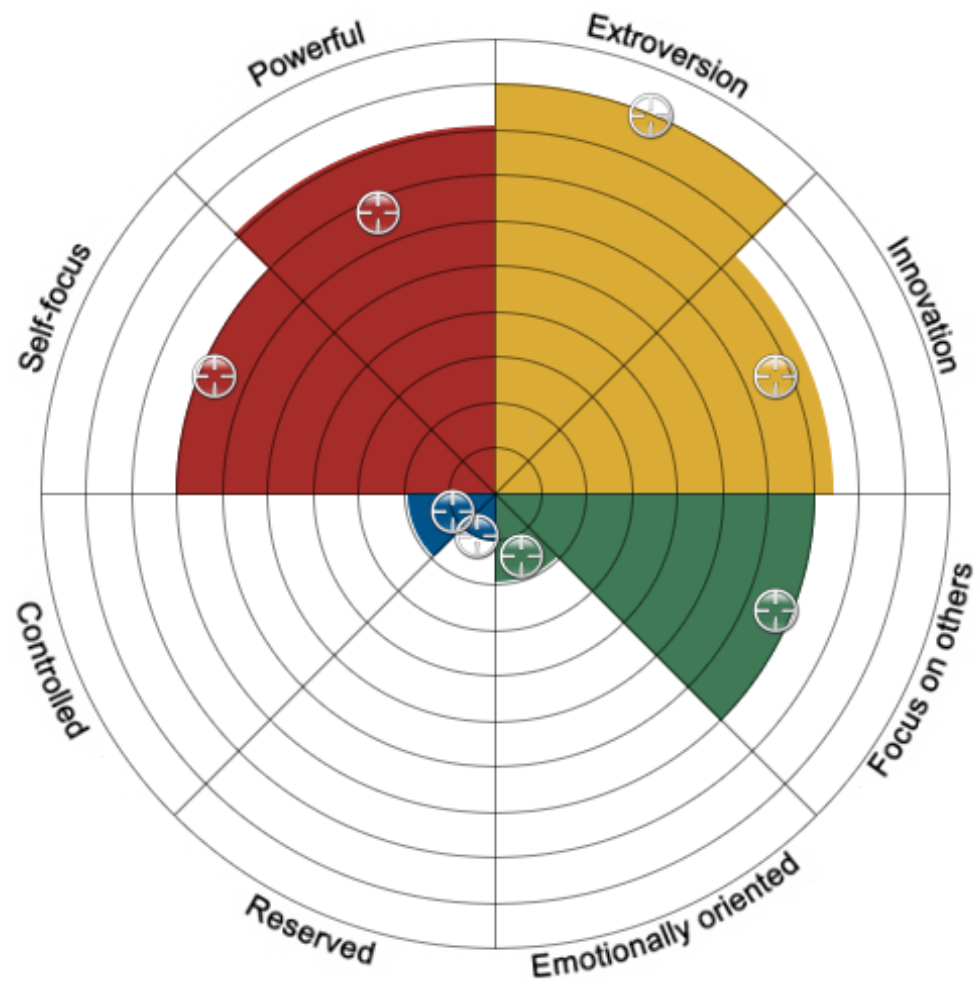
- 3.) *Extroversion* - Focuses on creating new contacts, new experiences, is extrovert.
- 4.) *Innovation* - Focuses on ideas, on breaking down barriers, and on new ideas.

Green facets

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

Blue facets

- 7.) *Reserved* - Is formal, restrained, quiet, introvert.
- 8.) *Controlled* - Focuses on competence, is systematic, precise and detailed.



What does the extended radar chart plus show?

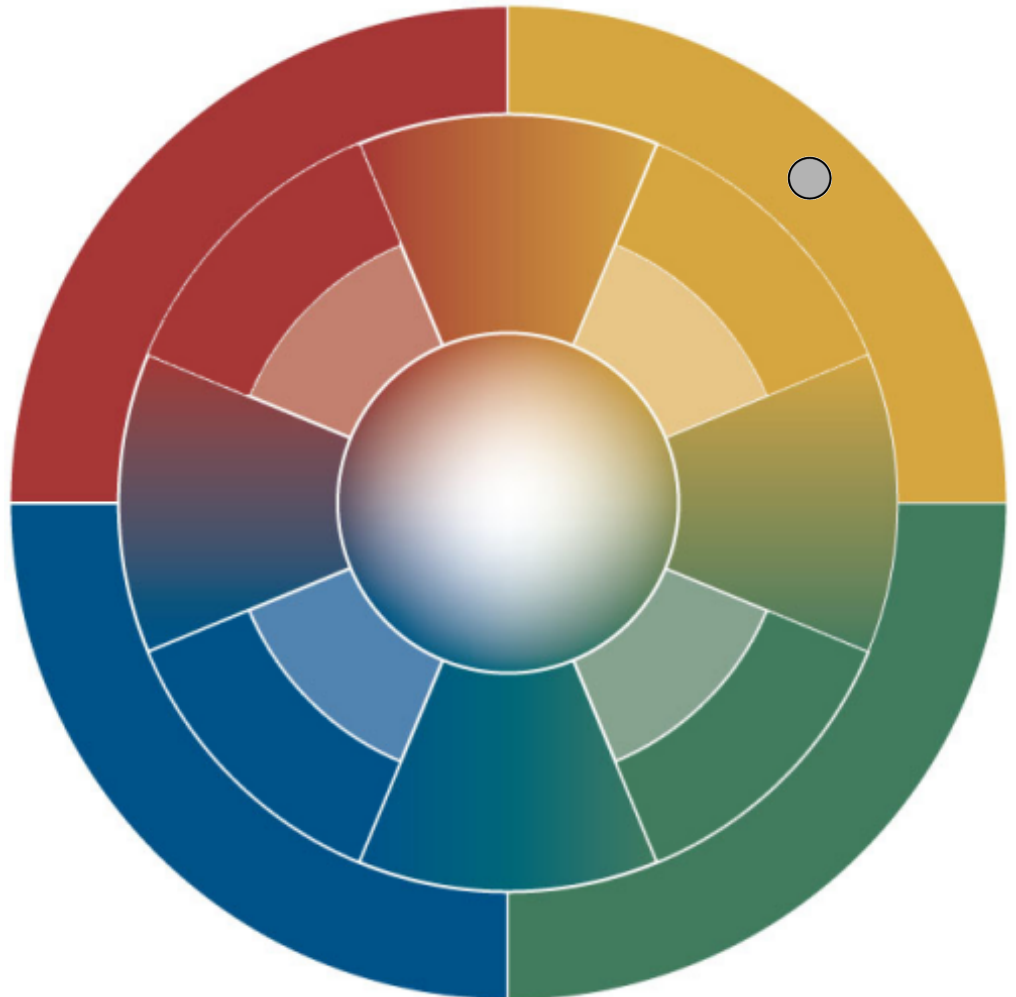
Each of the four behavioral tendencies can be divided into two underlying facets. These eight facets give a more differentiated picture of the behavioral tendencies. It is not the size of the areas – but the relationship between them that is important.

The plus marking

For each of the four areas, the "acquired behavior" is marked with gray pluses.

Marks that are placed further out than the colored scores indicate that the focus person wishes to strengthen that specific tendency.

Marks that are placed closer to the centre than the colored scores indicate that the focus person wishes to moderate that specific tendency.

**What does the wheel show?**

The Team Wheel shows your preferred behavioral style.

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

Your location on the wheel 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 profile with high scores in two areas.

Sandra Smith is most consistent with the behavioural type: Significant Yellow Energy.

Sandra is spontaneous and enthusiastic and sees possibilities where other people see obstacles.

She is a typical initiator, she gets many ideas and sees innumerable possibilities.

Sandra easily comes across as enthusiastic and she often acts at a rapid pace.

She wants constant change and development.

Therefore, she requests highly motivating and varied work and may tend to go at it by herself.

There is little or no resistance to change.

On the contrary, she enjoys everything that is new and exciting and inspires others to also try new things.

Sandra often engages in many different things at the same time – maybe too many.

She is adventurous and courageous.

A personality that influences her surroundings with a crusading spirit and change.

She is not afraid to take chances because she believes that she can manage everything.

She prefers not to be governed and does not appreciate control and details.

She makes rules according to needs – at any given time, the end justifies the means.

Sandra thinks quickly, recognises "unusual approaches" and has a good sense of humour.

She often expresses herself with vivid and metaphorical language trying to convince other people about her own ideas and thoughts.

Sandra therefore easily creates a great enthusiasm around herself.

She is very talkative and very visible!

She is very extrovert and likes to be the centre of attention. She also likes to attend parties and to have people around her. Furthermore, she is a good communicator.

Sandra prefers an informal and relaxed atmosphere.

People immediately take a liking to her as she is often both funny and inspiring to be with.

She is often the centre of attention. However, Sandra primarily uses her acquaintances to gain appreciation and recognition, but she rarely gets deeply involved in other peoples' needs – so acquaintances rarely become close friendships.

Sandra is capable of functioning in a disorganised environment – and can be quite disorganised herself.

She can, however, become organised – if necessary – but it might be temporary and shallow, e.g. tidying her desk by hiding the mess in a drawer! It can be more permanent if she can see clear advantages by this.

Few incentives are needed to affect her motivation for having new goals and projects and, as a consequence, she can easily lose focus on projects that have been started.

The constant quest for new ways of doing things and the creation of new opportunities, combined with a lack of respect for the status quo, implies that she may appear as unpredictable.

This is how Sandra is to work with:

Sandra has a straightforward nature and is often good at making other people relax.
She can break the ice in a group if the process is a little slow.

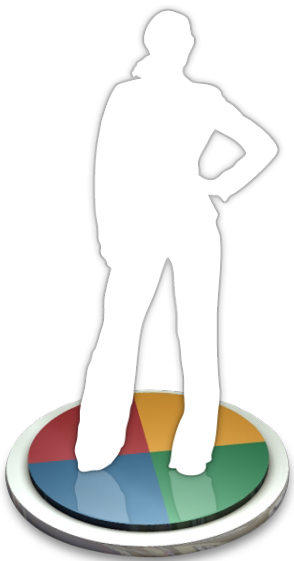
She often praises the people around her and pats them on the back
- but finds it more difficult to handle criticism and conflicts.

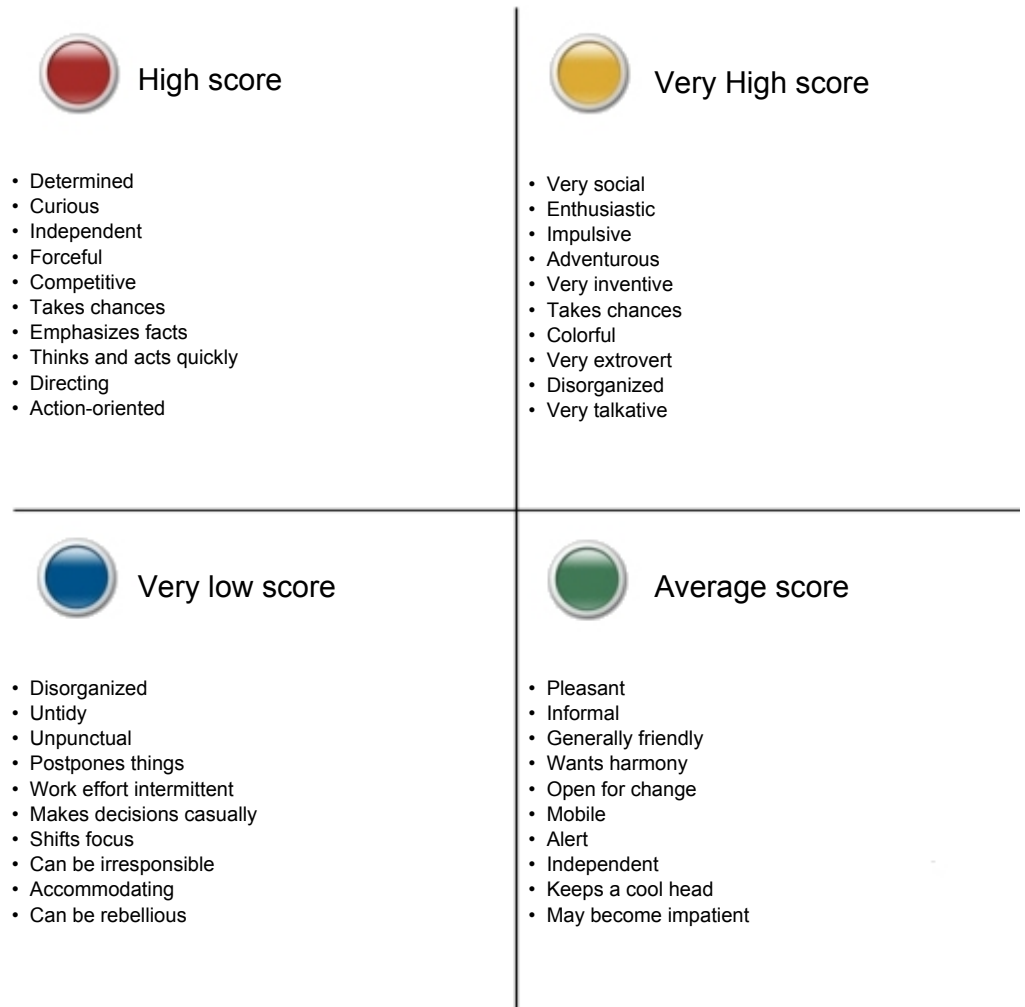
Sandra often finds it difficult to say no.

Sandra thinks that she can manage to do everything.
she often does just that - but just as often, it happens that she does not manage what has been agreed and she tends to be late for appointments. Usually, this is due to the fact that she has estimated the time required too optimistically.
She is rarely aware of the fact that other personality types may have a different attitude to such situations.

When she is under pressure, she can get careless and tend to let things slide or accept other peoples' attitudes and ideas without scepticism.

The overall attitude is: *See me – hear me!*





What does the matrix show about Sandra?

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

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 match 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 matrix show about Sandra?

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What does the matrix show about Sandra?

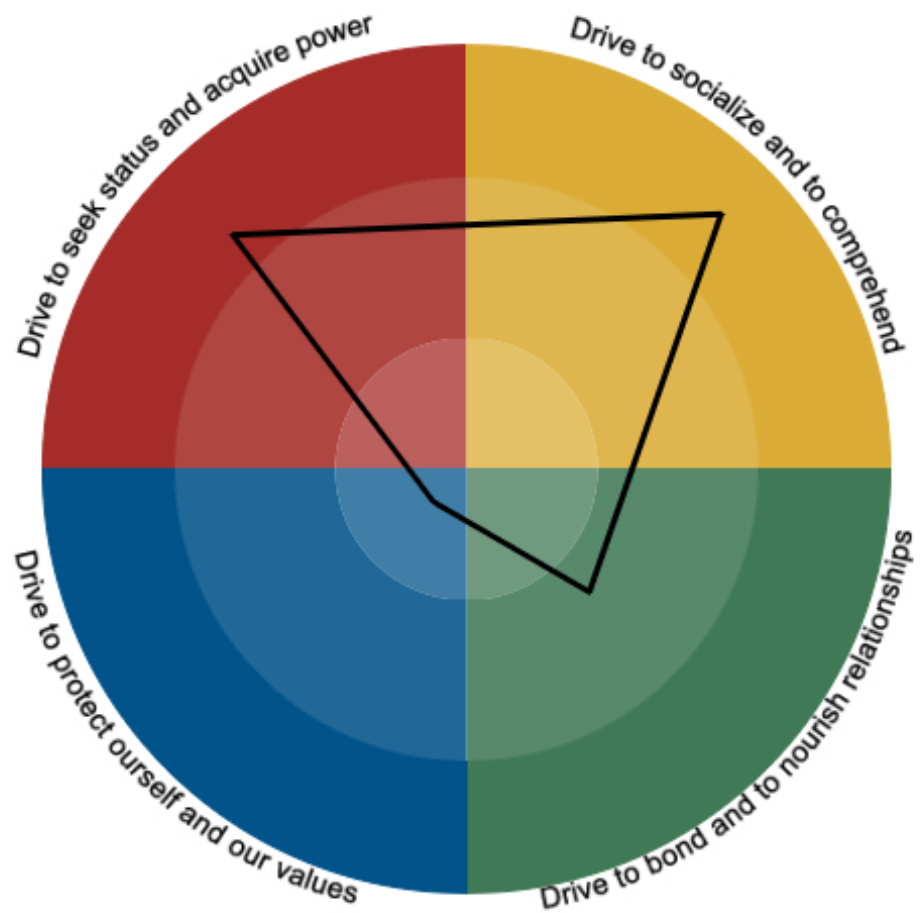
The matrix above shows examples of what motivates and what demotivates Sandra.

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

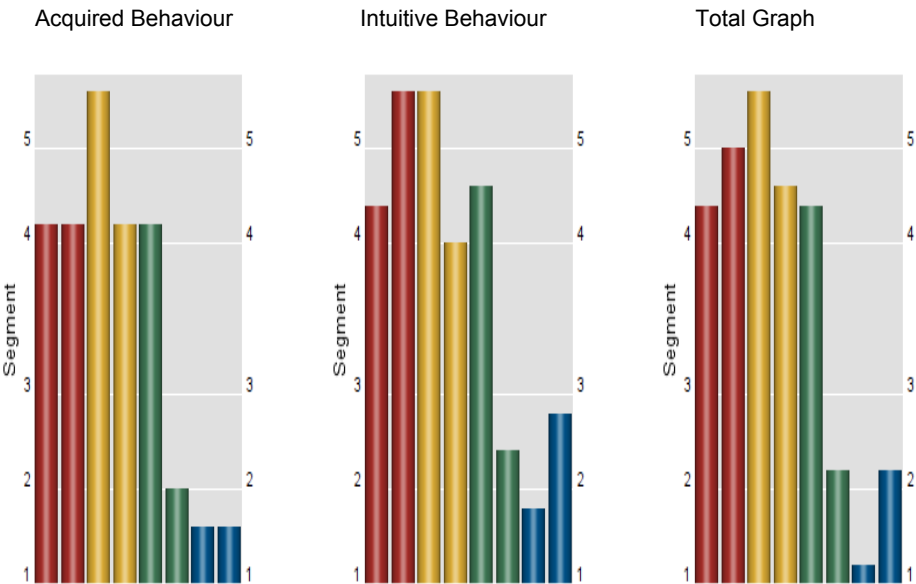
The result in the matrix is thus individually calculated for each of the four factors.

Guideline to the matrix

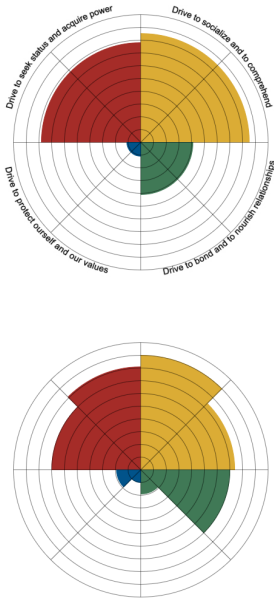
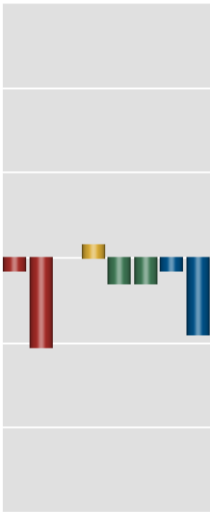
- Mark the statements that you find are matching your own perception.
- Mark the statement that you find to be the least precise.
- Get a second opinion from people who know you – do they agree with your assessment?

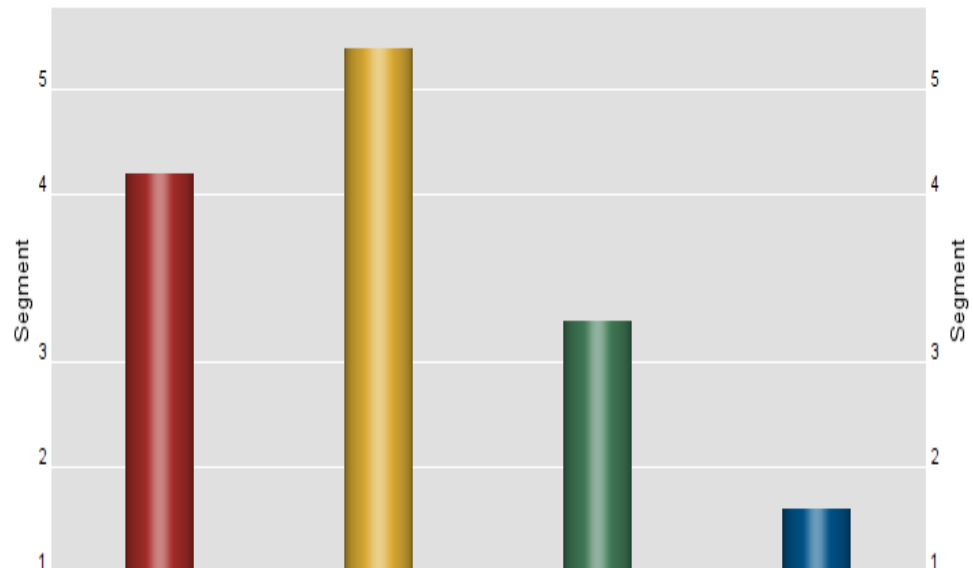
**What does the "Spiderweb" show?**

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.



Preference Flow
Seeking to increase





This graph for Sandra is characterized by:

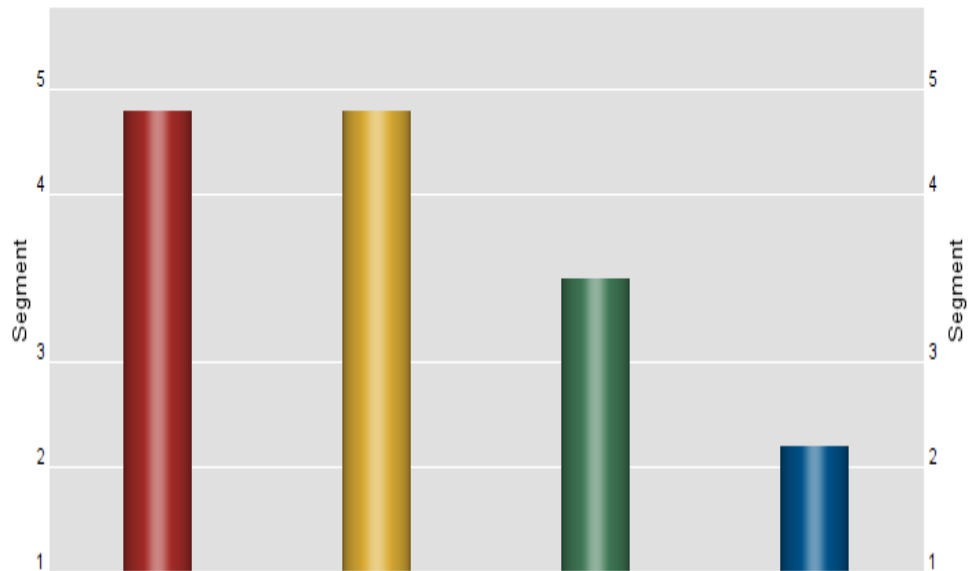
- the **yellow factor** being high
- the other factors being lower.

A high yellow factor is an indication that Sandra strives to appear:

- Inventive and creative
- A committed "driver"
- Extrovert and friendly
- Bubbly and cheerful.

Guideline to the diagram of acquired behavior:

- The "public self-image"
- As Sandra would like others to see her
- An image of Sandra's active behavior
- As a reaction to her own and others' expectations
- The challenges facing her that she aims to meet
- The behavior that Sandra aims to develop.



This graph for Sandra is characterised by the fact:

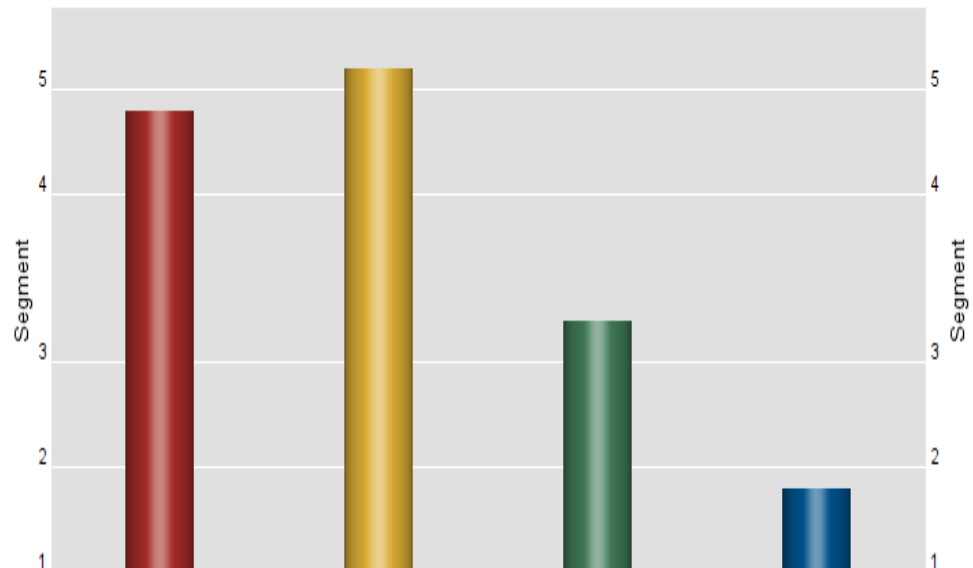
- that **the red factor** is high,
- combined with the fact that **the yellow factor** is high, too.

The combination of a high red and yellow factor can be interpreted as an indication of the fact that, **being under pressure**, Sandra is:

- Inspiring and innovative
- Result-oriented
- A person who seeks to be the natural centre of attention
- A person who shows a certain degree of determination

Guideline to the diagram of instinctive behaviour:

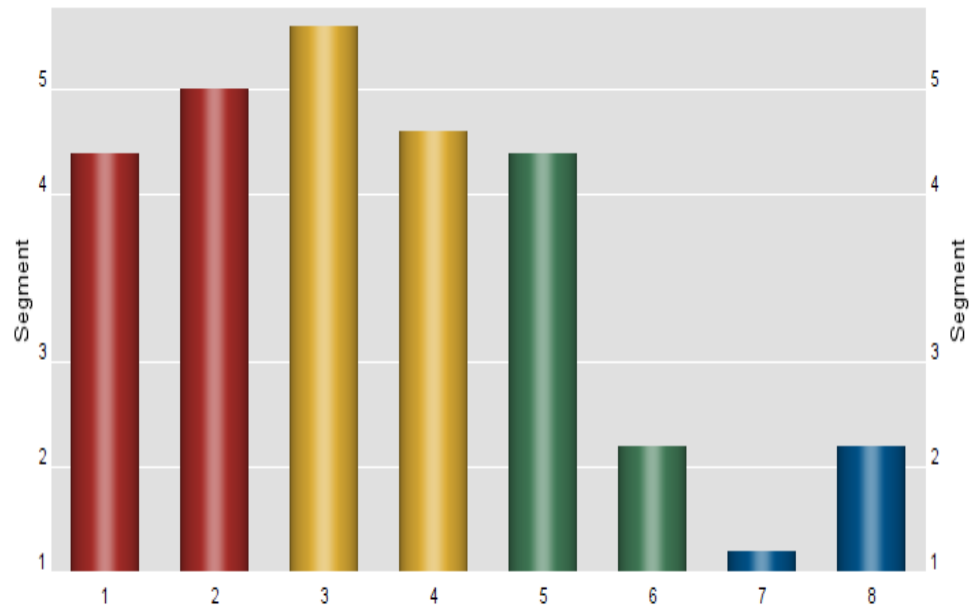
- Sandra's instinctive behaviour
- How Sandra acts intuitively
- The natural behavioural tendency for her
- The behavioural tendency that she carries in her "mental baggage"
- An image of Sandra's behaviour under pressure

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

The total diagram shows the "the combined self-image" of the acquired and instinctive behaviours. Acquired behaviour shows Sandra adaptation to the expectations from the surroundings. And the instinctive behaviour shows the more instinctive or original picture. The diagram is based on the largest amount of data and thus the most valid and reliable. Interpretations and descriptions in the profile are generated on the basis of this result.

Guideline to the diagram:

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



What does this extended Radar diagram show?

Each of the four primary driver tendencies can be divided into two underlying facets.

These eight facets give a more differentiated depiction of the tendencies in the drivers.

Please note:

It is not only the size, but also the relationship between the areas and graphs that is important.

Red facets

1.) *Self-focus* - Focus on personal results, tactical, pursues own goals.

2.) *Powerful* - Focus on creating results, pursues the group's goals.

Yellow facets

3.) *Extraversion* - Focus on creating new contacts, extroversion, new experiences.

4.) *Innovation* - Focus on ideas, on breaking down barriers and on creating something new.

Green facets

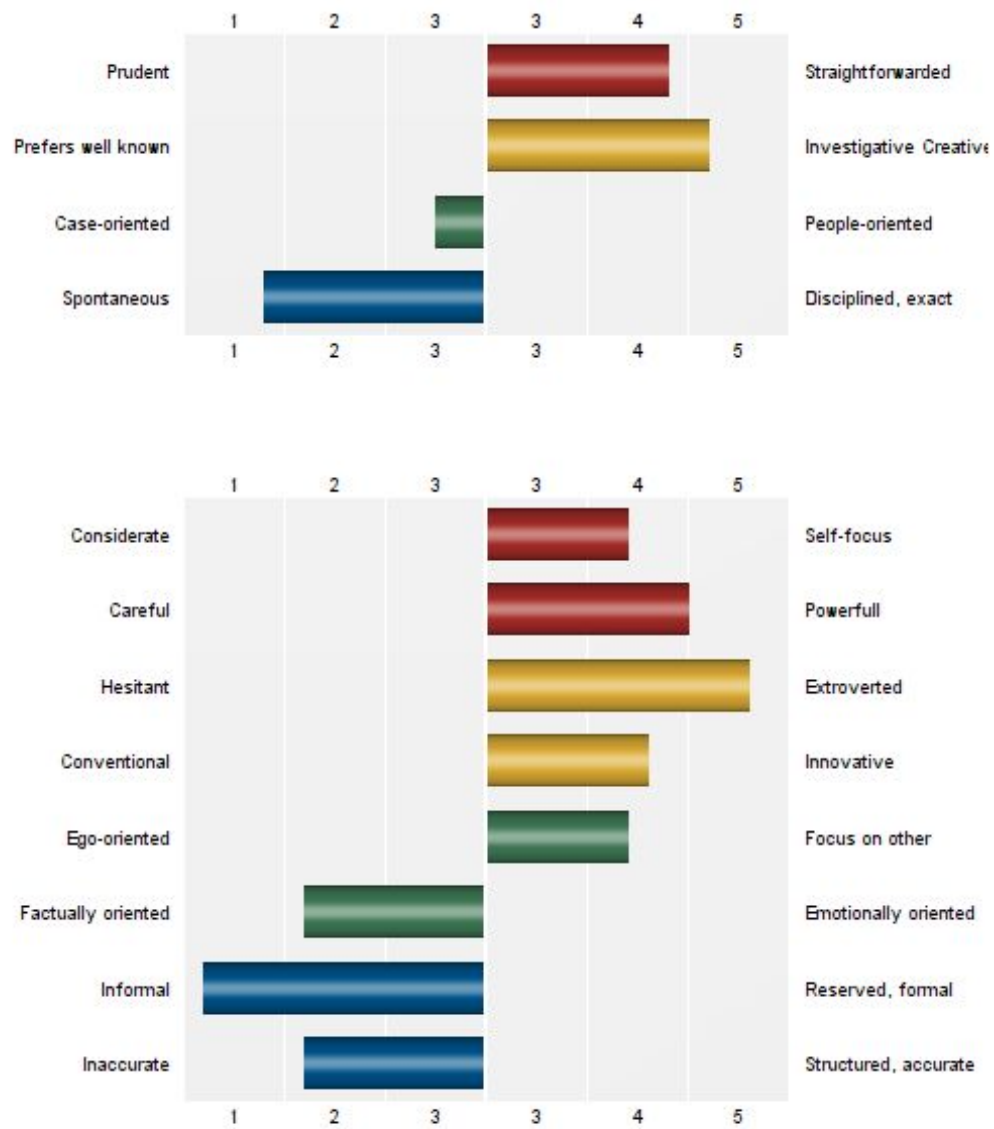
5.) *Focus on others* - Focus on contributing to the common, and focus on the team.

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.



Facets and tendencies

At the top is the total graph for the four behavioural tendencies - displayed horizontally. Below are the two underlying facets for each of the four behavioural tendencies.

For each of the graphs, there is an interpretive text for an extreme score. The length shows the strength of the behavioural tendencies.

Do not over-interpret the results - there is style flexibility.
Be especially careful not to over-interpret scores in the middle segment.
Remember to focus on the interaction between all eight preferences.

**High score**

- Focus on the subject matter
- Rigid (inflexible) in his/her approach
- Rarely spends time on unnecessary talk
- Adapts communication to the goal
- May manipulate information

Consider: Are you too direct?

- Are you too rigid and direct?
- Do you remember the human aspects?

**Very high score**

- Very informal and cheerful
- Inspires and engages other people
- Prefers verbal to written communication
- Very pictorial and descriptive terminology
- Very spontaneous – speaks before thinking

Consider:

- Is it difficult for you to communicate negative information?
- Do you forget to listen to the recipient?
- Do you leap too much from one subject to another?

**Very low score**

- Informal
- Prefers verbal communication
- May leap from one subject to another - has new ideas
- Unstructured in his communication
- More focus on social aspects than on facts

Consider:

- Are you too disorganised?
- Do you lack methodology and order?
- Do you forget to stick to the goal?

**Average score**

- Usually listens to other people
- Can combine dialogue and commando
- Can involve others in discussions
- Remembers to ask others for feedback
- Can explain things clearly

Consider:

- Is conflict-ridden information difficult for you?
- Are you sometimes a little circumstantial?
- Are you inspiring enough in your style?

What does the matrix show about Sandra?

The matrix above shows examples of Sandra's approach to communication.

Moreover, the matrix gives an introduction on how Sandra can strengthen her communication style.

The statements for each area are chosen based on her concrete score.

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 match your own perception.
- Mark the statements that you find less adequate.
- Seek feedback from people who know you – do they agree with your assessment?



What does the matrix show about Sandra?

The matrix above shows examples of Sandra's approach to leadership.

Moreover, the matrix gives an introduction on how Sandra can strengthen her leadership style.

The statements for each area are chosen based on her concrete score.

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 match your own perception .
- Mark the statements that you find less adequate.
- Seek feedback from people who know you – do they agree with your assessment?

**High score**

- Involve the employee
- Offer responsibility
- Ensure acceptance of the tasks
- Pay by results
- Ask open questions

Consider:

- Are the objectives clearly defined?
- Have you and the employee balanced your expectations?
- Do you follow up on agreed milestones?

**Very high score**

- Offer a lot of freedom
- Make plenty of room for new ideas
- Offer advantages and perks
- Create considerable prestige around the tasks
- Give praise and recognition often

Consider:

- Does the employee say yes too often?
- Are the visions clear to the employee?
- Do you decline requests too quickly?

**Very low score**

- Have few rules
- Communicate fast and verbally
- Use arguments based on emotions
- Feedback immediately
- Keep your word

Consider:

- Does the employee take risks that are too big?
- Is the employee deliberate enough?
- Is the employee left too unchecked?

**Average score**

- Create a certain sense of security
- Create confidence
- Listen actively
- Express your respect for others
- Balance the amount of information

Consider:

- Does the employee get enough time with you?
- Is there a balance between security and risks?
- Do you let the employee explain him/herself?

What does the matrix show about Sandra?

The matrix above shows a guideline to the management of Sandra.

Moreover, the matrix gives advices on how you can strengthen your management of Sandra.

The statements for each area are chosen based on her concrete score.

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 match your own perception.
- Mark the statements that you find less adequate.
- Seek feedback from people who know Sandra – do they agree with your assessment?



High score

1. Defines ambitious goals and pursues them
2. Asks about the client's needs
3. Seeks to maximise profit
4. Closes skilfully
5. Asks for additional orders

- Which of your clients might find your communication to be too direct?
- In which situations would you benefit from sparring with your colleagues?
- Which clients want to make new agreements with you and which do not?



Very high score

1. Easily establishes new relations
2. Creates a positive atmosphere
3. Sees many alternative solutions
4. Convinces and charms
5. Creates visions for the cooperation

- In which situations do you offer the client too many suggestions or solutions?
- How do you avoid steamrolling clients and thereby talking yourself out of an order?
- In which situations might you fail to notice the client's reactions?



Very low score

1. Focuses on implementation not preparation
2. Listens with focus on his/her own message
3. Seeks a quick solution
4. Does not focus on the details of the agreement
5. Lets others do the planning

- In which cases would you clearly benefit from a better preparation?
- In which cases do you focus too much on yourself rather than on the client?
- Are the agreements you make always the best ones possible for both parties?



Average score

1. Chooses clients who seem safe
2. Asks questions
3. Balances client needs with opportunities
4. Gives in to the client on some issues
5. Provides a good service

- How do you become better at letting existing comfortable clients go and focusing on new ones?
- How can you strengthen your preparation for meetings and your questions?
- How are you able to utilise your good service to ask for new orders?

What does the matrix show about Sandra?

The matrix above shows examples of Sandra's behaviour in sale. Moreover, the matrix gives an introduction on how Sandra can strengthen her sales style. The statements for each area are chosen based on her concrete score. The result in the matrix is thus individually calculated for each of the four factors.

Guideline to the matrix The numbers by each statement refer to the following phases of the sale:

1. Preparation
2. Defining needs
3. Provide solutions and tender
4. Negotiate and agree
5. Deliver and maintaining relationships



High score

- Works as if everything is urgent
- Cuts corners when possible
- Goes for quick solutions
- Underestimates that things take time
- Quantity is put above quality

Consider:

- Do you go for quick solutions?
- Do you cause "firefighting"?
- Do you compromise too much with quality?



Very high score

- Prefers very flexible plans
- Spends more time on people than on the subject matter
- Spends much time on meetings with others
- Unstructured – if any – planning
- Often late – unprepared

Consider:

- Do you spend too little time on planning?
- Do you waste too much time on unnecessary small talk?
- Are you too disorganised and unsystematic?



Very low score

- Unstructured in his approach
- Disorganised planning and calendar
- Tends to be imprecise
- Tends to work in waves
- May be making decisions too casually

Consider:

- Are you too disorganised?
- Is your planning too casual?
- Do you make decisions too quickly?



Average score

- May be focusing on "business as usual"
- May be working slowly but consistently
- Prefers to work with the well-known
- May have difficulties saying no
- May get too involved in too much

Consider:

- Could new methods be better?
- Do you waste too much time on small talk?
- Do you make too much mess?

What does the matrix show about Sandra?

The matrix above shows examples of Sandra's typical approach to time management. Moreover, the matrix gives an introduction on how Sandra can strengthen her personal efficiency. The statements for each area are chosen based on her concrete score. 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 match your own perception.
- Mark the statements that you find less adequate.
- Seek feedback from people who know you – do they agree with your assessment?



Want to tone down?

- Do you think enough about the consequences of your actions?
- Do you act too quickly?
- Do you listen to others?
- Are you too temperamental?
- Do you explain your considerations?
- Do you involve others in your decisions?
- Are you a good enough team player?
- Do you often take over the management?
- Do you show etiquette?
- Are you diplomatic enough?



Want to tone down?

- Do you have too many new ideas?
- Can you maintain focus ?
- Are you organised?
- Can you back out – say no?
- Do you promise more than you can manage?
- Do you listen to others?
- Do you focus on details?
- Time management – are you often late?
- Are you too disorganised?
- Do you complete your things?



Want to strengthen?

- Are you analytical enough?
- Do you work systematically?
- Do you focus on details?
- Are you critical enough?
- Do you take time to think?
- Are you careful?
- Do you focus on quality?
- Are you independent enough?
- Do you spend enough time on planning?
- Are you accurate enough?



Want to strengthen?

- Do you focus enough on routines?
- Are you courageous enough?
- Are you helpful enough?
- Are you always aware of other people's needs?
- Are you organised enough?
- Is your ability to concentrate acceptable?
- Do you listen to other people?
- Are you stable enough?
- Are you afraid to tackle conflicts?
- Are you people-oriented enough?

Development

If development is desired, it can take place by increasing or moderating certain types of behavior.

The matrix gives an introduction on how to increase or moderate the behavior.

Suggestions are based on the achieved values of each of the four factors.

Identify and use your strengths

Using your strengths provides energy, contentment and enthusiasm.

A strength may be overused; you can often increase your strength by moderating a behavioral pattern in areas where it is used excessively.

Weaknesses can often be *behavior that "does not come naturally"*.

NB: Weaknesses are often behavioral patterns that are complementary to your strengths.

Use your strengths optimally

How will you use your greatest strengths in the future?

How can you optimize your strengths - and stay on top?

Strengthen your weak areas.

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

Prioritize - and pick the "low-hanging fruit" first.

	My strengths now	Strengths I will preserve
Current stage behaviour		
	Behaviour I would like to develop	Behaviour I would like to avoid
Future stage behaviour		

Other Profile and Analysis Tools

e-estimate international offers other profile tools targeted at different areas.
Below, you will find a short presentation - find out more at www.e-estimate.com
or contact us at: info@e-estimate.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 the five personality pillars.
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 - for 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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