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The SPECTRUM™ Behavioural Evaluation

Personal Feedback Report for
test person 360

11th October 2014

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*'It is not the
mountain we
conquer, but
ourselves'*

Sir Edmund Hillary

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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').

Introduction

Others have completed a Personal Feedback Report for you. This report consolidates their scores and presents them for your consideration.

It will probably be beneficial to compare your own view of your own behaviour in your individual SPECTRUM report with this combined aggregate report of how others see you.

Your personal SPECTRUM report had a section of A.B.C. (Aim, Behaviour, Consequences) which considered how you intended to behave, how you thought you actually behaved and your opinion of the consequences with others of your behaviour. This **Personal Feedback report** is able to shed more light on the 'A', 'B' and 'C' of your actions, as it gives other people's opinions of how they think you seek to behave, their thoughts on the way in which you behave and their opinion of the consequences.

'I cannot give you the formula for success, but I can give you the formula for failure: which is: Try to please everybody.'

Herbert B Swope

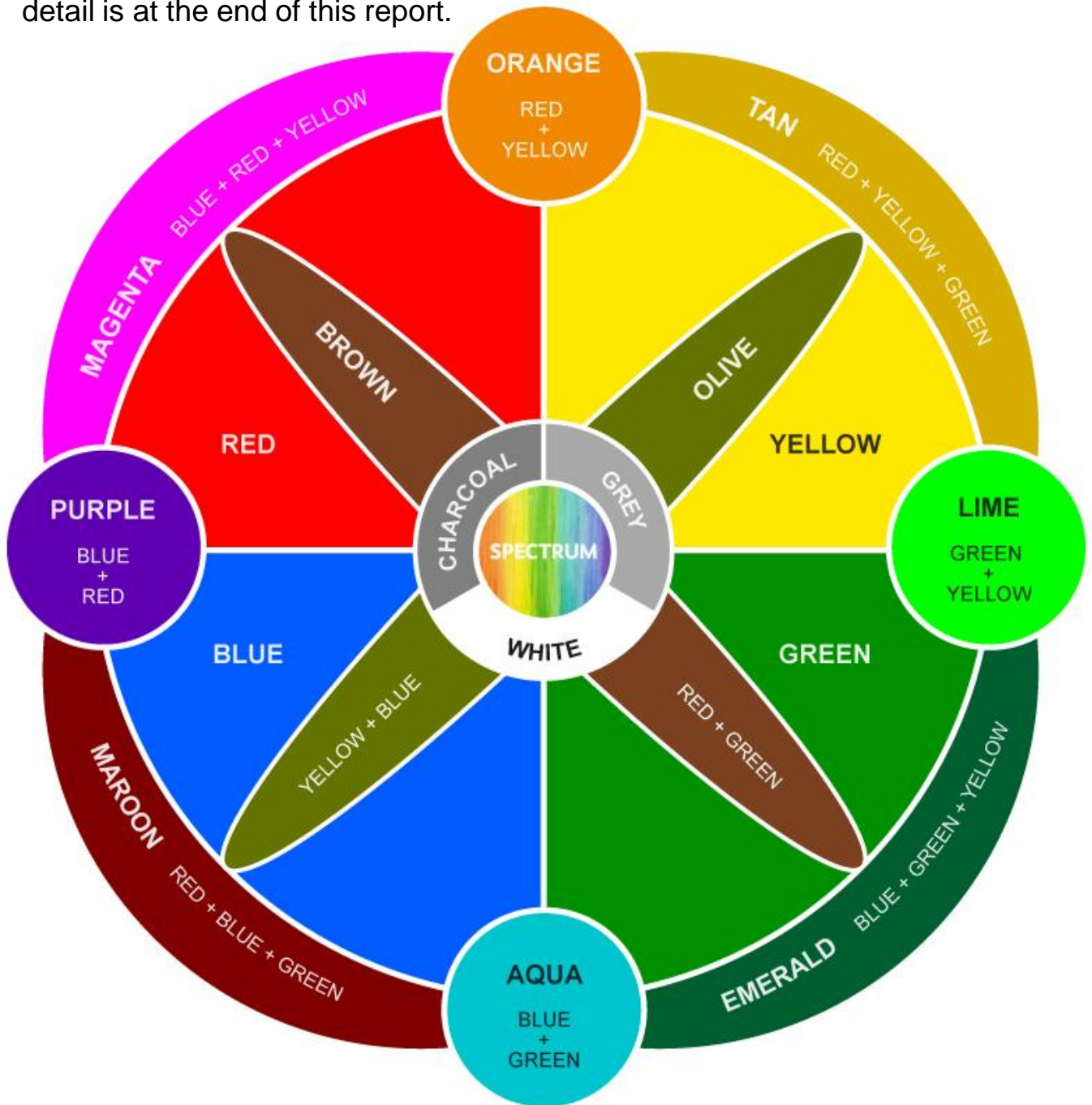


Behaviour is the cornerstone of all our work and social interactions and is the very essence of being human. However, it is also the basis of a lot of our frustrations and anguish with others and confusion about our own contributions and impact. Therefore, in every walk of our life, knowledge about how 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.

'As I grow older, I pay less attention to what men say. I just watch what they do'

Andrew Carnegie

The SPECTRUM™ model illustrates the four main colours, the double, triple and flat-four blends to give a range of individual behavioural preferences. Further detail is at the end of this report.



The opinion of those who completed the Personal Feedback is that your SPECTRUM™ colour is

BLUE

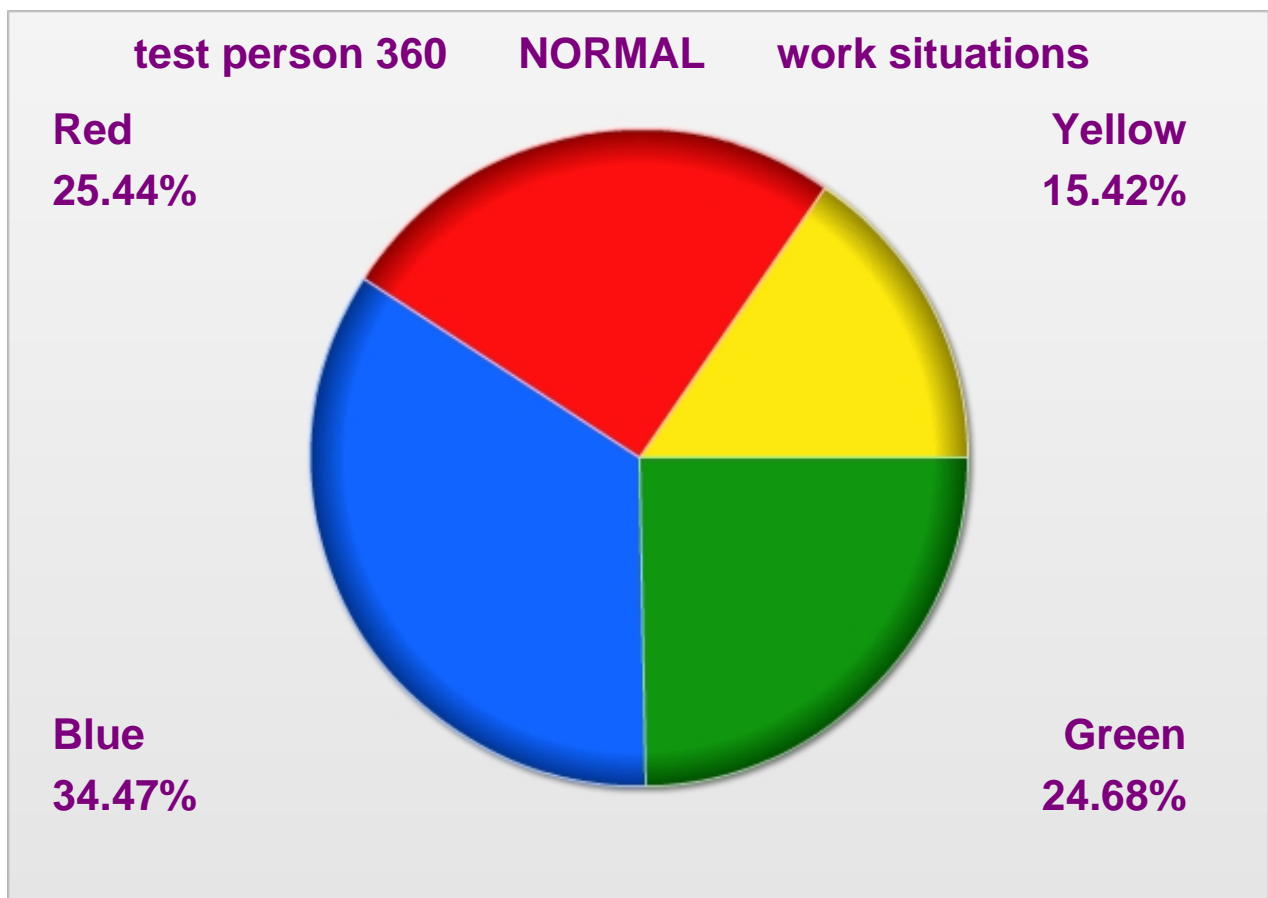


To date 1.02 % of people who have taken a SPECTRUM™ evaluation have this colour as their behavioural preference

Others opinions of your SPECTRUM™ score

Based on the answers they gave to the questions, the impression they had of your personal blend of the 4 key behavioural colours is as shown below.

Your behaviour will change with a different environment, a different role and in stress. These results are derived from questions about 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 with a coach would include: advantages and disadvantages of your behavioural style as perceived by others, why they may have this opinion, the impact you may have on others, the extent to which you feel differently to the feedback results. A qualified coach would be able to assist with all of these areas and a wide range of other areas.

Your SPECTRUM™ colour

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

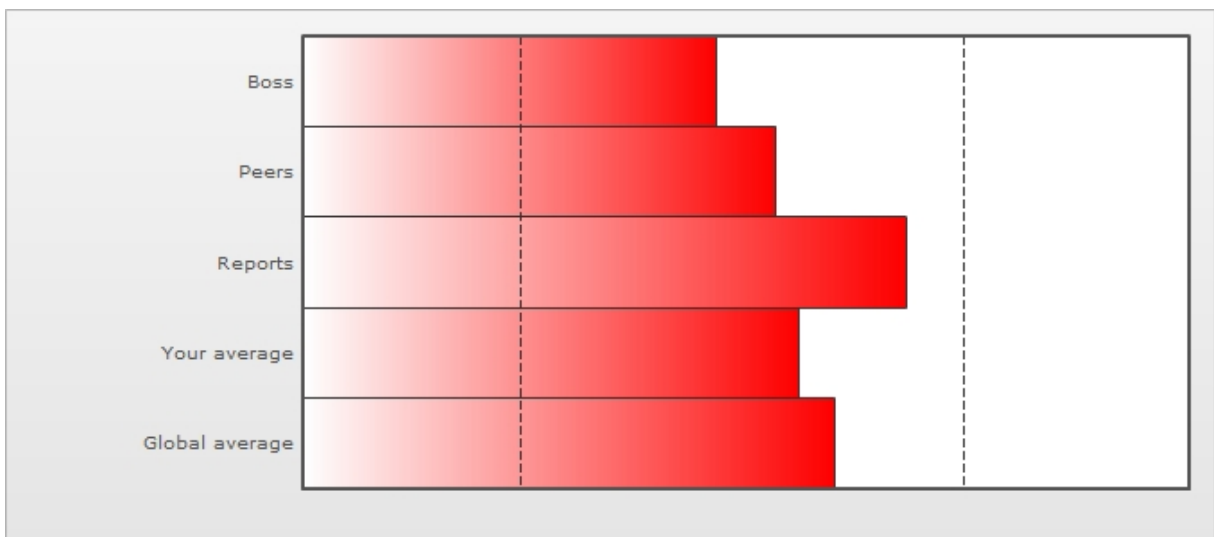
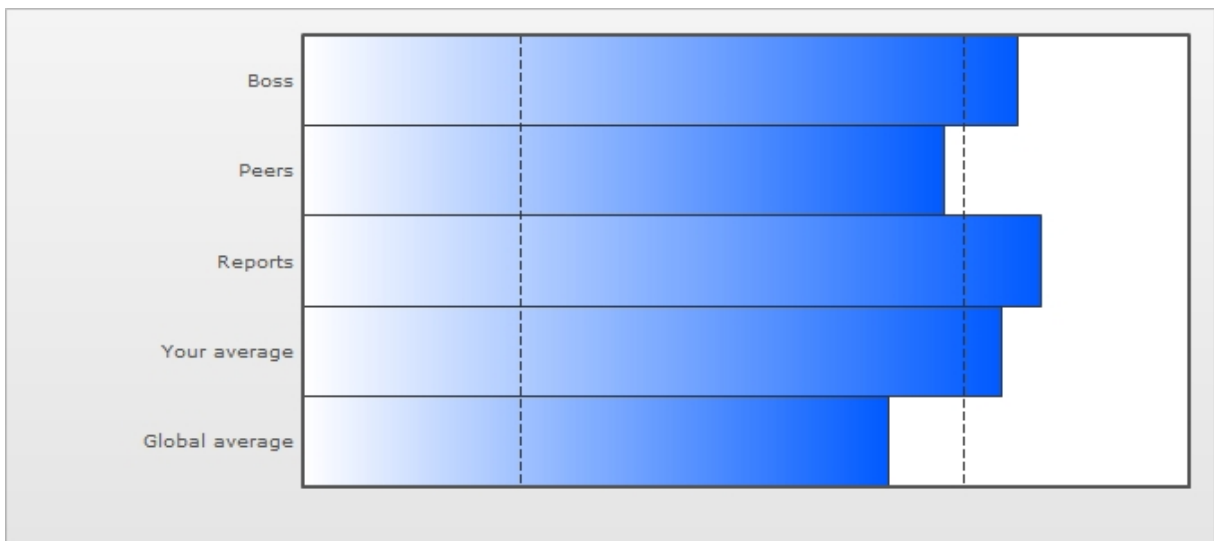
You are likely to be a **careful** person, who likes to **get things right first time** and without mistakes. You will be a planner who needs to know what the end result should be so that you can achieve this without any surprises. You will probably be irritated by any changes to a plan, goals or objectives; particularly if they are imposed on you without your involvement.

Blue behaviour is careful by nature and people who exhibit it are usually more introverted than most. Typically, they are **methodical, risk averse, require and appreciate structure, and set boundaries, rules and regulations**. They make decisions based on facts. Calm, measured and reflective, it is difficult to hurry a blue person – and usually counterproductive.

They are seen by others as careful, risk averse, **sometimes stubborn**, definite, rational, calm, structured and organised. They **reflect and think deeply** before making decisions.

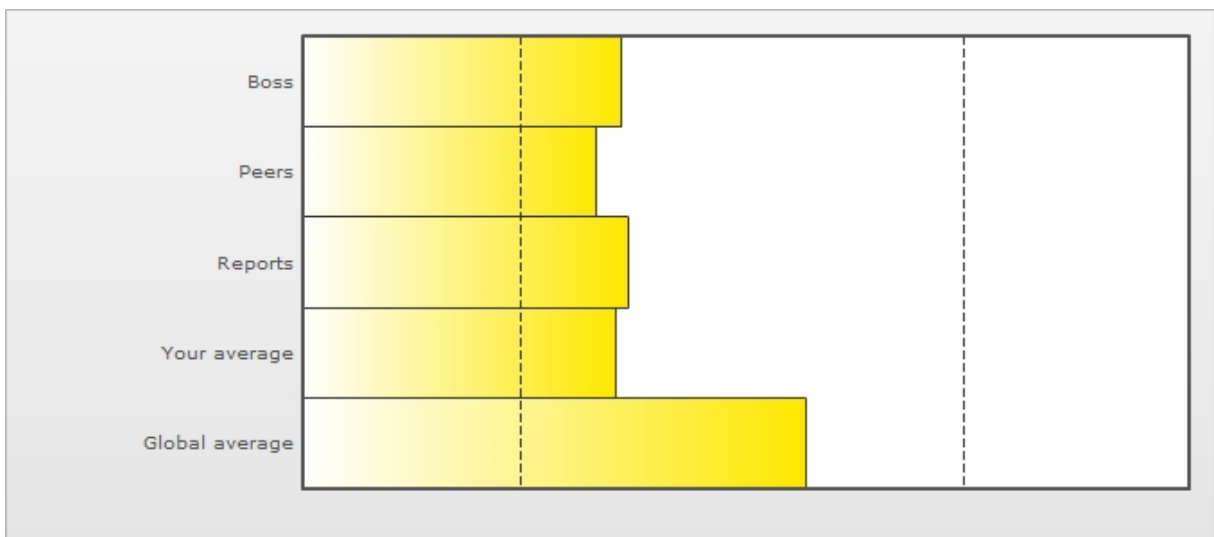
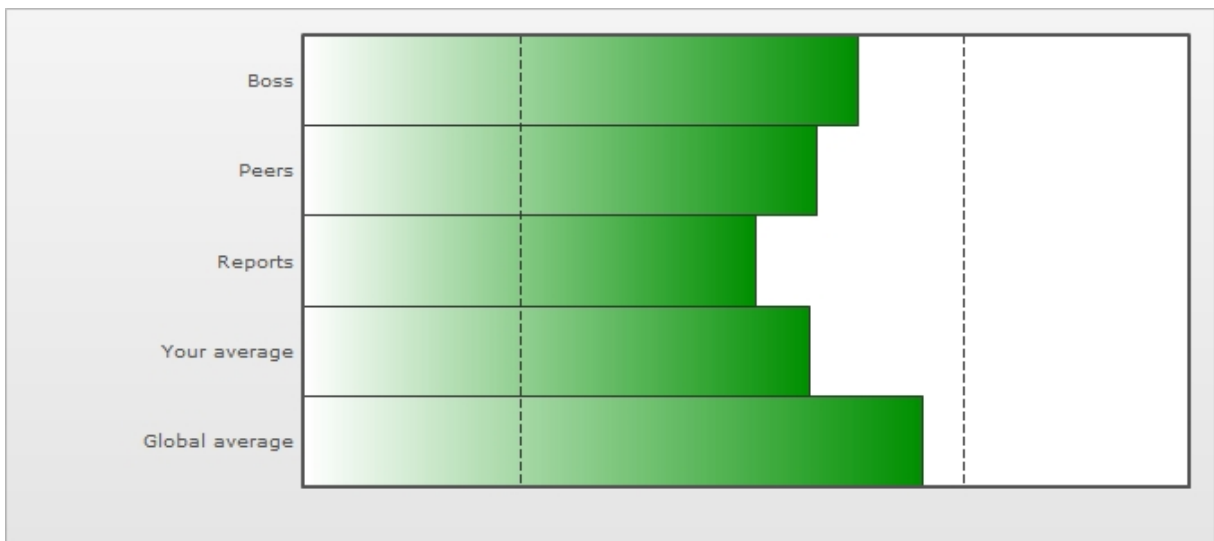
Your SPECTRUM™ score as perceived by others

None of the individuals who completed your Personal Feedback will see you at all times – their knowledge is therefore incomplete and it would be normal to see variations in their opinions. **The charts below trace the variation in their answers sorted by their work relationship to you.**



Your SPECTRUM™ score as perceived by others

As behaviour is partially a function of your role it is thoroughly understandable that you may choose to behave different to your boss, peers and direct reports. The key in behavioural success is to ensure that you are using the right behaviour in the right way at the right time with the right people. **Behaviour is a choice – learning to make wise choices is paramount.**



The congruency of your A,B,C scores may be beneficial to consider or to discuss with a coach.

Aim – how you intend to be.

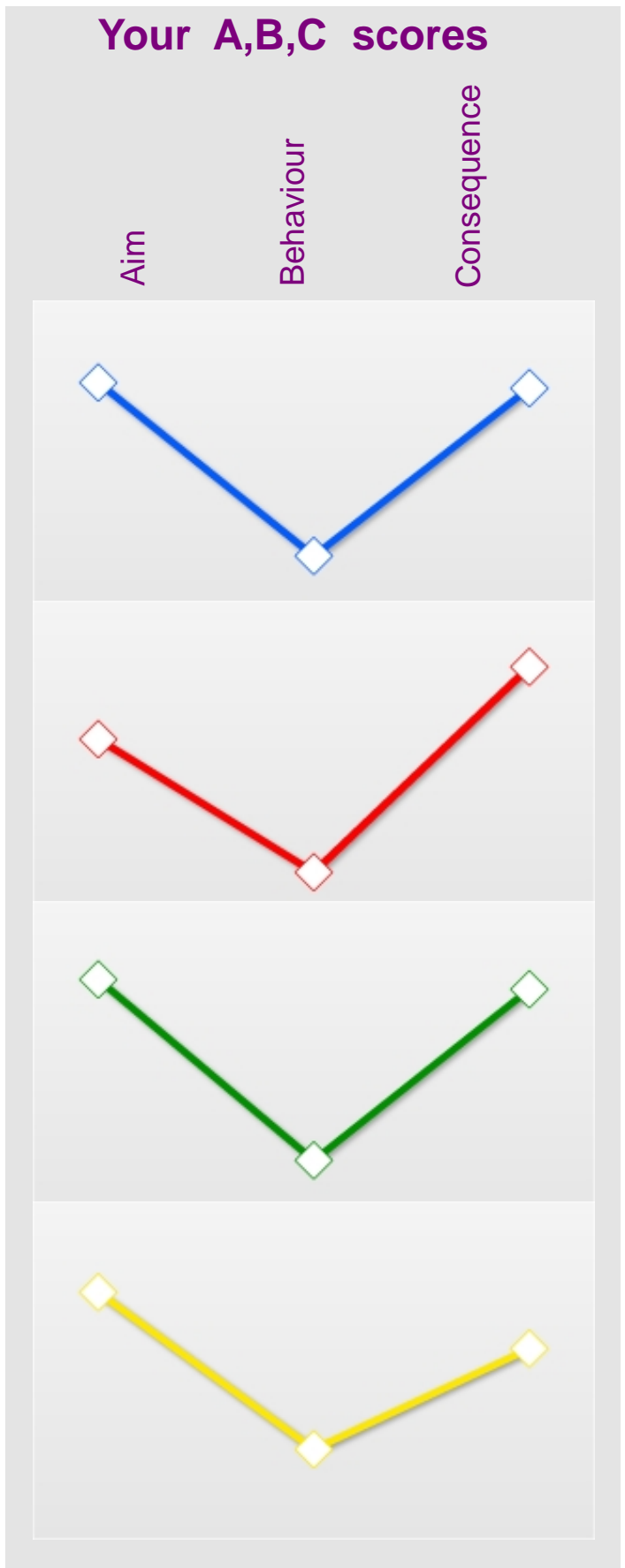
Behaviour - how you actually feel that you behave.

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

The respondents answered a range of questions on the SPECTRUM™ evaluation, so these are **their** opinions of how you aim to behave, how **they** feel you actually behave and **their** impression of the consequences that your behaviour has on others, particularly on them.

Your own SPECTRUM™ evaluation may be valuable to establish what you think of your behaviour and to make comparisons.

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



The aggregate score from your Personal Feedback report from all respondents				
	Aim	Behaviour	Consequence	Total (‘normal’ behaviour)
Blue	41	35	41	118
Red	30	23	34	87
Green	31	23	30	84
Yellow	20	15	18	53

A

Aim

Highest score blue: your aim is to be precise and you set objectives, goals and plans for others to follow.

Lowest score yellow : you don't appear to need to be flexible, entertaining or have any particular requirement to be popular.

B

Behaviour

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

Lowest score yellow: you may behave inflexibly with low adaptability. Interpersonally you may be less sensitive and may exclude others.

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 yellow: you seem not to appear to others as someone who is fun, lively or particularly enjoys social conformity. Others may feel that you lack originality.

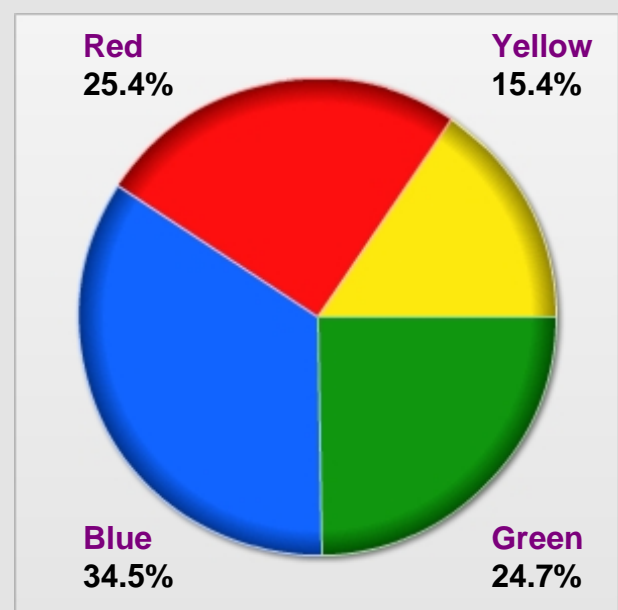
Your perceived stress, conflict and fight style

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 some questions about how you handle stress, conflict and pressure .

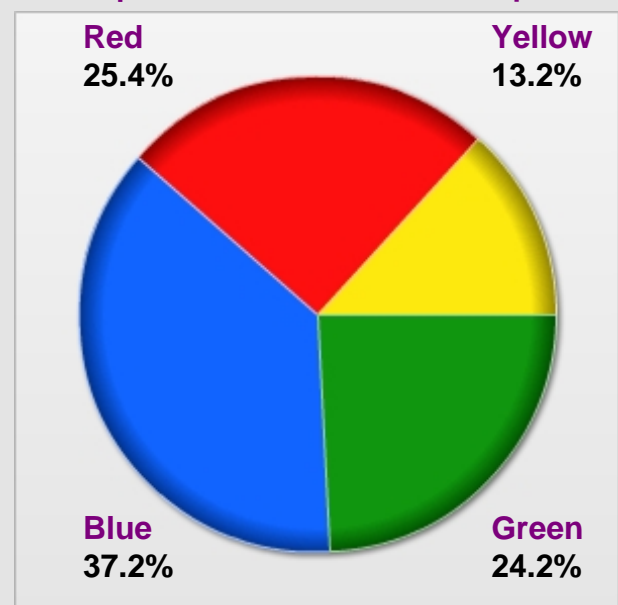
This scoring of your perceived 'normal' style is an average of all who answered the evaluation about your behaviour. There are likely to be differences in how you behave towards a boss / superior, how you behave towards a report / employee and how you behave towards a supplier or customer. This indicative information aims to give you a reference point to make definite behavioural choices.

Similarly, different people will see you in stress situations to differing extents. This information is again an average from all who participated in your evaluation for your Personal Feedback report and is therefore indicative rather than absolute because you will choose different behaviours towards different people. The aim, however, is the same: to provide you with the information and ability to make definite and better choices in how you act, react and behave.

Your perceived 'normal' profile



Your perceived 'stress' profile



'Stress' behaviour profiles

Positive stress

This is what is experienced in a situation which is stretching but where someone feels 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 individuals are significantly less in control of the situation and have a real chance of not achieving their aims. Worry commences and performance decreases. Stress has moved from being a performance enhancer to a performance detractor.

Distress

Here an individual is not in control of the situation and performance undoubtedly deteriorates into wholly negative actions. They may engage in panic or obsessive behaviour and may undertake frantic tactics to avoid detection or punishment.



Men for the
sake of getting
a living forget to
live.

Margaret Fuller

When a team is in collective stress, the team members are likely to react in accordance with their stress behavioural profiles. As these differ between people, the collective team behaviour will be different. Team members stress behaviour will typically become more extreme as the stress level rises and, as they are different from others, the team can exhibit radically different behaviours from different individuals. This, at the time when good understanding and communication would be paramount, will lead to misunderstanding and miscommunication. Understanding how each other reacts in stress can reduce these negative impacts.

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!).

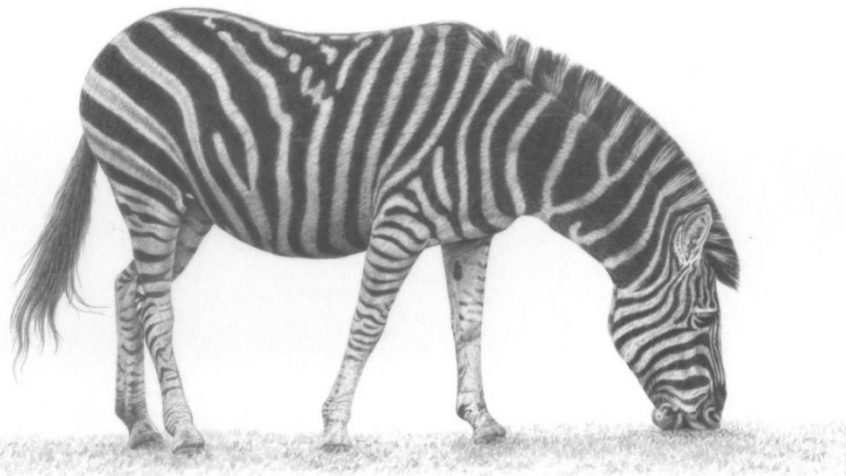
FLIGHT – choose to exit the situation as rapidly as possible.

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

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

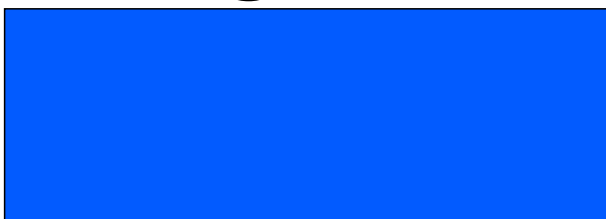
FRAGMENT - break into smaller groups or individuals – go ‘solo’ – do your own thing.

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



Respondents opinion of your most likely stress response, according to the answers given to the questions in the evaluation is:

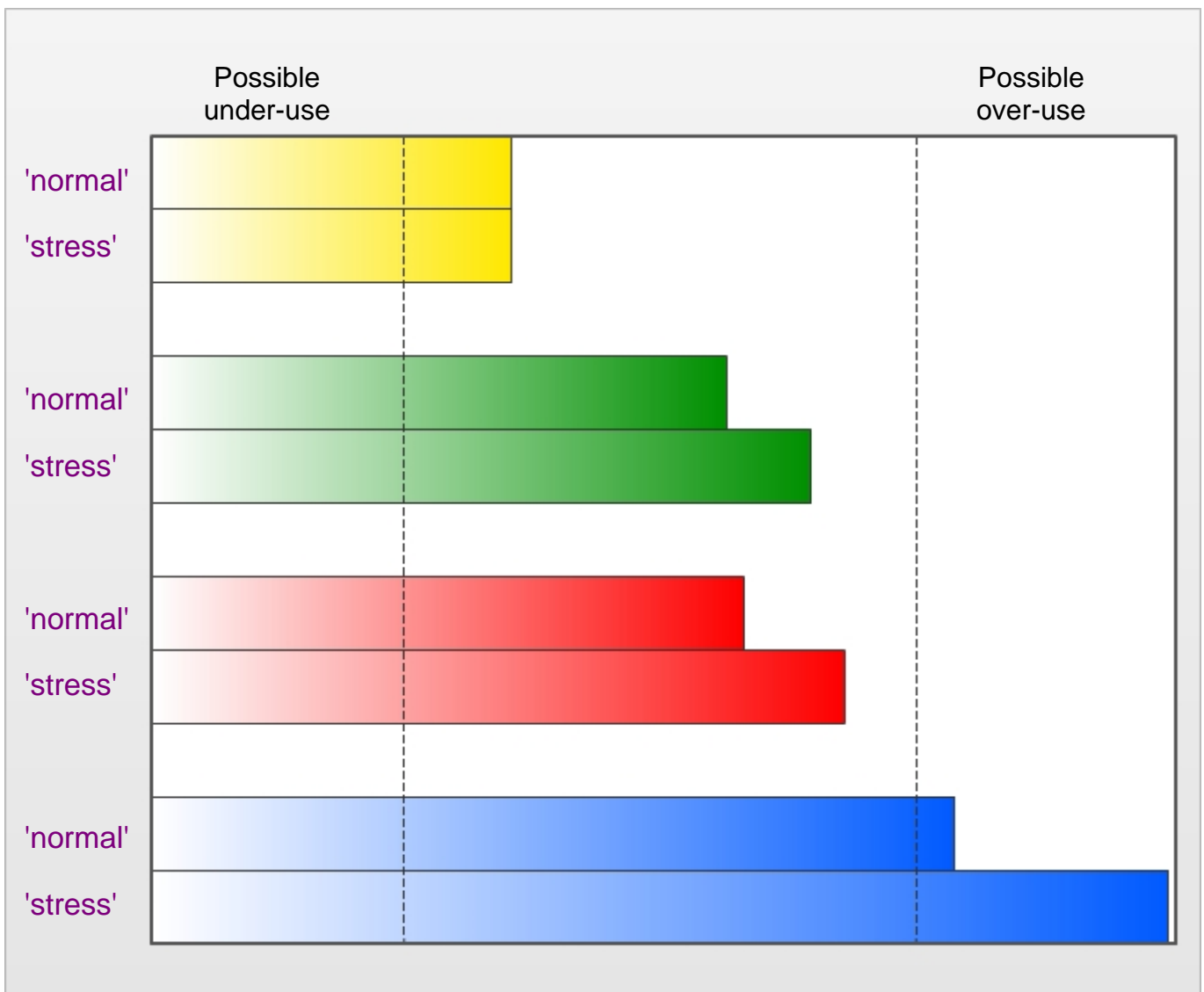
BLUE



You may become stubborn, pedantic and unwilling to shift position on an argument or situation. You may stick with something regardless of the consequences. You usually exhibit 'freeze' tendencies in stress and can procrastinate.

Your stress, conflict and fight style

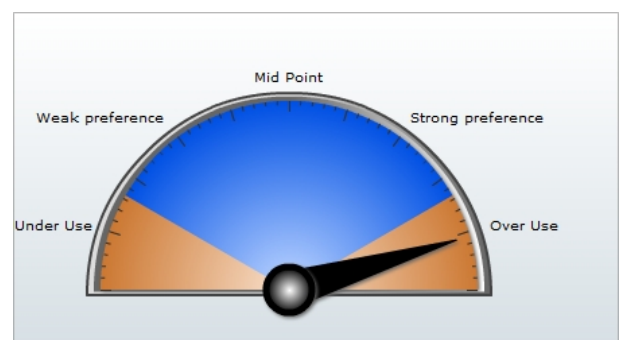
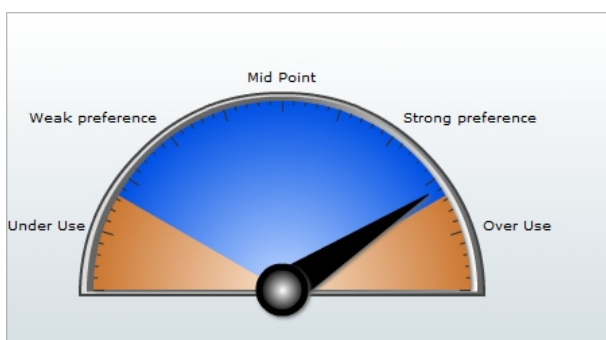
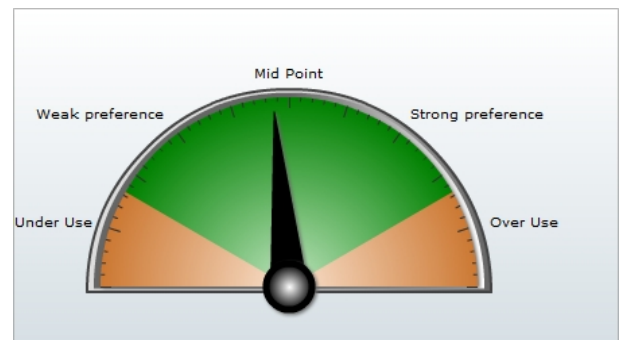
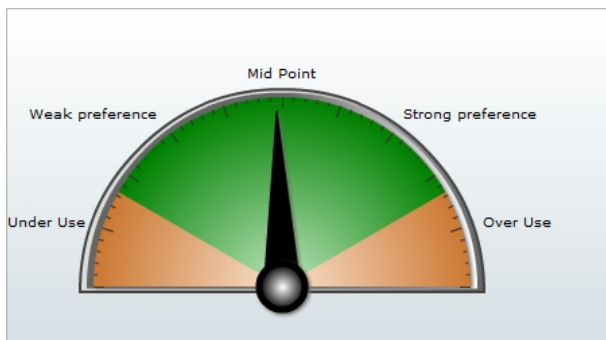
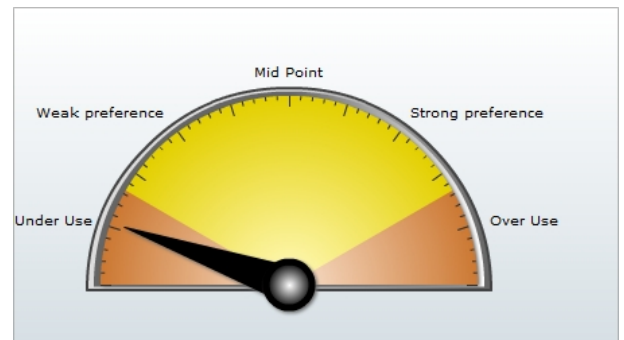
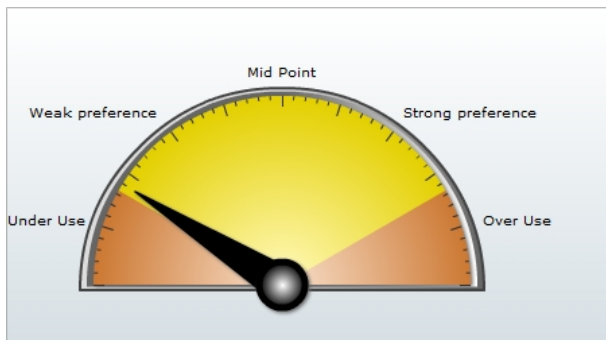
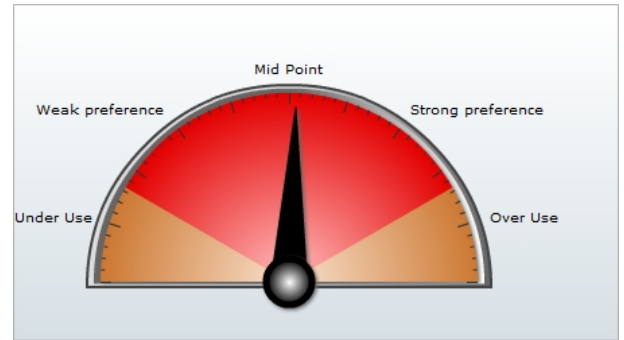
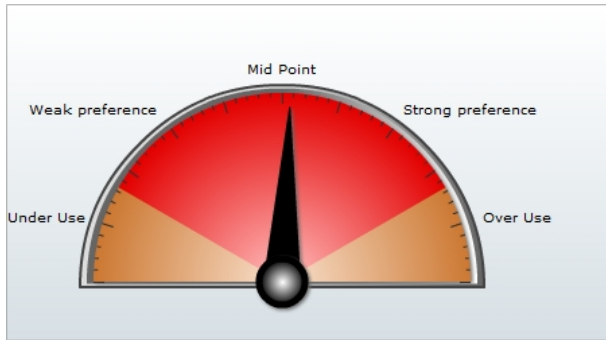
Consideration of the transition from normal behaviour, through the early warning signs, to overuse and use of your stress profile is something to be discussed with a suitably qualified and experienced coach. Gaining a degree of control or controlled deliberate action is most likely to enhance your behavioural 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 previous 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.

Perception of your behavioural preferences (percentages)

'normal' behaviour 'stress' behaviour



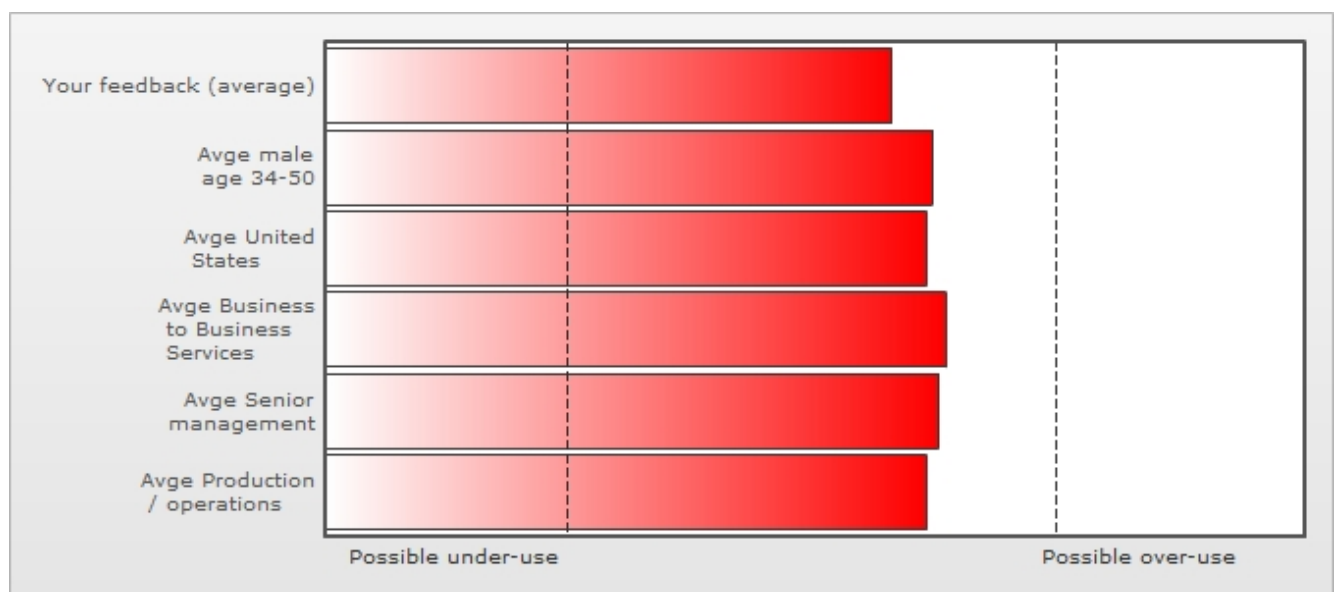
With 4 colours, the 'mid point' is 25% of your behaviour. Overuse or underuse of a behaviour usually has negative consequences. The absolute position and how your behaviour moves in stress are both important for self awareness, as is how others perceive that movement - this data is their perception.

Comparatives

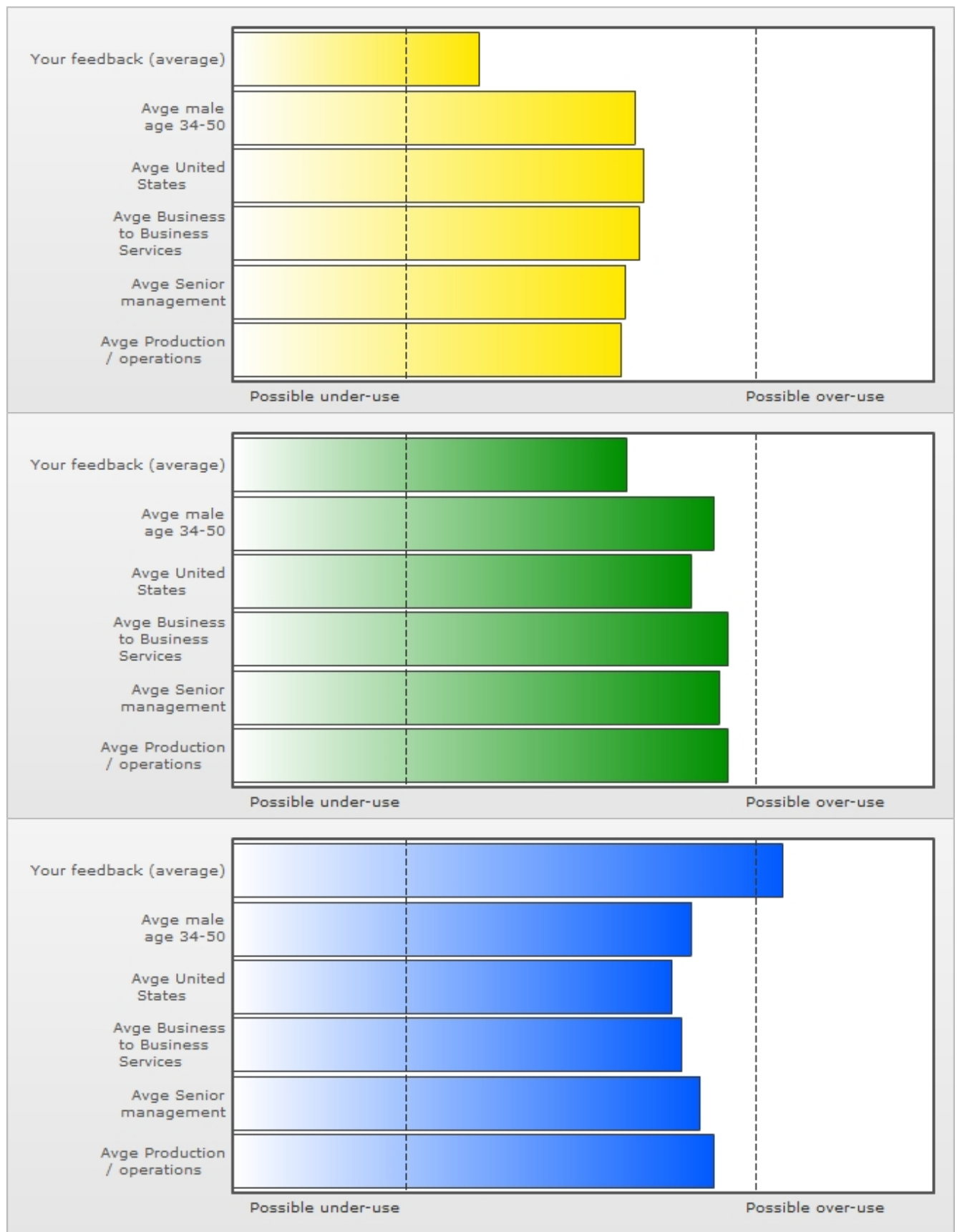
You may find it useful to consider how your perceived behavioural preferences compare with the 'normal' behaviour averages derived from others in similar situations to you who have completed the EvaluationStore.com SPECTRUM™ evaluation.

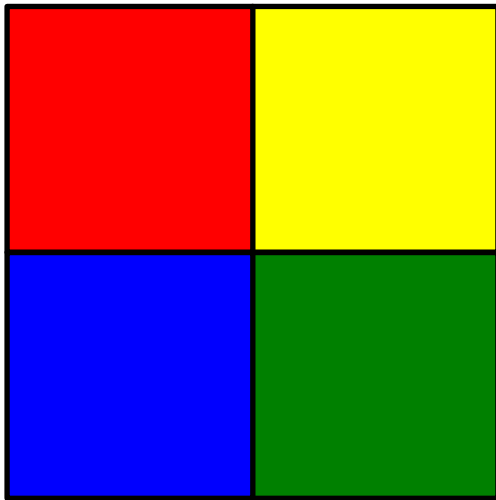
Gender / age:	Male age 34-50
Location:	United States
Industry:	Business to Business Services
Level in organisation:	Senior management
Occupation:	Production / operations

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)





What is behaviour?

Behaviour can be defined as your 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 personal behavioural preferences and choices.

However, behaviour is not set – it is a choice. You can choose your content, pitch, tone, volume and body language and so you can choose to use 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:

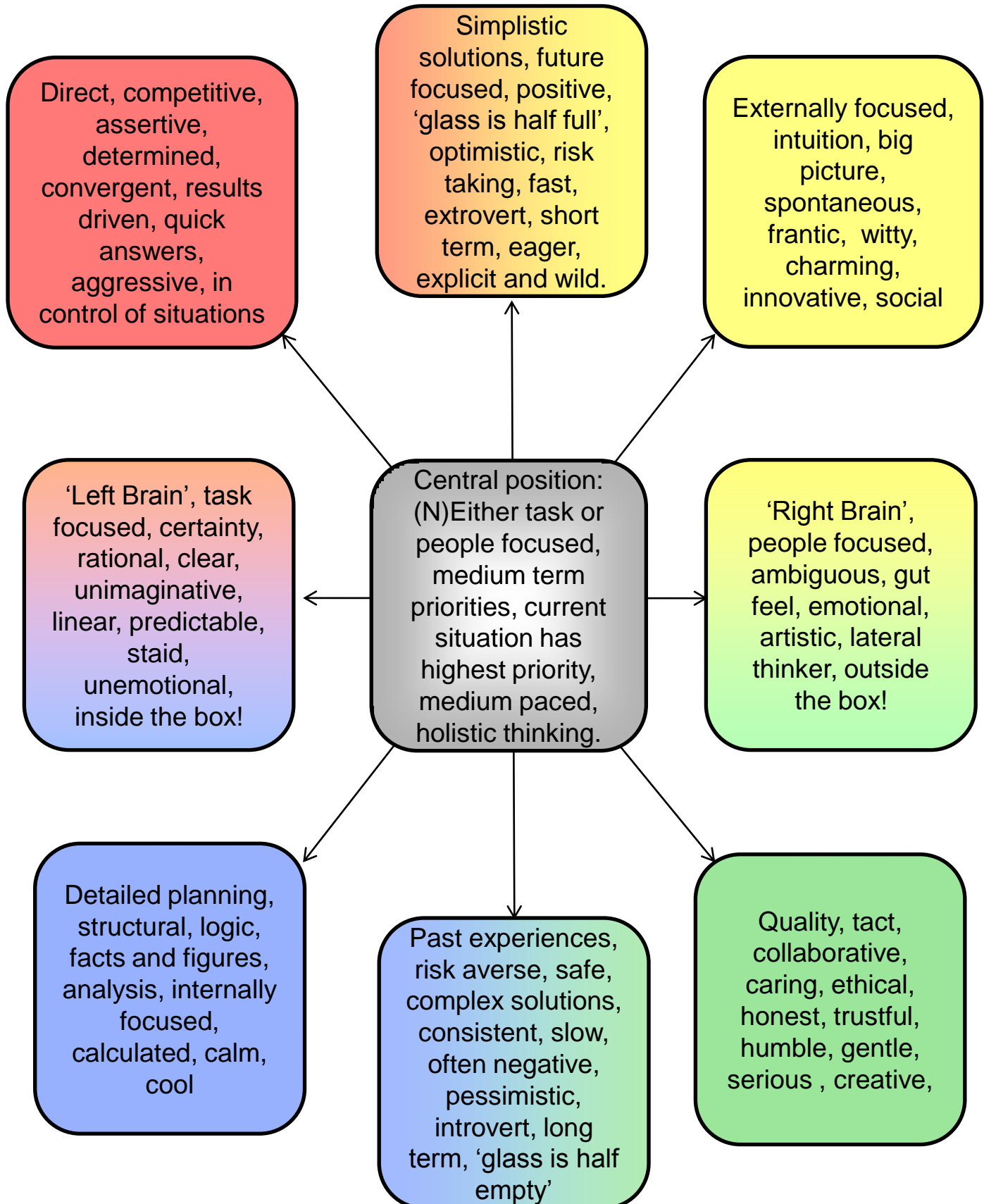
Think of **Red** – what do you imagine? Fire, Blood, Heat, Danger - these are red behaviours. Change these words for **assertive, risk taking, hot headed, strong minded, action orientated** and you have a short profile of red behaviour.

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 likely to achieve what you want.**

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 further feedback from your colleagues, clients, close friends and family – this gives you the best insight into your behaviours, good and bad. You can use this report as a starting point, perhaps asking them to give you examples where you have shown the behaviours they have indicated.

Consider deeper influences on your behaviour, do the EvaluationStore.com evaluations of personal values and personal motivation to give more depth of insight into why you behave as you do.



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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



**EVALUATION
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The SPECTRUM™ Behavioural Evaluation

Personal Feedback Report