



Personal Behavioral Style

Project: JB

Focusperson: Max Mustermann

Date: 05.09.2016

Presented by:
Siegel HR

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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 behavioral tendencies**:

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

Everybody possesses all four tendencies - but to different degrees.

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

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

Calculation of the result

Your responses (2 x 24 choices) express 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.

Analyzing 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 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 matches your result the most.

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 adequate.

Remember that there are no good or bad patterns. Use the profile as a tool to learn more about yourself and to develop your plans of actions.

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 is inconsistency.

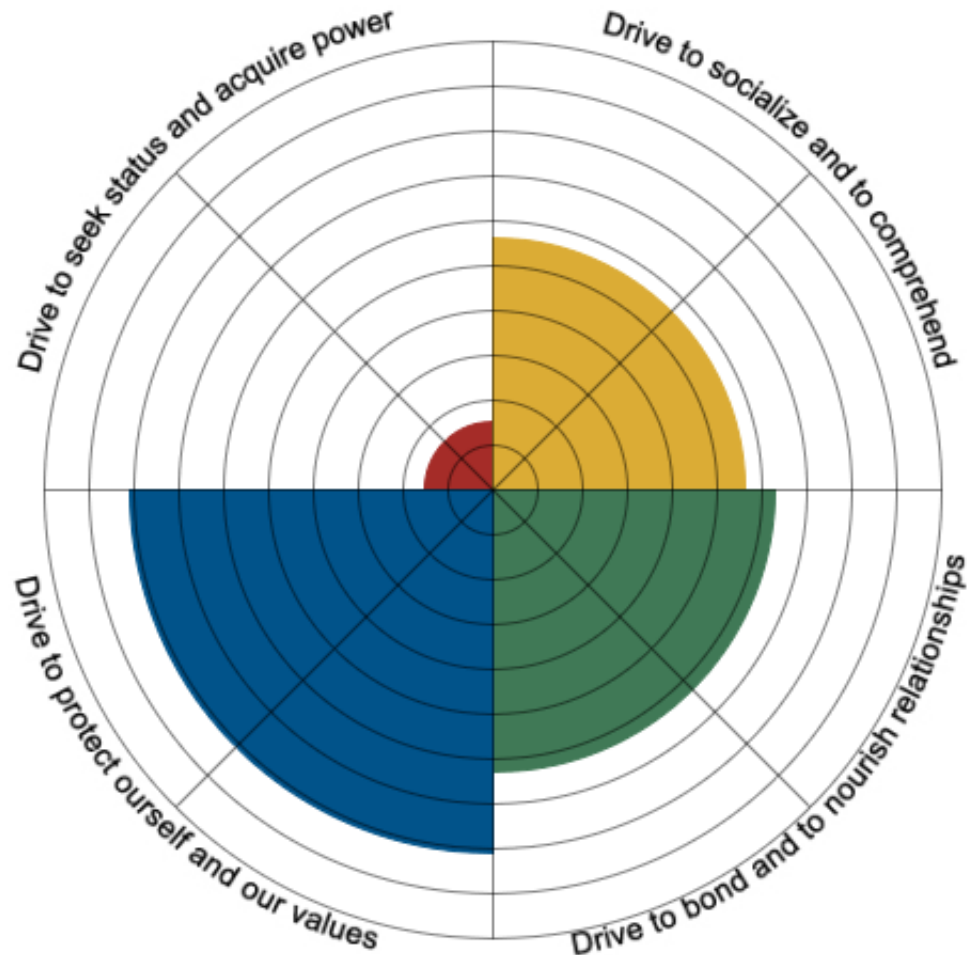
				
Characteristics	<ul style="list-style-type: none"> • Dynamic • Focused • Powerful • Resourceful 	<ul style="list-style-type: none"> • Outgoing • Innovative • Spontaneous • Enthusiastic 	<ul style="list-style-type: none"> • Loyal • Stable • Friendly • People oriented 	<ul style="list-style-type: none"> • Precise • Organized • 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 recognize in relation to your own primary preference?
- And what behavioral 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.

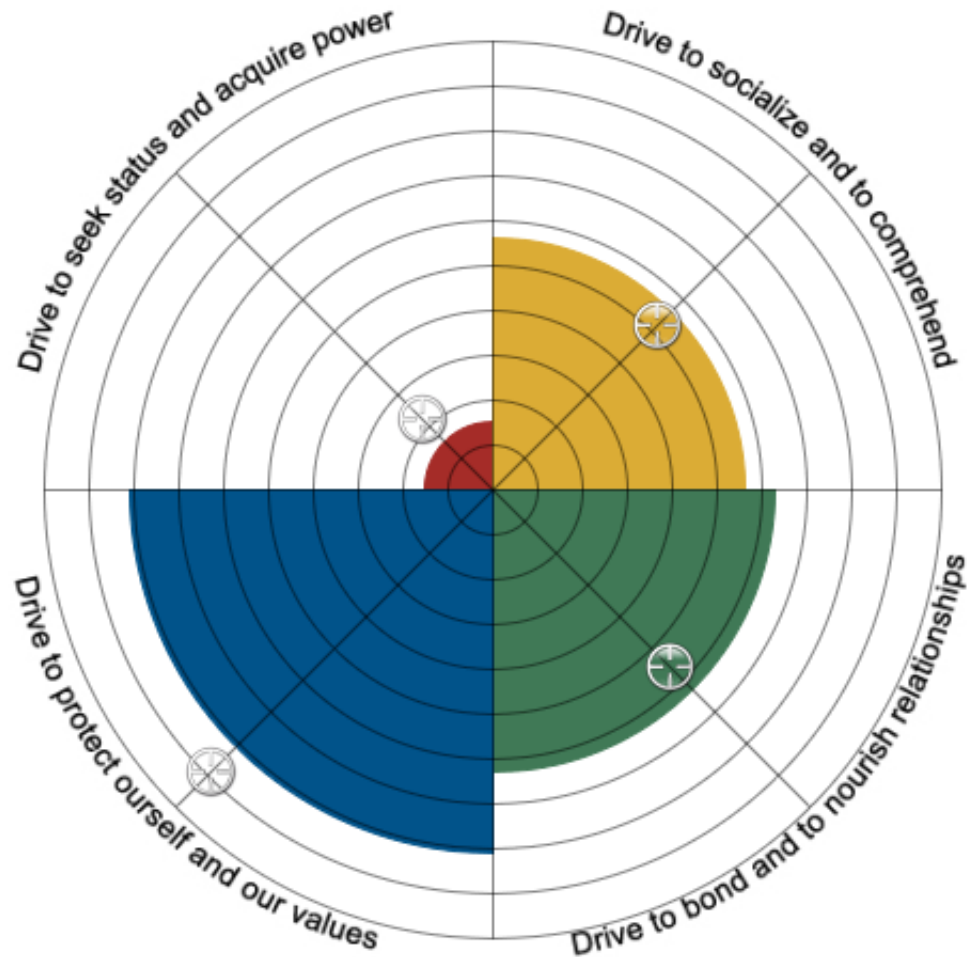
The size of the four areas indicates how significant the behavioral tendencies are.

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 colored scores indicate that the focus person wishes to strengthen the particular tendency.

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

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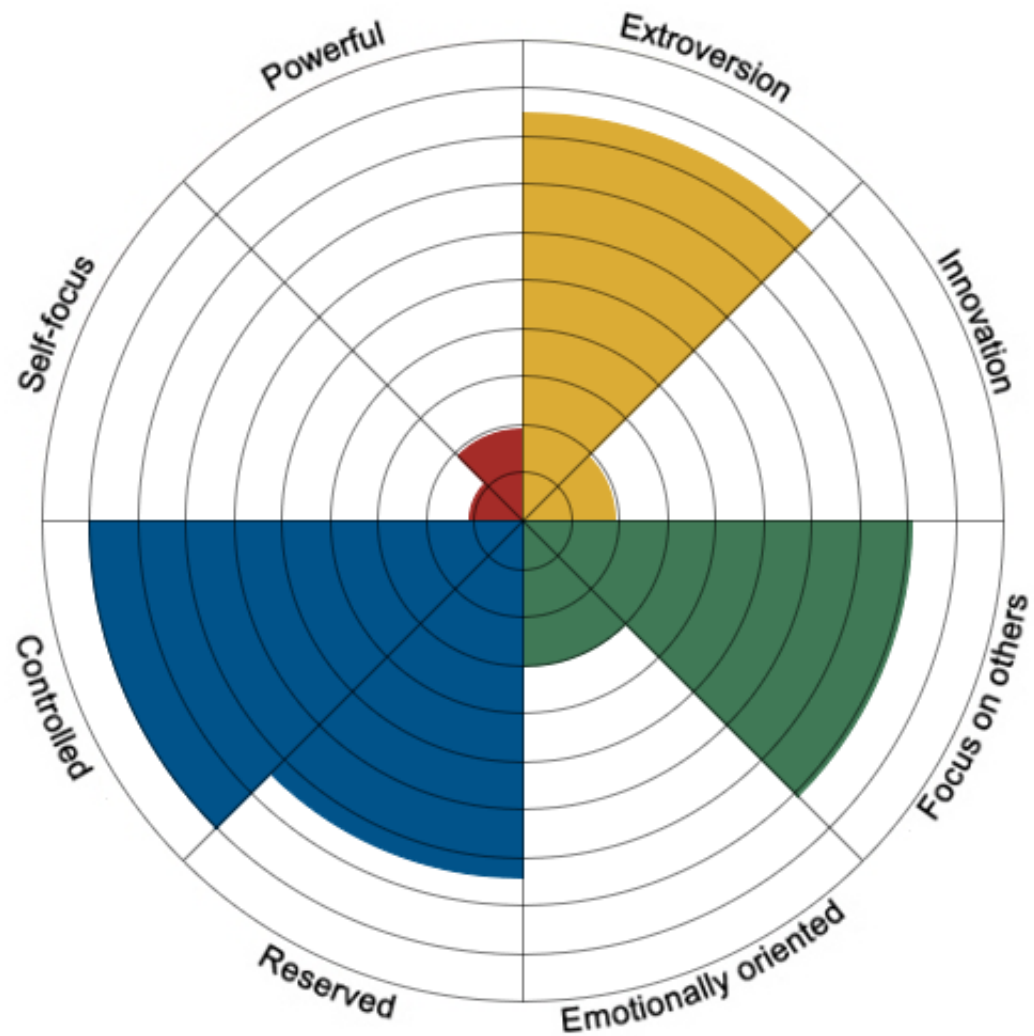
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What does the extended radar diagram show?

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 relationship between the areas that is important.

Red facets

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

Yellow facets

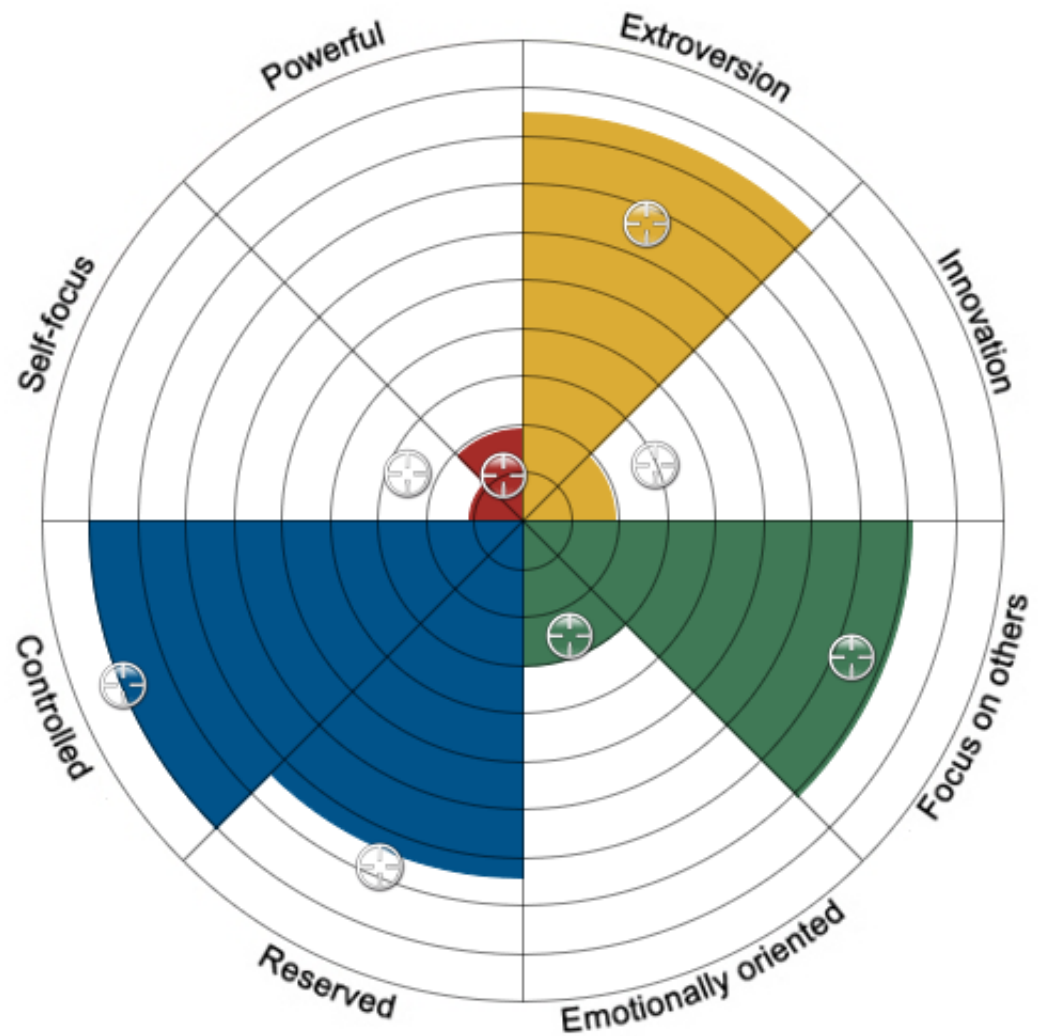
- 3.) *Extroversion* - Focuses on creating new contacts, extroversion, new experiences.
- 4.) *Innovation* - Focuses on ideas, on breaking down barriers and on creating something new.

Green facets

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

Blue facets

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



What does the extended Radargraph diagram plus show?

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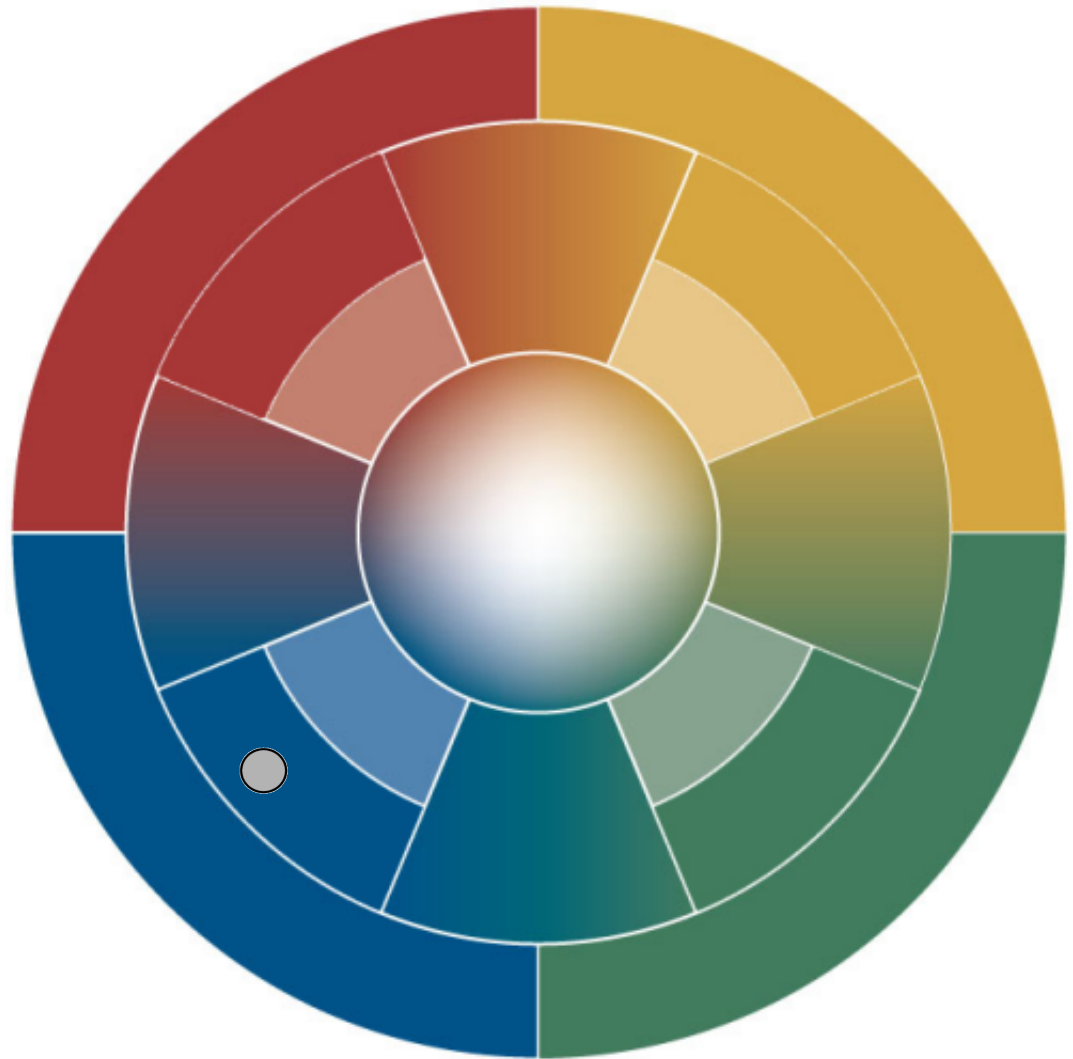
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Marks that are placed closer to the center than the colored scores indicate that the focus person wishes to moderate that particular tendency.

**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 leveled scores in three areas.

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

Max Mustermann is most consistent with the behavioral type: Blue Energy.

Max works best in places and situations where everything is organized.

If there is a lack of structure and if the workday is characterized by aimlessness, he can become discontented and uncomfortable.

Max seeks to meet the demands that are made of him. He prefers established systems to manage and regulate his daily tasks. If these do not exist, he will try to set them up. He is careful and hard-working and he can work long hours focused on their tasks.

Max prefers to be able to solve his tasks carefully and, therefore, enjoys well-functioning systems and processes.

Max often has a logical approach to tasks and bases his conclusions and actions on valid data. He prefers to present his solutions in writing in order to ensure accurate communication. He only speaks when he is quite sure that he is right.

Max is usually formal when he is with other people. This is particularly evident when he meets a person for the first time.

His formal appearance can cause some people to regard him as aloof or arrogant.

When Max is with other people, the relationship is characterized by his formal and logical approach and some people may therefore regard him as insensitive. However, this is rarely characteristic of him.

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

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

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

Max finds that rules and agreements are made to be kept. If someone cannot live up to this, he may react assertively and directly.

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

If he is convinced about a task, he will work with discipline and persistence. Instructions and agreements will be meticulously followed.

Max prefers set procedures that state whom he has to obey.

A predictable and comfortable environment will increase his motivation.

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

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

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

This is how Max is to work with:

Max is good at working alone but can also work in teams if necessary. He will, however, prefer teams with people whom he already knows.

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

As a colleague and team member, Max contributes professionally and knowledgeably within his area of specialization. Others will be able to gain detailed knowledge and advice by consulting him.

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

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

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

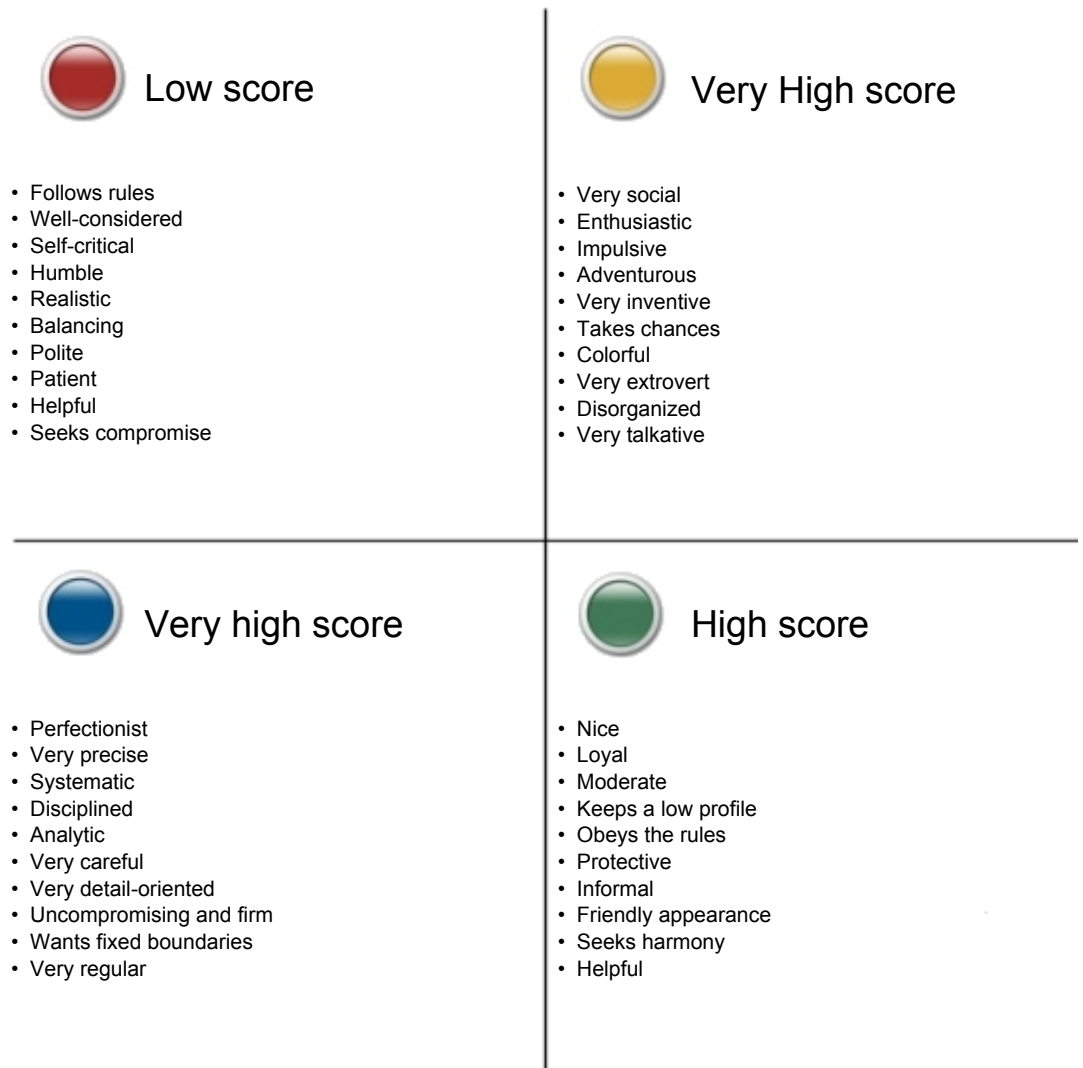
Max does not always find it easy to make final decisions and therefore appreciates team members or managers who can do this – or whom he can consult before making a decision.

Max is punctual and does all he can to keep set agreements and deadlines.

Max is aware of the fact that some people are less analytical and systematic than he is himself and that they might need help with structuring their tasks and with keeping agreements and commitments.

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



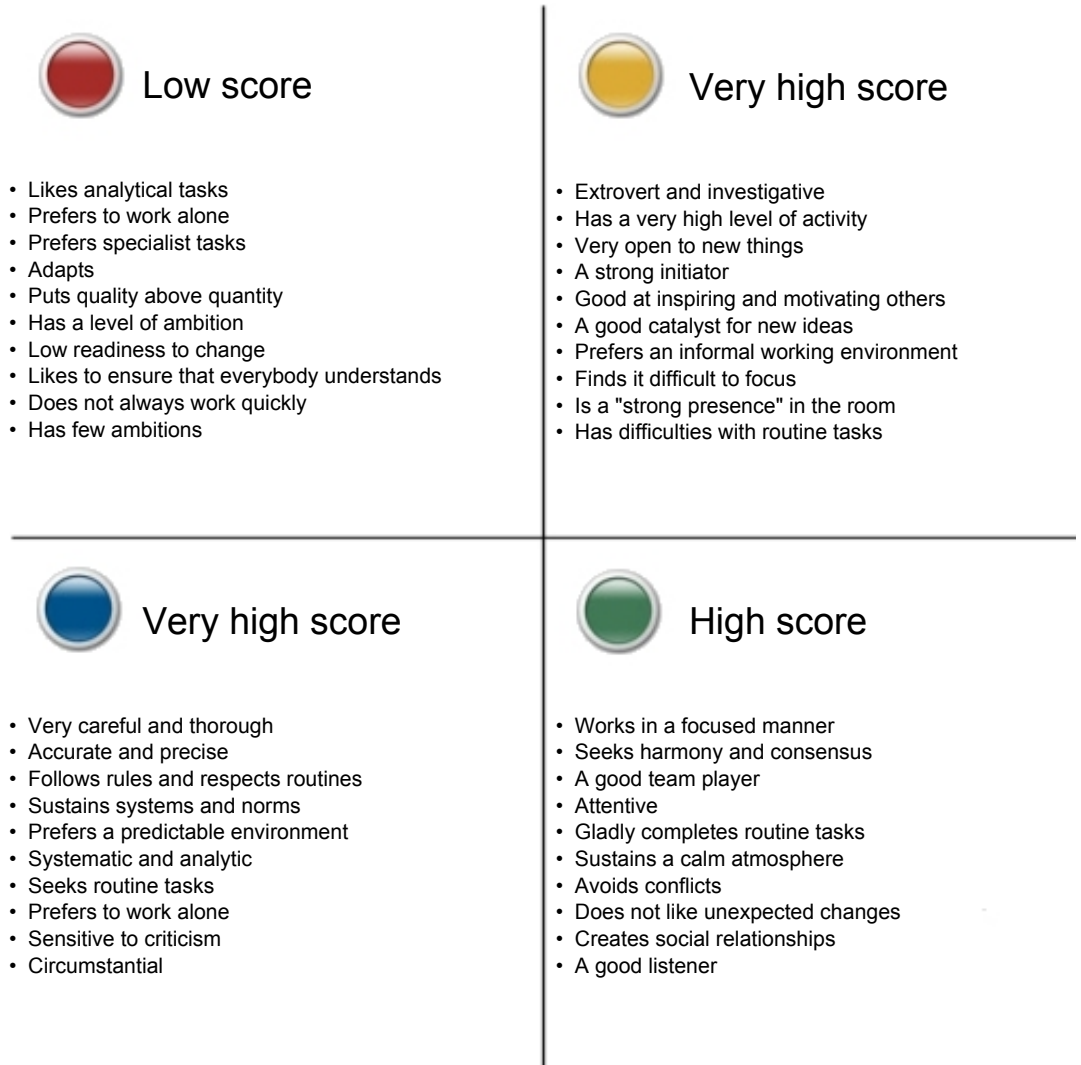


What does the matrix show about Max?

The matrix above shows examples of a typical behavior for Max.
 The statements within each field have been selected from his 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?



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What does the matrix show about Max?

The matrix above shows examples of what motivates and what demotivates Max. The statements within each field have been selected from his 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?



Low score

- Often not direct in his style
- Can be somewhat hesitant
- May be somewhat circumstantial in his approach
- Can consider social aspects
- Manages small talk

Consider:

- Are you direct enough?
- Do you focus enough on the subject matter?
- Is your communication targeted enough?



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 high score

- Extremely systematic in his communication
- Structures and organises in point form
- Written rather than verbal communication
- Very sober and formal communication
- Impersonal and businesslike style

Consider:

- Do you seem uninspiring to others?
- Do you consider the recipient?
- Do you get too sober and grey in your style?



High score

- Friendly and accommodating personality
- Prefers dialogue to handing out commands
- Involves others – asks for feedback
- Lecturing in his communication style
- Thinks things over - slow

Consider:

- Is it difficult for you to tackle hostile people?
- Is conflict-ridden information difficult for you?
- Are you too circumstantial and slow?

What does the matrix show about Max?

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

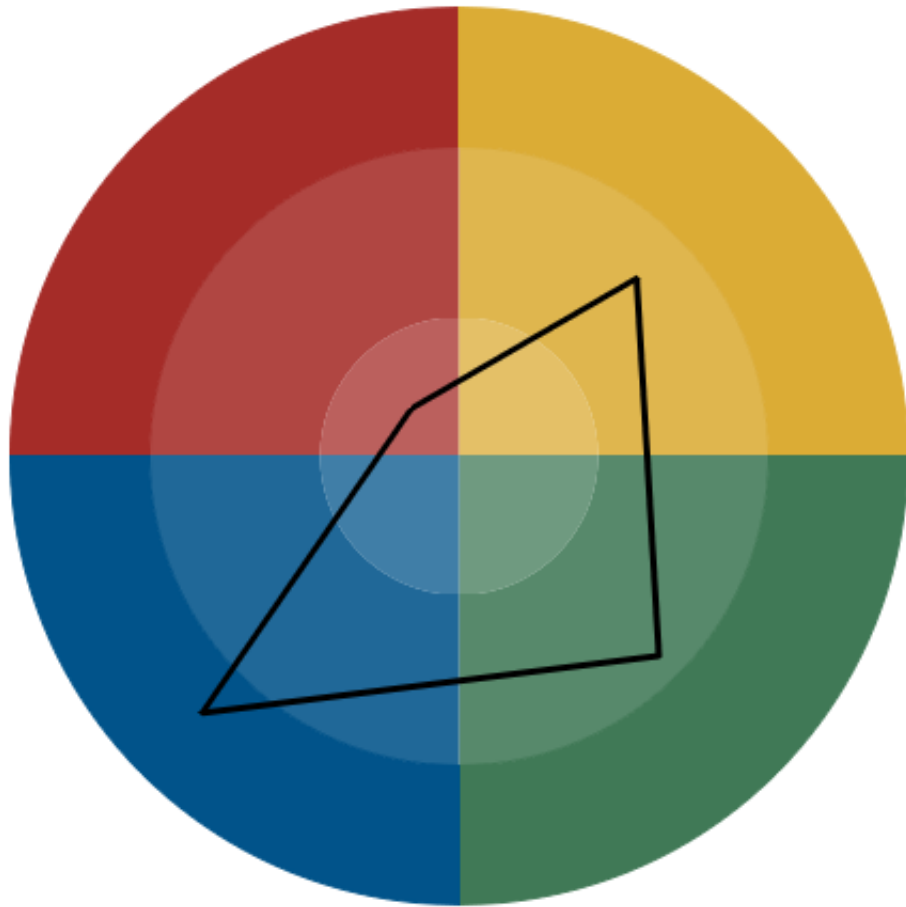
Moreover, the matrix gives an introduction on how Max can strengthen his communication style.

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

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

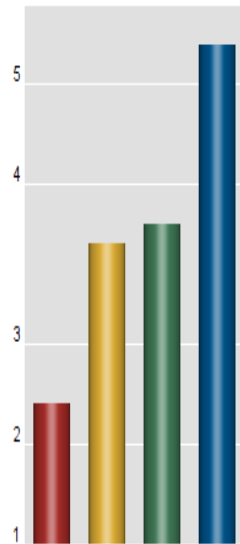
Guideline to the matrix

- 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?

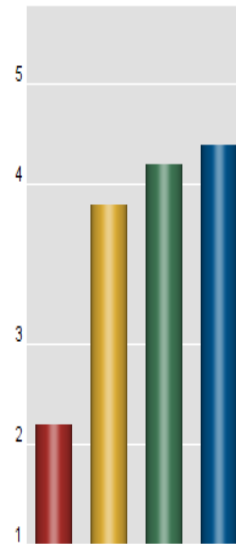
**What does the "Spiderweb" show?**

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.

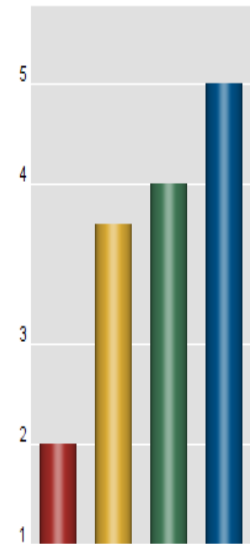
Acquired Behavior



Intuitive Behavior

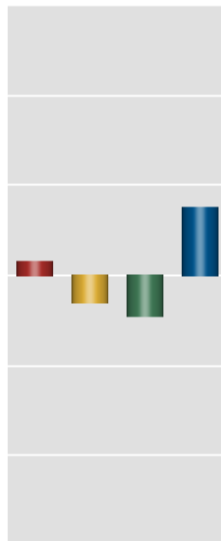


Total Graph

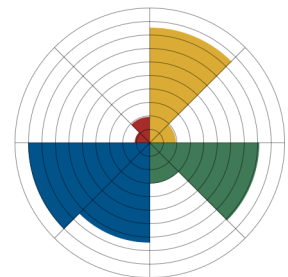
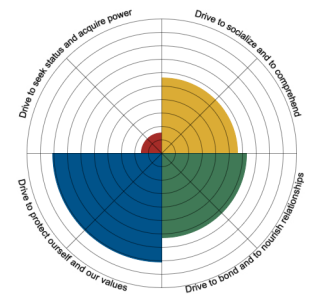


Preference Flow

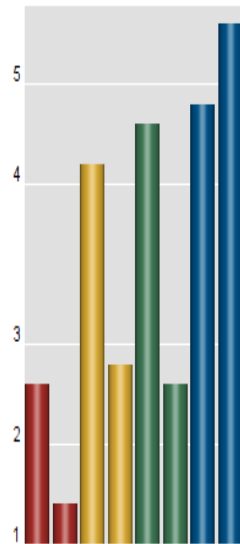
Seeking to increase



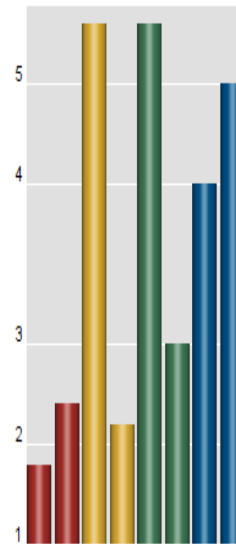
Seeking to reduce



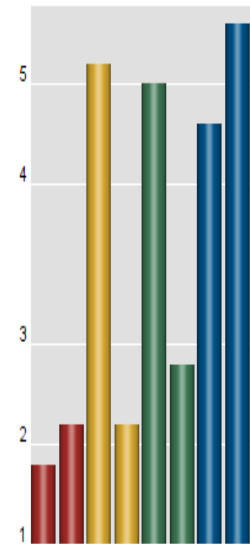
Acquired Behavior



Intuitive Behavior

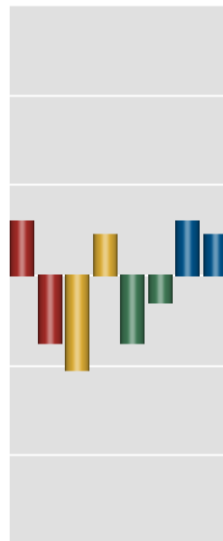


Total Graph

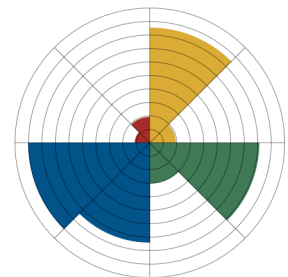
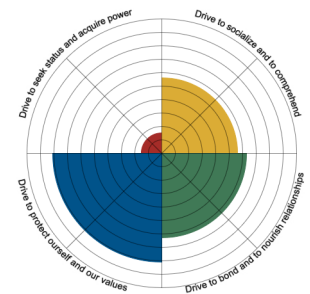


Preference Flow

Seeking to increase



Seeking to reduce



**Want to strengthen?**

- Are you direct enough?
- Are you willing enough to take a risk?
- Do you say what you think?
- Do you put sufficient demands on yourself?
- Do you take on new tasks?
- Do you use your authority?
- Are you afraid to make unpleasant decisions?
- Do you believe enough in your own abilities?
- Is your self-confidence strong enough?
- Do you show enough initiative?

**Want to tone down?**

- Do you have too many new ideas?
- Can you maintain focus ?
- Are you organized?
- 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 disorganized?
- Do you complete your things?

**Want to tone down?**

- Are you too perfectionistic?
- Do you spend too much time on things?
- Are you too critical of others?
- Do you praise other people's efforts?
- Are you aware of the emotional aspects?
- Are you flexible enough?
- Are you open enough to others?
- Are you unwilling to change your working methods?
- Are you dominated by your black-and-white thinking?
- Do you prefer to be completely right?

**Want to tone down?**

- Do you stick to your views?
- Do you back out?
- Is your general view good enough?
- Are you afraid to pick up challenges?
- Do you work in a structured manner?
- Are your working routines effective?
- Are you flexible enough?
- Are you energetic enough?
- Do you focus on improvements?
- Do you work fast and effectively 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

This provides energy, contentment and enthusiasm when using your forces.

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

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

Prioritize - 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 for performance development.
Quick and easy to use, it is a comprehensive and easy to understand profile.

e-nalyzer

A flexible survey tool for employee and customer satisfaction.
Quick and easy to build, it is a comprehensive and easy to understand profile.

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