



understanding people

YOUR MIRO COACHING REPORT

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MiRo
Behavioural Mode Assessment

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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.

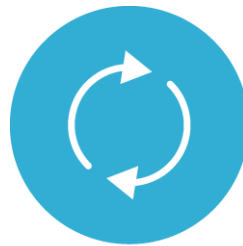
These behaviours are determined by how we unconsciously perceive our environment and ourselves in relation to that environment. By measuring behaviour psychologists and psychotherapists such as William Marston and Carl Jung have identified four main Behavioural Modes that are open to all of us. MiRo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



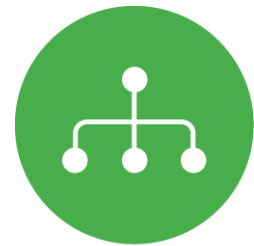
Driving



Energising



Analysing

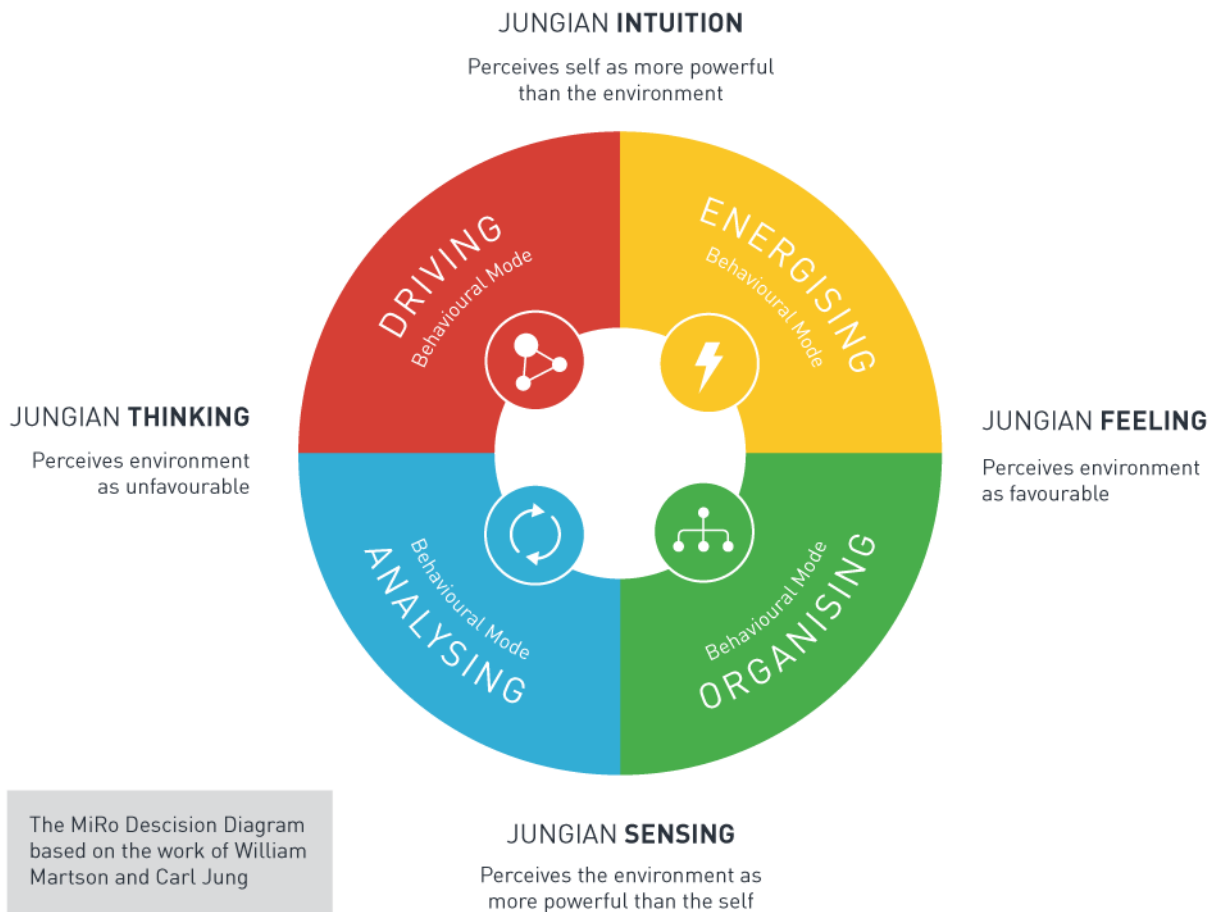


Organising

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.

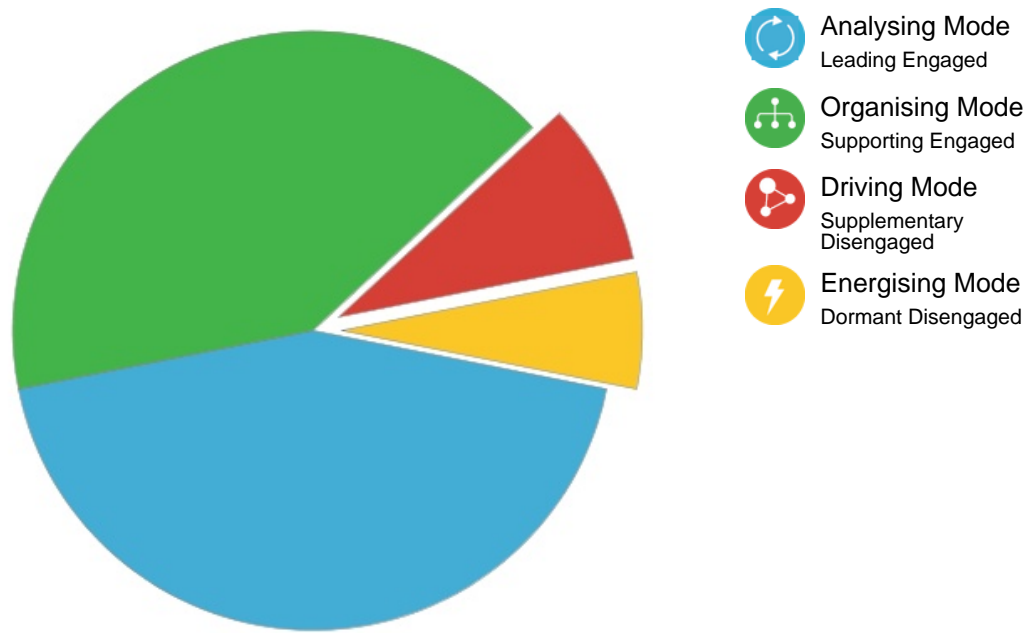


The MiRo Behaviours Mode Summary Model



- 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 Behavioural Results Follow



Pivoting on Introverted Sensing (Moderately expressed)

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

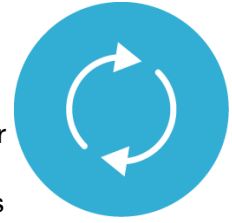
Some Behavioural Modes can be in Excess. If this is the case then they are still Engaged, however, it indicates an over reliance on one particular Mode. It naturally follows that the other Modes will be almost completely ignored in their turn. This can signify that you are under pressure or facing some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

Analysing Mode Leading/Engaged

As someone who leads with Analysing Mode, your primary focus is on logic and your desire to understand and constantly improve systems. You are generally unflappable and detached and tend to be slow to trust others. You will see the world as an often unpredictable place and as a result will seek to redress the balance by being prepared for every eventuality. It is this that drives your pursuit of knowledge, understanding and attention to detail. You expect others to live up to the same high standards as you and as a manager are likely to expect them to do things by the book. For better or for worse, 'Good enough' is not a phrase you are likely to use often.



You tend to think in a concrete and rational way and like to gather all the facts before making a decision. You tend also to want to weigh up all the positives and negatives of a situation and to understand every possible outcome before committing yourself. You are also likely to be reticent about expressing your feelings to others and will avoid conflict wherever possible. You pride yourself on your orderly, practical and tough minded approach to problems and people. You are usually self controlled and self reliant, able to take the long view rather than look for instant gratification and reward. Leading with Analysing Mode you can often see where others are making mistakes and are generally able to address these issues with them in a non confrontational style.

Others are likely to think of you as a trusted expert and to come to you when they need specialist advice or help to think through a difficult problem. Your precision and accuracy will be crucial in any team and your constant drive to improve working practices and standards of output will be seen as vital to the team's success. You may on occasion get impatient with others people's vagueness and abstraction and, as a result, you are likely to want to see things in writing and agreements carried through to the letter. This might lead you to be seen as something of a hard taskmaster but your skills as a diplomat and perceived reasonableness are likely to get you through any potentially difficult situation.

On a bad day you might come across as self satisfied and over controlled. You might delay a project unnecessarily as you strive to be perfect despite others insistence that time is indeed of the essence. You can be intolerant of other people's short comings and prone to believing that your way is the only way to approach things. You may become overly conventional if consistently thwarted and, on a really bad, day delaying gratification may become an end in itself for you as you stubbornly insist that the world learns to think and behave like you.

Your true strength, however, is in your ability to see through the confusion in the world and to remain reasonable, consistent and straightforward in your approach to people and situations alike.

Summary

- **Motivated By:** Logic and Rationality
- **Anxiety:** Discord
- **Management Style:** Systematic
- **Communication Style:** Confirms in writing

Pivot point (Dominant Function)

You are chiefly a **Sensor** and a moderately expressed **Introvert** and the rest of your personality and behaviour tends to pivot around this primary aptitude. As such, you are someone who is mainly engaged in their internal world and in stored factual and concrete impressions of the world around you. Hard working and consistent, you are likely to have great clarity of purpose and an ability to stay on task when under pressure. The attendant down side may be a certain amount of inflexibility.

You bring stability to a team and are likely to be seen as knowledgeable and dependable by your team mates. You communicate in down to earth terms and are likely to prefer a list to a poem. Your conservative nature and possible over reliance on procedure can sometimes cause problems but when well managed and balanced against your more Extroverted talents (Thinking or Feeling) your knowledge, steadiness and determination can be incredibly useful.

As with all things balance is the key and to make the most of your abilities you will need to be sure that while you allow your natural composure and evidence based approach to lead the way you also remain open to new experiences. Only by taking risks and experimenting can you assimilate new data and adapt to an ever changing environment.

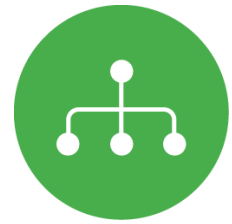
Most of us tend more to the positive than the negative but as an **Introverted Sensor** you can be:

- Steady and reliable / Resistant to change
- Knowledgeable / Possibly unimaginative
- A clear communicator / Over literal
- Organised / Over fastidious
- Thoughtful / Uncommunicative
- A gatherer of evidence / Unwilling to make intuitive choices
- Pragmatic / Conservative
- Trustworthy / Risk averse
- Determined / Stubborn

By bringing your secondary function (**Introverted** Thinking or Feeling) and even your Supporting Mode into play more often and more effectively you can learn to accentuate the positives and eliminate the negatives.

Organising Mode Supporting/Engaged

Alongside your leading behavioural mode you also have access to the Organising 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.



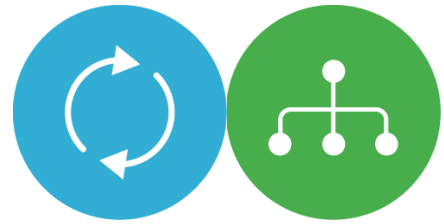
When using Organising Mode your primary focus is on the here and now and maintaining harmony and stability in the world. You are generally quiet and unassuming and acutely aware of how your own wellbeing and that of others is affected by the immediate environment. You tend to be trusting of others and see the world as a generally benign place but a potentially fickle one over which you have little power. As a result of this view you seek security and a level of control over your environment. In order to achieve this you deploy your considerable organisational skills and sensitivity to the needs and feelings of others. You are genuinely supportive of others and although occasionally overly resistant to change you can be a steadying and calming influence in any team.

On the down side, when using this mode you can often become so bogged down in wanting to get things right that you lose sight of the need for adaptability in an ever changing world. This resistance to change can be perceived by others to be awkwardness or unreasonableness.

Used judiciously, and balanced with your leading mode, your Organising Mode can enable you to demonstrate great patience and focus, which are enormous strengths, along with your genuine care for others and formidable organisational skills.

Analysing Leading / Organising Supporting Engaged

This combination of behavioural modes in the engaged zone signifies a tendency to seek roles where fact finding and evaluation of data are important. You are likely to thrive in an environment where a cool head is called for and action is required based on complex protocols, regulations or legislation.



General Attributes

- Works hard to maintain quality and standards
- Respects rules and procedures
- A systematic and precise individual
- Dislikes trouble but may still aggressively argue their case
- Will create standard operating procedures
- A perfectionist who likes to study all the factual data
- May overload others with too much detail
- Will seek to avoid confrontation
- Approaches people issues diplomatically
- A hard working and steady individual
- Will create a structured and secure environment
- May have a tendency to worry about things going wrong

To maximize your Analysing potential

- Negotiate time to reflect upon and clarify objectives before finalising agreements wherever possible.
- Ask others to confirm things in writing.
- Agree realistic timescales with others when you can, but even you will have to work to deadlines occasionally so you will need to prioritise or seek support.
- Seek work where accuracy and professionalism are central but lean to accept that perfection is seldom possible or even desirable.
- Ask for help: you do not need to do everything yourself. Learn to delegate and get support when conflict or trouble is indicated.
- Seek work with definite parameters in which you are sure of your capabilities.

To maximize your Organising potential

- Seek work with unambiguous objectives and realistic timescales.
- Keep contact with others whenever possible and let them know what you are doing and what you need from them.
- Be prepared for conflict as an inevitable part of life, but avoid work where confrontation and conflict are commonplace.
- Learn to prioritise effectively, particularly during times of extreme pressure or when working to deadlines.
- Ask for Help. Seek support and encouragement during periods of change or instability.
- Take time to cultivate reliable relationships with others and share and celebrate your successes.

Driving Mode Supplementary/Disengaged

Driving 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 Driving 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. Driving Mode can help you to take risks and remain goal focused in difficult circumstances. 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 objectives need to be achieved and time is short. In a crisis situation Driving Mode may serve you well. 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.

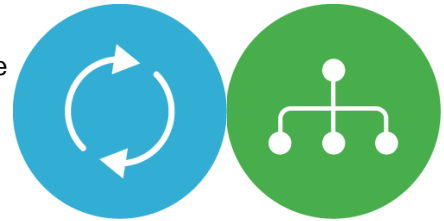
Energising Mode Dormant

The least used of your behavioural modes in the Energising 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 Energisers who may appear flighty, unfocused and self centred to you but who are, at best, bringers of optimism, creativity and energy to the world.



Communicating with Analysing Mode Leading / Organising Mode Supporting Engaged

When using Analysing Mode your communication will be considered and rational. Though you may not be calm inside, you will generally give the impression that you consider all that is being said around you. Your desire to avoid conflict will encourage you to take a diplomatic approach to most situations and is likely to give an impression of thoughtfulness to others. You may sometimes come across as detached or emotionally distant as a result of your systematic and accurate communication style. In work this formal and businesslike approach will help you to develop relationships based on task and fact.



When using Organising Mode your communication will be considered and empathic. You will be seen as a good listener with a considered approach. Your responses will be matter of fact as you do not see the need to dress up what you have to say. Overall you will be looking for certainties in what you say and only state the things that you know. This may come across to others as an unwillingness to commit and could cause some frustration. However, most will see you as being supportive and easy going and once you see a step by step approach you will engage with others in a very empathic manner.

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.

Working Styles

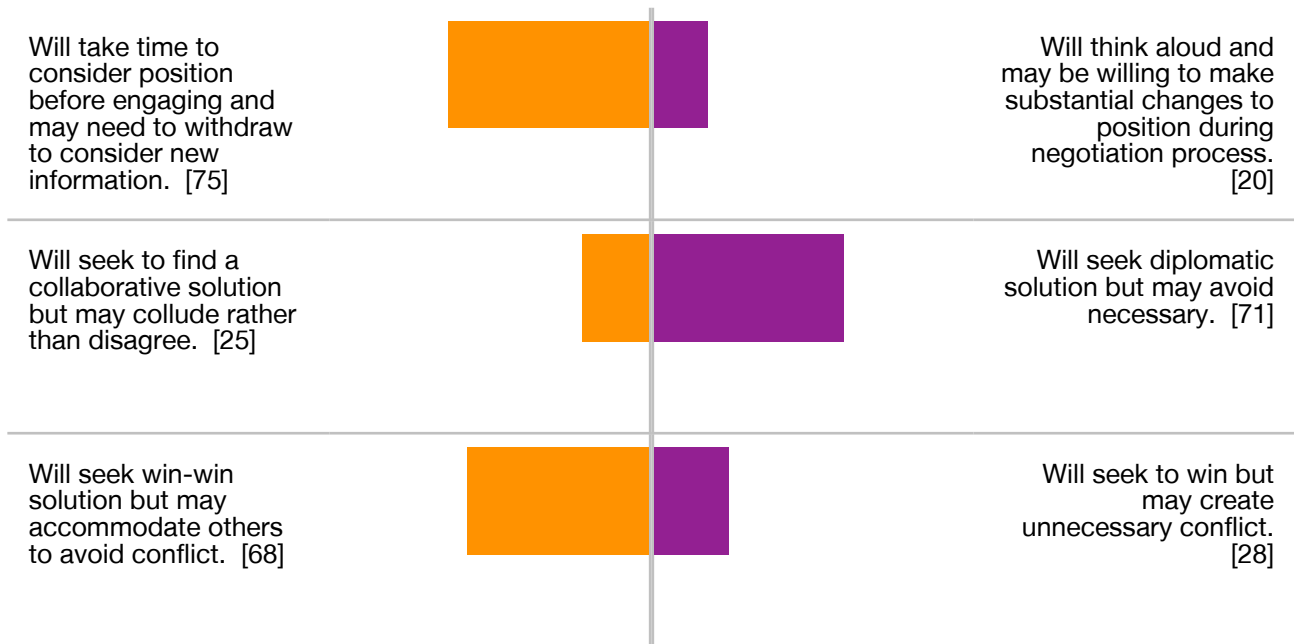
Leadership

<p>Takes firm control, has a clear vision, tends to be visible and to lead from the front. May become disheartened by failure [28]</p>		<p>Supports others to succeed and prefers to facilitate action rather than take the limelight. May struggle with "tough" decisions. [68]</p>
<p>Enthusiastically motivates others to succeed, pursues ideas and change. May become disheartened by slow progress. [25]</p>		<p>Has clear goals and expects high standards from the team. May be intolerant of mistakes or carelessness. [71]</p>
<p>Will prefer to deal with team members one-to-one and will appear thoughtful but possibly slow to act. [75]</p>		<p>Will deal with the team as a whole and will appear dynamic but may make hasty decisions. [20]</p>

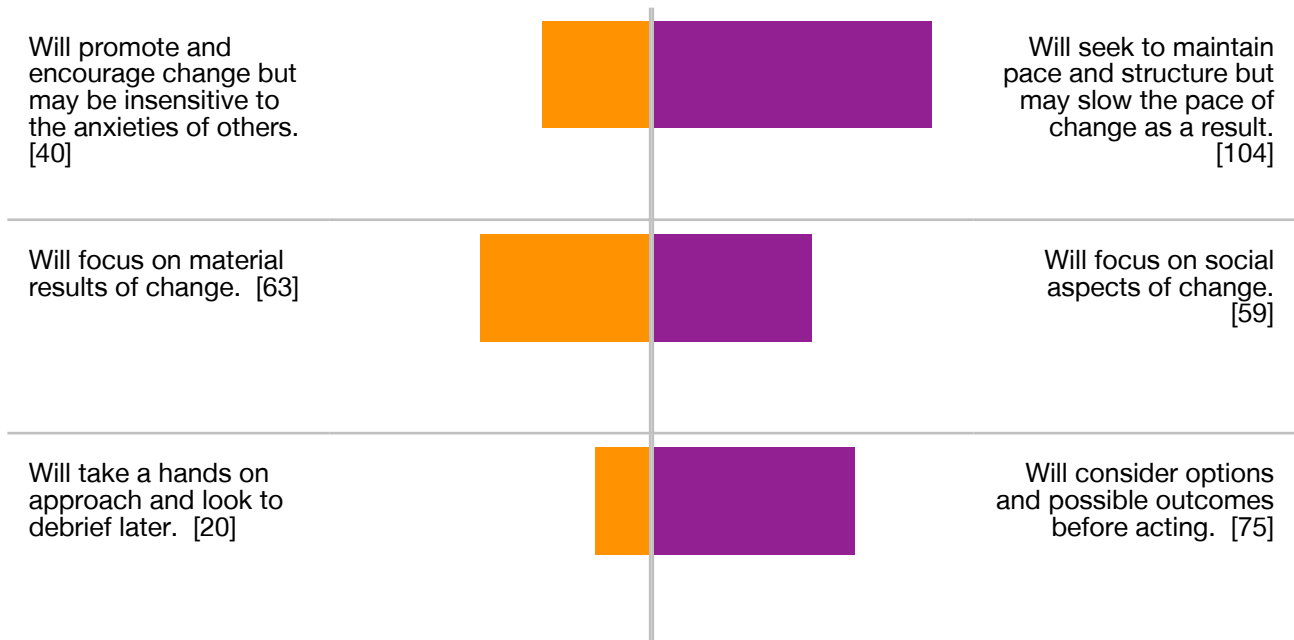
Project management

<p>Works to formulate a plan and stick to it to deliver to specification. [50]</p>		<p>Can work with little information and adapt well to changing circumstances. [46]</p>
<p>Will enable others to deliver at their best but may avoid conflict with uncooperative project contributors. [104]</p>		<p>Will bring energy to deliver but may lack appreciation of project constraints or project complexities. [40]</p>
<p>Will work accurately and try to cover all the bases but may overrun deadlines as a result. [59]</p>		<p>Will work to deliver the vision but may lack precision. [63]</p>

Negotiating and Influencing



Managing change



MiRo Correlates With Other Psychometrics

Your correlating personality type is :

ISTJ

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				
Earth Green				
Cool Blue				

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We hope you found this report useful. MiRo Psychometrics Limited is committed to monitoring its assessments, ensuring the accuracy of the tool and that the results hold no hidden biases. To that end we would very much appreciate your feedback. In order to complete our monitoring form, please go to www.miro-assessment.com and click on feedback. Any information that you give us will be in the strictest confidence and used only for the purposes stated above.