



imenter™

**PERSONAL
BEHAVIOUR
PROFILE**

For

Full Name

Name: **Full Name**

Date of Response: **XX - XX - XXXX**

E-mail Id: **xxxxxx@xx.com**

Dear **First Name**,

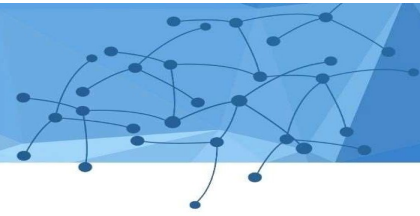
Congratulations on completing your iMentor Personal Behaviour Profile. Here is an evaluation of your Personal Behaviour Orientations, leading to an action plan for improving your Personal & Interpersonal Effectiveness based on your responses to the iMentor instrument.

Mentor's constant endeavour is to provide individuals with insightful information to plan their development effectively. This report is like a **Behaviour Mirror!** The purpose of this report is to give you an idea of how you typically behave and hence how others may perceive you as a person. Since how others respond to you will depend on how they perceive you, it will be useful for you to understand this and practice appropriate adaptations in your behaviour - ***just the way you adjust your appearance based on what you see in the mirror and how you wish to be seen!***

This report, by no means, is a judgment of who you are. It is based on scientific research and evidence. This will likely be accurate and reliable as in most validated psychometric assessments. However, if you feel that some of the descriptors are not in line with your perceptions about yourself and if they bother you, try and validate them with someone who can observe you closely & regularly.

Read through your report carefully with an open mind. You can use it effectively to make an action plan for self-development based on your objectives/goals.

Happy reading!



How to use the iMentor Personal Behaviour Profile Report

This report consists of 7 Sections each of which gives you specific information that can help you understand yourself better and plan your improvement.

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SECTION - 1: PERSONALITY GRAPH & BRIEF PROFILE DESCRIPTION

Based on your Behaviour Drive Intensities measured through your responses, we have created a TrAP graph of your profile below. If we have to describe you using a single adjective representative of your personality, it may be **Analyst**.

As you might notice in the graph, **four behaviour drives** influence our behaviour - T (Task Orientation), r (Relationship Orientation), A (Analysis Orientation), and P (Process Orientation). Each of us displays these drives in varying intensities. The highest score is your primary behaviour drive and the next highest score is your secondary drive. The other drives with scores less than 50 may manifest but insignificantly.

You will get to understand more about these Behaviour Drive Intensities in subsequent sections, but for now, here is a brief description of your profile below:

Brief Profile Description:

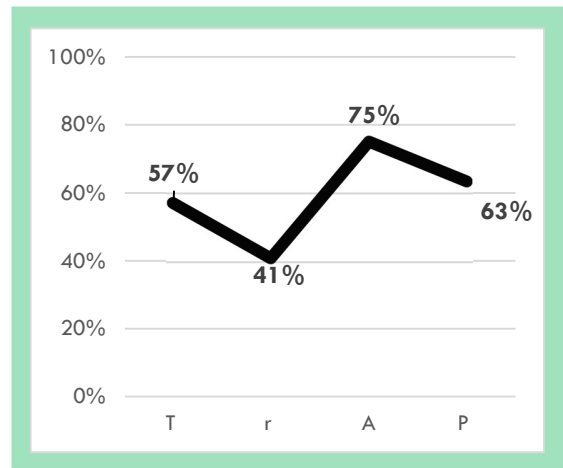
“As an analyst, you are challenged by difficult problems that require thought and analysis but will not accept just any solution—you want the right answer. You are a good team member and like to share responsibility by operating as part of a group. You like standard operating procedures and a settled track to follow. You are cooperative, modest, reflective, careful, tactful, consistent, foresighted and incisive in your approach to attaining goals.

People see you as logical, critical, reliable, factual, steady, open-minded person. You tend to be a stickler for system and order. You make decisions based on proven precedent and known facts. In all your activities, you try meticulously to live up to high standards. You are not at ease until the correctness of your actions and decisions have been confirmed. You are sensitive to possible hidden meanings and ulterior motives. You are painstakingly accurate.

You may spend too much time rechecking details and doing things yourself to be sure they're right. You may become too dependent upon procedures. Your decisions are apt to be tentative and low-risk. You work best for a manager who is willing to help out when the pressure is on. You do well with projects involving precision, organization, and planning. You like to know exactly what is expected of you so you can do it conscientiously and well.

“

We hope what you have seen so far about yourself is reasonably accurate. Now, get ready to interpret yourself and action plan in much greater detail....



SECTION - 2: WHO AM I? HOW DO I BEHAVE

What are your typical tendencies that make you behave the way you do?

- Basically, you are much the same person people see: modest, reflective, stable, precise.
- You are challenged by difficult problems that require thought and analysis but will not accept just any solution-you want the right answer.
- You are a good team member and like to share responsibility by operating as part of a group.
- You like standard operating procedures and a settled track to follow.
- You are painstakingly accurate.

What do others commonly see as your Traits?

- People see you as a reliable, factual, steady, open-minded person.
- You tend to be a stickler for system and order.
- You make decisions based on proven precedent and known facts.
- In all your activity, you try meticulously to live up to high standards.
- You are diplomatic and precise, and you try to avoid unnecessary risk or trouble.
- You are not at ease until the correctness of your actions and decisions have been confirmed.
- You are sensitive to possible hidden meanings and ulterior motives.
- You are cooperative and careful, tactful, and thorough, consistent and foresighted.

What are some of the highlights of your typical behaviour?

- Analyzes situations or problems, weighing the pros and cons.
- Values accuracy, quality and correctness.
- Systematic in approach to situations or activities.
- Tactful and diplomatic in interactions with others.
- Uses tactful but direct approaches to resolving conflict.
- Likes to minimize conflicts and collaborate with people.
- Likes to operate in a predictable, orderly environment.
- Very measured in expression.
- Very reluctant to adapt to new ideas and changes without adequate logical reasoning.
- Values status-quo and adequate time and preparation before change.

What do you usually tend to avoid?

- Appearing illogical or unprepared.
- Being closely managed by others.
- Ambiguous situations in where basis of performance may be criticized.
- Being held accountable for strategic outcomes in situations where there is insufficient control.
- Having to defend inferior performance in products or services.
- Reacting quickly to situations requiring analysis or Responding to others without time to evaluate possible consequences
- Emotionally charged situations where there is a possibility of reacting and losing the reserved, detached manner.
- Hostile questions and not being allowed to respond at own pace.
- Having to report ad-hoc as and when the manager desires.

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SECTION - 3: HOW DO I APPROACH CRITICAL LIFE SKILLS?

Each one of us deals with our life situations using a set of skills. These skills obviously differ from person to person based on his personality. It is these skills that determine your effectiveness in life – both personal and professional – and it is quite helpful to understand how it works for you. Read on, personalize based on your context and observations...

Communication

- Tends to avoid wasting time on small talk or social amenities.
- May have difficulty expressing positive emotions, even though you feel them.
- Tends to be uncomfortable with other people's emotional displays, wanting to "fix" the situation or deal with it more "rationally".
- May tend to undervalue the importance of frequent, quality communication in maintaining work relationships.
- Tends to be reserved, precise and detached when communicating with people not known well.
- Tends to use logic and data to persuade others rather than using emotional appeals.
- Tends to use formal, written communication, documenting discussions in situations where there has been misunderstanding or conflict.
- Prefers a reserved, impersonal, business-like approach in communications when dealing with people other than close co-workers.
- May be more comfortable expressing negative emotions (such as anger, displeasure, disappointment, criticism) rather than positive emotions.
- Tends to be slow to trust, or to reveal personal information until the other person has worthiness.
- Prefers to have one or two close, long-term friends as confidants.
- Can be quite verbal and expressive with close friends.
- Tends to be sarcastic in expressions, using a sometimes scathingly dry wit.
- Often tends to be more of a listener than speaker
- Uses lot of evidence or past precedence while making a point
- May have difficulty being "tough" when situations require a direct, assertive approach.

Decision Making

- Tends to be a careful elaborate and slow decision maker, gathering information and assessing possible risk before making decisions.
- May want to defer risky decisions to others or at least get an expert opinion.
- May get stuck in information-gathering and analysis due to fear of making the wrong decision.
- May get paralyzed by "what if" scenarios.
- May experience high levels of regret and self-criticism over past decisions.
- Waits too long for reassurances seen as vacillating or indecisive.
- Rarely agrees to change a decision made, shows high level of resistance.

Managing time

- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines.
- May be critical of others who do not share the same sense of urgency or move at a fast pace.
- Follows a systematic approach, taking pride in finding unique, efficient techniques that produce high quality results.
- May be critical of others who do not use a systematic approach.
- Tends to have high standards and may spend more time gathering information and perfecting results than is justified.
- May have difficulty managing time because of perfectionism.
- May have difficulty delegating to others because no one else can meet own standards.
- Prioritizing issues is a difficulty hence often ends up over working.
- Sometimes, owing to the tendency to avoid conflicts, ends up dragging tasks too long

Stress Management

- Experiences moderate to high levels of stress as a result of trying to meet own standards.
- Tends to be driven to achieve perfection, resulting in a chronic state of frustration with self and others.
- Tends to be worried about adequately preparing for the future, spending time thinking through contingency plans.
- Tends to perceive the world as a somewhat hostile environment, requiring vigilance to ensure that things go "right".
- Needs private time to relax and process thoughts and feelings about the events in life.
- May become hostile and critical when overloaded, being driven by an inner inability to rest until everything is done "right".

- May have difficulty shutting down the “internal” critic in order to get some rest.
- Tends to be driven to think things through, resulting in a chronic state of frustration with self and others.
- Tends to be worried about adequately preparing for the future, spending time thinking through contingency plans.

Managing Conflicts

- May initially withdraw from conflict to plan a strategy of response.
- May attempt to overpower others with facts and logic.
- May become rigid and unbending.
- May withhold information.
- Vent frustration by accusing the person confronting, behind his back.
- Gets numbed by pressure and losing efficiency.
- May say “Yes” while wanting to say NO, just to get away from the situation.
- Refrains from suggesting newer ideas or initiatives for fear of being put down

Problem Solving

- Tends to use an analytical approach to solving problems, considering many variables in developing the solution.
- May be very effective in solving complex problems but may spend too much time analyzing simple problems.
- Tends to use information systems to anticipate problems.
- Tends to want the perfect solution and may lose sight of other realities such as deadlines.
- Sometimes, tends to rely heavily on experience or methods proven in the past.

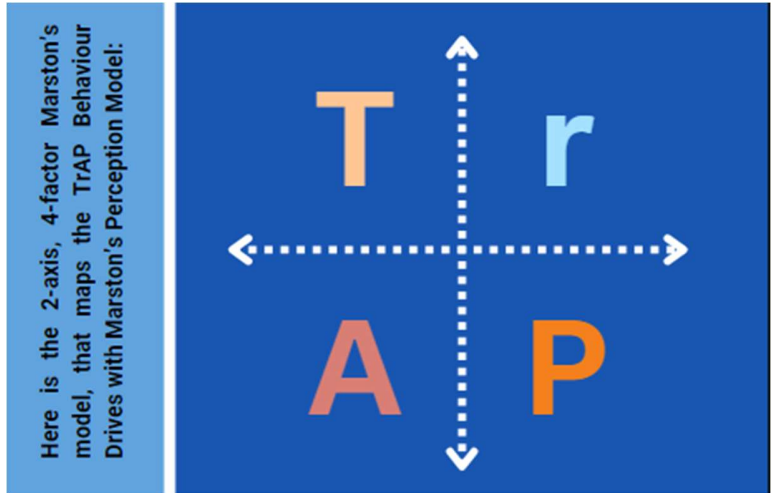
SECTION - 4: THEORY BEHIND THE TRAP PSYCHOMETRIC ASSESSMENT & REPORT

How we behave or respond to stimuli depends on how our brains are wired. This wiring of our brain is essentially the connections between the neurons in our brain, which are established each time choose to execute a response. These connections are called **synapses** and are strengthened when the respective behaviour/response is repeated. The more frequent the repetition, the stronger the synapse and the shorter the time taken to execute the response effectively. Over time, these synapses become so strong that they define our personality.

TrAP Behaviour Profiling System is based on the Behaviour Model developed by Dr. William Moulton Marston, who established through research that, people choose to respond based on two critical aspects:

- How do they perceive their environment – *Friendly or Competitive?*
- How much power do they perceive over the environment? *(They believe they can influence their environment)*

How we perceive our environment & the power we believe we have over the environment, decides which behaviour we choose to repeat and therefore, defines the synapses of our brain and eventually shapes our personality.



Here is the 2-axis, 4-factor Marston's model, that maps the TrAP Behaviour Drives with Marston's Perception Model:

	Hostile, antagonistic & competitive	Friendly, supportive & favorable
Perceives more power than the environment	T – Task Orientation (driven to focus on their goals and pursuing them relentlessly)	r – Relationship Orientation (driven to focus on personal image& sustaining rewarding relationships)
Perceives less power than the environment	A – Analysis Orientation (driven to focus on arriving at the right thing to do)	P – Process Orientation (driven to focus on the right-way of doing things)

Therefore the Marston model helps us simplify our understanding of personalities. There are four basic behaviour drives depending on how we perceive our environments.

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Explanation of the 4 behaviour drives – TrAP™ -

Why we behave the way we do...

High Task Orientation	High Analysis Orientation	High Relationship Orientation	High Process Orientation
<p>People who perceive the environment to be hostile/competitive and at the same time perceive more power than their environment, are likely to demonstrate High Task Orientation, in how they typically behave.</p>	<p>People who perceive the environment to be hostile/competitive and at the same time perceive less power than their environment, are likely to demonstrate High Analysis Orientation, in how they typically behave.</p>	<p>People who perceive the environment to be friendly/favourable and at the same time perceive more power than their environment, are likely to demonstrate High Relationship Orientation, in how they typically behave.</p>	<p>People who perceive the environment to be friendly/favourable and at the same time perceive less power than their environment, are likely to demonstrate High Process Orientation, in how they typically behave.</p>

You can display any combination of these four **TrAP™** behaviour drives with varying intensities, even the seemingly opposite drives like Task & Process or Relationship & Analysis. However, typically about 70% of all people have frequent manifestations of only 2 behaviour drives, 20% use primarily only one of the drives, and the remaining 10% have high manifestations of 3 drives.

No particular combination of behaviour drives is known to be the 'right/best' one. Success is defined by one's ability to adapt personal preferences and use the behaviours suited to the people, one interacts with.

The combination of our behaviour drives (Behaviour Profile), usually takes concrete shape by the time we reach adulthood, based on our life experiences that define how we perceive our environment and our power over it. However, our Behaviour Profile (the combination of our behaviour drives), may change if we go through a life-changing event. Some examples of life-changing events are – marriage, birth of a child, death of a kin, drastic change in role/environment, etc.

Before you study your **TrAP™** Personal Behavior Profile, it makes a lot of sense to understand the basic aspects of each of these four **TrAP™** behaviour drives. Right here, you have a summary of this information. Read this carefully. This dataset may reveal a lot about yourself as well as others. In someways this is the behaviour arithmetic that enables us to make sense of 'why people behave the way they do!'

	T – Task Orientation	r – Relationship Orientation	A – Analysis Orientation	P – Process Orientation
Focus	<ul style="list-style-type: none"> Goals & Results Overcoming opposition & Challenges to accomplish results 	<ul style="list-style-type: none"> Image & relationships Influencing or persuading others 	<ul style="list-style-type: none"> Logic & analysis Working conscientiously to ensure quality and accuracy 	<ul style="list-style-type: none"> Collaboration and methods Working together without conflicts
Typical tendencies include:	<ul style="list-style-type: none"> Striving for immediate results Causing action Accepting challenges Making quick decisions Taking control of situations Managing trouble Solving problems Questioning status quo 	<ul style="list-style-type: none"> Contacting people frequently Making a favorable impression Trying to create a motivational environment Entertaining people Creating enthusiasm in the environment Viewing situations very optimistically Participating in a group 	<ul style="list-style-type: none"> Attention to details Concentrating on key rules and standards Weighing pros and cons Being diplomatic with people Using subtle or indirect approaches to conflict Highly values accuracy Logical approach to situations 	<ul style="list-style-type: none"> Trying to be consistent and predictable Demonstrating patience Developing specialized skills Showing loyalty Be nice and helpful to others Good listening Creating a harmonious environment
Seeks an environment that provides	<ul style="list-style-type: none"> Power and authority Prestige and challenge Opportunity for individual accomplishments Variety of tasks Freedom from control and supervision Wide scope of operations 	<ul style="list-style-type: none"> Popularity and social recognition Public praise for ability Freedom of expression Informality and casualness Democratic relationships Opportunity to verbalize ideas Group activities, off the job 	<ul style="list-style-type: none"> Clearly defined expectations Business-like reserved atmosphere Opportunity to demonstrate expertise Freedom to ask – Why? Recognition of specific skills and results 	<ul style="list-style-type: none"> Maintenance of status quo Predictable routines, manuals for everything Low conflicts Sincere appreciation Standard operating procedures
Goals	<ul style="list-style-type: none"> Wants to get results Likes "do it and do it now" approaches Wants to be in charge Likes new opportunities and challenges Wants opportunity for advancement Likes initiating change and taking risks Wants a wide scope of operations 	<ul style="list-style-type: none"> Wants to be involved with people Wants to have fun while getting things done Likes to help people talk things out Wants freedom from responsibility for following through on detail 	<ul style="list-style-type: none"> Wants specific criteria for performance Likes Accuracy Setting and meeting high standards Wants opportunities to analyse and assess Likes logical, systematic approaches to work 	<ul style="list-style-type: none"> Likes to be involved with people Wants everyone to do their share Likes things to run smoothly Wants stability and security Wants a conflict-free environment
Fears/ Avoids	<ul style="list-style-type: none"> Being taken advantage of Losing control over the environment Boredom Being tied to a routine Appearing weak or soft 	<ul style="list-style-type: none"> Being blamed for things going wrong Having people be upset with him/her Not being liked Public humiliation 	<ul style="list-style-type: none"> Unjustified Criticism of what he/she has done Changes and surprises that may affect his/her performance Spontaneous displays of feelings Situations that require talking about his/her personal life 	<ul style="list-style-type: none"> Situations where nobody knows what is happening Confusion and instability Lack of clarity on expectations Situations requiring aggressive confrontations
Typical overused behaviors are	<ul style="list-style-type: none"> Creating challenges Moving people and situations around in his/her favour Change for the sake of doing something new 	<ul style="list-style-type: none"> Emotional expressions or outbursts - others may feel attacked Verbalizing thoughts and feelings, Meetings, discussions Humour, playfulness 	<ul style="list-style-type: none"> Analysis Criticism of performance-both of self and others Defensiveness when questioned about his/her performance Logical approaches to people and situations 	<ul style="list-style-type: none"> Modesty Accommodation to others Predictability

We hope this background information on TrAP will help you see the correlation between your personal TrAP profile and the typical tendencies of each behaviour drive. Now that we understand why we behave the way we do and the inner urges that govern our behaviours, it's time to move on and understand how we can adapt our behaviours to situations and roles.

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SECTION - 5: WHAT CAN I DO TO IMPROVE?

Given the purpose of this exercise which is to identify how you can increase your effectiveness in life – both personal and professional – it is quite helpful to understand how you can do it. Here are some concrete suggestions that you might reflect on and consider as actions for developing yourself. Read on, and personalize based on your context and observations...

Given your personality, you tend to find some things naturally DEMOTIVATING. These tend to emotionally upset you and make you uncomfortable and lose composure.

- There is insufficient time to process information before having to act.
- The work environment is informal and loosely structured.
- When Efforts at producing high quality work are not valued.
- When repeatedly unable to perform at a level that meets own standards.
- Rules or expectations constantly change particularly without explanation.
- There is insufficient time to process information before having to act.
- The work environment is ad-hoc and schedules are not adhered to

Given your personality, you tend to find some things naturally very MOTIVATING. These tend to emotionally comfort you, and make you feel energized.

- Situations where accountability is for how the results are achieved.
- Environments where this person can perform to own standards.
- Control over those factors that affect the quality of performance.
- Environments where quality and accuracy are rewarded.
- Logical, systematic approaches. And being "right".
- Methodical Process driven approaches to managing work.
- Predictable behaviours from people around.
- Amiable environment where people don't push hard for changes without adequate reasoning.
- Colleagues or team members who comply to processes established.

However, these motivating factors don't happen automatically. Instead of waiting for them to be present in your environment, you could attempt to seek, acquire or create these motivating factors for yourself.

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Based on our understanding of your personality, here are some suggested actions you could consider to improve your effectiveness in life – both personal and professional.

- Balancing adherence to high standards with attention to deadlines.
- Responding non-defensively to comments about performance.
- Modifying criticism of others' work by considering feelings as well as facts.
- Practicing self-disclosure and appropriate expression of feelings.
- Developing a willingness to negotiate performance standards.
- Becoming more open to other people's systems for doing things.
- Avoiding rigidity in thinking and being "dead right".
- Accepting the need to change and question status-quo when required.
- Improve risk taking orientation or minimize risk aversion.

If you found the suggestions above relevant and meaningful, do spend some time reflecting on them and personalizing them. This will certainly help you in generating an action plan in the next section that should work for you.

SECTION - 6: ACTION PLANNING (GUIDANCE FOR PLANNING YOUR IMPROVEMENT)

Proof of the pudding lies in eating it!

Here you can plan the actions you want to take to improve your effectiveness – both personal and professional – by using the following Action Planning Template, to identify and articulate the specific & measurable action items based on your insights from the respective section of this report. You can then implement them using the defect marking technique described in Section 7 to improve your effectiveness,

Report Section	Insights	Action
Section-2: Who am I?		What can I START? What can I STOP? What can I CONTINUE?
Section-3: How do I approach critical life skills?		What can I START? What can I STOP? What can I CONTINUE?
Section-5: What can I do to improve?		What can I START? What can I STOP? What can I CONTINUE?

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SECTION - 7: IMPLEMENTATION TRACKING

What gets measured, gets managed!

To get the best out of your enhanced awareness about yourself, attempt to convert your action items into trackable defect parameters that can be monitored and tracked. Consider the following while converting the action items identified in Section 6 into measurable defects for your self-improvement:

- Is the action visible?
- Can you count it in numbers?
- What are the consequences of this action?
- How can this become a defect parameter?

For example, if you are a High T (Task-Oriented), and you realize that improving your listening skills is critical to enhancing your effectiveness, then you may choose to monitor the following defect parameters:

- *Number of times I interrupt others during discussions.*
- *Number of times I answer my own questions without allowing others to respond*

You may track the identified defect parameters on a daily/weekly, basis using the following Template by counting and recording the number of defects each day.

Defect parameters	Week 1						
	Day-1	Day-2	Day-3	Day-4	Day-5	Day-6	Day-7
Total Defects							

By religiously measuring specific defects, you are likely to trigger yourself to take positive action, eventually leading to higher personal effectiveness. Continue measuring tracking and counting your defect parameters until the occurrence of the defects reaches the desired levels.

We wish you the best in your journey of effectiveness, success and happiness.

Mentor Learning aims to deliver cost-effective & measurable Learning & Organization Development solutions to solve People Capability & Behaviour related business challenges in the following areas...

- **iMentor Behaviour Academy** - Flipped Classrooms that effectively deliver behavioural capability for employees to fix their skill gaps and perform.
- **iMentor Skill Gymnasium** - Helps organizations & individuals diagnose specific performance gaps, democratize learning, and ensure learning happens at individual pace and ownership.
- **iMentor Behaviour Mirrors** - Psychological Assessments with lucid reports, video & live support for navigation & action planning. Individual coaching for further growth.
- **ULead Leadership Dojo** - Leadership Development journeys at every level that enable immersive learning experiences & habit formation. Develops Leadership Intelligence & Talent Pipeline.
- **myDhroNa** - Leadership Coaching for Senior Executives & Entrepreneurs. A unique blend of behavior frameworks, psychological assessments and one on one coaching.
- **OrgMentor** - Organization Development interventions in the areas of Culture, Talent Alignment, Team Bonding, and Recruitment.

Mentor uses a variety of measurements & processes to bring a strongly quantitative approach to all interventions that help diagnose & treat the underlying problem effectively. Results are measurable!

Training is not Prayer, Learning can be Engineered! Give us your People, we'll transform your business.

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