



**EVALUATION
STORE.COM**

Your development toolbox



The SPECTRUM™ Behavioural Evaluation

Feedback Report for
sample report

14th November 2010



*'Mastering yourself
is true power'*

Lao-Tzu

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Note: throughout the report, we use English spelling '(e.g. 'behaviour' rather than the American 'behavior' or 'utilise' rather than the American 'utilize' or 'colour' rather than the American 'color').

1 page summary of your results

Much greater detail is found within the report. This page merely gives a brief overview of your personal results.

The questions and the report are work related. You are very likely to have a different range of behaviours which you choose at home and socially – that is perfectly normal. **The report must therefore be considered for your work behaviour not your home or social behaviour.**

The report is based on **your answers about yourself**. From your answers we gain a perspective of your behavioural choices in two situations – normal work behaviour and how you respond to stress. For these two situations, from your responses, your most likely SPECTRUM™ colours are:

Normal (work)

OLIVE



A blend of Yellow & Blue

You are likely to have dry sense of humour and operate in a systematic and yet flexible way. You probably have a strong sense of irony and the sardonic.

Predictable but innovative, stable and yet adaptable, you hold these contrasts well. You are likely to be consistent and liked by many as a steady performer but with a glint in the eye for slightly wild, wicked and naughty!

Stress (work)

OLIVE



A blend of Yellow & Blue

You are likely to become stubborn and possibly sarcastic in stress using dry and cynical humour to reveal your feelings.

Your likely stress reactions are 'frolic' where you focus on activity not results or 'freeze' where you do the opposite and pause to consider.

Introduction



There are many different ways to analyse your behaviour. Some are overly costly whereas some are overly simple or overly complex.

The SPECTRUM™ questionnaire which you have just completed:

- provides you with valid, relevant information which is understandable, well constructed and value for money.
- provides you with enough information to clearly analyse and consider your behavioural preferences and your impact on the people around you.

'Man's main task in life is to give birth to himself, to become what he potentially is. The most important product of his effort is his own personality'

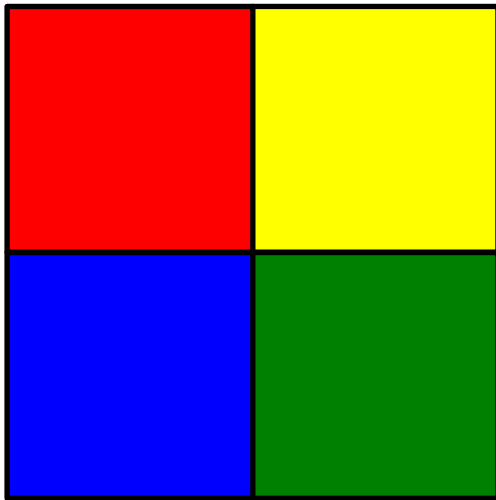
Erich Fromm 1900-1980



Behaviour is the cornerstone of all our work and social interactions and is the very essence of being human. However, it is also the basis of a lot of our frustrations and anguish with others and confusion about our own contributions and impact. Therefore, in every walk of our life, knowledge about how we and others behave will allow us to be more successful due to the improved quality of our interactions. The ability to choose or adapt behaviour can generate a major increase in personal communication effectiveness.

'If you have men who will only come if there is a good road, I don't want them. I want men who come if there is no road at all.'

David Livingstone



What is behaviour?

Behaviour can be defined as your actions plus voice (content, pitch, tone & volume) together with the appropriate use of facial mask and body language. **On the basis of these elements, others make assessments and judgements of you** – and you make assessments and judgements about others – **both consciously and subconsciously**. It is not merely about what you say but also, critically, how you say it. Our education, our environment, our role models, our genetic heritage, our situation, our culture, our values and our society's rules all combine to give us a complex range of inputs to our own personal behavioural preferences and choices. **However, behaviour is not set – it is a choice.** You can choose your actions and speech (content, pitch, tone, volume) and body language; so you can choose the most appropriate behaviour for a situation.

The *SPECTRUM™* evaluation uses colours to explain the different behavioural preferences and choices we possess. The four basic colours – **RED, GREEN, BLUE, YELLOW**, give us the overview. A minority of people will have a very strong preference for just one of these but even they can choose to use the others. They just do so less frequently and probably less effectively. Most people have a blend of these colour preferences.

The colours are easy to understand:

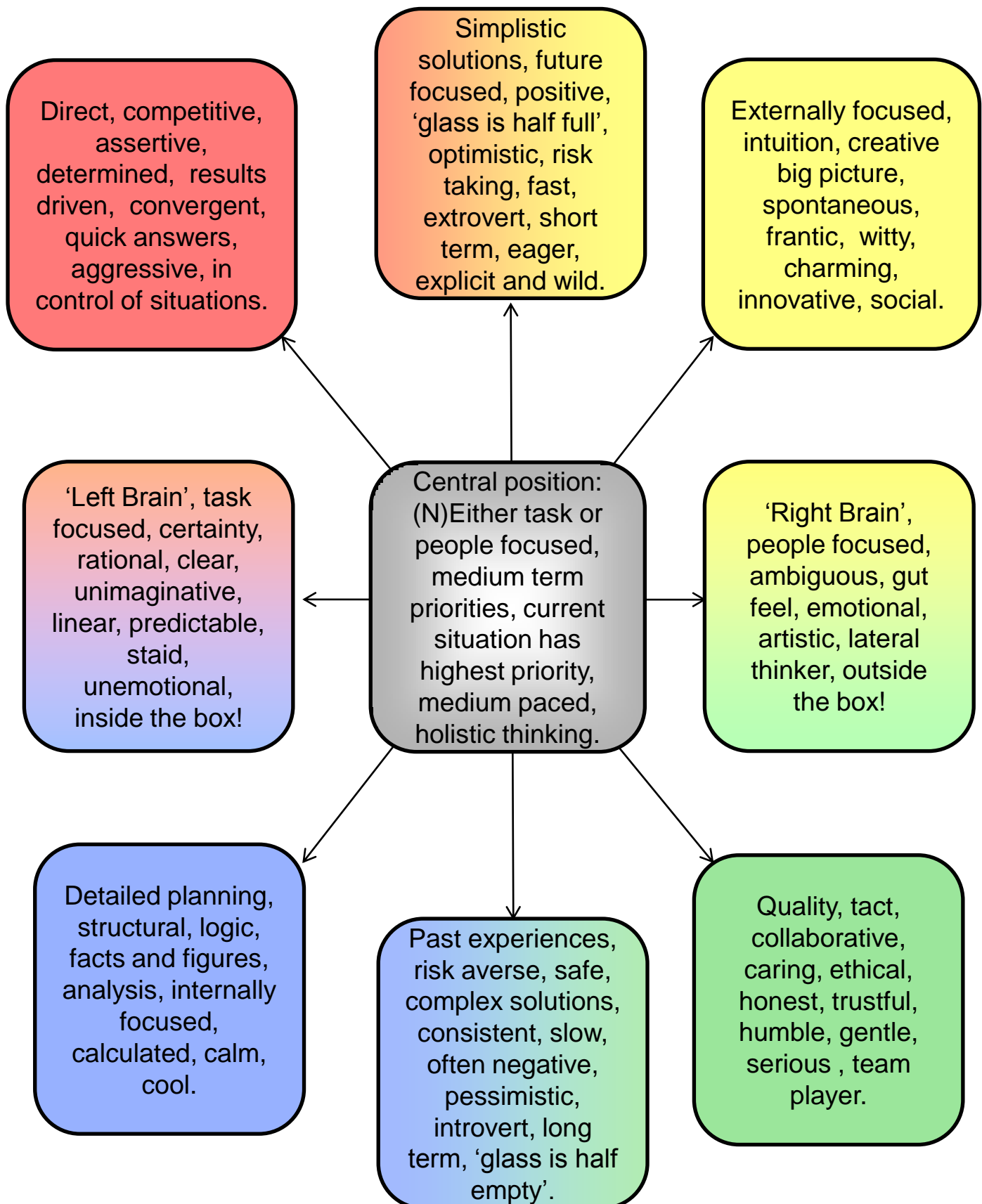
Think of **Red** – what do you imagine? Fire, Blood, Heat, Danger - these are red behaviours. Change these words for **assertive, risk taking, hot headed, strong minded, action orientated** and you have a short profile of red behaviour.

Think of **Blue** and you could be thinking cold, water, sky, icebergs. Substitute these words for **calculating, calm, unemotional, thinking logically & safety**.

Green might include nature, trees, ecological ideals, peace. Substitute these words for **friendly, growing relationships, strong ideals of fairness and justice** – elements of green behaviour.

Lastly, imagine **Yellow** and you may see the sun, brightness and maybe gold. Substitute these words for **positive, smile, warm & happy** – characteristics of yellow behaviour.

By placing the colours in a diagram, we can observe blends and personal preferences depending on how each individual prefers to behave.



Most of us use more than one of these behaviours and we prefer to blend maybe two or three or in some cases all four together. The SPECTRUM™ approach can give the ability to explore this by blending the colours:

Mix blue and red we get **Purple** – task focused and self reliant

Yellow and red we see **Orange** – focused on the future and using intuition.

Green and blue show **Aqua** – safety first and do what our past experience has shown works well

Green and yellow produces **Lime** – people focused, collaborative and tolerant

Yellow and blue yields **Olive** – detailed holistic planning with built-in flexibility

And lastly, for double blends, red and green give **Brown** – honest and receptive but with a strong desire to achieve the best

There are four triple blends Red, Blue and Green blend to make **Maroon** – quality planning with some risk and with known long term objectives

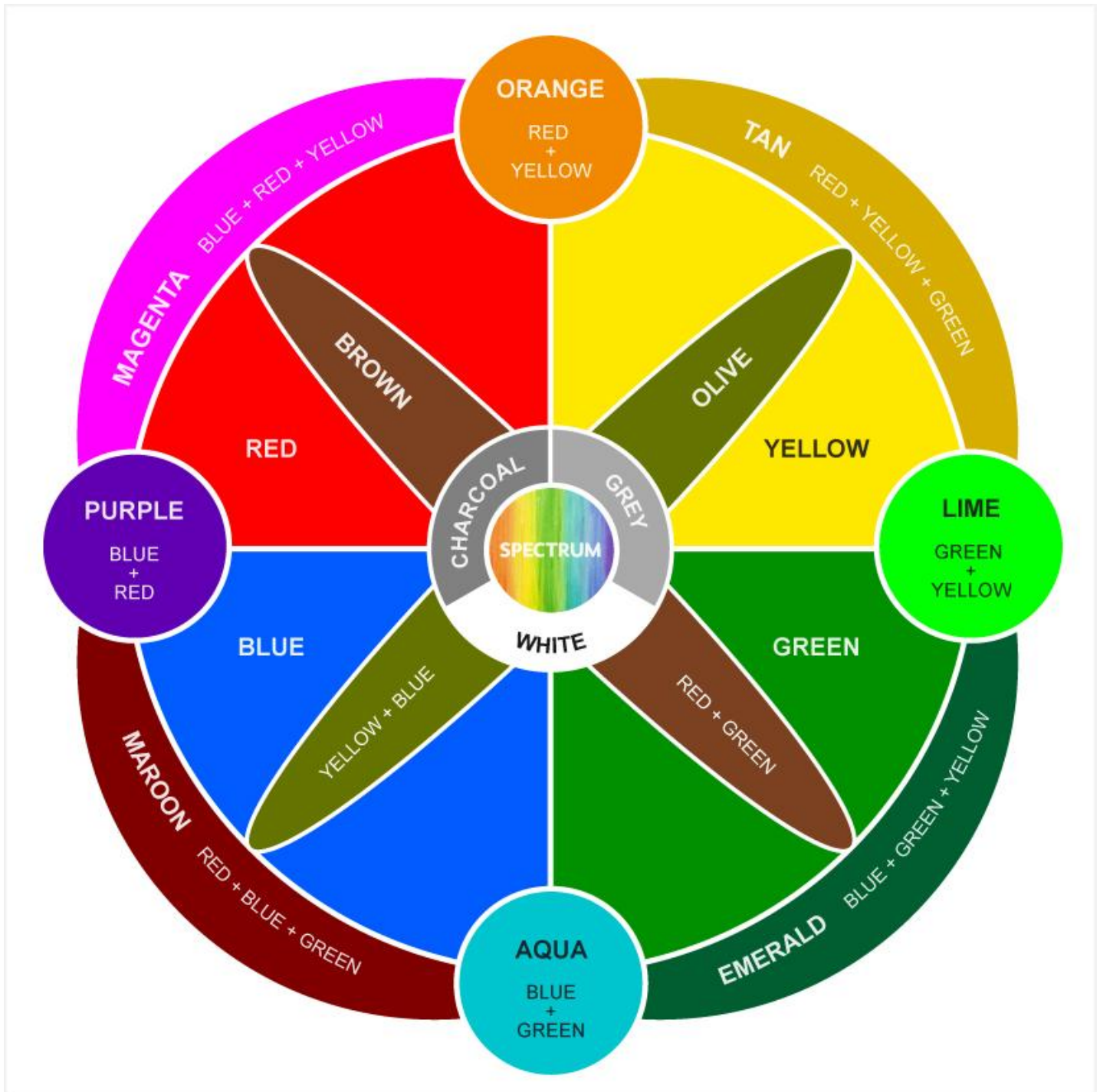
Yellow, Blue and Green make **Emerald** – a focus on long term relationships, with logical plans, lower risk acceptance and a team focus

Blue, Red and Yellow give **Magenta** – detailed plans with short term goals and task focused but frequently using gut feel and flexibility en route

Red, Yellow and Green called **Tan** – short term, big picture planning, with higher risks, gut feel and a team approach

Another group of ‘colours’ are for those people who have **similar or equal scores for the four key colours**. These can be all low scores, all medium scores, or all high scores. We define these using the grey scale from white for low, **Grey** for low to medium, **Charcoal** for medium to high and finally **SPECTRUM** for very high. These people could have either a very specific, well planned holistic approach to self and team or complete and utter chaos with confusion and a rudderless ship approach to life – it all depends on how they are able to control and select behaviour as they deem it appropriate. **Choose the wrong behaviour and you are likely to get miscommunication; choose the right behaviour and you are much more likely to achieve what you want.**

The SPECTRUM™ model illustrates the four main colours, the double, triple and flat-four blends to give a range of individual behavioural preferences.



Your SPECTRUM™ colour

OLIVE

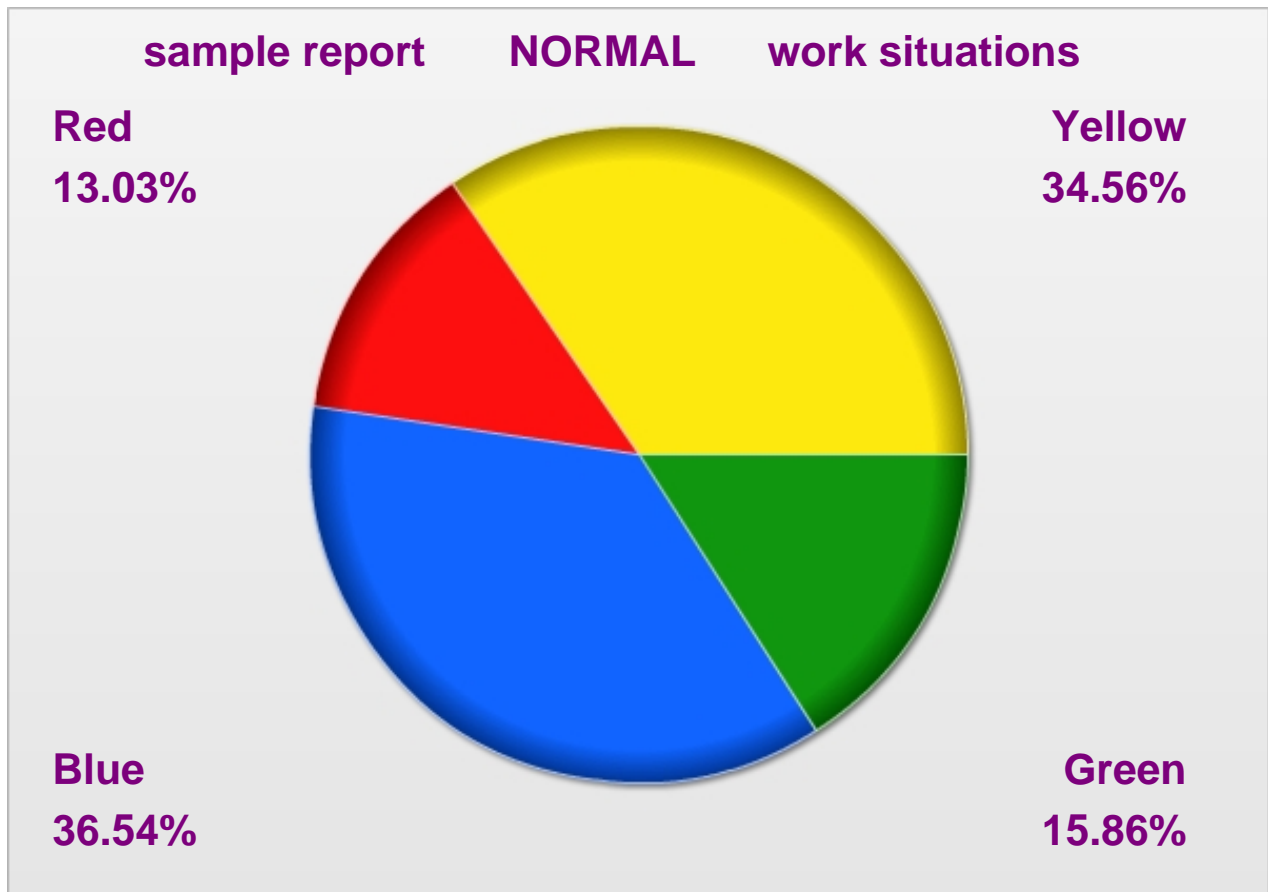


A blend of Yellow & Blue

To date **0.74 %** of people who have taken a SPECTRUM™ evaluation have this colour as their behavioural preference

Your SPECTRUM™ score

Based on the answers you gave to the questions, your personal blend of the 4 key behavioural colours is as shown below. Your behaviour will change with a different environment, with a different role and in stress situations – but these results are derived from the questions which sought to understand your behavioural choices in a NORMAL (non-stress) WORK situation.



Whilst this report is designed to be sufficiently understandable to give you an insight into your own behavioural preferences, we fully recommend discussing it with a suitably qualified and experienced coach. EvaluationStore.com lists a large number of companies and individuals offering coaching services.

Aspects to discuss would include: advantages and disadvantages of your behavioural style, how this could be seen by others, the impact you may have on others, the extent to which you feel this preference mix fits for your situation, or whether it should change – and if so, how?

Your SPECTRUM™ colour

OLIVE



A blend of Yellow & Blue

Key messages:

- We all use all 4 behaviours.
- We are not typecast or programmed to only 'be' one – we choose.
- We have preferences regarding which behaviours we prefer – we tend to use those more often.
- In stress situations, the blend of behaviours we use tends to change. This is not 'reverting to type'; it is merely a different behavioural choice.
- In a different situation, role or culture we may adapt our behaviour and have a different profile (e.g. there may be differences between home and work behaviour). This is entirely understandable and normal.

What your results mean

You are likely to have dry sense of humour and be **systematic and yet flexible**, possibly with a sense of irony and the sardonic. You can be simultaneously **predictable and innovative**, stable and yet adaptable, consistent and liked by many as a steady performer but with a glint in the eye for the slightly unusual.

The Olive is a powerful, healthy fruit and can be green or black and you can be both green and black too; you may have a dark side. If you demonstrate olive behaviour and you are likely to have a sarcastic humour which makes most people laugh but can be at the expense of someone. Others will always know when you're upset or cross with them.

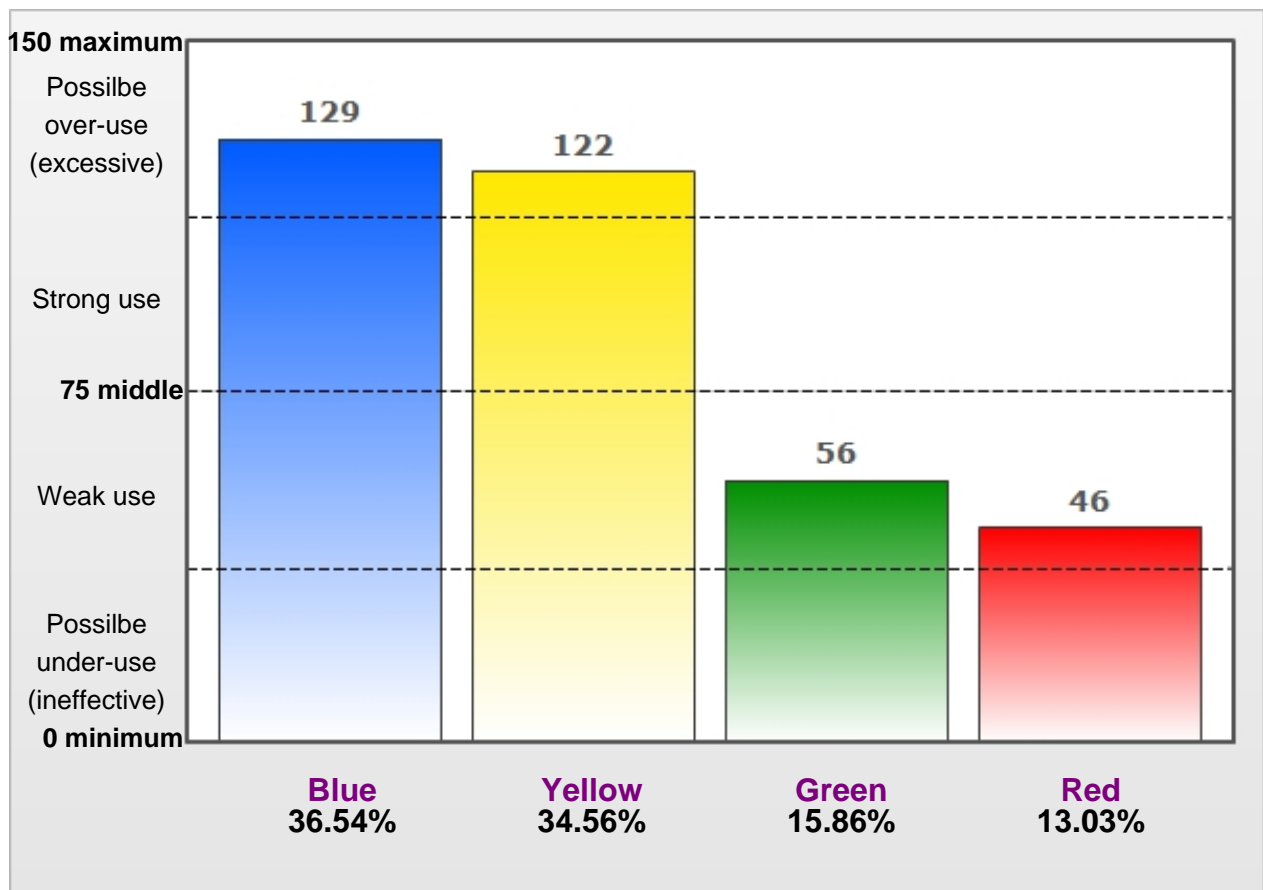
You can be **skilfully outrageous**. You have the ability to be innovative and creative in your thinking and you will be able to look at things in a new way. However, you need to **do things thoroughly** and this will keep you focused on the long-term objectives.

Frustration might be caused by your need to change whilst staying constant, gamble with no risk, and to be liked, but in a reserved style.

Your SPECTRUM™ score

In addition to considering the percentage scores, we suggest that you discuss the absolute scores. If your score is high in a particular colour of behaviour, you are likely to be adept at using it well. If you score low, you may not be using it to the greatest effect. If you score very high, you may be using this behaviour excessively, which usually has negative consequences.

Understanding your own behavioural tendencies and preferences assists you to assess your impact on others. Appreciating where you are likely to over-use or under-use certain behaviours can be a major aspect of understanding where you are successful in human communication and where you are unsuccessful.



The ability to stop yourself when you start escalating into excess will almost certainly reduce conflict. The understanding of behaviour which you choose not to employ can reduce your own stress levels by alerting you to the situations where you will feel uncomfortable or ill-suited. You can seek to avoid these situations, or seek to develop the underutilised behaviours.

Your primary normal behaviours, your 'early warning signals' and potential behavioural overuses

Normal behaviours are those you find easy to use and probably use well.




Early warning signals are 'alarm behaviours' which start as you use your normal behaviours, but at increased levels probably due to you feeling some stress or frustration where you are not achieving what you want. You therefore begin to stretch or use too much of these normal behaviours and probably thereby lose effectiveness.

Others start to see these behaviours as less productive, or even annoying, which may cause them to increase their stress levels. This could push their behaviours into their early warning stages. Then, you have two people whose communication and performance is falling.

Over used behaviour, is when you are **using too much of one behaviour, possibly excessively.**

You are then potentially into the area of declining behavioural effectiveness – **the more you use the behaviour in excess, the less effective it becomes.** The behaviour you are choosing may then become inappropriate for the situation you are in, or for the role you have.

Learning to identify the signs of when a preference, strength or normal behaviour starts to become an early warning signal or an overuse allows you to change behaviours to increase your effectiveness – **making a choice to change.**

Your potential behaviours		
Normal	Early warning signals	Over-use
 unorthodox	 unusual	 eccentric
accurate	exacting	too precise
even-tempered	easy-going	laid back
ingenious	shrewd	cunning
dry	deadpan	sardonic
persistent	incessant	relentless

An example of behavioural overuse could be that you are efficient, but under pressure you become pedantic which starts to annoy those around you. If that turns to stress, you may become rigid and unwilling to alter your plans. Now others see you as stubborn and unbending – negative and ineffective.

Aim – how you intend to be.

Behaviour - how you actually feel that you behave.

Consequences - the impact you feel that you have on others.

You answered the questions on the SPECTRUM™ evaluation, so **these are your opinions** of how you aim to behave, how you feel you actually behave and your impression of the consequences that your behaviour has on others.

A 360° SPECTRUM™ evaluation may be valuable to establish what others think of your behaviour.

With only one or two points between all the A, B,C scores you come across as you intend and have the impact that you predict in advance. With higher variances, you may be demonstrating that you are experiencing different outcomes (consequences) from your behaviour than you intended (aim).

It may be beneficial to discuss the congruency of your ABC scores with a coach.

Your A,B,C scores

Aim Behaviour Consequence



	Aim	Behaviour	Consequence	Total (‘normal’ behaviour)
Blue	46	39	44	129
Yellow	46	36	40	122
Green	15	19	22	56
Red	11	18	17	46

A

Aim

Highest score yellow: Your aim is likely to be flexible, entertaining, charming and popular and to be liked.

Lowest score red: you don't appear to want to be in control of situations and relationships.

B

Behaviour

Highest score blue: you behave in an objective, careful and consistent way, logically working through tasks.

Lowest score red: you may behave in a manner which on occasions lacks confidence and decisiveness.

C

Consequence

Highest score blue: you probably appear to others as someone who is steady, consistent, and gets things done in a methodical and careful way.

Lowest score red: you seem not to appear to others as someone who is decisive and urgent or wants to get things done quickly. Others may feel that you lack a competitive drive.

Your stress, conflict and fight style

When under pressure, in conflict and in stressful situations, depending on who you are with, what role you are playing and the culture in which this event/situation is taking place, your behavioural style can change and we can predict what style you might adopt in these situations. During the questioning process we asked you some questions about how you handle stress, conflict and pressure .

Positive stress

This is what you experience in a situation which is stretching but where you feel you are able to prevail and achieve. There is a degree of thrill, adrenaline and excitement which helps you rise to the challenge and probably gain better results than in a non-stress situation. Permanent positive stress can lead to 'burn-out' but in the short term it is almost always beneficial.

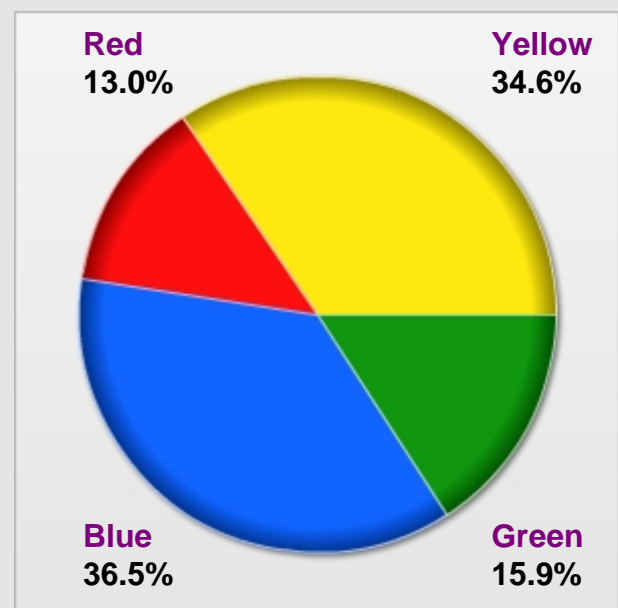
Negative stress

Here you are significantly less in control of the situation and have a real chance of not achieving your aims. Worry commences and performance decreases.

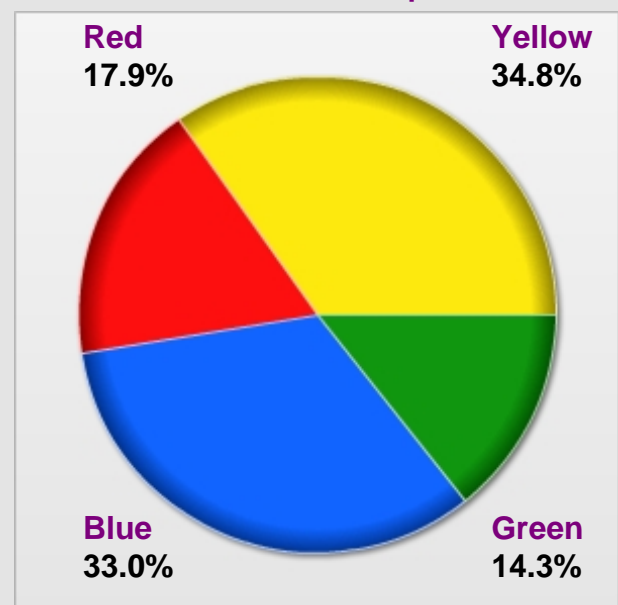
Distress

Here you are not in control of the situation and performance deteriorates into wholly negative actions. You may engage in panic or obsessive behaviour

Your 'normal' profile



Your 'stress' profile



Your stress, conflict and fight style

When in negative stress or distress individuals, teams and organisations have a number of possible reactions. For us, the reactions tend to be ones which we default to – but different people default to different reactions. One consideration is to understand the range of reactions available, understand those we tend to prefer and then also consider the ones we usually do not prefer – they may be a better answer in some cases.

For the full range of possible stress reactions consider one of the masters of reactive strategy – the zebra. He will happily graze on the African Serengeti until he senses a threat. He then has 6 possible reactions to choose from – **the 6Fs**:

FIGHT – choose to attack the threat (the zebra has sharp teeth and a powerful kick!).

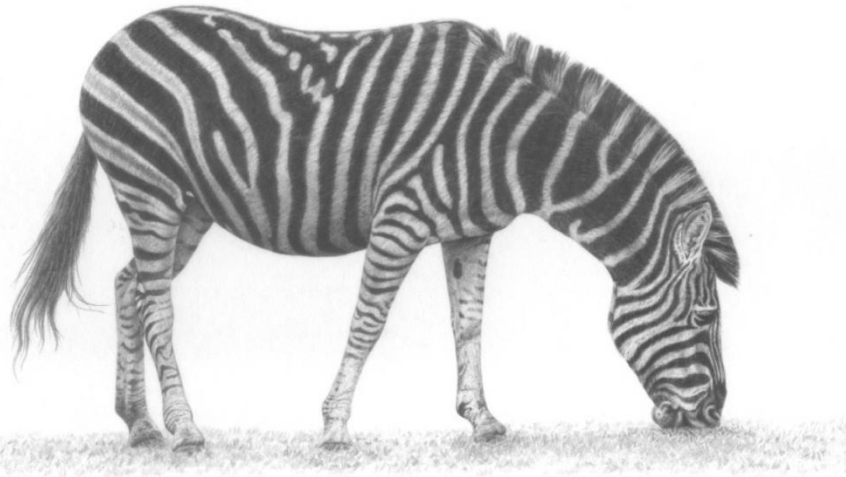
FLIGHT – choose to exit the situation as rapidly as possible.

FLOCK – join together with others to achieve 'safety in numbers'.

FREEZE – pause, gather more information before making a response.

FRAGMENT - break into smaller groups or act individually – go 'solo' – do your own thing.

FROLIC – panic, lots of noise and activity but achieving very little.



Your most likely stress response, according to the answers given to the questions in the evaluation is:

OLIVE

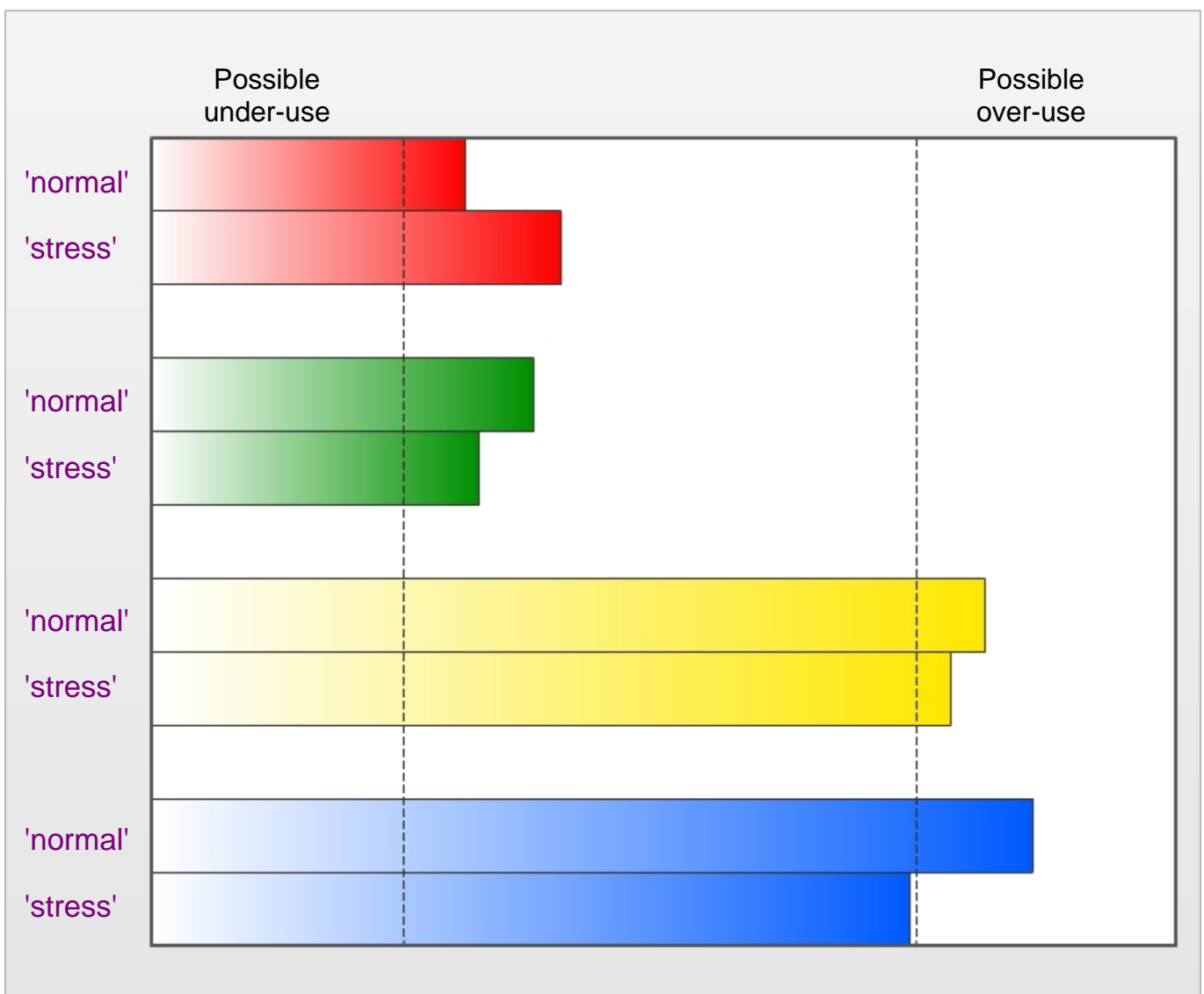


A blend of Yellow & Blue

You are likely to become stubborn and possibly sarcastic in stress using dry and cynical humour to reveal your feelings. Your likely stress reactions are 'frolic' where you focus on activity not results or 'freeze' where you do the opposite and pause to consider.

Your stress, conflict and fight style

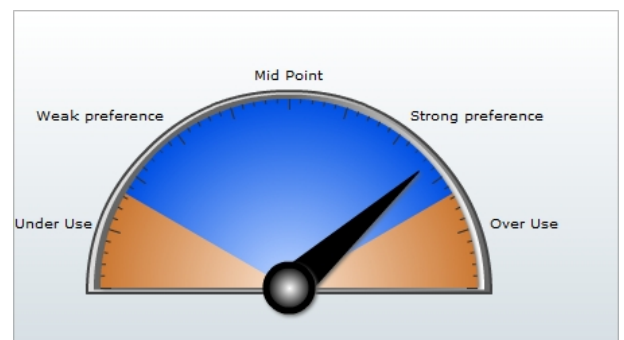
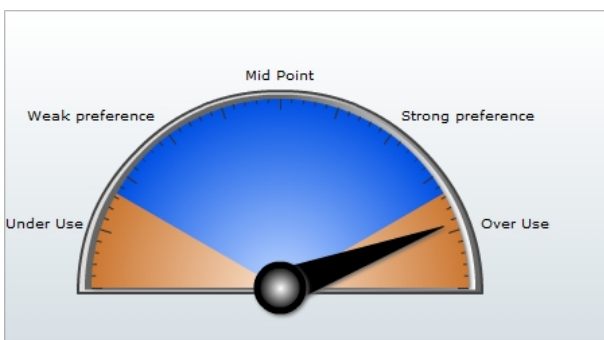
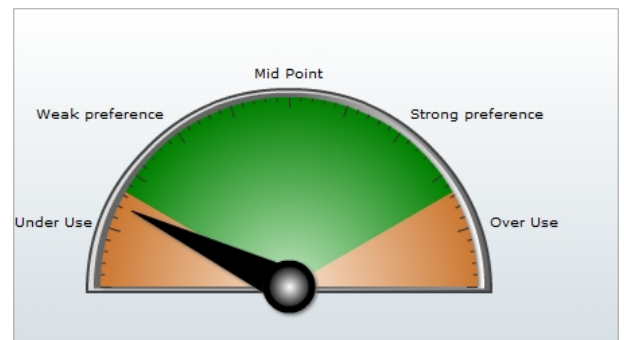
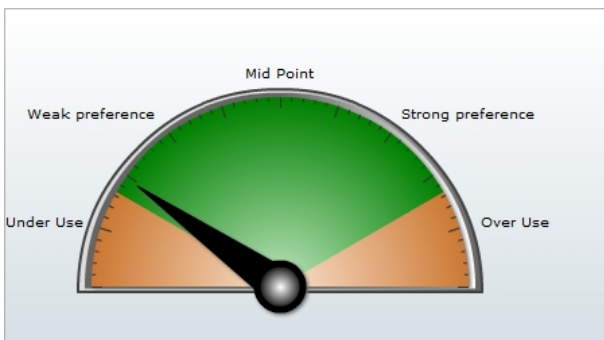
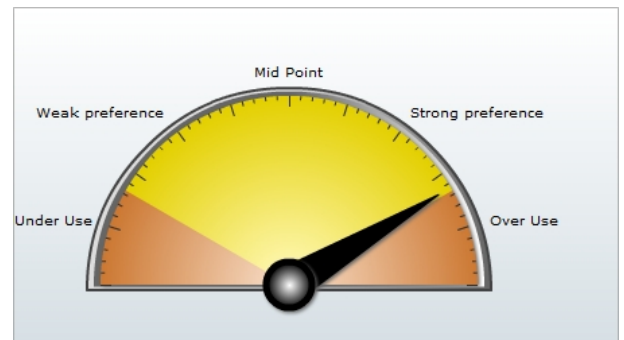
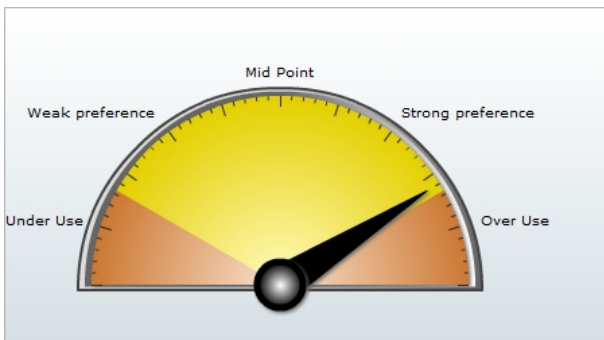
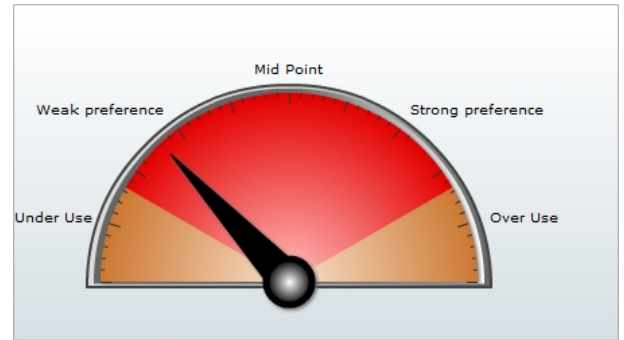
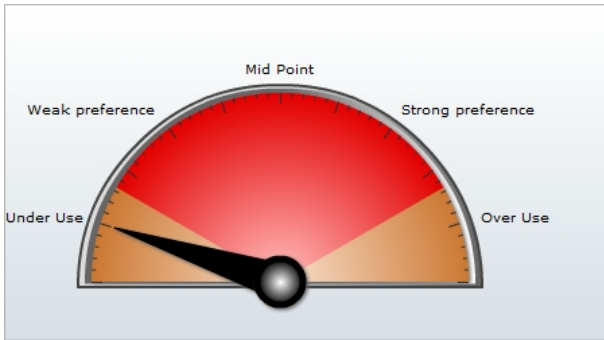
Consideration of the transition from normal behaviour, through the early warning signs, to overuse and use of your stress profile is something to be discussed with a suitably qualified and experienced coach. Gaining a degree of control or controlled deliberate action is most likely to enhance your behavioural effectiveness and therefore your communication and interaction with others – you will achieve more of what you want if you are able to regulate your behaviour appropriately. Knowing how your behaviour changes in stress is the first step to being able to regulate it appropriately.



To maximise the impact of such a discussion with a coach both 'absolute' scores and percentages are included. Above are absolute (e.g. if you scored 1, 5, 10, etc that is recorded) on the following page are percentages (i.e. what proportion of your behaviour do you view as each colour). Both sets of information can add value to self awareness and to a coaching discussion.

Your behavioural preferences (percentages)

'normal' behaviour 'stress' behaviour



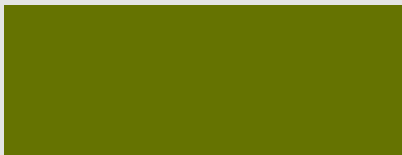
With 4 colours, the 'mid point' is 25% of your behaviour. Overuse or underuse of a behaviour usually has negative consequences. The absolute position and how your behaviour moves in stress are both important for self awareness.

How others may see you

Individuals with other behavioural preferences will almost certainly see you differently to how you view yourself. Below are typical views of the core four colours for your behavioural preference from the answers you gave in your SPECTRUM™ evaluation.

Your
SPECTRUM™
colour is:

OLIVE



A blend of Yellow & Blue

You are likely to have dry sense of humour and operate in a systematic and yet flexible way. You probably have a strong sense of irony and the sardonic. Predictable but innovative, stable and yet adaptable, you hold these contrasts well. You are likely to be consistent and liked by many as a steady performer but with a glint in the eye for slightly wild, wicked and naughty!

Strong RED preference may feel that you are

sometimes sarcastic and dry. You use a logical tenacity to achieve tasks through others. I may accuse you of not having enough drive and insufficient commitment to winning, action or achieving great results.

Strong GREEN preference may think you are

too organised, too logical and occasionally a bit frivolous with a sometimes hurtful use of humour that may irritate me from time to time. I think that you tend to view people at too shallow a level.

Strong YELLOW preference may see you as

fun to be with but sometimes a bit too reserved and quiet. You have a skilfully outrageous, dry sense of humour delivered sometimes with a serious face or twinkle in your eye. I sometimes find you threatening as there is more on the 'inside' of you than you let me see.

Strong BLUE preference may perceive you as

a bit too flighty, using inappropriate humour and not taking situations, relationships or tasks seriously enough. I see the 'light and fluffy' side of you and whilst I acknowledge the deeper side of you, I do not see it enough.

Can you improve ?

Behaviour is a choice. You are not pre-programmed to behave in any specific way. Your preferences may be influenced by your culture, genetic inheritance, early years experience or learnt as you grew up – but they are not set and are still a choice.

Generally, to maximise your behavioural effectiveness you can:

Focus on your strengths

Which behaviours are particularly effective for you? Which ones does your evaluation show to be effective? Does this evaluation resonate with what you experience when interacting with other people?

By looking to choose situations and tasks which best use your strengths and preferred behaviours you are more likely to be successful. For example, if you have a high blue score and a low yellow score – working alone with detailed material which requires accuracy and risk minimisation should suit you. Having to make an impromptu speech to a large group probably won't.

Seek to avoid tasks or roles in weak areas

If your profile shows a non-preference (i.e. low score) for certain colours, you are unlikely to perform well if those are the specific behaviours required for success in your role or situation.

For example, if you had a high green and low red score, you will be uncomfortable in high profile 'win-lose' competitive situations.

Assess whether these low behaviours are required, and if so perhaps consider the EvaluationStore.com 'Workplace motivators' or 'Values' evaluations which both seek to show what is deeper, below your behaviour.

Make deliberate choices to 'practice' weaknesses

SPECTRUM™ can show you how to develop your behavioural flexibility. There are several ways to do this, but perhaps the simplest is to use the SPECTRUM™ colour model. Choose to make a move towards an opposite colour and try to do what THEY do well – with your preference:

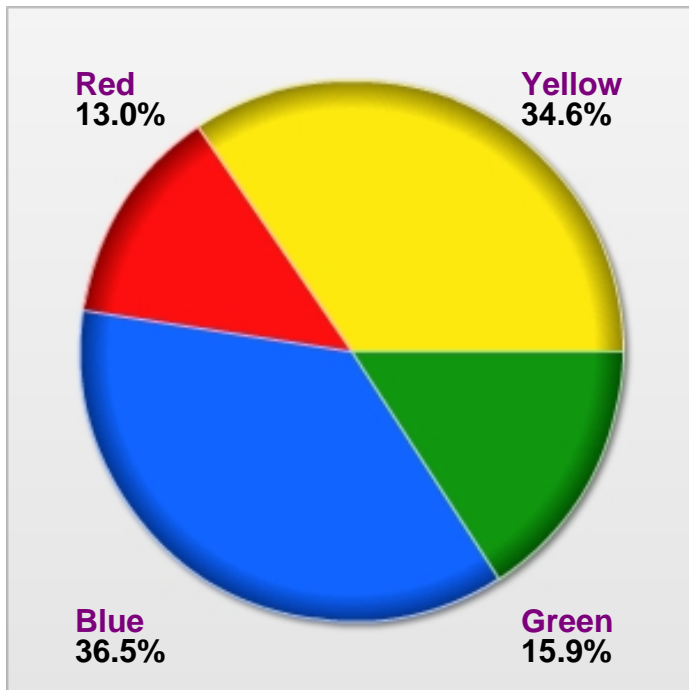
Olive is Yellow and Blue (head towards Brown)

1. Try to be more decisive and use logic in your decision making.
2. Make sure you describe and appreciate the quality of what you are doing.
3. Try to be more tactful when selling your ideas to others.

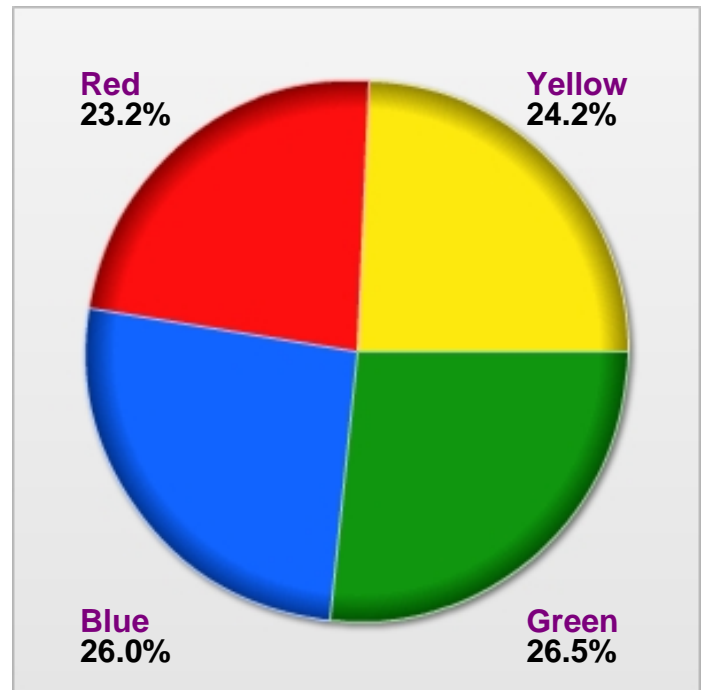
Compared to the average ('mean') Normal behaviour

EvaluationStore.com can compare your profile with others. This, too may give you material for consideration or discussion.

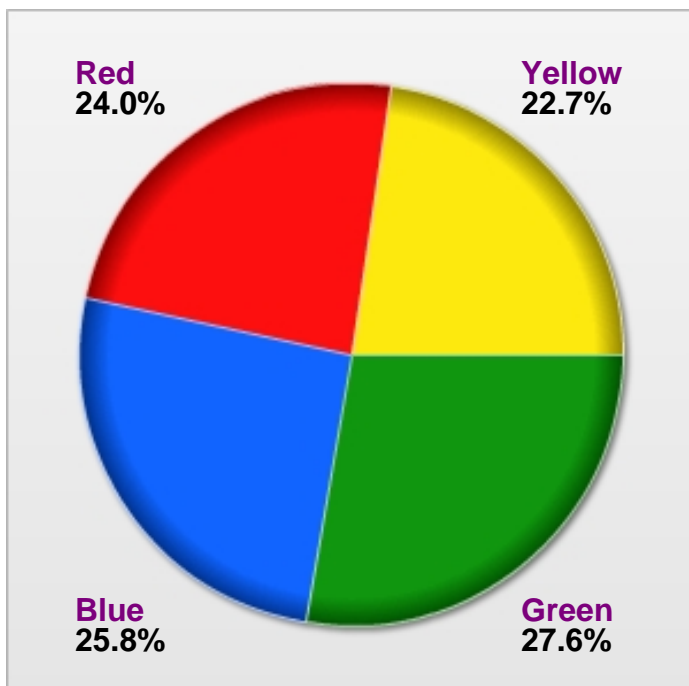
Your 'normal' profile



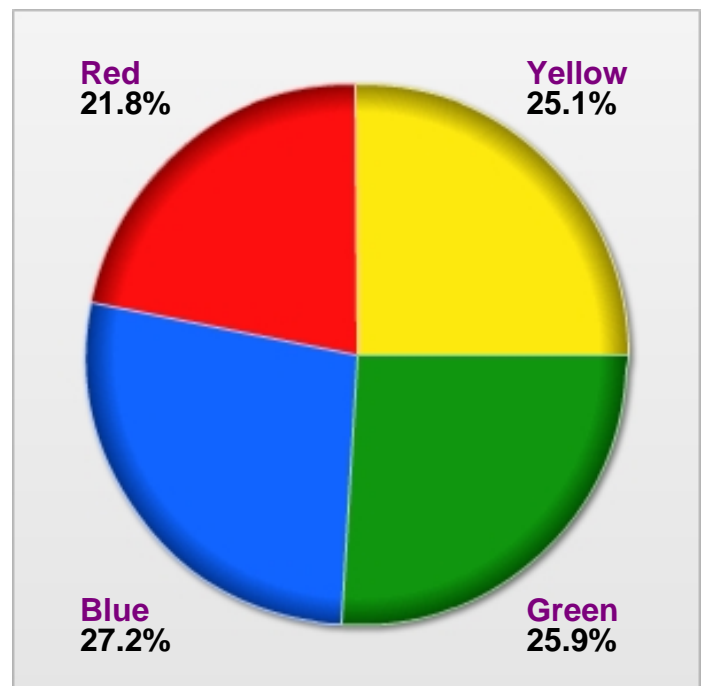
Avge male age 19-33



Avge United Kingdom



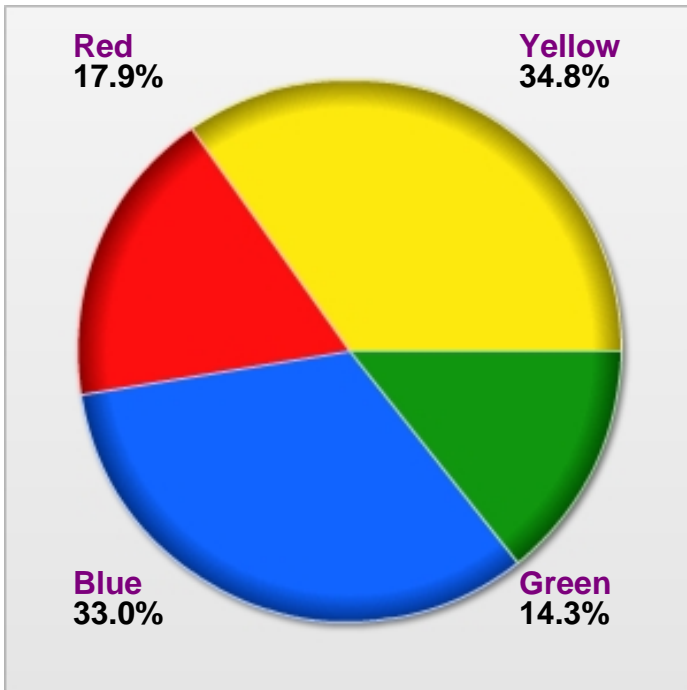
Avge male age 19-33 in London, England



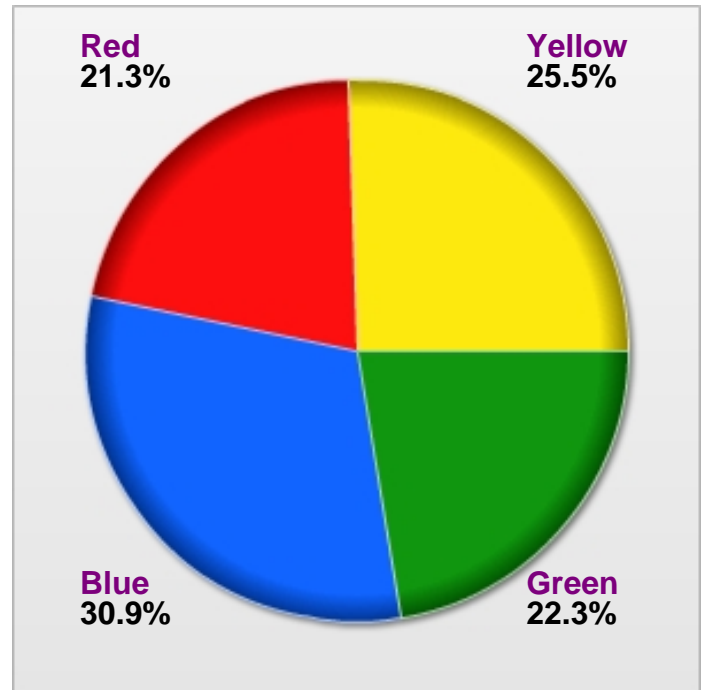
Compared to the average ('mean') Stress behaviour

This set of charts compares you to global averages from all people who have taken the SPECTRUM™ evaluation

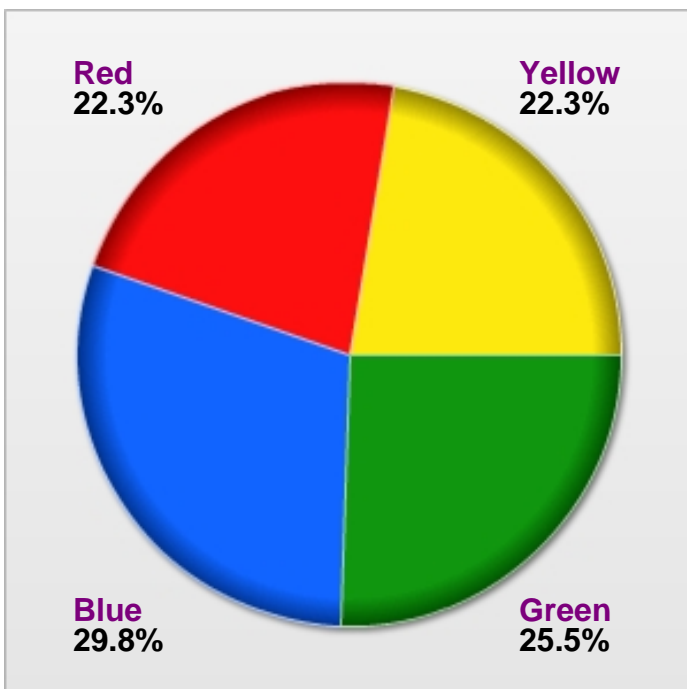
Your 'stress' profile



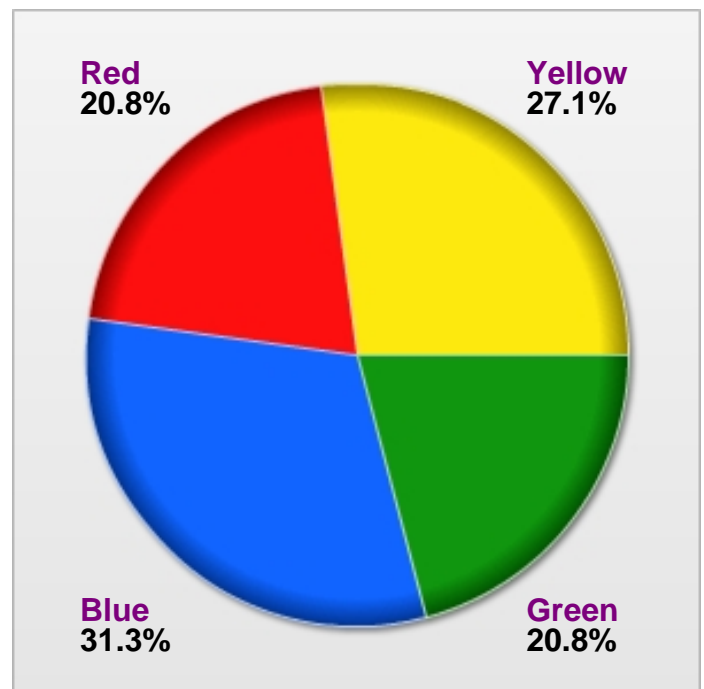
Avg 'stress' profile for male age 19-33



Avg 'stress' profile for United Kingdom



Avg 'stress' profile for male age 19-33 in London, England

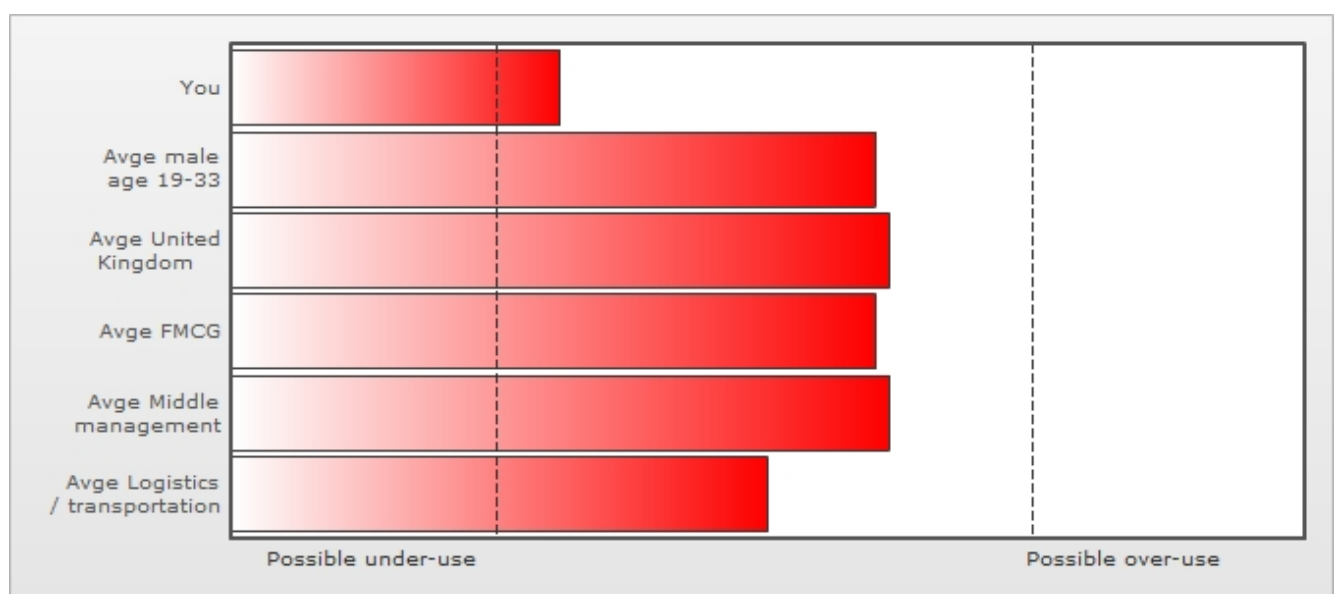


Comparatives – your scores compared to others

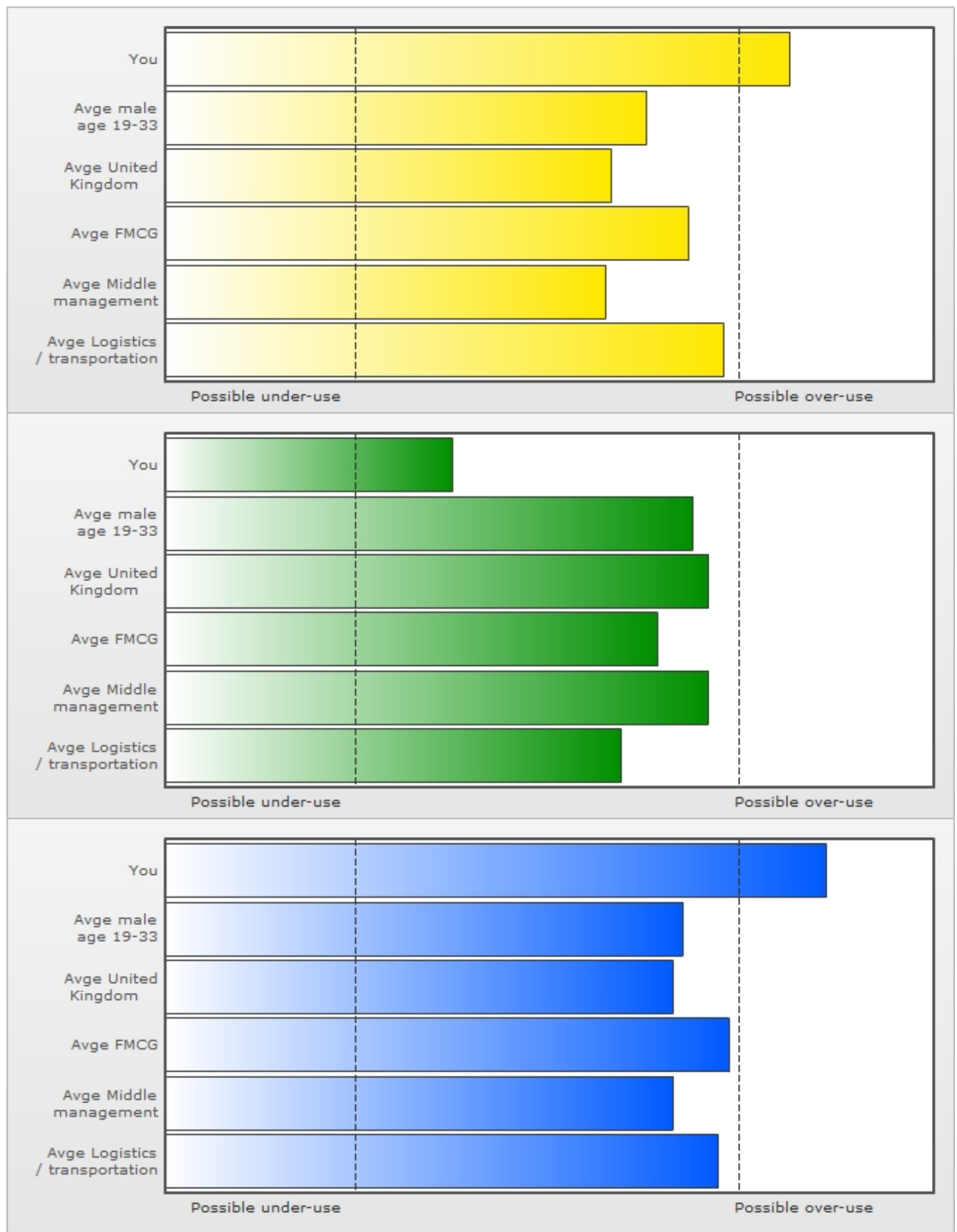
You may find it useful to consider how your behavioural preferences compare with the 'normal' behaviour averages derived from others in similar situations to you who have completed the EvaluationStore.com SPECTRUM™ evaluation.

Gender / age:	Male age 19-33
Location:	United Kingdom
Industry:	Logistics / transportation
Level in organisation:	FMCG
Occupation:	Middle management

All of the above factors are likely to have some impact on your behaviour. Being similar to the average or being different is not, in itself, either positive or negative. It is how these similarities and differences are used which makes them critical to your behavioural effectiveness. Being different can be beneficial or detrimental - this comparative evaluation could have a number of uses in discussion with a suitably qualified and experienced coach.



Comparatives (continued)



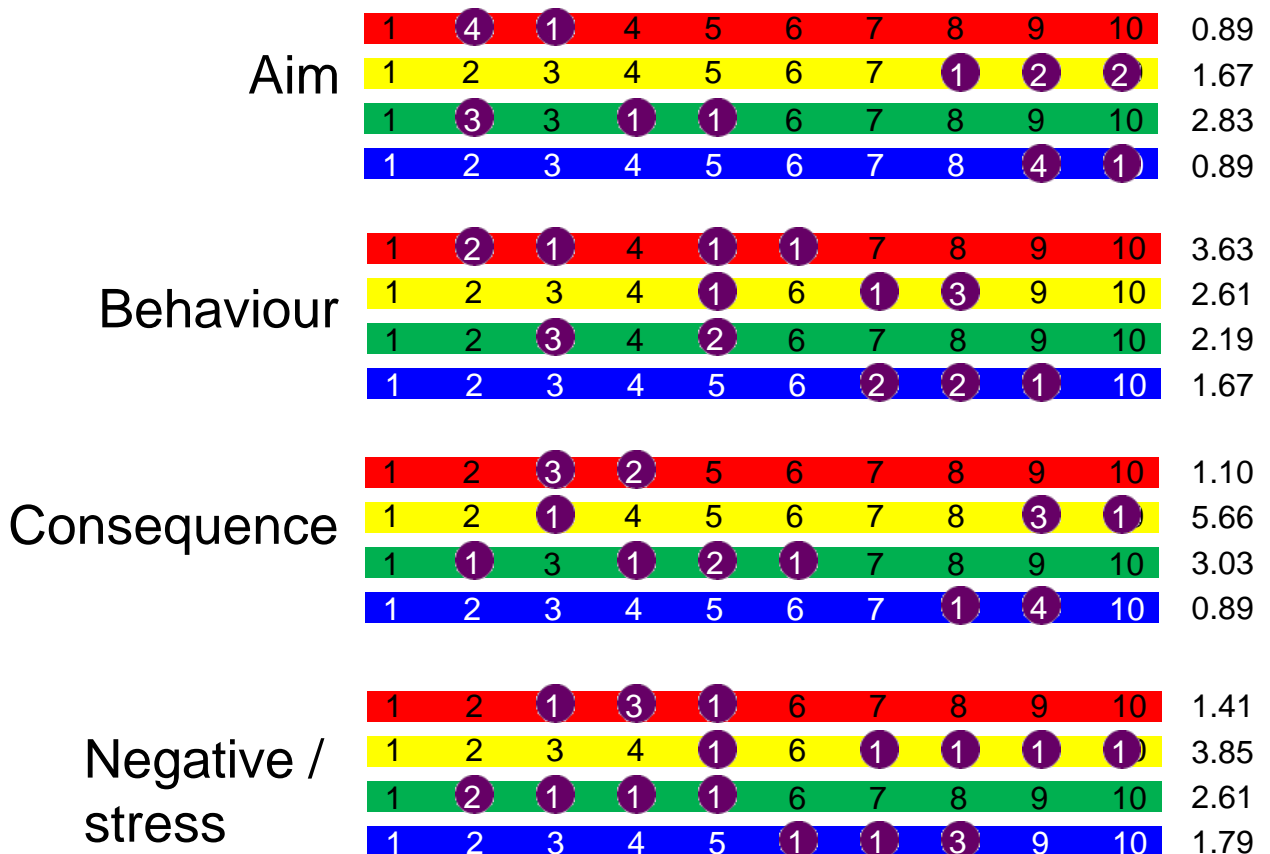
Variability/consistency of answers

This section is designed to give fuel for discussion with a suitably qualified and experienced business coach. It measures the consistency of your answers. A low variance shows consistent scoring of the behaviour you choose in the circumstances presented in the questions you answered.

A high variance score could be either positive or negative. You may adept at using a behaviour in the most appropriate way. Alternatively, you could be demonstrating inconsistency which could lead others to receive confusing messages. Discussion with a coach should illuminate these issues.

We would recommend discussing variances scoring above 5. If however, 4 answers are consistent with just one answer as an 'outlyer', we would suggest this is just a reaction to one question and not worth pursuing. Negative/ stress variance scores are typically higher than 'normal' behaviour scores.

The chart below shows the scores you gave to the relevant questions and the variance score of each. **2** = you scored 2 questions with this number. The numbers to the right are the variance measures of your answers.



Maximising benefit from your SPECTRUM™ report

Read this report thoroughly, share it with a friend or colleague and ask their opinion. Get them to give you anecdotal stories of where you have used the suggested behaviours – especially the early warning signals and the over-uses.

Learn to spot your worst behavioural early warning signals and over-uses and then consider strategies to pull these behaviours back to the norm for you - your behavioural strengths.

Look at the under used behaviours and, if you feel it appropriate to your situation, find ways to increase your use of them. Spend time with and copy others who are good at these behaviours.

Use a coach to help you. The EvaluationStore.com 'Find a coach' facility enables you to search free of charge for those offering relevant coaching services in your area.

Gain feedback from your colleagues, clients, close friends and family – this gives you the best insight into your behaviours, good and bad. The EvaluationStore.com SPECTRUM™ 360° feedback report is found in the 'Team evaluation' section and can be set up for any number of people to give their opinion and observations on your behaviour. EvaluationStore.com then compiles the results and presents you with the amalgamation – giving their opinions but preserving their anonymity (which is more likely to achieve a truthful response from those you ask to complete the feedback).





Since Man first walked upon the Earth we have considered human behaviour. Many great Philosophers and Psychologists have written and published work and opinions on behaviour and there are a large variety of behavioural and psychometric evaluations. Some like DISC, SDI & Myers Briggs are well known and used globally today; others such as 'facial shapes' (Mar) and 'canine types' (Pavlov & Lykken) never took root & are now consigned to history.



Others, based on the work of researchers such as Sigmund Freud and Carl Jung, come and go almost every decade - they are admitted and accepted and then decline. Most have a common theme – that human behaviour is defined by 4 styles which we all possess and use. We have preferences to which ones we choose to use and we blend them to suit our moods, our situation and what we want to achieve. For over 2,500 years these descriptors have stood the test of time. It is these well accepted aspects that form the basis of the SPECTRUM™ behavioural evaluation.

This report provides you with a detailed evaluation of your behavioural style based on your answers to the questionnaire you have recently completed. In addition, it provides you with supporting theoretical material to both deepen your understanding of this model as well as guiding you in order to directly apply that learning.

SPECTRUM™ aims to be simple to understand. It does not consist of new ideas but merely a more straightforward way to present accepted ideas on human behaviour. Below is a sample of the many other variants on this 4 part behavioural model from the last 2,500 years.

Models	Red	Yellow	Green	Blue
Hippocrates & Galen 370 BC & 190AD	Choleric - enthusiastic	Sanguine - cheerful	Melancholic - sombre	Phlegmatic - calm
Aristotle 325 BC	Warm	Moist	Dry	Cool
Jung Functions	Intuition	Sensing	Feeling	Thinking
Jung Attitudes	Perceiving/externally focused/objective	Extrovert/externally focused/subjective	Judging/internally focused/subjective	Introvert/internally focused/objective
Katcher & Atkins LIFO 1960's	Controlling Taking Over	Adapting Dealing Away	Supporting Giving in	Conserving Holding On
DISC	Dominance	Influence	Conscientiousness	Steadiness
SDI	Red	Mix of all 3	Blue	Green
Eric Fromm	Taking Exploitative	Exchanging Marketing	Accepting Receptive	Preserving Hoarding
Isabel Myers MBTI 1950's	Extrovert Thinking Intuitive Perceiving	Extrovert Feeling Sensitive Perceiving	Introvert Feeling Sensing Judging	Introvert Thinking Intuitive Judging
Watson & Crick	Adrenine	Thymine	Cytosine	Goanine
Pavlov & Lykken	Energetic	Excitatory	Inhibitory	Steadfast
Ian Tibbles ACE	Driver	Mixer	Helper	Planner
Discovery Insights	Director/Reformer	Inspirer/Motivator	Helper/Supporter	Coordinator/Observer
Facet 5	Control- Aggression	Energy- Happiness	Affection – Sadness	Will - Passivity
Plato 340BC	Intuitive	Artistic	Sensible	Reasoning
Mar - Facial Shapes	Oval	Triangular	Round	Square
Keirsey 1998	Idealist – teacher, champion, healer	Artisan – promoter, performer, composer	Guardian – supervisor, provider, protector	Rationalist – fieldmarshal, mastermind, architect
Empedocles	Fire	Air	Earth	Water
Hippocrates	Blood	Yellow Bile	Phlegm	Black Bile
Eric Adickes	Doctrinaire	Innovative	Sceptical	Traditional
Eduard Spranger	Economic	Artistic	Religious	Theoretic
Ernst Kretschmer	Insensitive	Manic	Oversensitive	Depressive
Hans Eysenck 1950s	Restless, excitable optimistic, impulsive	Lively, talkative, carefree, outgoing	Careful, controlled, thoughtful, reliable	Sober, reserved, quiet, rigid
Benziger	Results	Creativity	Empathy	Routine
Big Five Model	Extrovert, Conforming, Confident, Unstructured, Tough Minded, Open	Extrovert, Confident, Unstructured, Agreeable, Creative, Open	Introvert, Sensitive, Detail, Agreeable, Creative, Closed	Introvert, Sensitive, Detail, Tough Minded, Conforming, Closed
Firo-B	Control Inclusion	Affection Control	Inclusion Affection	Inclusion Control
Birkman Method	Authority, Challenge	Activity, Change,	Acceptance, Esteem	Structure, Thought
OPQ	Extrovert task focused	Extrovert people focused	Introvert people focused	Introvert task focused
Pavlov	Active Moderate	Active Extreme	Passive Moderate	Passive Extreme
Adler	Ruling	Social	Leaning	Avoiding
Marston	Dominance	Inducement	Submission	Compliance
Merrill	Driving	Expressive	Amiable	Analytical
CPI	In Charge	Get Things Going	Behind the Scenes	Chart the Course
Kilmann CMI	Competing	Collaborating	Accommodating	Avoiding

Other behavioural and personality evaluations

A vast range of personality profile tools, personality tests and behavioural evaluations exist globally. Many have been in existence for several decades and new variations on the themes emerge regularly. **All diagnostic based products have their advantages and disadvantages,** and EvaluationStore's Spectrum would not claim to necessarily be superior to many - we have used the same root source of individual human behaviour to build the model. The purpose of this section of the report is to provide information on some of the competing products available and some of the thought behind them. This is to enable people to make up their own mind about which would give them the results and the value for money they require.

Stanford-Binet (1900's) French psychologist Alfred Binet and physician Theodore Simon initiated the modern era of psychometric testing with their Binet-Simon scale. This was developed by Stanford psychologist Lewis Terman in 1916 as the base of 20th century IQ tests.

Carl Jung (1920's) Swiss psychiatrist who developed a number of psychological archetypes and together with some aspects of Sigmund Freud's analytical psychology work provides the platform for many behaviourally based psychometric tests.

DISC (1930's) Initially developed by William Marston in the 1920's, although he never used DISC as a behavioural assessment or personality test. Others developed an analytical assessment from the 1930's onwards, although 2 of the 4 letters (S & C) have changed meaning since Marston's research.

15FQ (1930's) Building on the pioneering work by Ray Cattell (1905-1998), 15FQ has taken the original concepts, modified and developed them, and created a 16 part personality framework.

Five Factor Model (1930's) Originally quoted by L.L.Thurstone in 1933, and developed by Allport and Odbert, the five factors are Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (OCEAN, or CANOE if rearranged).

Myers Briggs (1940's) Developed from Carl Jung's work by Isabel Briggs-Myers and her mother Katherine Briggs, the Myers Briggs Type Indicator (MBTI) takes Jung's 4 typologies and develops them into 16 'personality types'.

16PF (1940's) 16PF is Ray Cattell's 1949 version of personality profiling assesses and reports on 16 personality factors. The tool is now in its 5th edition.

Eysenck (1950's) Hans Eysenck's approach draws on Galen's 4 temperaments although he argued that a greater degree of genetic personality inheritance was present – we are largely factors of our genes, not blank canvasses for society to draw on.

Firo-B (1950's) The Firo-B test or assessment (standing for Fundamental Interpersonal Relations Orientation-Behavior) is based on 3 dimensions – inclusion, control and affection. These are expressed as 'expressed' and 'wanted' to give a 6 box structure.

Other behavioural and personality evaluations (cont.)

SDI (1960's) SDI (Strength Deployment Inventory) was originally developed by Elias Porter who studied under Carl Rogers. The SDI test gives results in 3 colours in a triangle format and focuses on motivation rather than behaviour per se.

LIFO (1960's) Life Orientations was developed by Stuart Atkins, Elias Porter and Alan Katcher drawing heavily from the work of Eric Fromm and Carl Rogers.

Kiersey (1970's) David Kiersey's work refers both to the ancient '4 temperaments' of Aristotle, Hippocrates and others; then adds 20th century adaptations from Jung plus the Myers-Briggs to give another variation of the 16 human personality types approach.

OPQ (1980's) Launched in 1984 by Saville & Holdsworth, the Occupational Personality Questionnaire is widely used as an assessment of an individual's competence at work.

Insights (1980's) Dundee father and son Andi and Andy Lothian developed this version of the 4 part behavioural profile. Andi had a background in music and insurance and Andy was a merchant banker with a degree in economics and computer science.

PRISM (1990's) Using a graphical web incorporating the standard colours, PRISM presents the output as analysis, drive, stability and expression

The big 5 (1990's) Developed by Costa and McCrae in 1992 this test, also known as the five factor model, bills itself as an evolution from the 4 part tests and traces its roots to Friske's criticisms of Cattell's work in 1949. Terminology has changed since 1992 and the 5 traits are now Stability, Extraversion, Originality, Accommodation and Consolidation.

SPECTRUM (2010) Developed for EvaluationStore.com with several key factors in mind:

1. Free at basic level and lower price than others at full report level.
2. Deliberately easy to understand – coaches should coach, adding value – not merely translate a few letters, complex phraseology, position on a diagram or the shape of a line. Many of the basic elements can also be understood without a coach or expert.
3. On-line and so gives instant results.
4. On-line – and so it is environmentally responsible with no paper or postage required.
5. Can be amalgamated automatically to give team profiles – no complex adding up – just do a team evaluation.
6. Consistent – organisational culture, team and individual evaluations use a common language.
7. Able to be used globally – not British or US biased in phraseology.
8. Able to give comparisons – how do you compare with others in your region or of your age?
9. High quality output – the reports are useful in themselves – not merely a vehicle to sell additional consultancy.
10. Understandable by experts – whatever other personality profile or behavioural evaluation a coach is qualified in, they will understand SPECTRUM.

EvaluationStore.Com was formed to provide a service of high quality evaluation processes that were astoundingly good value for money and that added immediate value in terms of information.

The core principles within every diagnostic offered are:

- Excellent value for money.
- Easy to use.
- High quality.
- Instantly usable.
- Consistent in approach.
- Reliable and valid.



Are you set up for success? Evaluate your organisation

Organisational evaluations such as strategy and culture can be completed



How effective is your team? Evaluate your team

Team evaluations can be set to combine the opinions of all team members and the results can be obtained with a simple click



Are you achieving your potential? Evaluate yourself or others

Individual evaluations: from your learning, to your deep set values, to the behaviours and interactions you have with other people - all can give ideas to increase your personal effectiveness



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The SPECTRUM™ Behavioural Evaluation