



The SPECTRUMTM Behavioural Evaluation Team report

Feedback Report for sample team

24th April 2012



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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



Teams are used as basic а organisational construct across the world and yet, surprisingly, the process of team analysis and development is so little understood within many organisations.

This booklet will help you understand dynamic the of effective teamwork from а behavioural perspective. It uses SPECTRUM as the basis for this analysis and is, therefore, very focussed and specific in terms of feedback presented. the present it to you as a vital element of your team and individual development portfolio.

This booklet provides with the both the output from your Team Behaviour Evaluation and an interpretation of these results. This will provide you with food for thought about the types of behaviours your team currently prefers to use and how this impacts on performance. We wish you every success in applying this knowledge within your team.







About teams

Teams are the building blocks of the organisation. They modern comprised of people and, therefore exhibit a whole range of potential misunderstandings, assumptions and miscommunications .A fundamental understanding of the behavioural preferences of team members allows both the team and it's leader to have a greater chance of resolving issues misunderstanding. clarification also allows solid а platform for associated team development which will lead to enhanced performance. In short, it allows for collaboration between members utilise team to their strengths in harmony and negate any blind spots the team or individuals have.

'In the long history of humankind (and animalkind too), those who learned to collaborate and improvise most effectively have prevailed'

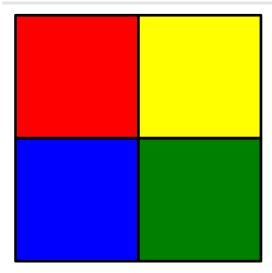
Charles Darwin

What is behaviour?

Behaviour can be defined as what you do plus 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 iudgements 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 Our education. it. say 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 personal behavioural our 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. Knowledge about the individual profiles and the collective profile of the team provides a far greater insight into the types of behavioural choices we will make. This will allow us to analyse the strengths of these behaviours and the associated blind spots with far greater objectivity.





What does this report tell you?

The report is broken down into four main sections:

- 1. An overall analysis of the team: aggregate / combined the scores of individual team members and some of the implications of these scores.
- 2. Individual behavioural patterns of team members in normal conditions.
- Individual behavioural patterns 3. of team members when under stress.
- 4. A comparative review of the individual scores of team members.

A combination of the information contained within this report and a more detailed individual analysis should allow team members to understand and appreciate each other with a more objective view. Each member should have their own individual report generated when completing their evaluation.

The SPECTRUM^{TM,} evaluation uses the explain different colours to 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 assertive. taking. for risk hot strong minded. headed. action and you have a short orientated profile of red behaviour.

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

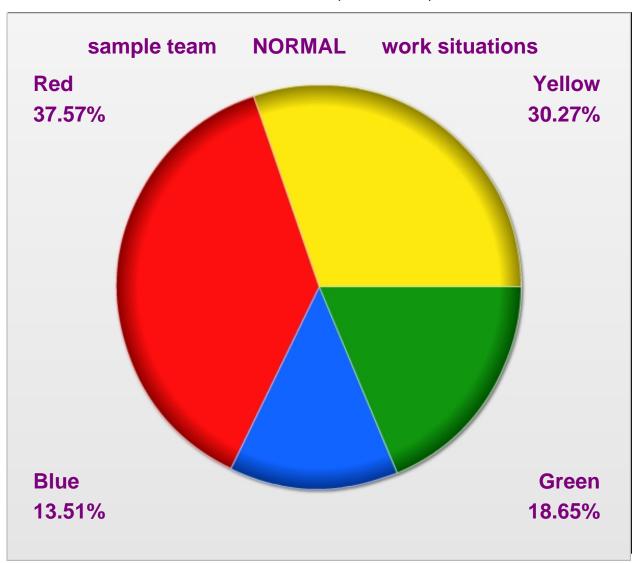
Green might include nature, trees, ecological ideals, peace. Substitute these words for friendly. growing relationships, strong ideals of fairness and justice - elements of green behaviour.

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



Based on the answers team members gave to the questions, their personal blends of the 4 key behavioural colours are combined and shown below to give an overall team summary.

Individual 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 behavioural choices in a NORMAL (non-stress) WORK situation.



This report is designed to be sufficiently understandable to give you an insight into your team behavioural preferences along with its strengths, weaknesses and possible blindspots.

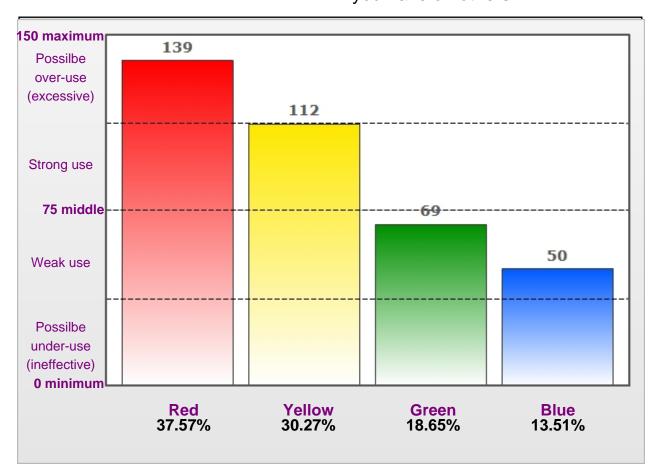
You may then wish to discuss it with suitably qualified and а experienced business coach. EvaluationStore.com lists a number companies and individuals of offering such coaching services.



addition to considering ln the percentage scores, we suggest that you discuss the absolute scores your team. If your team score is high in a particular colour of behaviour, the team is 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 collectively be using this behaviour excessively, which usually has negative consequences.

Understanding team behavioural tendencies and preferences assists you to assess the impact you have on others.



Very low and very high scores can equally produce 'blind-spots'. A team with a low score in one colour will typically not appreciate the advantages of this style of behaviour. A high score in one colour will typically mean that they are equally blind to the excesses or disadvantages of this colour.

members who have Team different behavioural style to that of the rest of the team can feel unwelcome, but can add immense value in identifying these 'blindspots' within the team. A good team can benefit from the effective use of such differences of behavioural preference.



Red team behaviour

Ranking of behavioural style

This is the dominant behavioural style of your team. It will mean that, as a collective you will operate in a dynamic, focussed and forthright way . You will tend to thrive as a team on competition and will enjoy the success of winning.

Yellow team behaviour

Ranking of behavioural style

This is your secondary style and that means it will operate as a back up to your main style. With this in mind, the team will have a degree of innovation, flexibility and harmony but in conjunction with at least one other style. The team will be fairly proactive in nature.

Blue team behaviour

Ranking of behavioural style

This is least preferred style and that means it will be a lot less obvious to others than your main style. With this in mind, the team may have a limited degree of objectivity and structure as a collective but they will be potentially masked by the other behavioural styles.

Green team behaviour

Ranking of behavioural style

This is your third placed style and that means it will operate in the background to your main style. With this in mind, the team will have a degree of collectivism and a valuesbased. quality focussed approach but in conjunction with the two more dominant styles.



Red team behaviour

Actual score

37.57%

Interpretation

Possible over use

Your score here is high which means that there will be the tendency to over-use this style at the expense of others. This means that others may see you as domineering, arrogant and uncaring with a high focus on task and goal completion.

Yellow team behaviour

Actual score

30.27%

Interpretation

Average use

Your score is within the average category and that means that you will value creativity, innovation and fun. You will tend to generate unusual solutions and approaches although they are sometimes less practical than would be desirable.

Blue team behaviour

Actual score

13.51%

Interpretation

Possible under use

Your score here is low which means that others may see you as not caring or ethical enough. You may be criticised for a lack of focus on quality and you may be seen as people that get things done but at any cost.

Green team behaviour

Actual score

18.65%

Interpretation

Average use

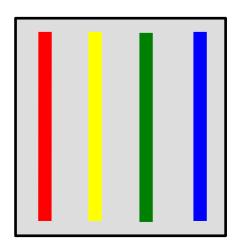
Your score is within the that average category and will see means that you yourself careful, as conservative team striving for consistency and safety. Tasks will involve detailed planning, procedures strona and protocols.



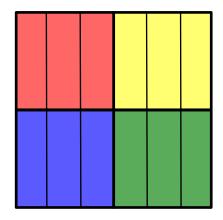
Individual team members behavioural preferences

Our research and customer feedback has shown that different individuals, teams, coaches and consultants prefer to view the information about the team in therefore different ways. We provide it in a variety of formats to match more fully the needs of those who use this evaluation.

This page is a summary of the formats of data which follow.



All team members are shown on each page with their score (absolute not percentage) for each of the 4 colour behaviours. Those with the higher scores generally see the positive aspects of this behaviour, those with smaller scores will often see the negative aspects. This information is very valuable for considering the causes of some team conflict and miscommunication.



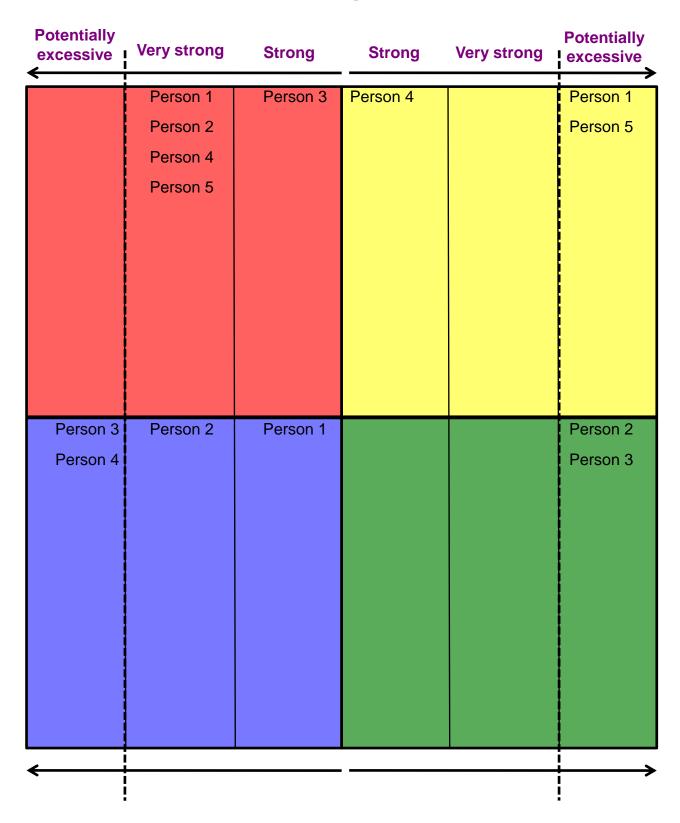
Individuals with strong, very strong potentially and excessive preferences for a type (or types) of behaviour are placed accordingly. This format does not include those with mild preferences and seeks to identify team trends for potential over-use of specific behavioural types.



Each member's individual team breakdown of the 4 key colours are shown with their score (percentage). If they have taken the full individual SPECTRUM report at the time of evaluation competing their (as recommended), they will have a more detailed personal range of information and interpretation together with an assessment of their individual blends of behavioural colours.



Team members with strong behavioural preferences actual scores (not percentages)





Individual team members behavioural preferences **RED** behaviour

Individual score 150 Person 5 Those with higher RED scores will generally see it as a wholly positive behaviour in both High scores their own actions and that of others. They will value quick decisions, instincts, and achievement. They are often self assured and bring a sense of dynamism 125

100

Those with medium RED scores will usually view both the positives and negatives of the 75 behaviour.

or not listening sufficiently.

and urgency to the team. They can be less aware of some of the negative aspects of RED behaviour and unknowingly will upset others by being curt, unsympathetic, tactless

25

50

Those with lower RED scores will generally see it as a mostly negative behaviour. They seek to avoid using RED behaviour if they can. To them, RED behaviour can become dictatorial, bullying and insensitive. They are concerned about the RED penchant for risktaking and the negative impact of the behaviour on other people (both team members and those outside of the team). They may feel over-ruled and 'stepped on' by the more aggressive RED's in the team; possibly also intimidated.

Person 1

Person 4

Person 2 Person 3

Low scores

Medium scores

competitive



Summary of RED behaviour

Overall team score 37.57%

Highest scoring team members

Person 3 Person 2 Person 4

Advantages of correctly applied RED behaviour

Individuals and teams demonstrating large amounts of red behaviour are usually task driven and results focussed. They seek professionalism and exhibit competence. Their overriding message is that they are good at what they do and can be relied upon by the customer.

They are not afraid to speak up, even when their message may not They be popular. thrive competitive situations and value winning. They are frequently more other financially driven than behavioural preferences.

Disadvantages of **RED** behaviour

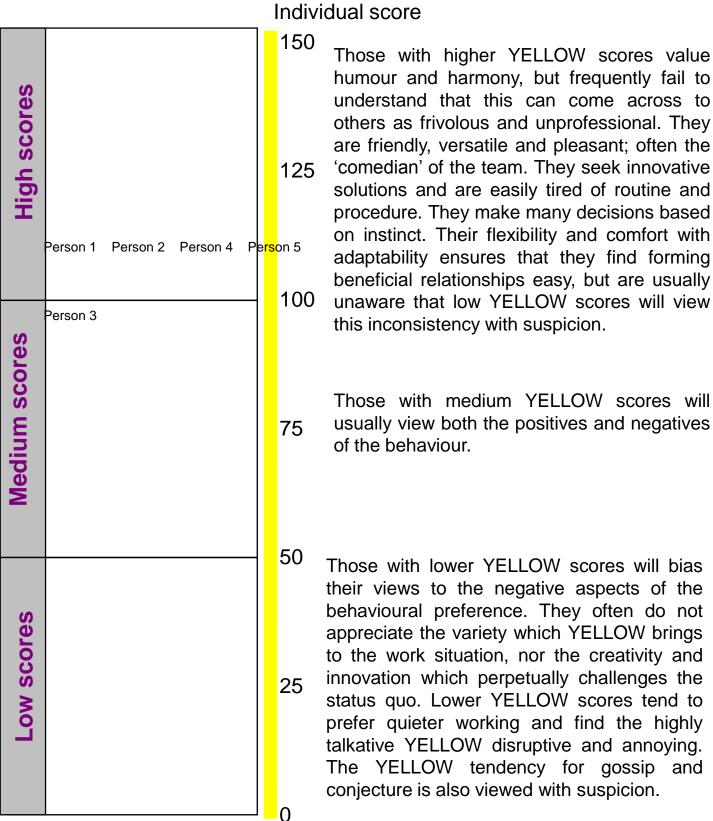
Disadvantages are that they can be so task focused that they miss some of the human consequences. High staff turnover may result. They can be aggressive in conflict situations and even unintentionally be guilty of bullying. Their desire for rapid solutions can sometimes result in naïve simplistic solutions which do not thoroughly appraise the full position. They tend to value quick decisive action when sometimes more measured a approach may generate a better outcome.

How to work with high RED behaviour

People with strong RED behavioural preferences enjoy leading from the front, challenge and competition. A tough challenge, for them, is inspiring. They will thrive on being given responsibility for delivering results, particularly short term results. They often see conflict as positive and may gravitate towards it – use this to good effect as they will go where others fear to tread. They enjoy working alone or with a group of like minded people but often struggle with the views of others in 'balanced' teams. They favour 'task' over 'people' and may therefore be insensitive at times.



Individual team members behavioural preferences YELLOW behaviour





Summary of YELLOW behaviour

Overall team score 30.27%

Highest scoring team members

Person 3 Person 2 Person 4

Advantages of correctly applied YELLOW behaviour

Yellow behaviour values creativity, innovation and fun. They will tend generate unusual solutions although they are sometimes less practical than is desirable. value good relationships at all levels. Being able to see the big picture is a yellow trait as is having a positive 'can do' attitude. They are able to adapt to new situations and market changes better than others and are able to mobilise rapidly to great effect. They find criticism, even constructive, difficult to handle well.

Disadvantages of YELLOW behaviour

Disadvantages of yellow behaviour includes a tendency to be less organised than other behavioural preferences. They can also be over-emotional and react on their gut feel or instinct at times when acting on fact and reason may generate a better solution. Inconsistency can also be a trait which others can find irritating. This can sometimes be due to a desire to please everyone and say what others want to hear.

How to work with high YELLOW behaviour

People with high YELLOW behaviour are usually innovative, adaptable and sociable. They may have a wide network of contacts and the ability to get on with a range of people – encourage them to use this. They are likely to think of new solutions for problems and do what has not been done before, so work which leverages this preference should be beneficial. They find pressure and delivering precise results uncomfortable and they often start a task with enthusiasm but easily get distracted by the next exciting piece of work leaving the first one unfinished. Others can help them here.



Individual team members behavioural preferences **GREEN behaviour**

	150	Those with higher GREEN scores appreciate the positives of the behaviour and can be
erson 3 Person 4	125 100	blind to the negatives. They are usually very team centred, kind, responsive and ready to assist others. They are responsible, reliable and averse to conflict. There can be a tendency to gullibly believe others without question and to take on an excessive workload in order to assist others. Their emphasis on high quality can reduce speed of action which may cause stress to those with high RED scores.
erson 2		With High TCLD Goolog.
erson 1 erson 5	75	Those with medium GREEN scores will usually view both the positives and negatives of the behaviour.
	50	These with laws ODEEN seems will record
	25	Those with lower GREEN scores will more readily note the negative aspects of the preference. They can see GREEN behaviour as being too 'soft' and 'uncommercial'. They may observe people with high GREEN behaviour taking on work which should be done by others and see this as poor personal management and weak delegation. The commitment and reliability of high GREEN scoring can also be seen by those with low GREEN scores to be lacking imagination and impetus.
e e	erson 2 erson 1	erson 2 erson 1 75 erson 5



Summary of GREEN behaviour

Overall team score 18.65%

Highest scoring team members

Person 5 Person 1 Person 2

Advantages of correctly applied **GREEN** behaviour

High levels of green behaviour results in a focus on high quality and being the best they can be. Ethics are usually strong and projected throughout the business. They are people focused and usually place a large emphasis on support mechanisms for their staff. They are comfortable working collaboratively and sharing knowledge, although generally rely on what they know has worked in the past rather than striving to stretch new frontiers.

Disadvantages of GREEN behaviour

Disadvantages of green behaviour can include a naivety where they not perceive the hidden intentions or motivations of others. Thev can make the false assumption that others share their drive for high quality or their high ethics and feel surprised and let down when this proves not to be the case. Responses to situations can be slow and insufficiently creative.

How to work with high GREEN behaviour

High GREEN behaviour has a strong team ethos, a high quality focus and a commitment to fairness. Build on the strengths of this and avoid the negatives – so not working alone, not having work which is 'only just good enough' and not engaging dubious business practices.

They are passionate about what they do and loyal. To work effectively, their emotions need to be engaged – so if the 'vision', project or aim is engaging to them, their admirable passion and loyalty will follow. They can take on too much willingly (to help the team) and so help them to say 'NO'.



Individual team members behavioural preferences **BLUE** behaviour

Individual score						
Person 2 Person 3	150 125 100	Those with higher BLUE scores will mostly see the positive aspects of BLUE behaviour in themselves and others. They will be positively inclined to the BLUE penchant for safety, careful analysis and adherence to due process. They are almost certainly risk averse and will only embrace change when they are fully convinced of the benefits it will bring. They are less sensitive to noticing the negative aspects of BLUE behaviour such as slowness or cumbersome progression, and seldom notice that others can view their				
Wedium scores Person 1 Person 4	75	objectivity as disinterest and lack of passion. Those with medium BLUE scores will usually view both the positives and negatives of the behaviour.				
Person 5	50 25	Those with lower BLUE scores will usually mostly see it as a negative behaviour. They get frustrated by what they see as overcautiousness and seeming blocking of progress. What higher scoring BLUE behaviour sees as thrifty, economic, systematic behaviour, individuals with low BLUE scores see as mean, small picture, narrow focus following of processes and structure without question. Individuals with low scoring BLUE behaviour often get frustrated with the inability of higher scoring				

individuals to adapt.



Summary of BLUE behaviour

Overall team score 13.51%

Highest scoring team members

Person 5 Person 1 Person 4

Advantages of correctly applied BLUE behaviour

behaviour blue Strona indication of a careful, conservative organisation striving for consistency and safety. Usually very task focused, they are often driven by detailed planning, strong procedures and protocols. They rely on facts and analysis for developing their strategies.

They are often calm in a crisis and do not lose control when others around them are panicking. Others see them as reliable and know that they are unlikely to get unpleasant surprises from blue Individuals and teams.

Disadvantages of **BLUE** behaviour

Disadvantages of blue behaviour include the possibility that their procedures are so cumbersome that they cannot act sufficiently rapidly to take advantage business or market opportunities. They are seldom first to act in a new opportunity and would rather follow closely behind the leader than blaze a trail themselves. Strong task orientation means that they can be oblivious to the feelings and sensitivities of people both employees and customers.

How to work with high BLUE behaviour

High BLUE behavioural preferences prefer a logical, structured and consistent work environment. They are likely to be the most resistant to change and so 'future pacing' (telling them in advance) is important.

Their methodical and risk averse nature mean that they may see problems which others have overlooked - capitalise on this. They are usually comfortable working alone, particularly with a clearly defined task. Their attention to detail and long term thinking can bring value to a team.



'Stress' behaviour profiles

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, any individual's behavioural style can change. From the questions answered in the evaluation, we can style predict what each team member might adopt in these stressful situations. During the evaluation we asked some questions they handle about how stress. conflict and pressure.

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

Understanding other how each reacts in stress can reduce these negative impacts. A breakdown of where individual team members under operate when stress is reflected on the following pages.

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 them **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

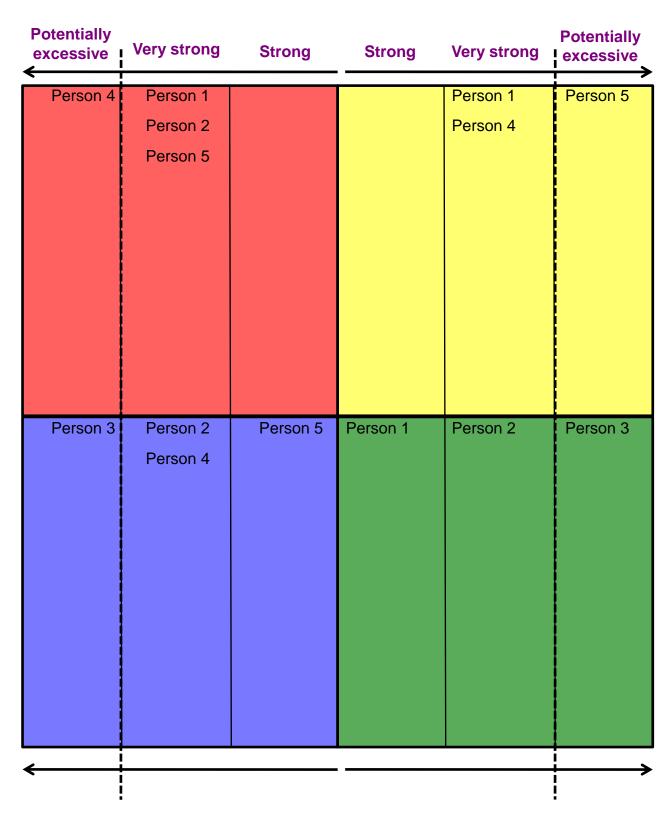
Here individuals are significantly less in control of the situation and have a real chance of not achieving aims. They become concerned. Worry commences and performance decreases. Stress has moved from being performance enhancer to being detrimental individual's to an personal performance and subsequently therefore to a team performance.

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 what they see as inevitable **failure** or to avoid detection or punishment.



Profiles of team members when under stress actual scores (not percentages)





Individual team members stress related behaviours **RED** behaviour

Individual Scote					
Person 5 Person 4	150	High RED behaviour in stress focuses on action, decisiveness, achievement, results and speed. The higher the level of stress the higher the level of red behaviour these people are likely to use. They may appear to others as impatient and excessively task focused to the detriment of people and			
Person 4	125	relationships. They are likely to have a tendency to upset people in their haste and drive for results.			
Person 1	100	Helping them to modify their behaviour regarding how they treat others whilst they are in stress whilst not losing their drive would add value to them and the team.			
Medium scores		Medium RED behaviour in stress can exhibit both the positive and negative aspects of this preference. If their red scores are higher in stress situations than in normal behaviours, they are likely to be less keen on using red			
Person 2	75	behaviour and possibly less able to use it effectively – inappropriate use and sudden 'switches' to excessive red may result Decreasing red from normal to stress is likely to be offset by an increase in another behaviour. In both situations, assisting			
Person 3	50	them to make deliberate choices of when to use red behaviour and when not to use it would be beneficial.			
Low scores	25	Low RED behaviour in stress is likely to indicate a negative disposition towards the red preference and a very likely negative reaction to it in others — so using red behaviour towards these people when they are in a stressful situation is likely to be counterproductive. Use of red behaviour by others is also likely to result in these people moving into a higher level of stress and into the unproductive 'distress' zone.			
	0				



Individual team members stress related behaviours **YELLOWbehaviour**

Person 4 Person 2 Person 5	150 125 100	High YELLOW behaviour in stress can generate much activity but often without the desired results. Their ability to handle many thoughts simultaneously can be seen by others as a lack of focus. As stress increases they can have problems prioritising, moving from one idea to another without focusing or completing any of them. Assisting them to prioritise and focus could be of great help. They may bring humour to a situation as they seek to reduce tension but this can give the impression that they are reducing, or not appreciating its seriousness.			
Person 1 Person 3	75 50	Medium YELLOW behaviour in stress is likely to seek some innovation and creativity. They are likely to develop new solutions to problems and possibly likely to prematurely dismiss the conventional or well used solutions. They may well seek the advice of certain individuals to assist them but ignore other members of the team at this time. They will have a reasonably quick operating style and will want others to have the same energy to address the challenge they are seeking to resolve.			
Low scores	25	Low YELLOW behaviour in stress normally results in an inflexible style that is grounded in a process or mindset that works for them, but perhaps not for other team members. As a result of this, they may not be overly innovative or creative when under stress and may be argumentative when protecting their own position. They may also not be overly concerned with emotional harmony within the team seeking to produce an output rather than address feelings or personal concerns.			



Individual team members stress related behaviours **GREEN behaviour**

Person 3	150 125 100	High GREEN behaviour in stress can result in the individual choosing to take on too much activity and personal responsibility. This is due to them seeking a solution to a problem that aligns to their high standards and pursuit of excellence. It also relates to their drive to help others by doing something for them. In either case, They are likely to seek the emotional safety of a known 'safe' environment, will seek and provide active support at these times and will react negatively to pressure or challenge.			
Person 2 Person 4 Person 1 Person 5	75	Medium GREEN behaviour in stress focuses on elements of collaboration and teamwork. They will want to work in a collective environment to resolve an issue or address a challenge. They may react negatively to individuals pursuing their own goals unless it adds value to the collective. They will also be concerned with the quality of output produced and will want to retain a degree of excellence within the solution.			
Low scores	50 25 0	Low GREEN behaviour in stress will tend not to focus on the negative human consequences of their or others' actions. This will depend on their mix with the other colours: high red and blue will be task focussed and high yellow will be innovation or ideas focussed. The net result will be a more individual biased operating style and a reduced collective or team focus. They will also be less quality focussed seeking to produce a workable solution rather than a quality output.			



Individual team members stress related behaviours **BLUE** behaviour

	Individual 3001C					
High scores	Person 3	150 125	High scores	High BLUE behaviour in stress may tend to be stubborn whilst keeping a strong emphasis on rules and regulations or procedures. This can result in rigid, slow or a complete lack of decision making. They can overanalyse and over check work whilst in stress due to their fear of making errors. Impressing deadlines on them and forcing them to hurry will		
Ι	Person 2	100	Ή	exacerbate their stress levels. High blue in stress often exhibits an unwillingness to shift from their position or stance on 'principle', even if they know themselves to be wrong!		
	Person 1	100		Medium BLUE behaviour in stress will		
Medium scores	Person 4 Person 5	75 50	Medium scores	seek to ensure that all negatives are mitigated and that mistakes are not made. They will gravitate towards safety and the 'known' and conventional rather than the 'unknown' and original. They are likely to be 'past focussed' – doing something which they know works because it was successful in a previous situation rather than trying something new. They are sometimes able to identify risks and potential errors which others miss and often keep calm when others cannot.		
Low scores		25	Low scores	Low BLUE behaviour in stress is likely to be characterised by overly rapid activity and decision making without identifying the potential consequences. Low blue is also prone to having a poorly thought through, 'instinctive' approach when the application of greater logic may yield better results. Low blue can get more emotional than other colours in stress and have a tendency to panic rather than be controlled and exhibit considered action. Slowing down the activity and increasing the thinking behind it will be beneficial.		



Comparatives

You may find it useful to consider behavioural how your team preferences compare with the behaviour averages derived from others in similar situations to you have who completed the SPECTRUMTM team behaviour evaluation.

All of the listed 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 how these similarities differences are used which makes them critical to your behavioural effectiveness.

Team function:

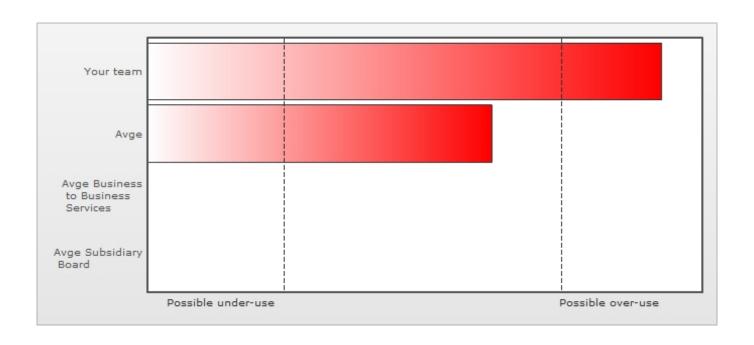
Subsidiary Board

Location:

United States

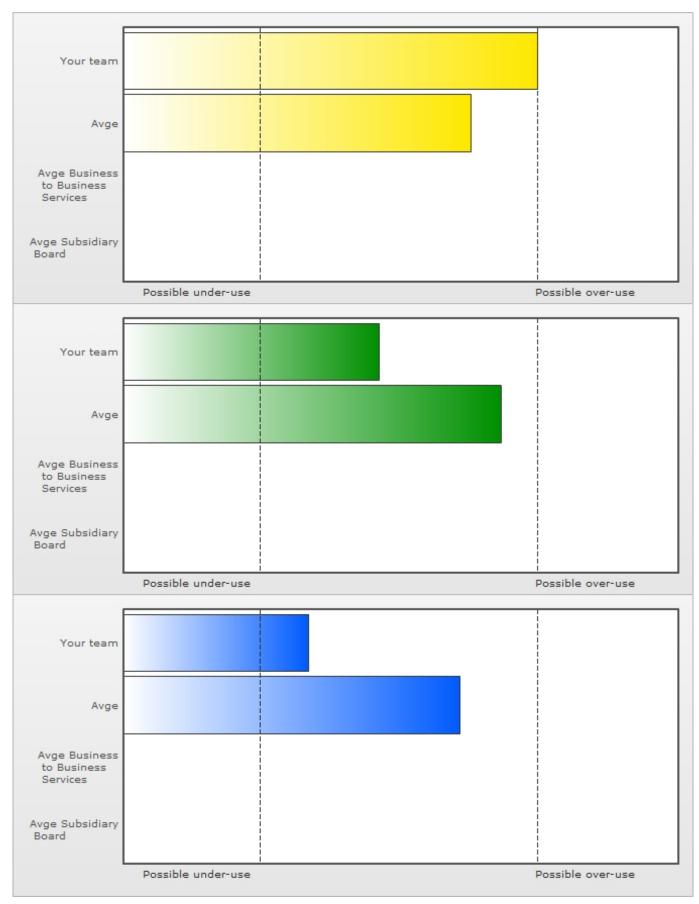
Industry:

Business to Business Services



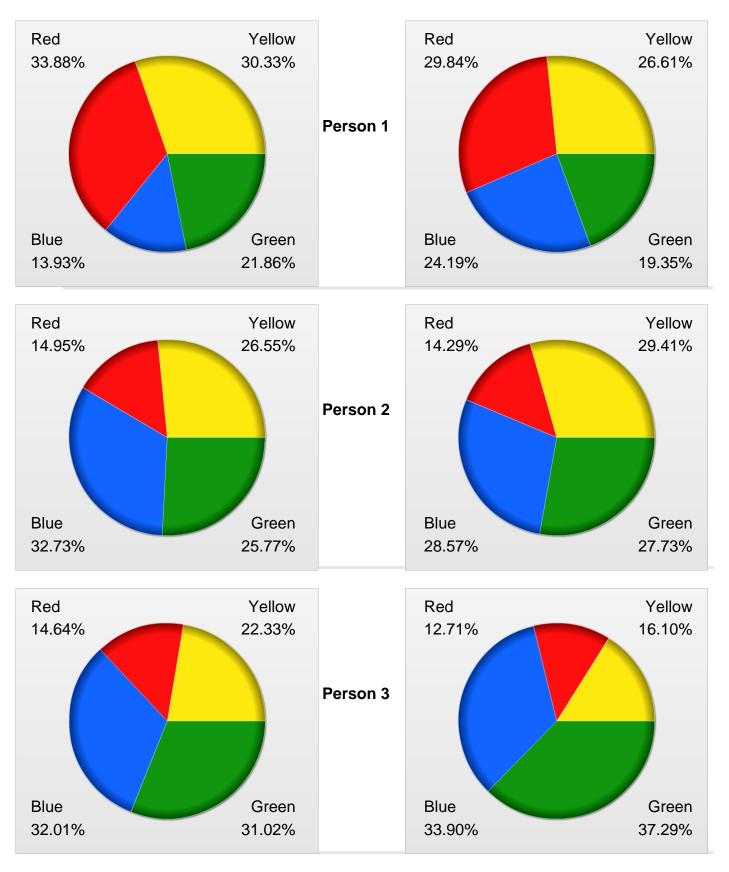


Comparatives (continued)





Individual team members behavioural preferences 'normal' behaviour 'stress' behaviour





Individual team members behavioural preferences 'stress' behaviour 'normal' behaviour



Red Yellow Red Yellow

Blue	Green	Blue	Green



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How effective is your team? Evaluate your team

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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





The **SPECTRUM**TM **Behavioural Evaluation** Team report