



## Personal Behavioral Style

Project: JB

Focusperson: Max Mustermann

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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.**

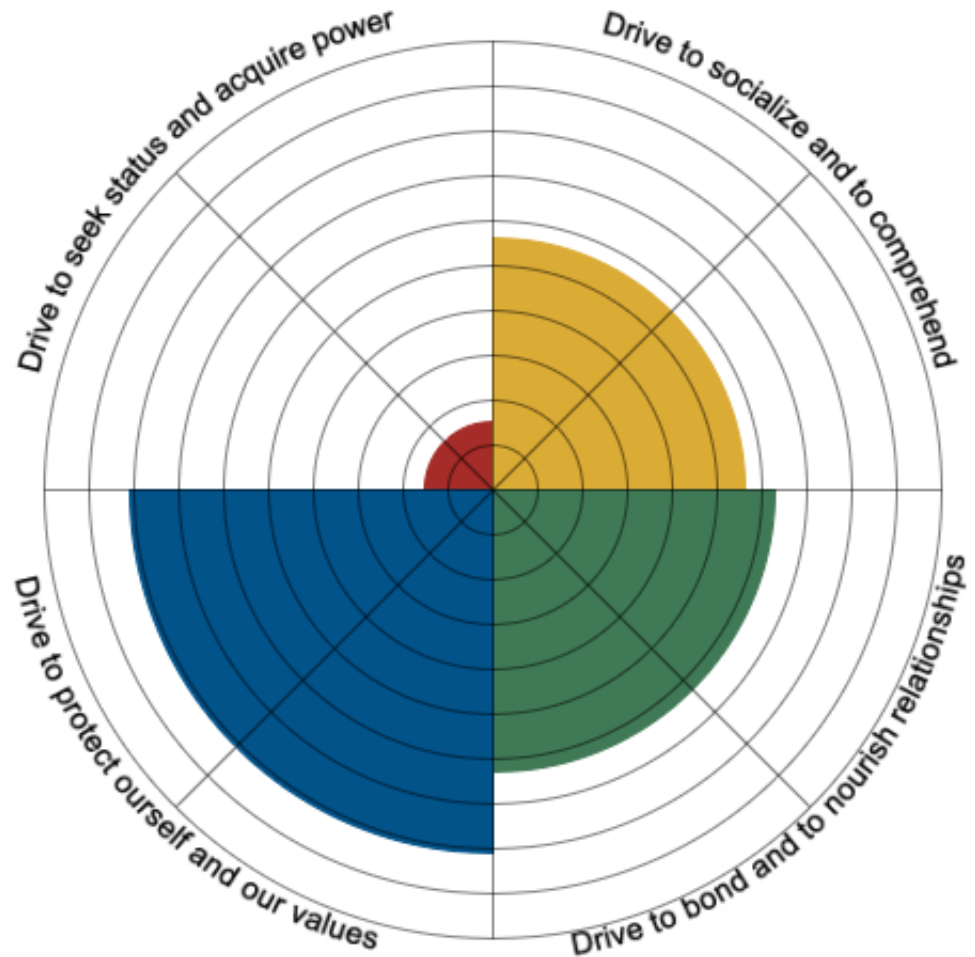
				
<b>Characteristics</b>	<ul style="list-style-type: none"> <li>• Dynamic</li> <li>• Focused</li> <li>• Powerful</li> <li>• Resourceful</li> </ul>	<ul style="list-style-type: none"> <li>• Outgoing</li> <li>• Innovative</li> <li>• Spontaneous</li> <li>• Enthusiastic</li> </ul>	<ul style="list-style-type: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



## 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.

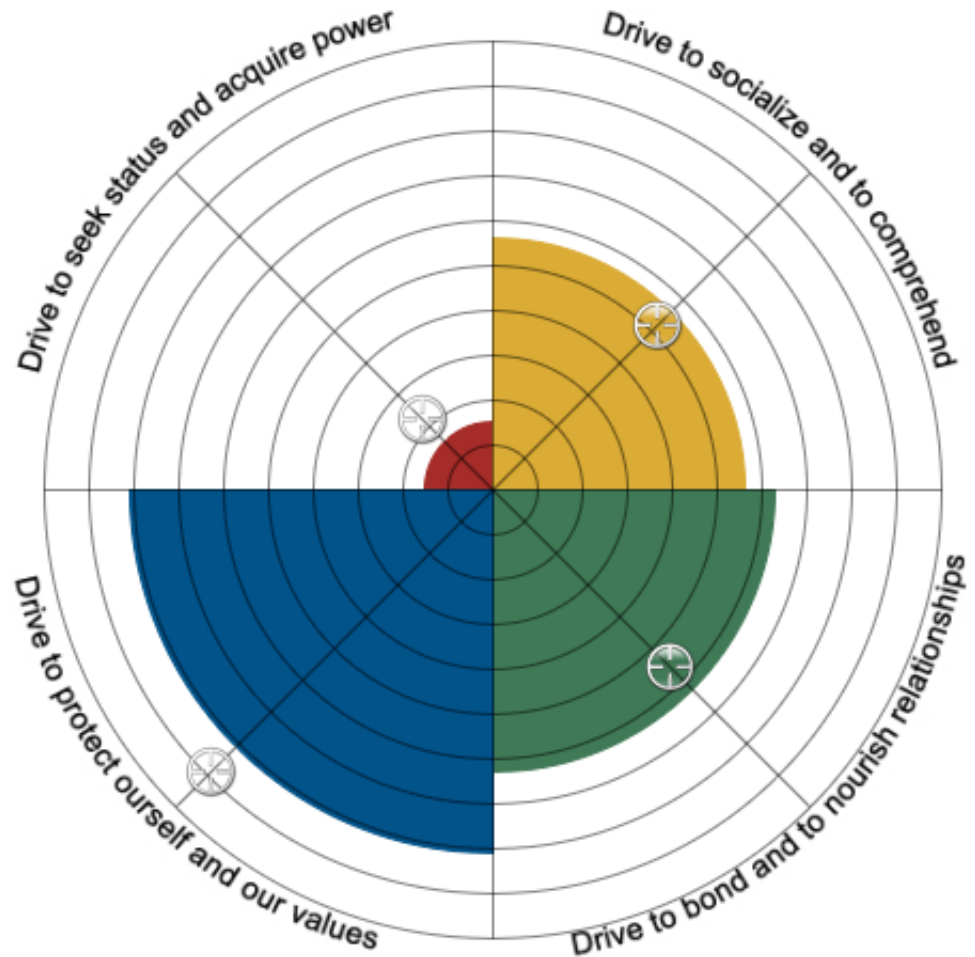
The size of the four areas indicates how significant the behavioral tendencies are.

**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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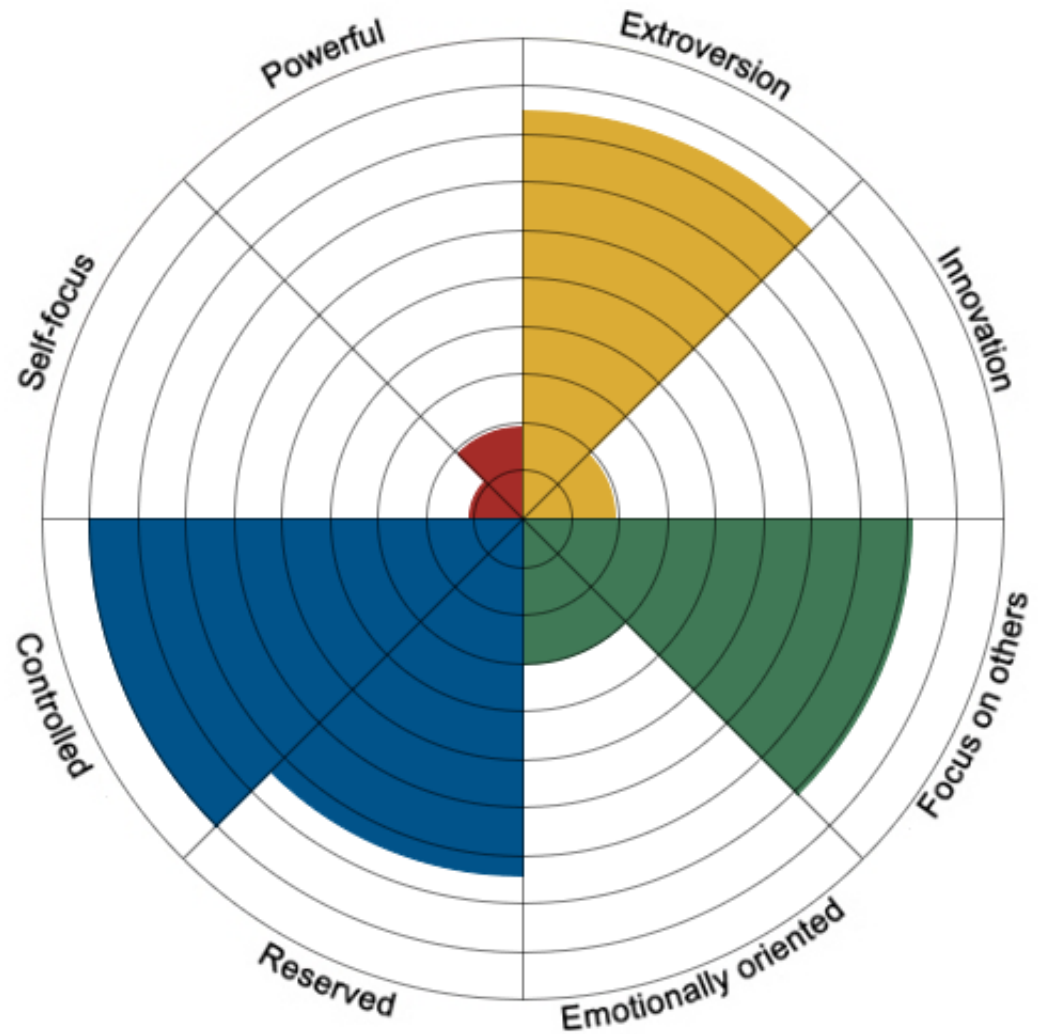
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#### What does the extended radar diagram show?

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

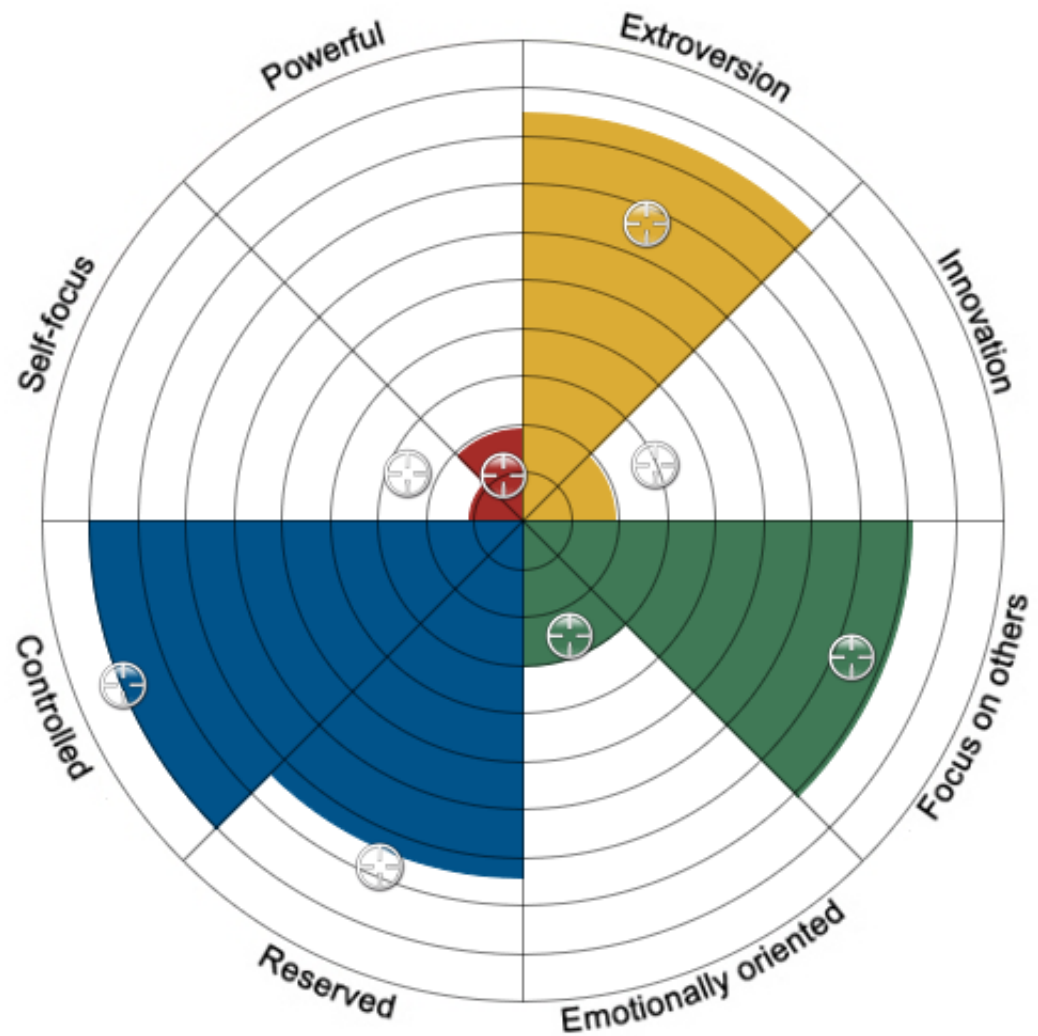
- 3.) *Extroversion* - Focuses on creating new contacts, extroversion, new experiences.
- 4.) *Innovation* - Focuses on ideas, on breaking down barriers and on creating something new.

#### 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.

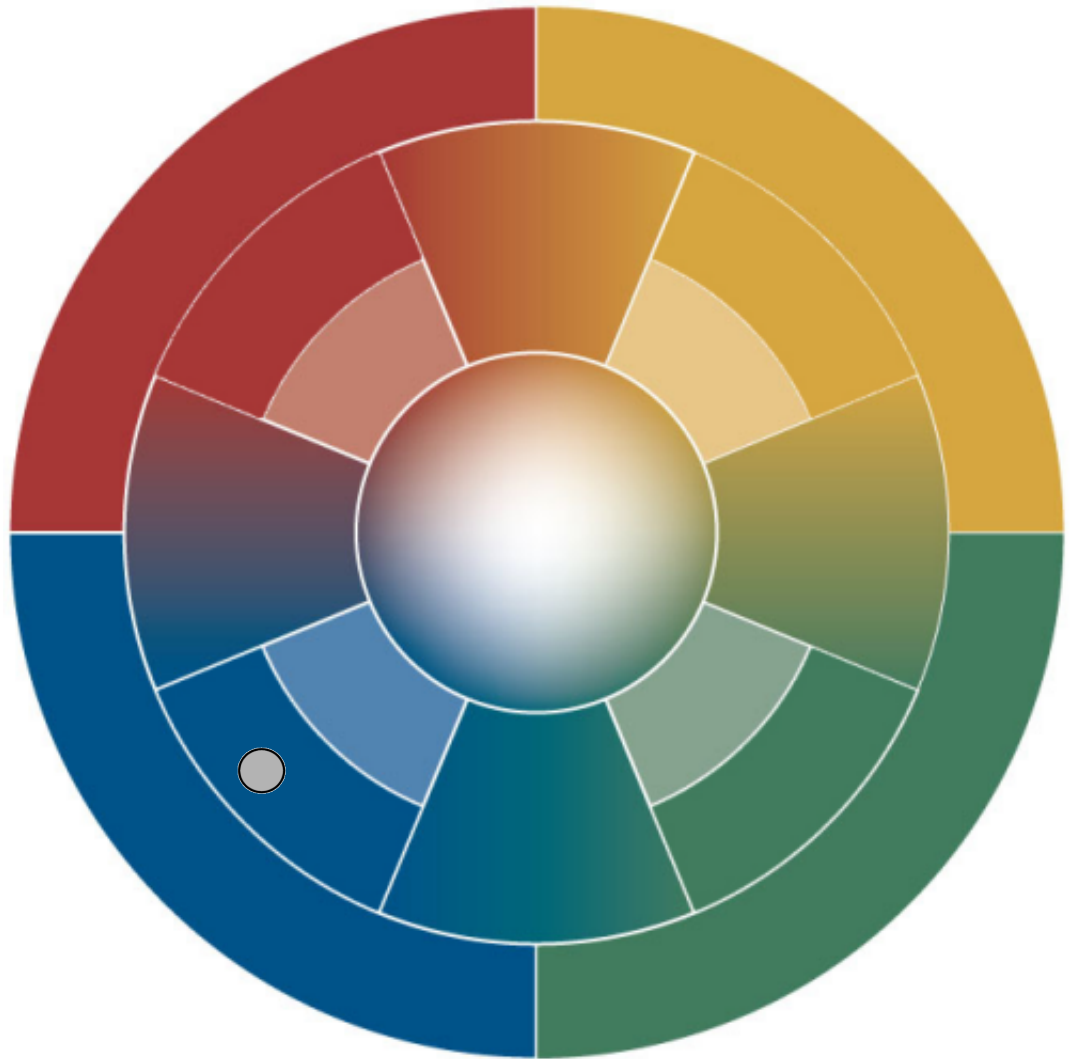


#### What does the extended Radargraph diagram plus show?

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#### 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 that particular tendency. 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.

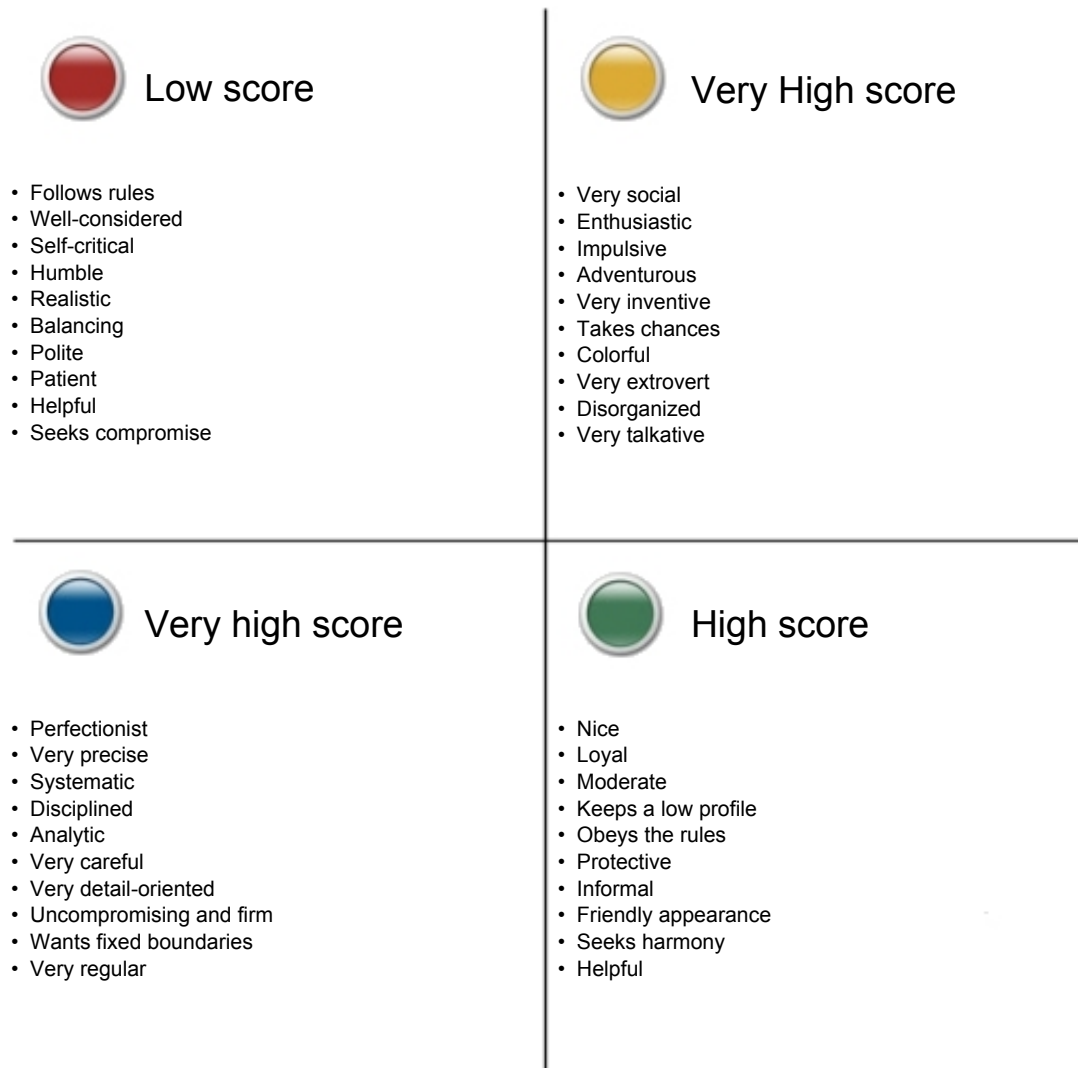
Max does not always find it easy to make final decisions and therefore appreciates team members or managers who can do this – or whom he can consult before making a decision.

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.*



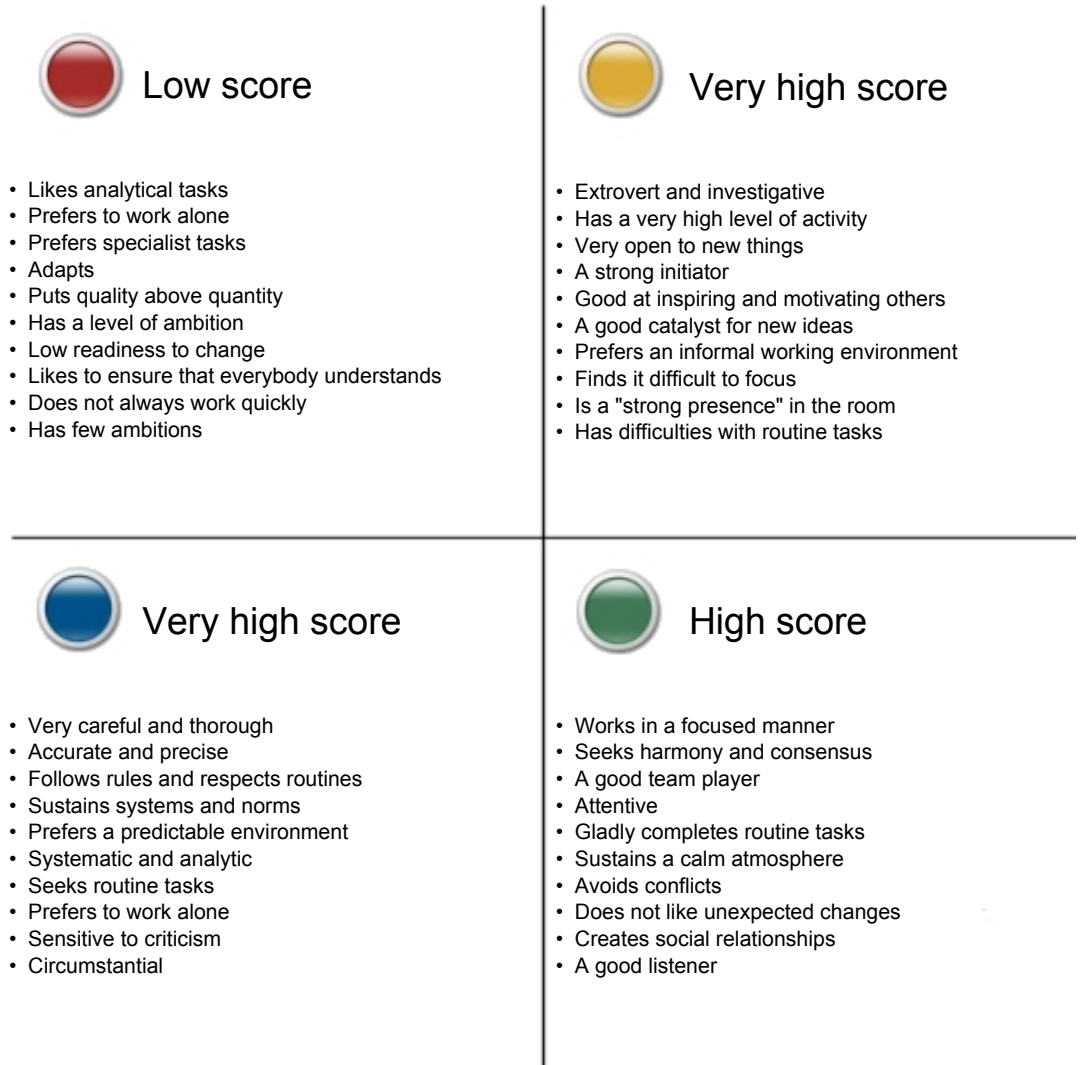


#### What does the matrix show about Max?

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

1. Is rarely motivated by goals
2. Focuses on known needs
3. Minimum prices are accepted
4. Finds it hard to ask about the order
5. Delivers while hoping for more orders

- How do you improve your knowledge of the client's deeper needs?
- In which cases do you become too accommodating when negotiating?
- Where do you have an opportunity to cultivate more agreements with clients?



### 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 high score

1. Prepares with thorough analysis
2. Listens in order to understand all details
3. Presents a solution based on quality
4. Focuses on all details of the agreement
5. Carefully plans delivery and follow-up

- How do you avoid spending too much time on some issues?
- How do you avoid becoming too detail-oriented?



### High score

1. Chooses clients with whom relationships have already been established
2. Is interested and listens
3. Focuses on fulfilling the client's wishes
4. Is flexible in negotiations
5. Provides a high degree of service

- How do you become better at letting old comfortable clients go and focusing on new ones?
- How are you able to more actively utilize your good service to ask for new orders?
- How can you become better at maintaining the focus on yourself and your goals?
- Can you make your questions clearer?

#### What does the matrix show about Max?

The matrix above shows examples of Max's behavior in sale.

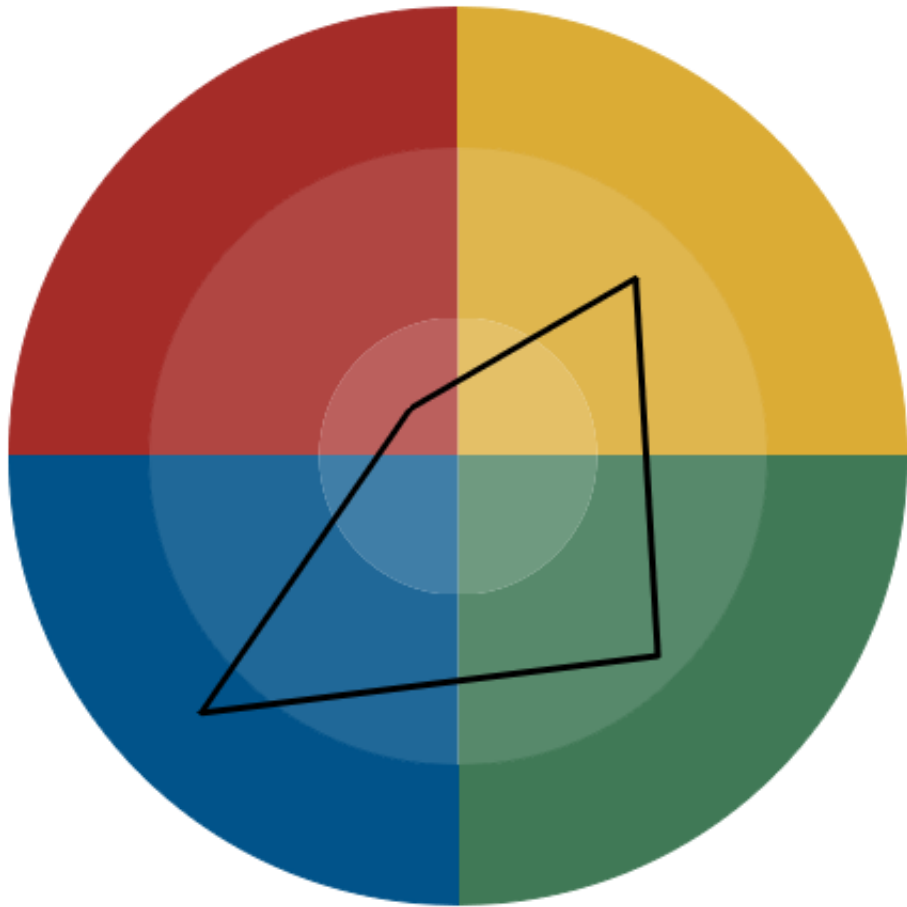
Moreover, the matrix gives an introduction on how Max can strengthen his sales style.

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.

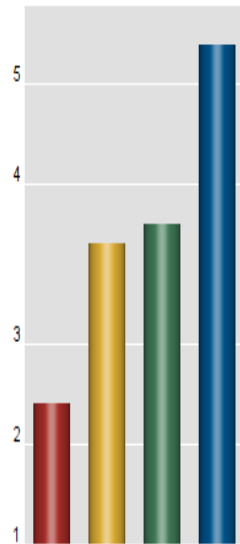
**Guideline to the matrix** The numbers by each statement refers to the following phases of the sale:

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

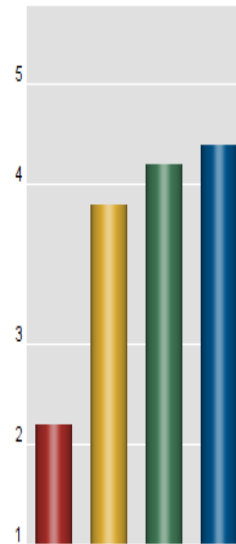
**What does the "Spiderweb" show?**

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.

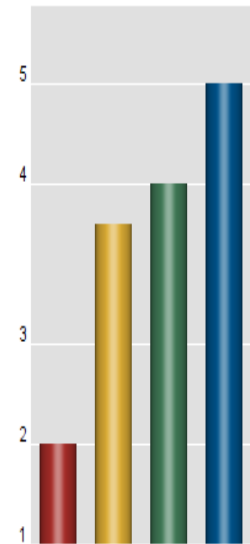
Acquired Behavior



Intuitive Behavior

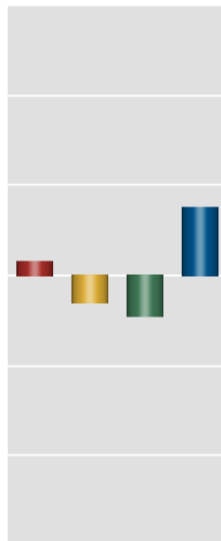


Total Graph

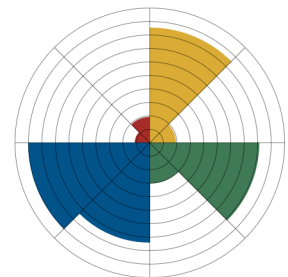
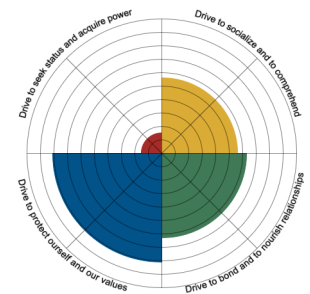


## Preference Flow

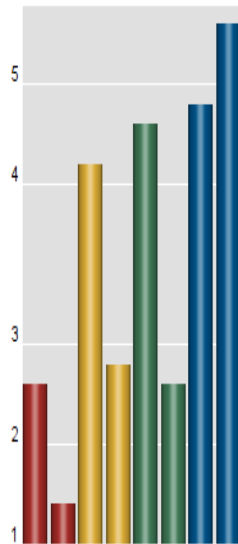
Seeking to increase



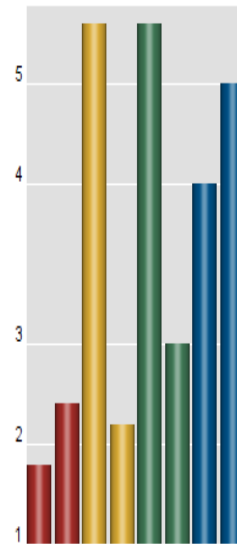
Seeking to reduce



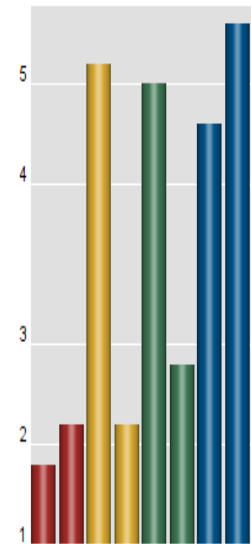
Acquired Behavior



Intuitive Behavior

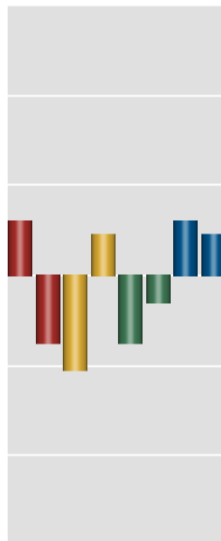


Total Graph

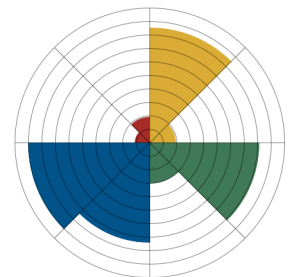
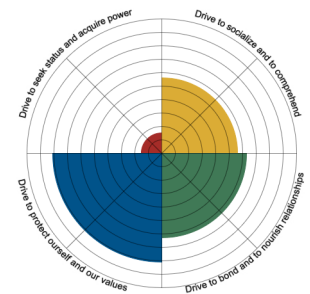


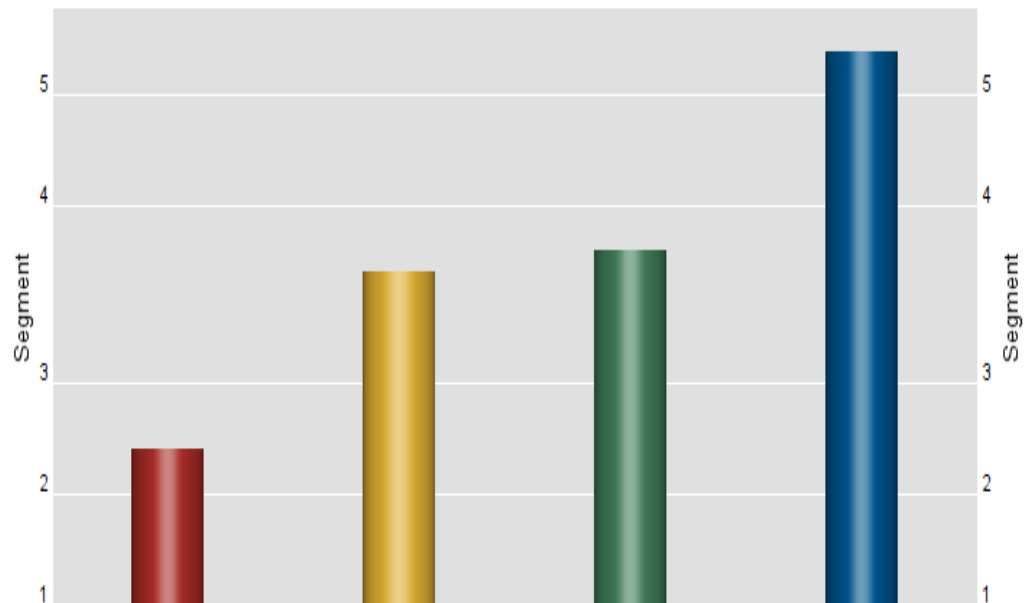
## Preference Flow

Seeking to increase



Seeking to reduce





**This graph for Max is characterized by the fact:**

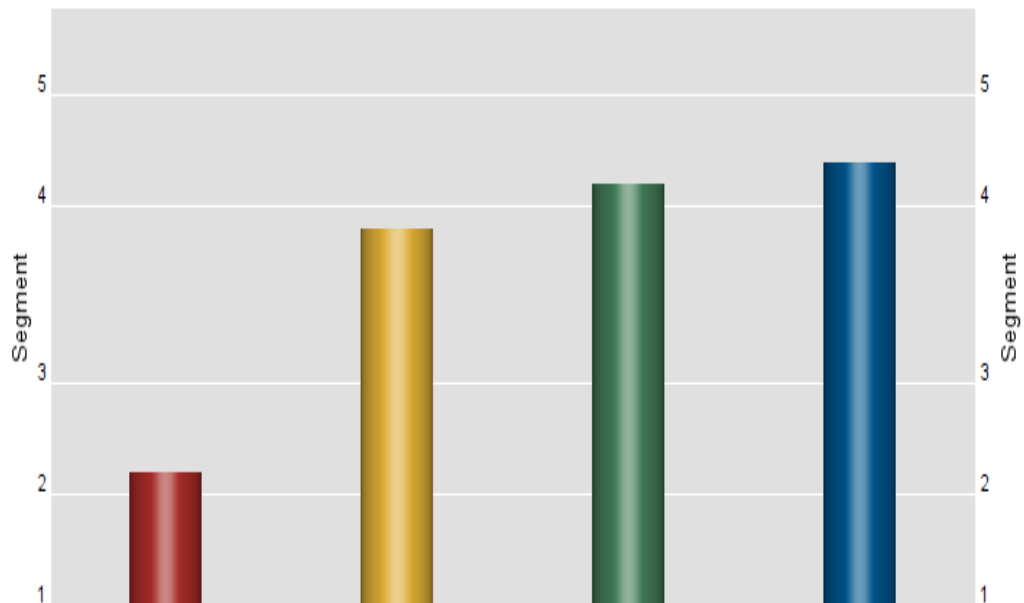
- that **the blue factor** is very high,
- that the other three factors are lower.

**A high blue factor is an indication of the fact that Max strives towards appearing as:**

- Very careful and precise
- Loyal and conscientious
- Hard working and persistent
- Discrete and calm

**Guideline to the diagram of acquired behavior:**

- The "public self-image"
- As Max would like others to see him
- An image of Max's active behavior
- As a reaction to his own and the surrounding's expectations
- The challenges in the surrounding that he aims to meet
- The behavior that Max aims to develop



**This graph for Max is characterized by the fact:**

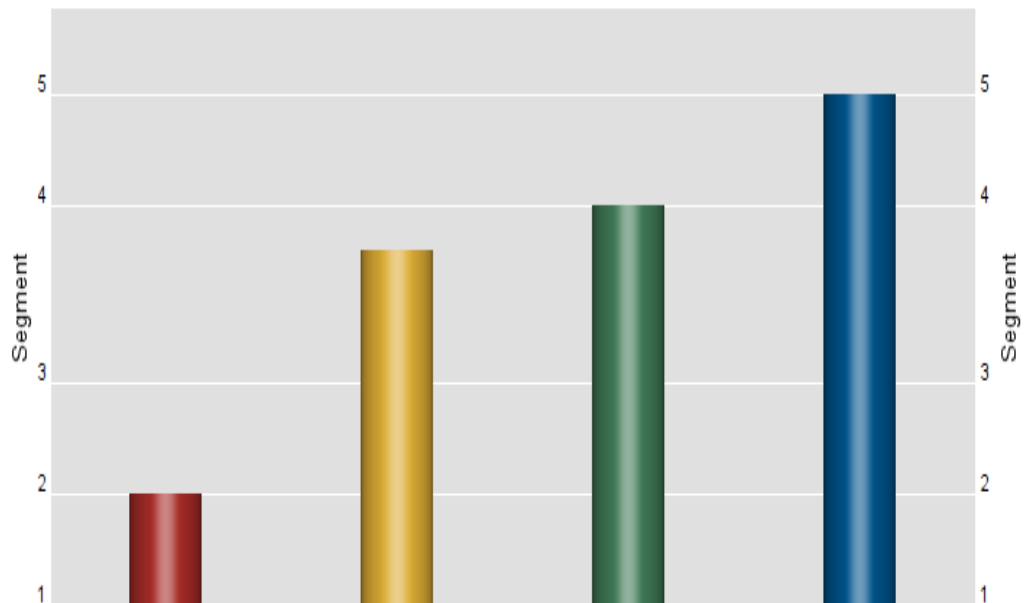
- that **the blue factor** is high,
- combined with the fact that **the green factor** is high, too.

**The combination of a high blue and green factor can interpreted as an indication of the fact that, being under pressure, Max is:**

- Careful and structured
- Stable and loyal
- Meticulous and conscientious
- A person who respects norms and rules

**Guideline to the diagram of intuitive behavior:**

- Max's intuitive behavior
- How Max acts intuitively
- The natural behavioral tendency for him
- The behavioral tendency that he carries in his "mental baggage"
- An image of Max's behavior under pressure

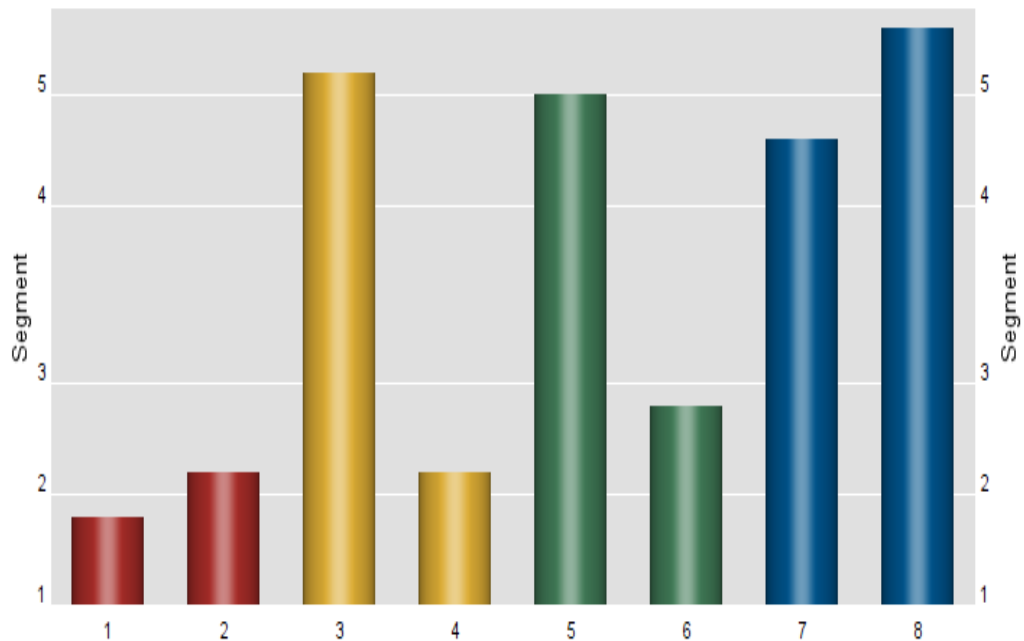
**What does the diagram show regarding the total result?**

The total diagram shows the "the combined self-image" of the acquired and instinctive behaviors. Acquired behavior shows Max adaptation to the expectations from the surroundings. And the instinctive behavior 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 Max
- 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

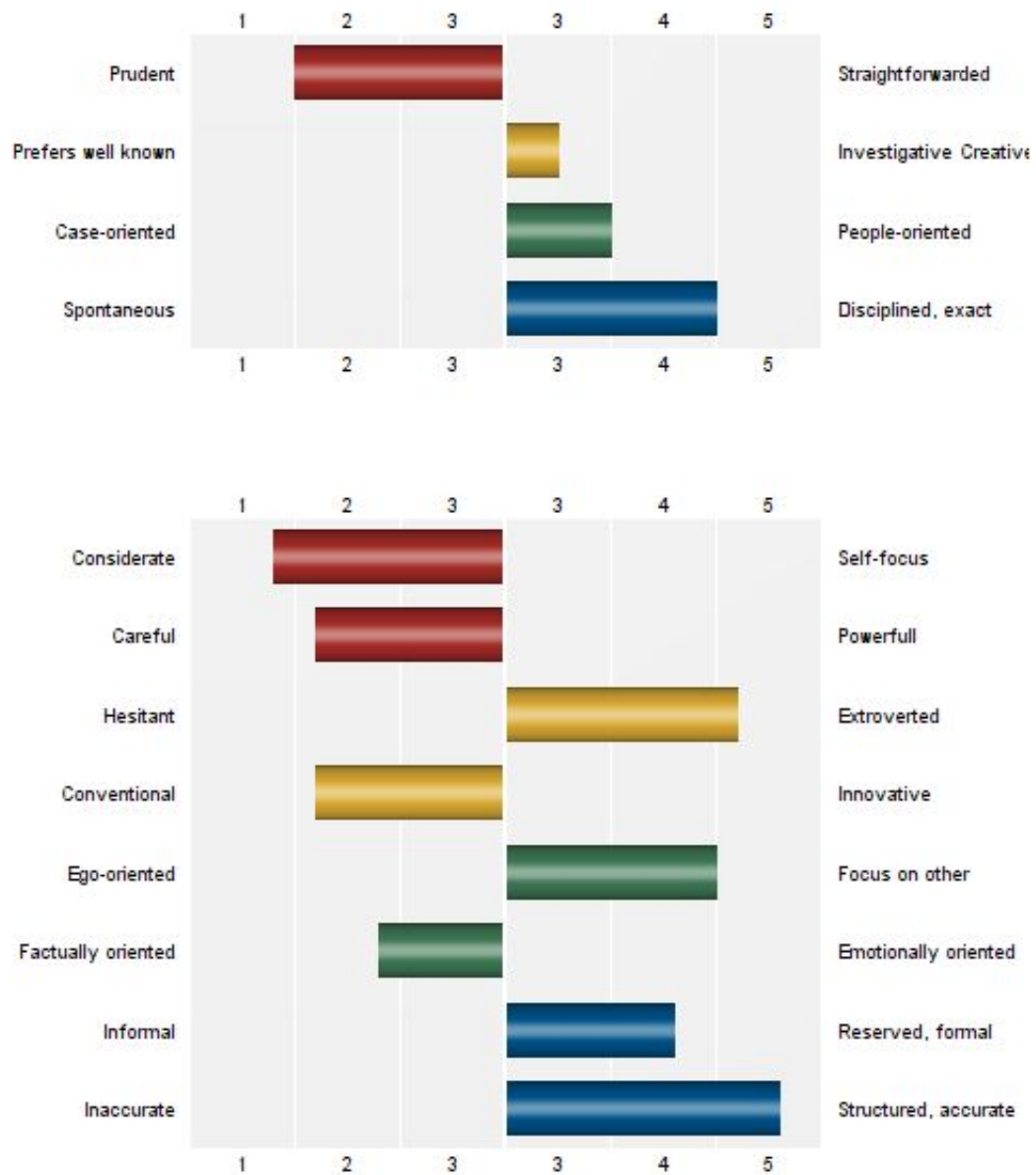
- 3.) *Extroversion* - Focus on creating new contacts, extroversion, new experiences.
- 4.) *Innovation* - Focus on ideas, on breaking down barriers and on creating something new.

#### 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.



### Facets and tendencies

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

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



### 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.

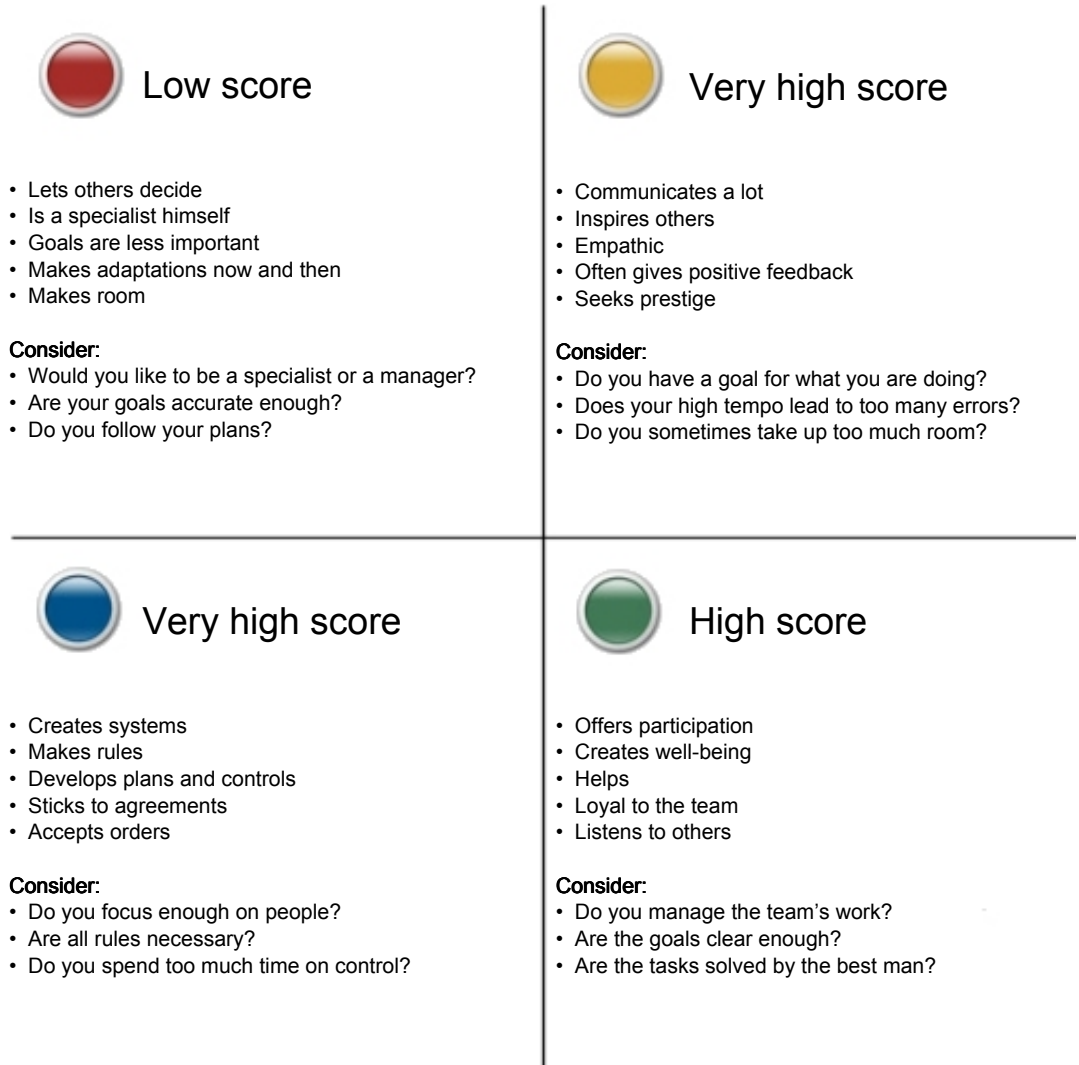
Moreover, the matrix gives an introduction on how Max can strengthen his communication style.

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 matrix show about Max?

The matrix above shows examples of Max's approach to leadership. Moreover, the matrix gives an introduction on how Max can strengthen his leadership 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?



### Low score

- Offer participation in the decision making
- Arrange who takes responsibility
- Ensure accept of the framework for the task
- Primarily provide a fixed salary
- Ask precise questions

**Consider:**

- Is the responsibility too big?
- Does the employee speak his/her mind?
- Do you make enough time with the employee?



### 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 high score

- Have clear and written rules
- Be explicit in your communication
- Use logical and documented arguments
- Offer precise and impersonal criticism
- Always observe your own rules

**Consider:**

- Is the employee too careful?
- Is the employee too detail-oriented?
- Is the employee able to communicate?



### High score

- Create security
- Show confidence
- Focus on listening actively
- Show respect for everyone
- Inform meticulously and simply

**Consider:**

- Is the employee harmonious with him/herself?
- Does the employee have friends at work?
- Do you give the employee time to answer your questions?

#### What does the matrix show about Max?

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

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

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 Max – do they agree with your assessment?



### Low score

1. Is rarely motivated by goals
2. Focuses on known needs
3. Minimum prices are accepted
4. Finds it hard to ask about the order
5. Delivers while hoping for more orders

- How do you improve your knowledge of the client's deeper needs?
- In which cases do you become too accommodating when negotiating?
- Where do you have an opportunity to cultivate more agreements with clients?



### 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 high score

1. Prepares with thorough analysis
2. Listens in order to understand all details
3. Presents a solution based on quality
4. Focuses on all details of the agreement
5. Carefully plans delivery and follow-up

- How do you avoid spending too much time on some issues?
- How do you avoid becoming too detail-oriented?



### High score

1. Chooses clients with whom relationships have already been established
2. Is interested and listens
3. Focuses on fulfilling the client's wishes
4. Is flexible in negotiations
5. Provides a high degree of service

- How do you become better at letting old comfortable clients go and focusing on new ones?
- How are you able to more actively utilize your good service to ask for new orders?
- How can you become better at maintaining the focus on yourself and your goals?
- Can you make your questions clearer?

#### What does the matrix show about Max?

The matrix above shows examples of Max's behavior in sale.

Moreover, the matrix gives an introduction on how Max can strengthen his sales 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** The numbers by each statement refers 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



### Low score

- Likes to work with the unknown
- Careful with things
- Might work a little too slowly
- May have little focus on the goal
- May have low readiness to change

#### Consider:

- Are you too slow to decide?
- Are you afraid to pressure others?
- Do you manage too little because you put high demands on yourself?



### 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 disorganized and unsystematic?



### Very high score

- Makes systems to create effectiveness
- Has difficulties coping with stress and pressure
- Spends a lot of time on data collection
- Brings things to a state of unnecessary perfection
- Prefers routines and repetition

#### Consider:

- Are you too much of a perfectionist?
- Is it too difficult for you to change your pace?
- Are you too demanding of yourself and others?



### High score

- Focuses on "business as usual"
- Works slowly but consistently
- Often prefers to work with the well-known
- May have difficulties saying no
- Often gets 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 Max?

The matrix above shows examples of Max's typical approach to time management. Moreover, the matrix gives an introduction on how Max can strengthen his personal efficiency. 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?

**Low score**

- In which situations do you find it hard to reach your goals?
- In which situations do you lack personal assertiveness?
- How would you define "working independently"?
- In which situations do you listen to others and in which do you not?
- How "good" does one have to be, according to you, to be "good enough"?
- How do you prioritise the cause versus the individual?

**Very high score**

- In which situations are you too loud?
- How do you avoid initiating too much?
- How do you ensure the realization of good ideas?
- In which situations do you become too enthusiastic?
- When are you too uncritical?
- What do you do if you have been too optimistic with your planning?

**Very high score**

- When is a task acceptably solved?
- How much should a person organize his/her day?
- In which situations might one benefit from taking chances?
- In which situations should rules always be observed?
- How precise must a result be in order to be precise enough?
- In which situations might you spend too much time on a task?

**High score**

- In which situations do you become too friendly towards others?
- How do you handle rapid changes?
- Why is harmony important to you?
- How do you handle your need for security?
- When are you being too considerate about other people's opinions before making up your mind?
- How do you choose to handle a major conflict?

**What does the matrix show in relation to Max?**

The matrix displays suggestions for interview questions to Max.  
The questions are formulated on the basis of Max's scores in the four areas.  
You can make questions more general or more directly if you wish.

**The questions should be followed up with questions like:**

- Why, how, when, etc.
- Do you have concrete examples of how this is expressed?
- What impact could this have in a new work-related situation?
- Relate the questions directly to: specific job tasks, roles, etc.

**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.

	D/P	I/E	S/I	C/A	Total
Graph1	30	50	50	100	
Graph2	30	50	70	70	
Difference	0	0	20	30	<b>50</b>

Consistency in the answers indicates the degree of similarity between the answers. Some difference is normal, but too many or too high differences should be investigated. These differences may be caused by noise.

**Noise can be defined as:**

1. *Outer noise* - Physical noise, disturbance during the test.
2. *Inner noise* - Fatigue, inner restlessness or imbalance.
3. *Organizational noise* - Changes in tasks or work situation.

A high degree of consistency between the MOST and LEAST diagrams could indicate a balance between the preconditions and the challenges in the surroundings which one seeks to live up to.

A high degree of consistency, however, could also indicate stagnation - or a lack of focus on which expectations the surroundings pose.

**Analysis of the answers**

There is a high degree of consistency between the MOST and LEAST answers.

The degree of balance is estimated as being: **High**.

This indicates balance between the natural behavior and demands being made.

Consider if it is necessary for the adaptability to be improved - or to increase focus on development.

Is it necessary to look into the cause of the relatively high degree of consistency?

**Time spent : 859 Seconds**

Short response time (<450 sec.). This may indicate low care, but can also indicate that answers are intuitive.

Long response times (> 700 sec.). This may indicate considerable care, but can also indicate answers that are given more narrative than intuitive.

**Number of times : 0**

Number of pressing the Back key is lower than average.

**Number of revised responses : 0**

Number of changes to answers is lower than average.

## Selected MOST answer

The list below shows the statements selected as **most frequent behavior**.  
These statements reflect preferred behaviour, or how the person wishes to appear.

### Statements with red preference

I think the results should be achieved

### Statements with yellow preference

Usually happy  
Creative and inventive  
Optimistic  
Often excited  
Often cheerful and funny

### Statements with green preference

Considerate towards others  
Friendly towards others  
I engage in others' problems  
I am patient with others  
People oriented  
Consideration for others is important

### Statements with blue preference

Often controlled  
Calm and controlled  
Disciplined  
Objective and concrete  
I am respectful to others  
Systematic - like to organize things  
Thorough  
Act controlled  
Respectable  
Perfectionist - accurate about details  
Dutiful  
Diplomatic and soothing

### Selected LEAST answer

The list below shows the statements selected as **least frequent behavior** .  
These statements reflect how the person **does NOT think that he appears**.

#### Statements with red preference

Likes debating  
Confident  
Energetic  
Brave  
I am seen as energetic  
Often dominant  
Brave and fearless  
I am pushing  
I want to reach the goals  
Often impatient  
Persistent  
I am straightforward

#### Statements with yellow preference

Often impulsive  
Others say I am inspiring  
Innovative  
Always ready for adventure  
I often act impulsively

#### Statements with green preference

Caring  
I am a gentle person  
Give in - I don't make a stand

#### Statements with blue preference

Do what is customary  
Detail oriented  
Distant and cold  
I am reserved towards others

**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](http://www.e-stimate.com)  
or contact us at: [info@e-stimate.com](mailto: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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