imentor™

PERSONAL BEHAVIOUR PROFILE

For

Your Name

Name: **Your Name**   Date of Response: **X X - X X - 2 0 2 4**

E-mail Id: **yourname@domain.com**

Dear **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.

Table of Contents

TrAP ™ Personal Behaviour Profile Report – Contains confidential information for **Your Name**
Information compiled in this report is based on documented responses and does not purport to be conclusive or judgmental in nature. It provides indicative feedback which can be leveraged for developing an action plan to improve personal effectiveness.

© Mentor Learning   www.mentor.in

Page 2

SECTION - 1: PERSONALITY GRAPH & BRIEF PROFILE DESCRIPTION

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:

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 **<u>Creator</u>**.

Brief Profile Description:

"As a Creator, you are dynamic, analytical, factual, impulsive and aggressive. You drive for results maintaining a balance between targets and critical analysis. You are oriented toward theories and probabilities. You investigate facts inexhaustibly. You can't accept just any answer; you strive for the best. This results in new and creative ideas. So, many people view you as a perfectionist. You are highly regarded as a problem-solver.

You are likely to be highly intelligent but with a flair for disorganization. You can uncover more alternatives than your acquaintances can imagine. Discontented with the past, present, and future, you are in a constant quest for something about which to ponder. You are drawn to intricate puzzles, tactics, and strategies. You prefer to work alone, usually in a technical area. You want time to explore and freedom to probe.

The presence of a Creator can be exciting to some and exasperating to others. Due to your perfectionist instincts, you are never quite satisfied with anything. Not interested in people as much as "creative things," you can be cool and aloof. You tend to work in spurts rather than at a steady pace and often will not have the communication skills necessary to have your creative ideas understood and accepted. Your actions are unpredictable. This confuses your associates. You need someone to tap your creative flow and put your better ideas into practice. You need a manager who helps you get things finished and begin new projects."
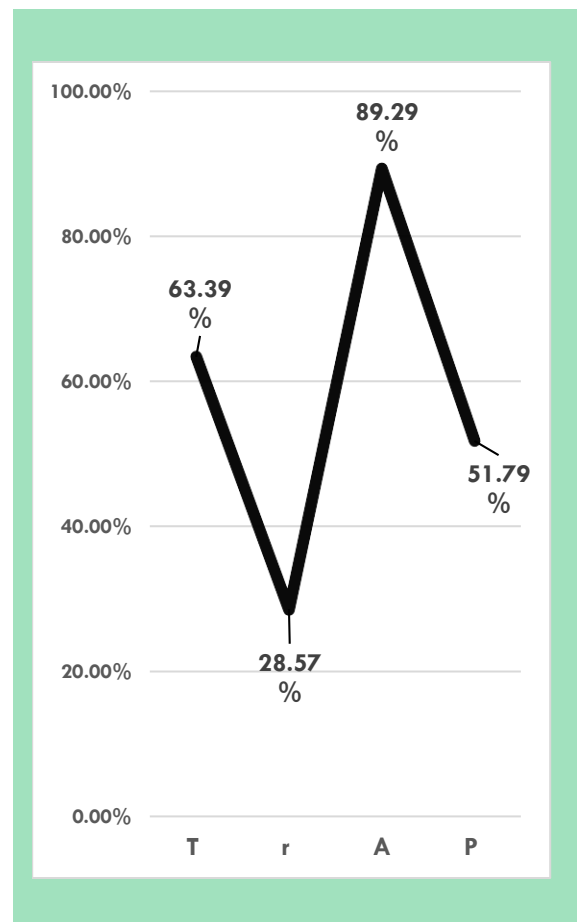
We hope what you have seen so far about yourself is reasonably accurate. Now, get ready to see yourself in greater detail.

SECTION - 2: WHO AM 1? HOW DO I BEHAVE

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

- As a Creator, you are basically driving, analytical, intense, and complex.
- Your perfectionism springs from your flair for seeing the forest and all the trees.
- You can uncover more alternatives than your acquaintances and associates can imagine.
- You are highly regarded as a problem-solver.
- Discontented with the past, present, and future, you are in a constant quest for something about which to wonder and ponder.
- You are drawn to intricate puzzles, tactics, and strategies.
- You prefer to work alone, usually in a technical area.
- You want time to explore and freedom to probe.

What do others commonly see as your Traits?

- To others, you appear forceful, factual, impulsive, and systematic.
- You are likely to be highly intelligent but with a flair for disorganization.
- You are oriented toward concepts, theories, projections, and probabilities.
- You investigate facts inexhaustibly and pursue all possible solutions to a problem.
- You can't accept just any answer; you strive unendingly for the best answer.
- This process results in new and often creative ideas.
- As a result, many people view you as a perfectionist.

What are some of the highlights of your typical behaviour?

- You like a fast-paced environment with new activities, change, and variety. You enjoy challenges and competition.
- You can move forcefully to get results. You use a direct, action-oriented approach to solving problems.
- You analyze situations or problems, weighing the pros and cons, and value accuracy, quality and correctness.
- You apply a systematic approach to situations or activities.
- You can be tactful and diplomatic in interactions with others.
- You use subtle or indirect approaches to resolving conflicts.

What do you usually tend to avoid?

- Situations where there is no control over the environment, appearing soft or weak.
- Situations requiring routine, predictable behaviours day after day.
- Being closely managed by others.
- Having to check in frequently and report what is being done.
- Ambiguous situations where performance may be criticized.
- Being held accountable for quality outcomes in situations where there is insufficient control.
- Having to defend inferior performance in products or services.
- Reacting quickly to situations requiring analysis.
- 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.
- Situations requiring personal disclosures.

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

Each one of us deals with our life situations using a set of skills that are shaped by our personalities. 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, and personalise based on your context and observations…

Communication

• Tend to avoid wasting time on small talk or social amenities.

• Tend to tell others what to do, without being asked to do so.

• May be so direct and forceful in communicating that others have difficulty asking questions,

   clarifying understanding, or pointing out problems.

• May be perceived by others as blunt, cold, or uncaring because of the brief and factual communication style.

• May have difficulty expressing positive emotions, even though feels them.

• May be more comfortable in expressing feelings through actions, assuming that others can decode the message.

• Tend to be comfortable in expressing anger, sometimes using anger when sadness, hurt or fear would be a

   more accurate expression of your true feelings.

• Tend to be impatient, has difficulty listening to long narratives, preferring people to "get to the point".

• Tend to be a selective listener, hearing and storing information as it fits own perception.

• Tend 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.

• Tend to be reserved, precise and detached when communicating with people not known well.

• Tend to use logic and data to persuade others rather than using emotional appeals.

• Tend to use formal, written communication, documenting discussions in situations where there has

   been misunderstanding or conflict.

• Prefer a reserved, impersonal, business-like approach when dealing with people other

   than close co-workers.

• May be perceived by others as cold, detached and uninvolved due to lack of verbal or non-verbal expression.

• Tends to be uncomfortable with other people's emotional displays, preferring to remain detached and

   restrained in expression.

• May be more comfortable expressing negative emotions (such as anger, displeasure, disappointment, criticism)

   rather than positive emotions.

• Tend to be uncomfortable verbally expressing positive emotions, such as joy, affection, and happiness.

• May prefer to write a note or letter to more completely express sentiments.

TrAP ™ Personal Behaviour Profile Report – Contains confidential information for **Your Name**
Information compiled in this report is based on documented responses and does not purport to be conclusive or judgmental in nature. It provides indicative feedback which can be leveraged for developing an action plan to improve personal effectiveness.

© Mentor Learning www.mentor.in

Page 5

- Tend to be slow to trust, or to reveal personal information until the other people have proven their worthiness.

- Prefer to have one or two close, long-term friends as confidants.

- Can be quite verbal and expressive with close friends.

- Tend to be sarcastic in expressions, using a sometimes scathingly dry wit.

Decision Making

- Tend to be decisive, independent and firm.

- Tend to be a careful decision-maker, gathering information and assessing possible risks before making decisions.

- Sometimes becomes irrational and adventurous.

- 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.

Managing time

- May underestimate time involved in some activities, resulting in cutting things short, and potentially missing deadlines.

- May be critical of others who do not share the same sense of urgency or move at the same fast pace.

- Tend to be impatient with others who desire a more leisurely pace.

- Follow 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.

- Tend 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 their own standards.

Stress Management

- Tend to perceive the environment as being somewhat antagonistic, requiring an aggressive or defensive stance.

- May be so strongly driven to achieve results and fails to set realistic limits for self.

- May need to work on letting go of the need to control over environment and other peoples' actions in order to
   reduce stress.

- May have difficulty taking adequate time to recover from illness or injury due to a self-imposed sense of urgency.

- May choose a high level of variety and change, finding predictable routines more stressful than change.

- Experience moderate to high levels of stress as a result of trying to meet own standards.

- Tend to be driven to achieve perfection, resulting in a chronic state of frustration with self and others.

- Tend to be worried about adequately preparing for the future, spending time thinking through contingency plans.
- Tend to perceive the world as a somewhat hostile environment, requiring vigilance to ensure that things go "right".
- Need 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 to get some rest.

Managing Conflicts

- Tend to take a direct, aggressive approach. May escalate levels of aggression.
- May create win/lose outcomes. May overpower others who then retaliate with covert aggression.
- Tends to become defensive.
- May become autocratic, using rank and authority to end the conflict.
- Sometimes may initially withdraw from conflict to plan a strategy of response.
- May become defensive.
- May attempt to overpower others with facts and logic.
- May become rigid and unbending.
- May withhold information.

Problem-Solving

- Tend to prefer simple, practical, well-thought-out solutions.
- May have difficulty involving others in the problem-solving process because of impatience and lack of people orientation.
- Tend 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.
- Tend to use information systems to anticipate problems.
- Tend to want the perfect solution and may lose sight of other realities such as deadlines.

If you have liked what the Behaviour Mirror has shown you so far, it's time to understand the science behind the Mirror.

TrAP ™ Personal Behaviour Profile Report – Contains confidential information for **Your Name**
Information compiled in this report is based on documented responses and does not purport to be conclusive or judgmental in nature. It provides indicative feedback which can be leveraged for developing an action plan to improve personal effectiveness.
© Mentor Learning   www.mentor.in

Page 7

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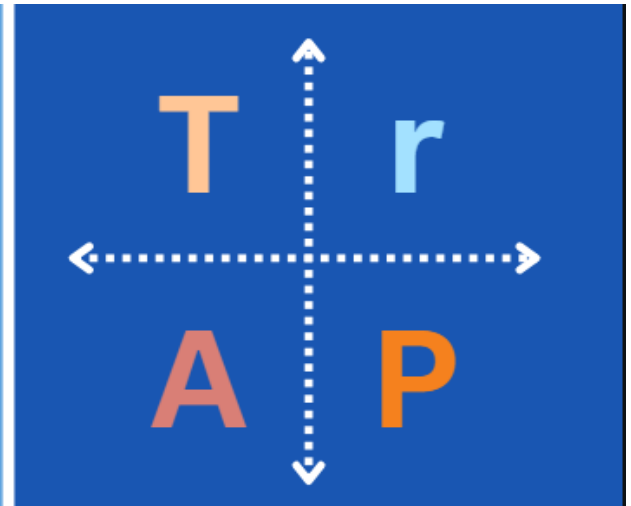
Here is the 2-axis, 4-factor Marston's model, that maps the TrAP Behaviour Drives with Marston's Perception Model:

	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.

TrAP ™ Personal Behaviour Profile Report – Contains confidential information for **Your Name**
Information compiled in this report is based on documented responses and does not purport to be conclusive or judgmental in nature. It provides indicative feedback which can be leveraged for developing an action plan to improve personal effectiveness.

© Mentor Learning   www.mentor.in

Page 8

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
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.	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.	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.	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.

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	• Goals & Results • Overcoming opposition & Challenges to accomplish results	• Image & relationships • Influencing or persuading others	• Logic & analysis • Working conscientiously to ensure quality and accuracy	• Collaboration and methods • Working together without conflicts
Typical tendencies include:	• Striving for immediate results • Causing action • Accepting challenges • Making quick decisions • Taking control of situations • Managing trouble • Solving problems • Questioning status quo	• 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	• 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	• 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	• Power and authority • Prestige and challenge • Opportunity for individual accomplishments • Variety of tasks • Freedom from control and supervision • Wide scope of operations	• 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	• Clearly defined expectations • Business-like reserved atmosphere • Opportunity to demonstrate expertise • Freedom to ask – Why? • Recognition of specific skills and results	• Maintenance of status quo • Predictable routines, manuals for everything • Low conflicts • Sincere appreciation • Standard operating procedures
Goals	• 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	• 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	• Wants specific criteria for performance • Likes Accuracy • Setting and meeting high standards • Wants opportunities to analyse and assess • Likes logical, systematic approaches to work	• 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	• Being taken advantage of • Losing control over the environment • Boredom • Being tied to a routine • Appearing weak or soft	• Being blamed for things going wrong • Having people be upset with him/her • Not being liked • Public humiliation	• 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	• Situations where nobody knows what is happening • Confusion and instability • Lack of clarity on expectations • Situations requiring aggressive confrontations
Typical overused behaviors are	• Creating challenges • Moving people and situations around in his/her favour • Change for the sake of doing something new	• Emotional expressions or outbursts - others may feel attacked • Verbalizing thoughts and feelings, Meetings, discussions • Humour, playfulness	• Analysis • Criticism of performance-both of self and others • Defensiveness when questioned about his/her performance • Logical approaches to people and situations	• 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.

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.

- When personal authority is countermanded, resources are restricted or responsibility is diminished.
- When required to do routine activities with little or no variety or closely supervised.
- There is insufficient time to process information before having to act.
- The work environment is informal and loosely structured.
- Required to socialize as part of the job.
- People intrude on privacy.
- When Efforts at producing quality work are not valued.
- When repeatedly unable to perform at a level that meets own standards.

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

- Having control over the work environment.
- Being able to direct other people's activities.
- Being offered new opportunities and new challenges.
- Situations where accountability is not solely for results but for the reasoning behind the approach to how the results are achieved.
- Opportunities for advancement & Rewards for achieving goals.
- Environments where you can perform to your own standards.
- Control over those factors that affect the quality of performance.
- Environments where quality and accuracy are rewarded and Logical, systematic approaches prevail.
- And being "right".

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.

TrAP ™ Personal Behaviour Profile Report – Contains confidential information for **Your Name**

Information compiled in this report is based on documented responses and does not purport to be conclusive or judgmental in nature. It provides indicative feedback which can be leveraged for developing an action plan to improve personal effectiveness.

© Mentor Learning   www.mentor.in

Page 11

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.

- Taking more time to think through possible consequences before taking action.

- Listening and considering the thoughts, feelings and experiences of others.

- Learning to negotiate outcomes on a win/win basis.

- Explaining the reasoning process rather than just announcing conclusions.

- Learning to participate in a group without being in charge.

- Developing tact and diplomacy in communications and interactions with others.

- Giving recognition to others for their efforts.

- 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.

- Sharing knowledge and information with others in a non-condescending manner.

- 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.

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?

TrAP ™ Personal Behaviour Profile Report – Contains confidential information for **Your Name**

Information compiled in this report is based on documented responses and does not purport to be conclusive or judgmental in nature. It provides indicative feedback which can be leveraged for developing an action plan to improve personal effectiveness.

© Mentor Learning   www.mentor.in

Page 13

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.

TrAP ™ Personal Behaviour Profile Report – Contains confidential information for **Your Name**

Information compiled in this report is based on documented responses and does not purport to be conclusive or judgmental in nature. It provides indicative feedback which can be leveraged for developing an action plan to improve personal effectiveness.

© Mentor Learning

www.mentor.in

Page 14

TrAP ™ Personal Behaviour Profile Report – Contains confidential information for **Your Name**

Information compiled in this report is based on documented responses and does not purport to be conclusive or judgmental in nature. It provides indicative feedback which can be leveraged for developing an action plan to improve personal effectiveness.

© Mentor Learning   www.mentor.in

Page 15