



Behavioural Mode Assessment



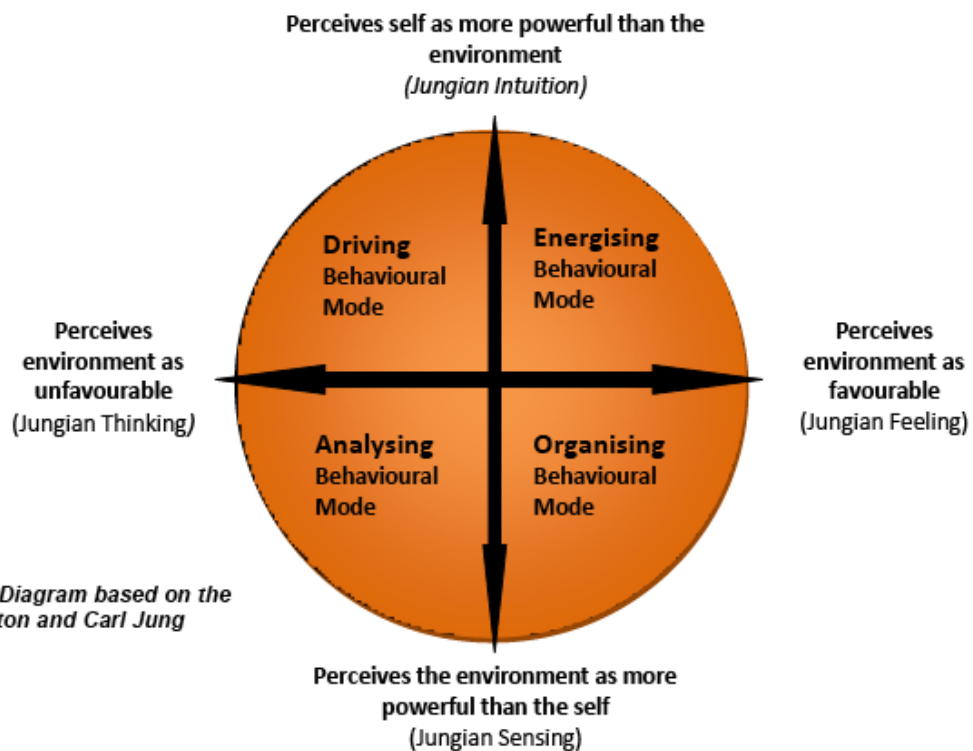
**This report has been prepared for**

**Example Report**

## What does this report tell me?

Your personality is a particular pattern of behaviour and thinking prevailing across time and situations that differentiates one person from another. It is made up of many different elements, some innate, some learned. Apart from our inherited traits we develop ways of being and doing based on all kinds of good and bad experiences, value decisions and external influences. This complex system of attributes, behavioural temperament, emotions and mental energies is impossible to fully comprehend, let alone assess and quantify. Therefore the MiRo system looks at what can be observed, such as our habitual behaviours.

These behaviours are determined by how we unconsciously perceive our environment and ourselves in relation to that environment. By measuring behaviour psychologists and psychotherapists such as William Marston and Carl Jung have identified four main Behavioural Modes that are open to all of us. MiRo refers to these Modes as **Driving, Energising, Organising and Analysing** and we use these Modes in order of our own preferences.



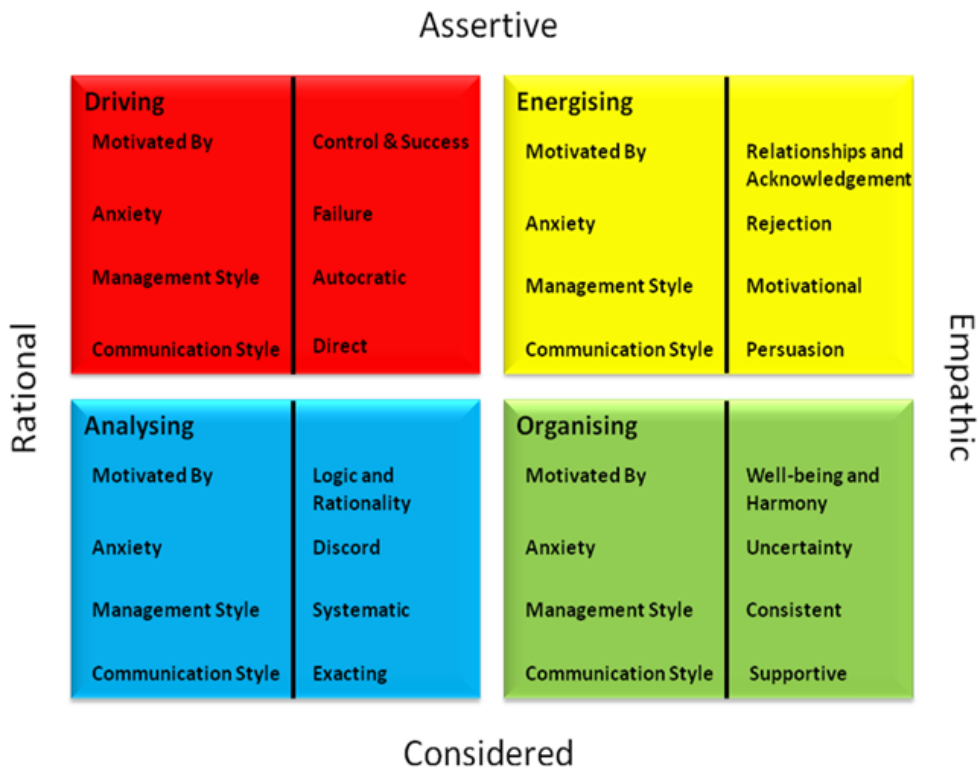
*The MiRo Decisional Diagram based on the work of William Marston and Carl Jung*

The order of preference in which these behaviours are used is as follows:

- **Leading Behaviour** which determines your main Behavioural traits
- **Supporting Behaviour** which will act as a backup Behaviour to your Leading Behaviour
- **Supplementary Behaviour** which can act to enhance your overall Behaviour
- **Dormant Behaviour** which will be the Behaviour that you ignore

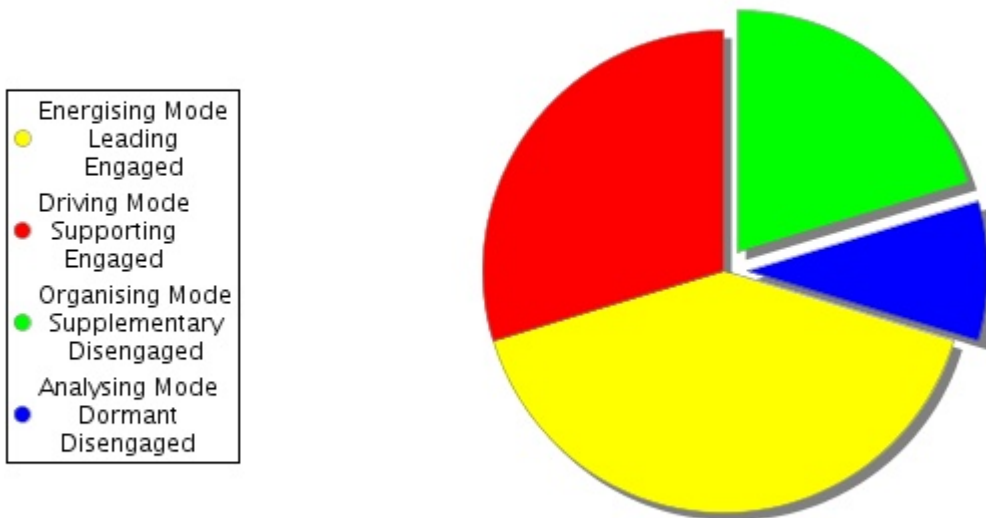
Your MiRo results are based on the answers that you gave in your assessment, which is deliberately designed to force response based on habit and instinct. The results are shown on a pie chart which displays each of the Behaviours that are open to you **in the order that you might habitually use them**. Each Behavioural Mode will either be in an Engaged State, Disengaged State, Excess State or a Latent State.

## The MiRo Behaviours Mode Summary Model



- There are no right or wrong Modes of Behaviour each one is valid given the individual and the environment.
- Modes do not relate to skills, ability or knowledge in any way.
- No Mode is unhealthy unless used to Excess.
- Although we lead with one particular Mode of Behaviour, through conscious effort we have access to all four modes.

## Your MiRo Results Chart



### Engaged Behaviour

Behavioural Modes that are Engaged are the ones that we use in normal life. At least one Mode will be Engaged. Supporting and Supplementary Modes can also be Engaged, if so they are in more or less frequent use and are reasonably comfortable for us.

### Disengaged Behaviour

Behavioural Modes that are Disengaged are used on occasion but are less natural for us. It may be that in certain circumstances we use these particular behaviours, and of course we can do that, but given a free choice we tend to use the Engaged Modes.

### Excess Behaviour

Some Behavioural Modes can be in Excess. If this is the case then they are still Engaged, however, it indicates an over reliance on one particular Mode. It naturally follows that the other Modes will be almost completely ignored in their turn. This can signify that you are under pressure or facing some kind of issue in your working or personal life.

### Latency Behaviour

One Behavioural Mode may occur as being Latent. This indicates that you almost never consciously use this Mode. It does not, however, mean that you cannot but it is probably extremely uncomfortable for you to do so. This can cause problems not only in your relationship with other people but may indicate a poor relationship with yourself in some way.

## Energising Mode Leading/Engaged

As someone who leads with Energising Mode, your primary focus is on relationships and your desire to create a harmonious and positive environment. You can be talkative and genial and, as the name suggests, you can bring new energy into most situations. You trust others and the world around you easily and approach the majority of situations with a sense that things are likely to turn out OK, just as long as you can get others on side. In order to achieve this you can and do employ your considerable charm. You like to be recognized for what you do and as a leader you are likely to lead from the front, gaining the trust and support of others and concentrating on keeping the team together and excited about the task. Outcomes may sometimes seem of secondary importance.

You are fluid and adaptable in your thinking and usually open to new ideas. In fact ideas themselves are very important to you, often to the exclusion of hard facts. You are excited by things that are new and innovative and are constantly aware of the possibilities of any situation. You are likely to experience the world in terms of the richness of the feelings and ideas that are represented within it rather than the seemingly less interesting factual information that might be present. You have a strong value system, however, which guides your decisions and outlook on life, usually toward the greater good. While you may be generally quick thinking and flexible, your moral compass gives you direction as you constantly strive for the best possible outcome for the people around you.

Others will see you as enthusiastic and a strong motivator. Your adaptability and willingness to accept the views of others can make you a valued team member, while your ability to look on the bright side of any situation will give life to otherwise mundane tasks. You like to see the best in others and tend to concentrate on supporting their strengths even when it might be more appropriate to address their limitations. You can, however, sell an idea and inspire others to come with you in a new undertaking, while your infectiously sanguine nature will keep others involved and committed.

On a bad day you can lose sight of your goals and become so intent on building good relationships that you can fail to make hard decisions. Decisions that might cause necessary conflict can often be avoided altogether; in fact your need to gain a positive outcome at all costs can sometimes cost any outcome at all. You tend to fear rejection and might look for praise and recognition to such an extent that you become self serving and even fearful about what others might think of you. As you strive to create a good impression and get noticed you might over talk others or completely ignore their needs. You can be prone to repeating yourself and sometimes might just talk too much.

Your true strength, however, is in your ability to create strong working relationships with others, see the big picture, adapt to change and bring energy, optimism and light to the darkest situation.

### Summary

- **Motivated By:** Relationships and acknowledgment
- **Anxiety:** Rejection
- **Management Style:** Motivational
- **Communication Style:** Persuasion

## **Driving Mode Supporting/Engaged**

Alongside your leading behavioural mode you also have access to the Driving Mode. This may sometimes take the lead itself and can even be used as your main form of interaction with the world over quite extended periods of time. This supporting mode gives you another set of possibilities as to how you might deal with people or situations.

When using Driving Mode your primary focus is on the task and your will to succeed at whatever you're doing. You can be adventurous and self starting and as the name suggests you can drive others to be their best and take a strong leading role when needed. You do not trust others easily but will generally have confidence in your own ability to get what you need from a situation regardless. You do this by using your not inconsiderable problem solving abilities and willingness to accept a challenge. You can be competitive and enjoy winning, and as a leader will probably have little time for those who do not feel the same way and will not suffer fools gladly. It is your personal drive and energy that tend to carry the day despite a certain lack of attention to detail.

On the down side, when using this mode you can often become so focused on your goals that the people around you and their feelings can feel rather bulldozed by you as you might completely ignore their input. You might also take unnecessary risks just for the hell of it.

Used judiciously, and balanced with your leading mode, however, your Driving Mode can give you a pioneering spirit and allow you to take advantage of your ability to be straight talking and someone with the ability to act autonomously, to take the lead in a crisis and to get results when the chips are down.

## **Energising Mode Leading / Driving Mode Supporting and Engaged**

This combination of behavioural modes in the engaged zone signifies a tendency to like to promote new relationships and openness with others. You are likely to thrive in situations where the fostering of good working relationships is key but where outcomes are less well defined or long term in nature.

### **General Attributes**

- Outwardly confident
- Will actively promote ideas
- Seeks variety and embraces change
- Will appear assertive in most social situations
- Will seek the limelight
- Will verbalise their thinking and may not give others a chance to talk
- May want to do things their way and may ignore the rules
- Enjoys thinking about future possibilities
- Willing to take risks
- Has a strong drive for achievement
- Seeks to better him/herself
- Enjoys a challenge

### **To maximize your Energising potential**

- Make contact with others and open communication a central part of your work wherever possible.
- Explore alternatives in situations of potential conflict. Be open to the ideas of others.
- Seek work where your efforts are acknowledged either monetarily or through public recognition.
- Ask for help. Get support with administrative and organizational tasks.
- Take time to build relationships with others wherever possible.
- Remember that rules and procedures are there for a reason and even you have to abide by them.

### **To maximize your Driving potential**

- Negotiate freedom to act autonomously within your areas of competence.
- Seek new challenges and set yourself goals and targets.
- Seek to reduce routine work as far as possible in order to concentrate on your areas of strength.
- Ask for help. Get support with administrative and organizational tasks.
- Deal with others on a one-to-one basis where possible.
- Encourage others to be open and frank. Cultivate a non defensive attitude.

## **Organising Mode Supplementary/Disengaged**

Organising Mode is the third of your behavioural modes and is in a disengaged position. Although you can use it, it is likely that you tend not to. Your Leading and Supporting modes are the ones on which you rely most heavily, maybe dipping into the Organising Mode when you absolutely need to. This is likely to take some conscious effort, however, and is likely to feel awkward and unnatural to you.

That's not to say that it is never useful to you. Organising Mode can give you the ability to stay grounded in the here and now and to calm difficult situations. It can help you when you need to support others. Prolonged use of this mode is likely to leave you feeling fatigued and out of your comfort zone.

With a little practice it may become easier to use this mode and it may be necessary when others are in need of support or chaotic situations need to be calmed. Over reliance on your leading and supporting modes can of course be problematic and, when needed, your supplementary mode is not unuseful but it is by no means your true strength.

## **Analysing Mode Dormant**

The least used of your behavioural modes is the Analysing Mode. It is likely that you barely use this mode at all, consciously at least. If you do need to use it you are likely to find it fatiguing and extremely awkward. That's not to say it's not worth taking a break from your usual modes of behaviour from time to time and trying out some of the behavioural habits of the Analysers who may appear over focused on detail, cold and severe to you but who are, at best, calm, rational and constantly striving to make things better.

## Communicating with Energising Mode Leading / Driving Mode Supporting Engaged

When using Energising Mode your communication will be assertive and emphatic. You will look to avoid too much heavy detail while focusing on the bigger picture. You may not have the greatest attention span in the world, you will probably want to participate in communication rather observe dispassionately from the outside. Your style will be personal and filled with expressive, personalised anecdotes. This values and people orientated style of communication can sometimes lead you off on a tangent and may alienate people who are more matter of fact in their approach but your keen eye for the reactions of others will generally steer you back on track.

When using Driving Mode your communication will be assertive and rational. You will generally explain the logic behind your ideas and show a clear path to the end result. At work you will prefer a business-like tone and want others to be short and to the point. It will be important for you that others show that they have thought rationally about the path to success but also that they avoid too much detail. Others may find your style very matter of fact and sometimes a little impersonal. You will occasionally need to soften your approach if you are to meet your objectives. You can be authoritative and direct but will probably be respected for your honest and no-nonsense approach.

To communicate effectively with others you will need to modify your natural communication style in the following ways:

When communicating with people who lead with The **Energising Mode**

- Discuss what effect your plan will have on people.
- Talk in concepts and broad ideas.
- Acknowledge their contribution and that of others.
- Avoid heavy detail and keep to the big picture.
- Allow them to participate as fully as possible in the process.

When communicating with people who lead with The **Driving Mode**

- Show that you have an objective and a plan to achieve it.
- State your timetable and include milestones.
- Avoid heavy detail and keep to the point.
- Present your logic and avoid assumptions.
- Present your case in statements rather than convoluted arguments.

When communicating with people who lead with The **Organising Mode**

- Show a strategy of cooperation and talk about how you will reach the goal together.
- Focus on people and what ideas will do for them and their environment.
- Don't focus on change but rather on how good will be preserved.
- Present in a step by step manner and explain how and why things will happen.
- Give them time to think and don't rush them into decisions.

When communicating with people who lead with The **Analysing Mode**

- Keep the process formal and don't get too personal.
- Keep focus on task and show how you have arrived at your conclusions.
- Don't hide anything and discuss all the pros and cons.
- General ideas will need to be accompanied by fact.
- Do your homework.

## Development of Behavioural Modes

Although we may favour a particular Behavioural Mode, it does not necessarily follow that we are completely fluent in its use. In the normal course of growing up, however, we develop confidence in our Leading Mode and may even develop an Engaged Supporting Mode. This is likely to take some conscious effort though, and in a working context may mean accessing particular kinds of training. An Engaged Supplementary Mode is never likely to be as natural to us as the higher two but can also, with practice, become an important part of our functioning. We are called upon too to use our Dormant Mode from time to time and even though we are probably better off working to our strengths, a little practice here can help us to work at our very best in a changing environment. It is also worth noting that an over reliance on our Leading Mode can leave us vulnerable to stress and even complete emotional breakdown.

### Developing the Driving Mode

- Seek new challenges and projects where process and outcomes are uncertain.
- Set yourself targets and, where appropriate, play to win.
- Make decisions.
- Learn to delegate effectively.
- Learn to be assertive.
- Think laterally and trust your intuition
- Take risks

### Developing the Energising Mode

- Seek interaction with people and get involved in people-based problem solving.
- Motivate others to succeed and be a team player.
- Involve others in decision making
- Learn better communication skills
- Learn to use body language and non verbal skills.
- Be creative and try out new ideas.
- Be open

### Developing the Organising Mode

- Seek projects that need to be well planned, prioritised and structured.
- Help others to feel comfortable and take care of the human environment.
- Manage your time.
- Learn active listening skills
- Learn a specialised skill
- Be self-organising
- Be kind

### Developing the Analysing Mode

- Seek projects involving critical analysis and systems design or improvement.
- Use your diplomacy skills to negotiate potential conflict.
- Analyse and weigh available data when making decisions.
- Learn a technical skill.
- Learn to plan strategically.
- Be aware of yourself and your environment.
- Stay calm.

## MiRo Correlates With Other Psychometrics

| MBTI                    | Driving | Energising | Organising | Analysing |
|-------------------------|---------|------------|------------|-----------|
| Intuitive/Thinking (NT) | *       |            |            |           |
| Intuitive Feeling (NF)  |         | *          |            |           |
| Sensing Feeling (SF)    |         |            | *          |           |
| Sensing Thinking (ST)   |         |            |            | *         |

| DISC       | Driving | Energising | Organising | Analysing |
|------------|---------|------------|------------|-----------|
| Dominance  | *       |            |            |           |
| Influence  |         | *          |            |           |
| Steadiness |         |            | *          |           |
| Compliance |         |            |            | *         |

| Insights        | Driving | Energising | Organising | Analysing |
|-----------------|---------|------------|------------|-----------|
| Fiery Red)      | *       |            |            |           |
| Sunshine Yellow |         | *          |            |           |
| Earth Green     |         |            | *          |           |
| Cool Blue       |         |            |            | *         |

| Belbin                | Driving | Energising | Organising | Analysing |
|-----------------------|---------|------------|------------|-----------|
| Shaper                | *       |            |            |           |
| Resource Investigator |         | *          |            |           |
| Monitor Evaluator     |         |            | *          |           |
| Team Worker           |         |            |            | *         |
| Co-ordinator          | *       | *          |            |           |
| Plant                 | *       | *          |            | *         |
| Implementer           |         |            | *          | *         |
| Specialist            |         |            | *          | *         |
| Completer Finisher    |         |            | *          | *         |

Unlike other psychometrics, Belbin does not use a theoretical model but is based on empirical analysis of groups. Correlations are therefore approximations only.

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