EVALUATION STORE.COM

Your development toolbox

The SPECTRUM™ Behavioural Evaluation

Feedback Report on

Example person

Based on the responses from

sample report

14th November 2010

"

'It's not enough to be busy. The question is, what are we busy about?'

Henry David Thomas

Contents

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

sample report

has answered some behavioural questions about

Example person

On the basis of these answers, SPECTRUM has attempted to give some insights into their likely behaviour. It is critical to note that you do not know everything about them and have completed the questions based on your limited experience of interacting with them. The possibility for your answers not being totally correct is much greater than were they to complete a SPECTRUM report themselves.

'Keep your fears to yourself, but share your inspiration with others.'
Robert Louis Stevenson

The aim of this report is to give some insights into probable behavioural preferences based on your observations and answers. This should assist you to communicate better, to understand more, to influence more appropriately and, if relevant, to sell more effectively by 'speaking their language, not yours' and by 'pressing the buttons' which are more likely to be effective than some others.

Obviously there is no guarantee of accuracy – it is SPECTRUM's best assessment based on the answers you have given about another person.
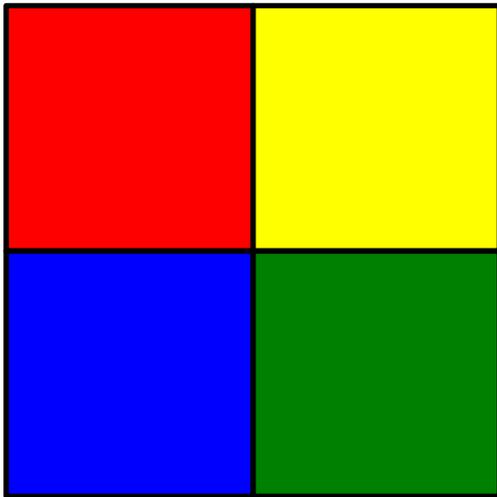
What is behaviour?

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.

You have just completed an evaluation of someone else's behaviour. That is to say, you have made a judgement on their use of their voice coupled with their facial mask. This is a very subjective viewpoint and is purely your view of them. However, this viewpoint is very useful in either deciding how you want to interact with them or providing feedback to them about their perceived behavioural style.

The SPECTRUM^{TM,} 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**, **growingrelationships**, **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.

The assessment that you completed provides you with an insight as to which of the behavioural colours, or blends of them, the person you evaluated displays.

Direct, competitive, assertive, determined, convergent, results driven, quick answers, aggressive, in control of situations

Simplistic solutions, future focused, positive, 'glass is half full', optimistic, risk taking, fast, extrovert, short term, eager, explicit and wild

Externally focused, intuition, big picture, creative, spontaneous, frantic, witty, charming, innovative, social

'Left Brain', task focused, certainty, rational, clear, unimaginative, linear, predictable, staid, unemotional, inside the box!

Central position: (N)Either task or people focused, medium term priorities, current situation has highest priority, medium paced, holistic thinking

'Right Brain', people focused, ambiguous, gut feel, emotional, artistic, lateral thinker, outside the box!

Detailed planning, structural, logic, facts and figures, analysis, internally focused, calculated, calm, cool

Past experiences, risk averse, safe, complex solutions, consistent, slow, often negative, pessimistic, introvert, long term, 'glass is half empty'

Quality, tact, collaborative, caring, ethical, honest, trustful, humble, gentle, serious , team player

Most of us use more than one of these behaviours and we prefer to blend them. The SPECTRUM™ approach gives the ability to explore this:

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
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 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.

Your estimated SPECTRUM™ score for

Based on the answers you gave to the questions, the blend of the 4 key behavioural colours is as shown below. Their 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 their behavioural choices in a **NORMAL** (non-stress) **WORK** situation.

Example person   NORMAL   work situations

Red	Yellow
36.83%	**15.30%**

Blue	Green
16.43%	**31.44%**

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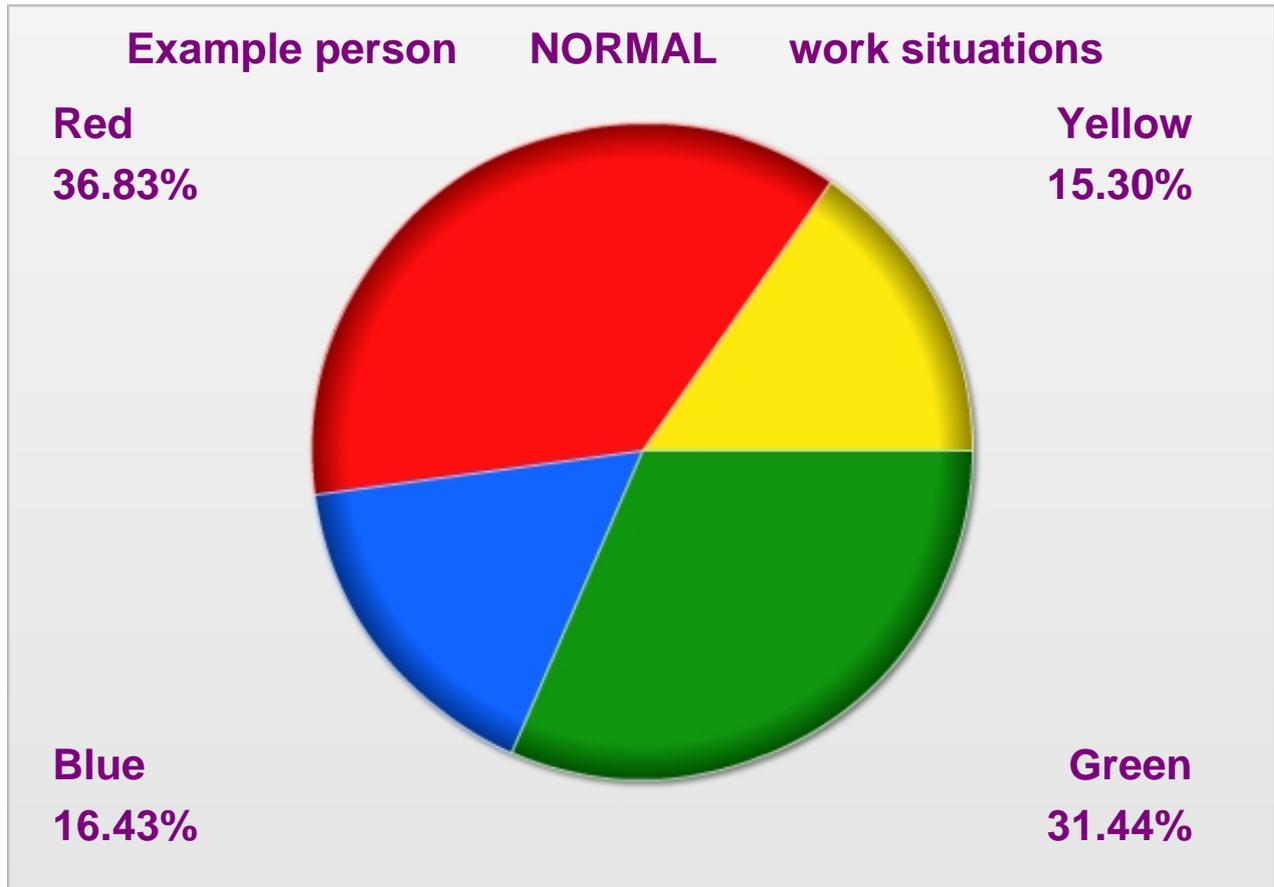
The SPECTRUM™ colour you estimate for

Example person

BROWN

A blend of Red & Green

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 serious person who **strives for excellence** and quality who also tries to do things quickly. You are good at using instinct to make decisions backed up by confidence and a **strong set of personal values**.

People who use brown behaviour are usually **sticklers for quality** and may have a temper if perfection isn't reached. They will fret about speed versus quality and they will feel that they could have done it more quickly or better. It is important to have this constant 'turmoil' of quality and speed as a positive motivator rather than a negative influence.

People who show brown behaviour sometimes have the feeling that they are putting more into a task or job than others and this can lead to resentment. They spend their lives **seeking to help others** in a quietly confident way, **always approachable** and may surprise others when they throw a tantrum, sulk or become detached without any warning.

Your estimated SPECTRUM™ score for   Example person

In addition to considering the percentage scores, we suggest that you consider the absolute scores. If a score is high in a particular colour of behaviour, they are likely to be adept at using it well. If they score low, they may not be using it to the greatest effect or it may simply be that your observations of them have not included the times when they have used it – so exercise caution – your knowledge of them is incomplete and this assessment is a best estimate based on this incomplete knowledge. If they score very high in any colour, they may be using this behaviour excessively, which usually has negative consequences.

150 maximum				
Possilbe over-use (excessive)	130			
Strong use		111		
75 middle				
Weak use			58	54
Possilbe under-use (ineffective)				
0 minimum				
	Red 36.83%	Green 31.44%	Blue 16.43%	Yellow 15.30%
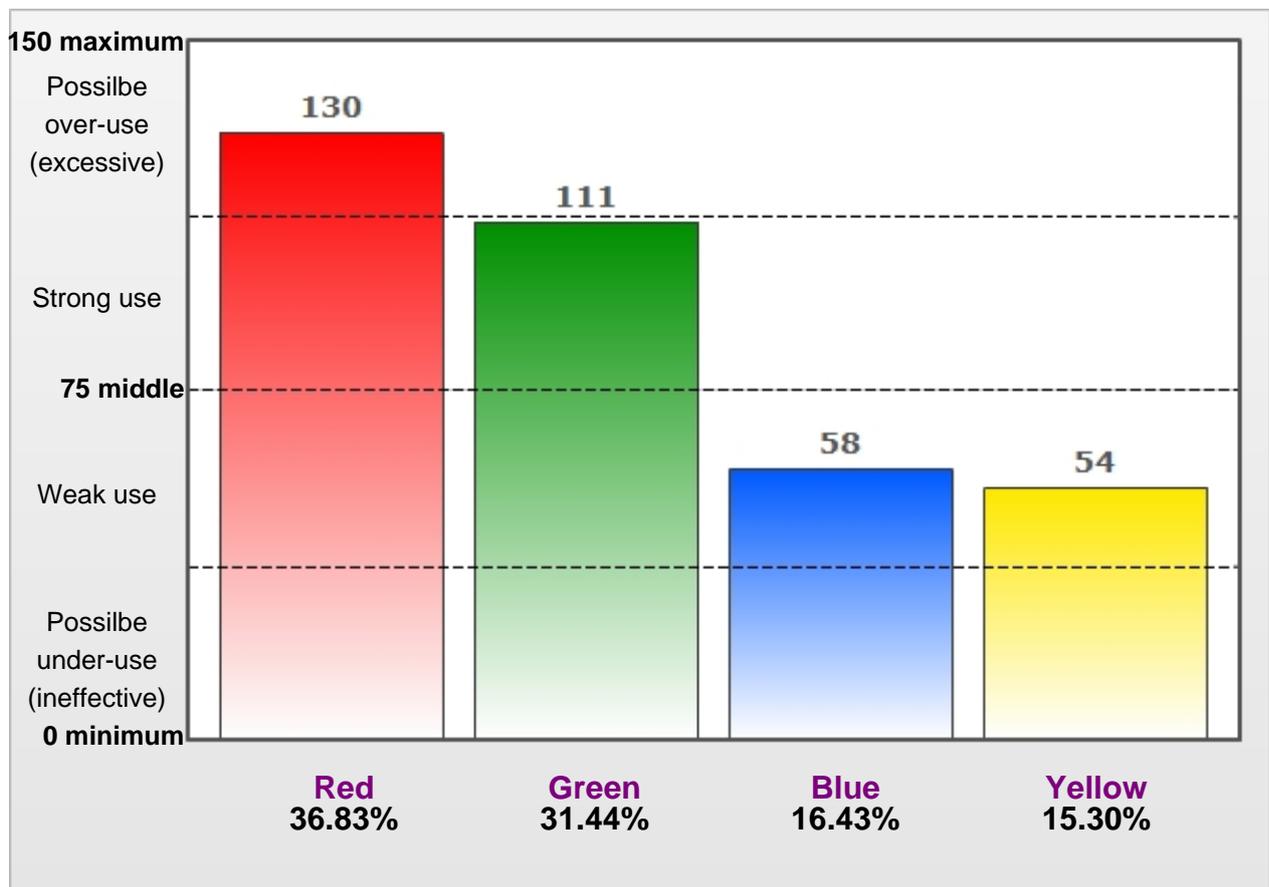
Primary normal behaviours, 'early warning signals' and potential behavioural overuses

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

Early warning signals are 'alarm behaviours' which start as they use their normal behaviours, but at increased levels probably due to feeling some stress or frustration where they are not achieving what they want. They 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 they are **using too much of one behaviour, possibly excessively**.

They are then potentially into the area of declining behavioural effectiveness – **the more they use the behaviour in excess, the less effective it becomes**. The behaviour they are choosing may then become inappropriate for the situation they are in, or for the role they 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 your behaviour to keep the communication in a positive and productive mode.**.**

possible behavioural signals

Normal	Early warning signals	Over-use
disciplinarian	task master	tyrant
serious	solemn	sombre
faithful	dutiful	obedient
competitive	contentious	combative
honest	moralistic	judgemental
vigorous	energetic	fiery

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

**A**im– how you feel that they intend to behave.

Behaviour- how you think they actually behave.

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

You answered the questions on the SPECTRUM™ evaluation, so these are **your opinions** of how you feel the person about whom you were answering aims to behave, how you feel they actually behave and your impression of the consequences that behaviour has on others.

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

It may be beneficial to discuss the congruency of ABC scores with a coach or qualified professional.

A,B,C scores

Aim Behaviour Consequence
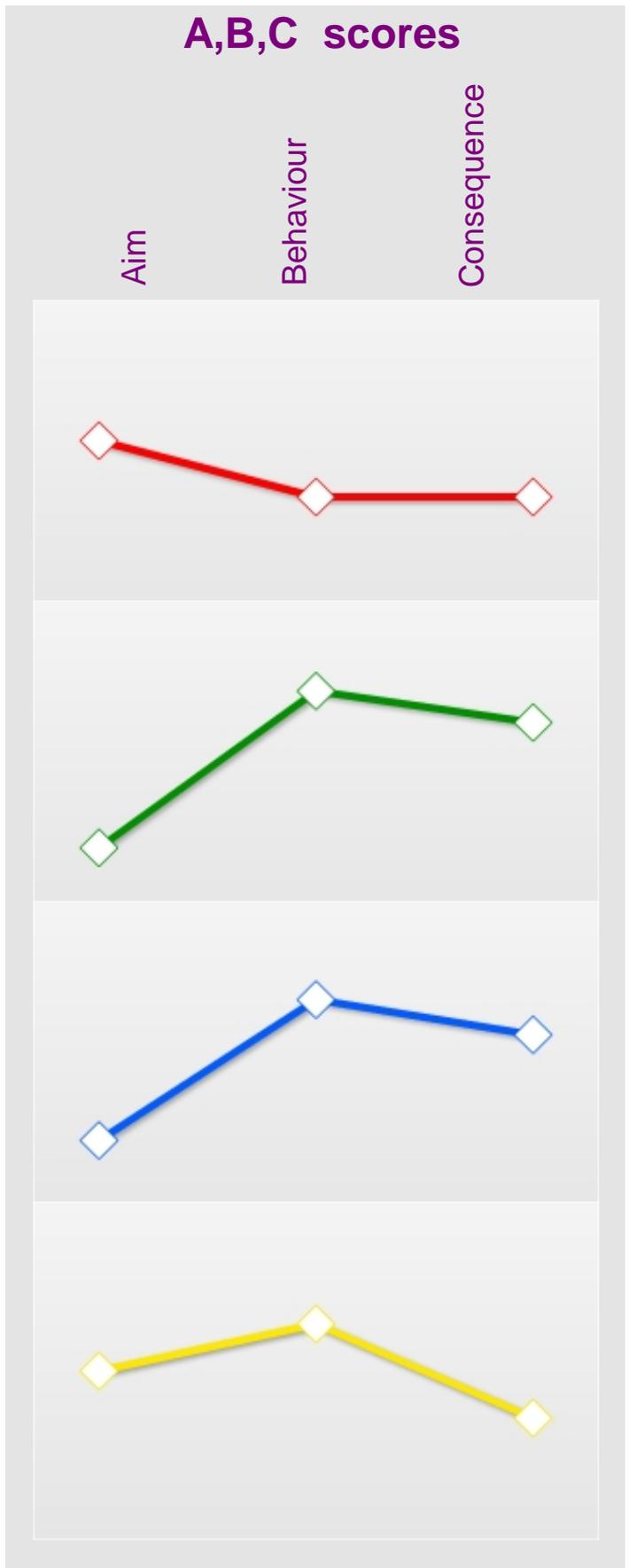
Your estimated SPECTRUM™ score for Example person	Aim	Behaviour	Consequence	Total ('normal' behaviour)
Red	44	43	43	130
Green	34	39	38	111
Blue	17	21	20	58
Yellow	18	19	17	54

A *Aim*

Highest score red: your aim is to be strong and in control of situations and relationships.

Lowest score blue: you don't appear to feel the need for well thought out objectives, goals and plans.

B *Behaviour*

Highest score red: you behave with confidence, in a clear, decisive, urgent, action oriented manner.

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

C *Consequence*

Highest score red: you probably appear to others as dynamic, an achiever, a winner who acts quickly and gets things done.
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.

Influencing people, or selling to them

A vital life skill is the ability to influence others. We learn methods of influencing from a very early age which aim to get us our most basic needs. As we get older, the methods get more sophisticated and more subtle, but the desired outcome is still the same – **we want to influence others to achieve a purpose we desire.**

That purpose can be for our benefit, for their benefit, for that of the organisation or even for the greater good of all, but it still has the aim of influencing or persuading others to do what we would like them to do. Generally, if the intent is selfish or negative, we see it as 'manipulative', if the intent is positive or beneficial we see it as positively influencing.

People involved in **sales roles** need to be able to influence exceptionally well – they seek to persuade customers to buy from them rather than to buy from competitors. Many sales techniques concentrate on a process, a mnemonic, or the **salesperson** getting their behaviour or attitude and beliefs 'right'.

From a behavioural perspective it should be more effective to focus on the **behaviour** of the buyer, not the seller; the **attitudes and beliefs** of the buyer, not the seller; and the **needs, physical and psychological**, of the buyer not the seller.

However, all people are different. The techniques used to successfully influence one person may fail with another. The analysis you have completed gives you some insight into the influencing approaches which are likely, on the basis of your answers, to be more successful with the individual you have described. Successful influencing starts with you 'speaking' in their terms and their behavioural language, not yours.

Behavioural match and mismatch

Most successful positive influencers are adept at **matching the behaviour** of the person they seek to influence. By matching, you are stressing common ground and sharing confidence as you both appear to be **'pulling in the same direction'.**

On other occasions, the behaviour is not matched, you appear **not** to be pulling in the same direction and the influencing is usually much less effective.

The **metaphor of language** can be useful here. If someone speaks only Spanish, there is little point in speaking to them in German. Behaviourally, using the SPECTRUM terminology, if someone 'speaks' primarily 'BLUE' behaviour, you are unlikely to sell or influence with a 'YELLOW' approach which is diagonally opposite on the SPECTRUM diagram.

An observation is that many salespeople have strong amounts of YELLOW in their personal behavioural preference mix, and many professional buyers have strong BLUE elements to their behaviour – a classic but common mismatch.

This report gives you a **variety of ideas** on what would be appropriate to match the **behaviour** (external) of the person you are evaluating, but also some 'educated guesses' of what may be some of the driving **attitudes and beliefs** (internal) which are behind these behaviours. Matching the behaviours and appealing to the deeper elements is a good platform for greater success in influencing. There are **more advanced aspects** of using behavioural knowledge to enhance influence skills, such as deliberately moving to another behaviour during a conversation and sometimes choosing a deliberate mismatch. These could be discussed with a suitably qualified and experienced business coach.

Influencing or selling to   Example person

This section is designed to give an insight into the influencing approaches which are likely to be most effective based on the answers you have given to the questions in the evaluation. In order to influence another, 'speaking their language' or 'seeing things from their perspective' is essential. This material aims to assist you to do this.

You saw the SPECTRUM colour of   Example person to be:

BROWN

A blend of **RED** and **GREEN**

Brown behaviour tends to be a tough disciplinarian, who do not tolerate what they see as incompetence or failure. They are usually professional, and polished in their appearance and performance. Often saying less than others and focusing on the quality not the quantity of their inputs.
They can cut you down with one sentence and make you feel very small if you have upset them. Good at using intuition or gut feel.

Some critical foci for BROWN:

• **Right first time without mistakes**
• **Honest and faithful**
• **Serious and to the point**

so in your influencing or sales it would be good to accentuate the excellence of what you are doing in a fast paced and energetic way. Allow them to make key decisions and whatever you do, they will change it, alter it or correct it and you must allow them to do this.
Being in control of both situations and relationships is vital and asking them to contribute usually works.
Focus on work first and social second especially under pressure. They will work long and hard and expect you to do the same!

Your suggested approach:
• High Quality first and foremost but quick and showing urgency too!
• Do as you have been asked and to the deadline or, if possible, early!
• If you achieve they leave you alone if you don't – watch out!
• Be explicit and frank rather than waffle and show you have listened to them and understood their views by making frequent short summaries.

Influencing or selling to   Example person

This section is designed to give an insight into some of the possible motivators and 'below the line' values which are likely according to the answers you have given.

8 of the core drivers of the behavioural colour you have scored highest are listed below. It is probable that some of these will be a major consideration, but not all of them. There are also likely to be other considerations from other colours – very few of us have a 'one colour' approach to life. Without doing an evaluation of values or motivators it is difficult to identify which are paramount. However, some of these 8 are likely to feature highly and so appealing to them in influencing would appear wise.

Being good at what we do is critical
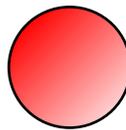
Competence

Competitive
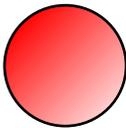
Challenge and winning is important, even if the competition is with 'self'.

Taking appropriate chances is an integral part of life
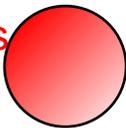
Taking risks

Taking control
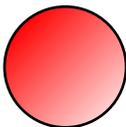
Stepping in to assume leadership or responsibility is usually a good thing

It is better to be judged by results rather than how they were achieved
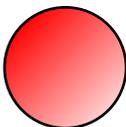
Getting results

Rapidity
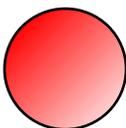
Speed is important – getting things done in the minimum possible time

Tries to multitask – but usually focussed on getting the one key result / output
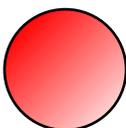
Being focused

Activity
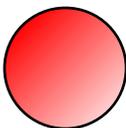
Doing something is usually preferable to talking about it or spending too long planning

Estimated 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, anyone's behavioural style can change. We can frequently, but not always, predict what style people might adopt in these situations. During the questioning process we asked some questions about stress, conflict and pressure .

Positive stress

This is what we all experience in a situation which is stretching but where we feel able to prevail and achieve. There is a degree of thrill, adrenaline and excitement which helps us 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 we are significantly less in control of the situation and have a real chance of not achieving our aims. Worry commences and performance decreases.

Distress

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

Estimated 'normal' profile

Red
36.8%

Yellow
15.3%

Blue
16.4%

Green
31.4%
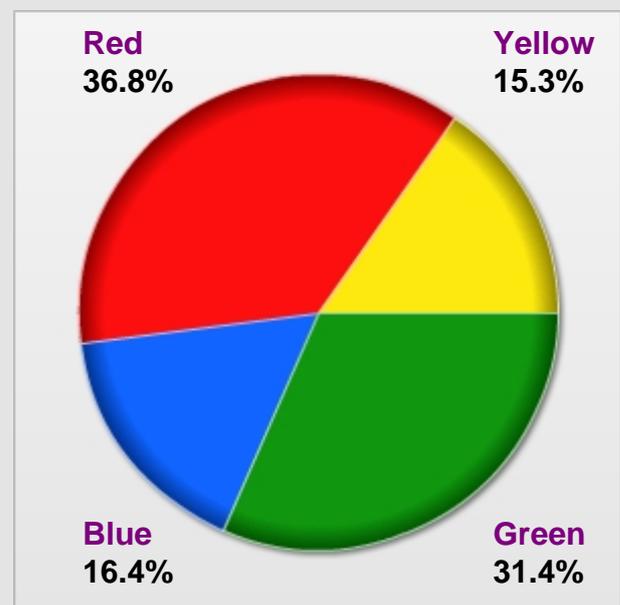
Estimated 'stress' profile

Red
38.8%

Yellow
17.5%

Blue
17.5%

Green
26.2%
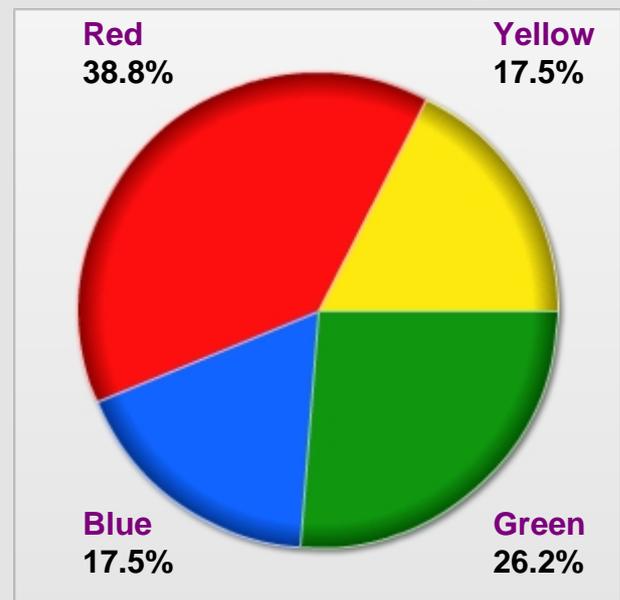
Estimated stress, conflict and fight style

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.

The most likely stress response, according to the answers you have given to the questions in the evaluation is:

RED
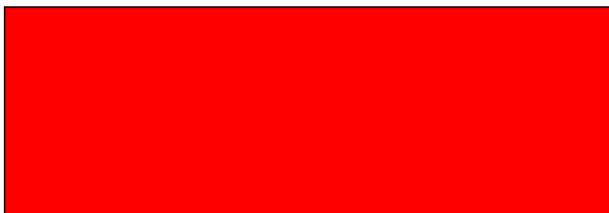
You may become angry, short-tempered and intolerant of others mistakes, you may take over too readily. You get louder and more demonstrative tending to have a 'fight' response but may 'fragment' where you go and do things your way.

Estimated stress, conflict and fight style

Consideration of the transition from normal behaviour, through the early warning signs, to overuse and use of a stress profile is something to be considered. Your communication and interaction will be more effective and more positive if you are able to identify early warning signs of a transition to stress in the other person and then to regulate your own behaviour appropriately to reduce the stress in the other person. Knowing your own behaviour intimately and being able to adapt is a pre-requisite of assisting others manage their stress in all human interactions.
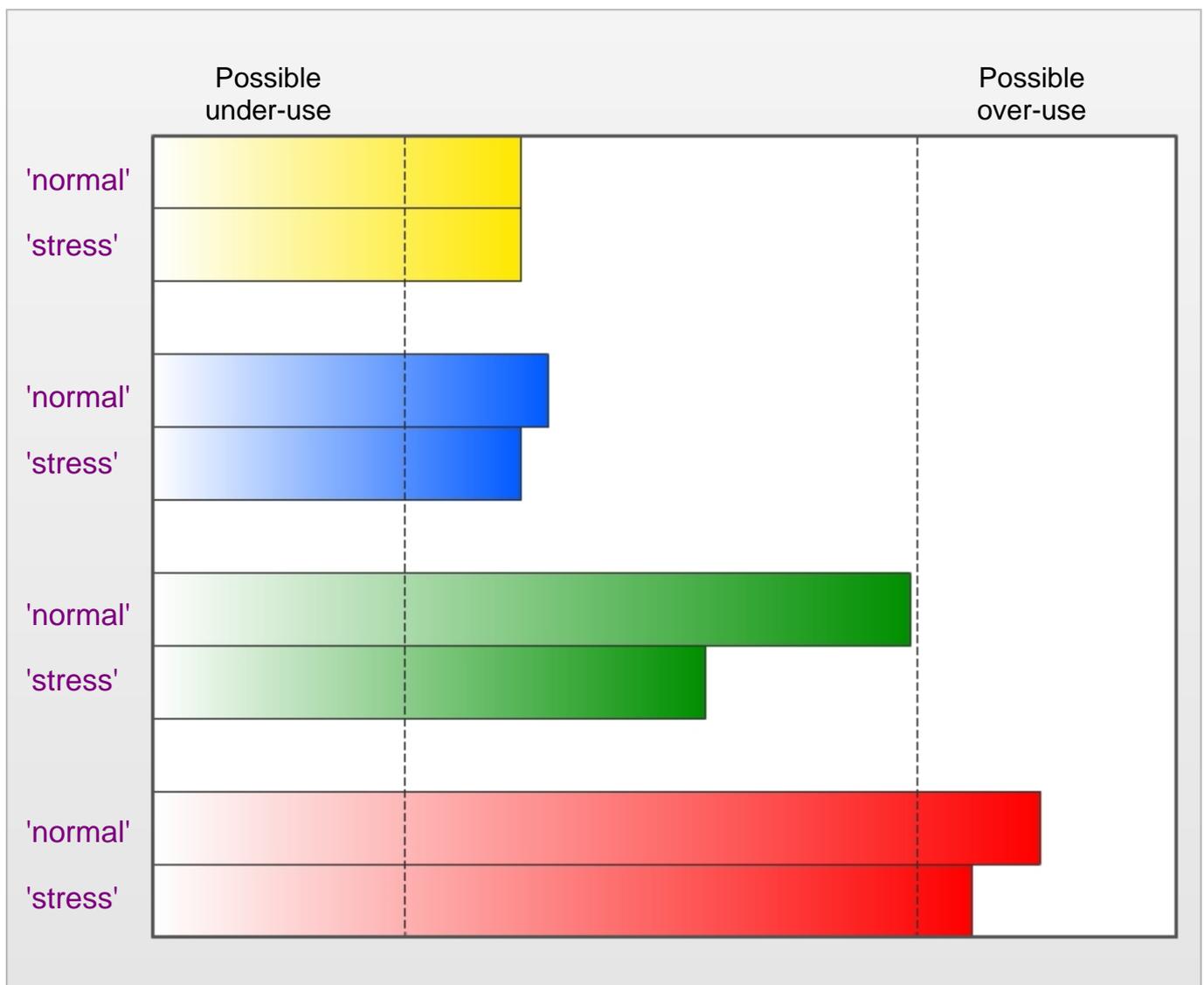
Both 'absolute' scores and percentages are included. Above are absolute (e.g. if you scored 1, 5, 10, etc that is recorded) on the following page are percentages (i.e. what proportion of behaviour do you view as each colour). Both sets of information can add value to self awareness and to awareness of the behaviour of another person

Your estimated SPECTRUM™ score for   Example person

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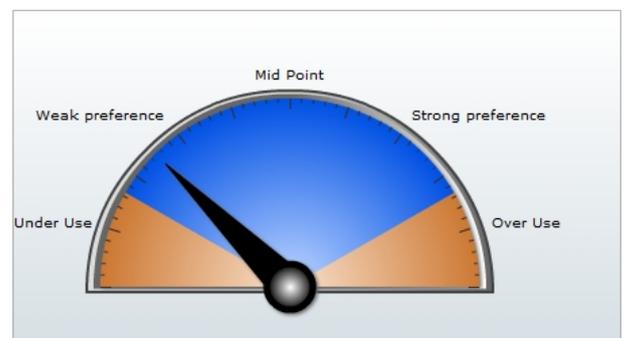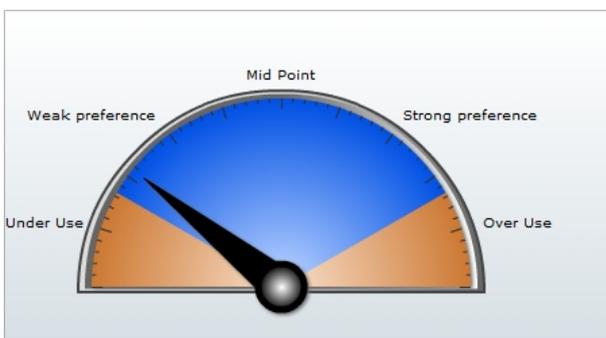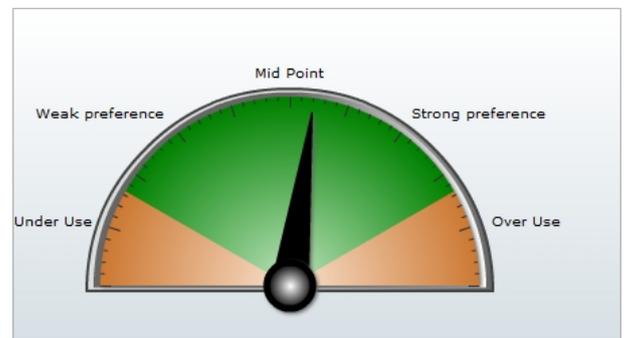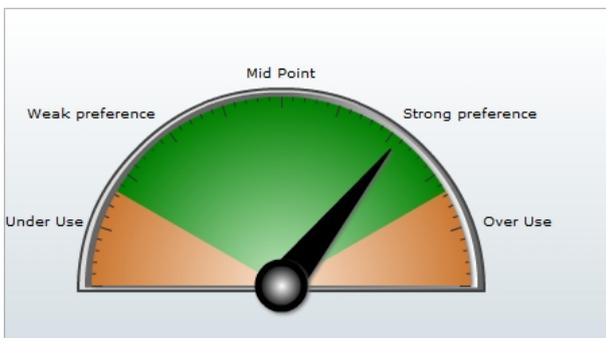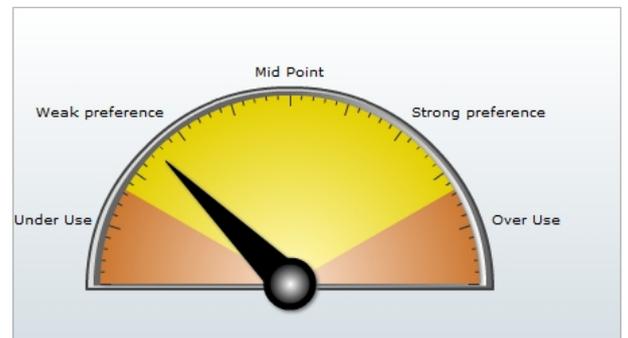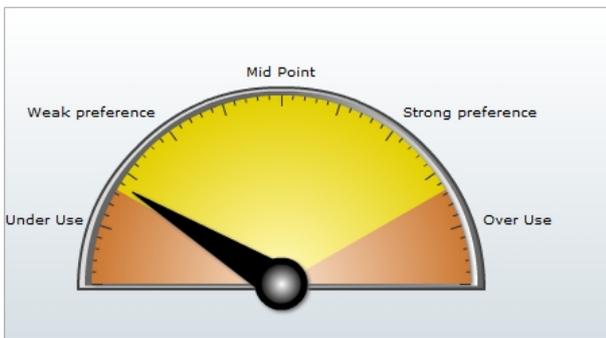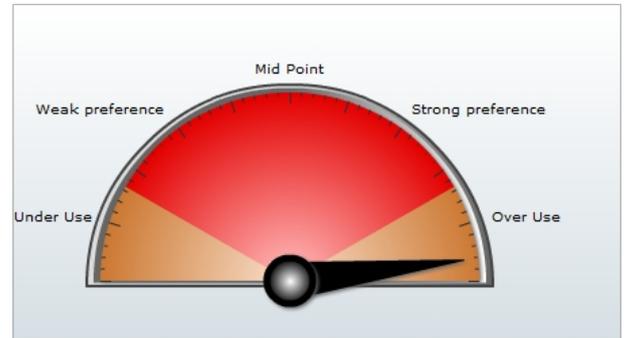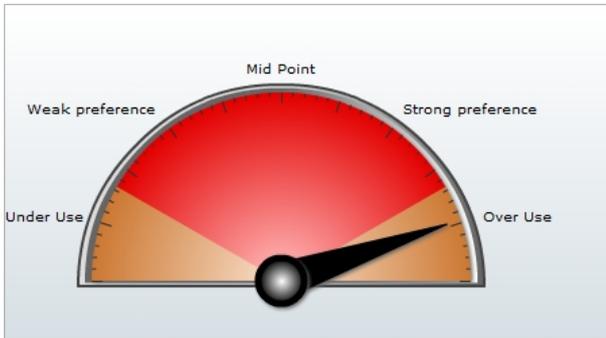
With 4 colours, the 'mid point' is 25% of their behaviour. Overuse or underuse of a behaviour usually has negative consequences. The absolute position and how their behaviour moves in stress are both important.

Comparatives

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

Gender / age: **Male age 19-33**

Location: **United Kingdom**

Industry: **Finance**

Level in organisation: **Pharmaceutical**

Occupation: **Senior management**

All of the above factors are likely to have some impact on 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 behavioural effectiveness. Being different can be beneficial or detrimental.
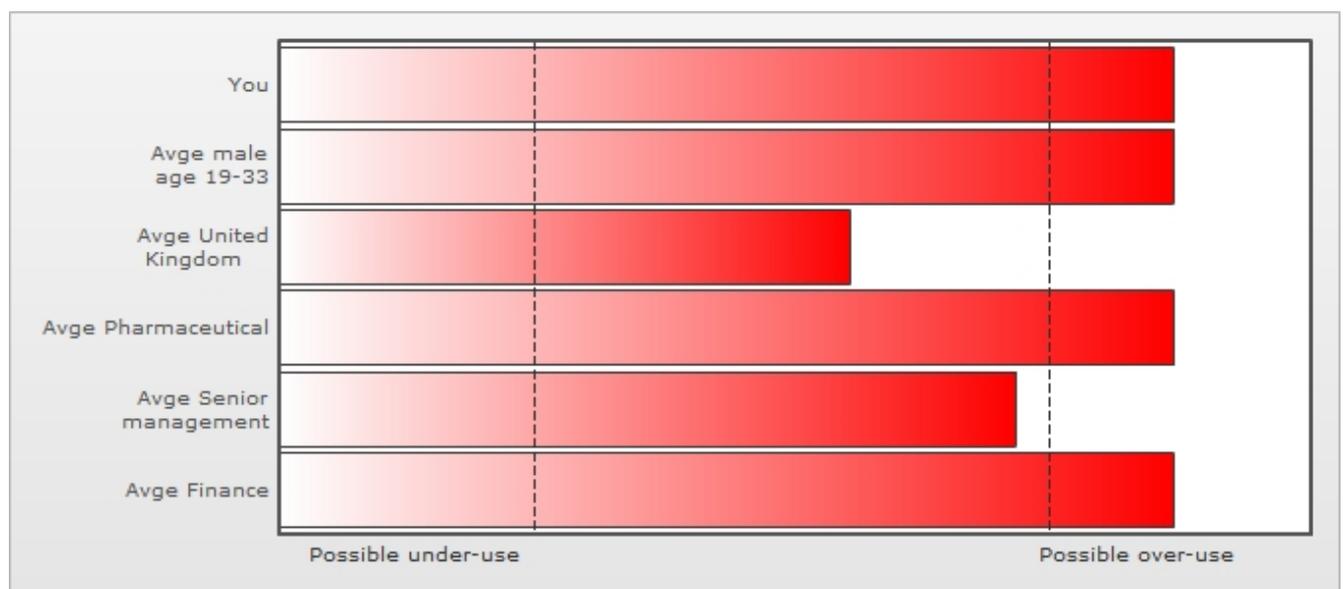
Comparatives (continued)

Chart 1 (yellow)

You	
Avge male age 19-33	
Avge United Kingdom	
Avge Pharmaceutical	
Avge Senior management	
Avge Finance	

Possible under-use — Possible over-use

Chart 2 (green)

You	
Avge male age 19-33	
Avge United Kingdom	
Avge Pharmaceutical	
Avge Senior management	
Avge Finance	

Possible under-use — Possible over-use

Chart 3 (blue)

You	
Avge male age 19-33	
Avge United Kingdom	
Avge Pharmaceutical	
Avge Senior management	
Avge Finance	

Possible under-use — Possible over-use

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

The SPECTRUM™ Behavioural Evaluation