



understanding people

**YOUR MIRO ENHANCED REPORT**

# Jo Smith



**Miro Behavioural Mode Assessment**

---

Miro Enhanced Individual Report

## Table of Contents

What does this report tell me?	3
The MiRo Behaviours Mode Summary Model	5
Your MiRo Behavioural Results	6
MiRo Correlates With Other Psychometrics	16
Your MiRo practitioner	17

# 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 indentified four main Behavioural Modes that are open to all of us. MiRo refers to these Modes as **Driving, Energising, Analysing and Organising** and we use these Modes in order of our own preferences.



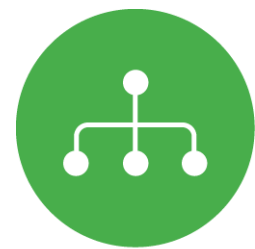
Driving



Energising



Analysing

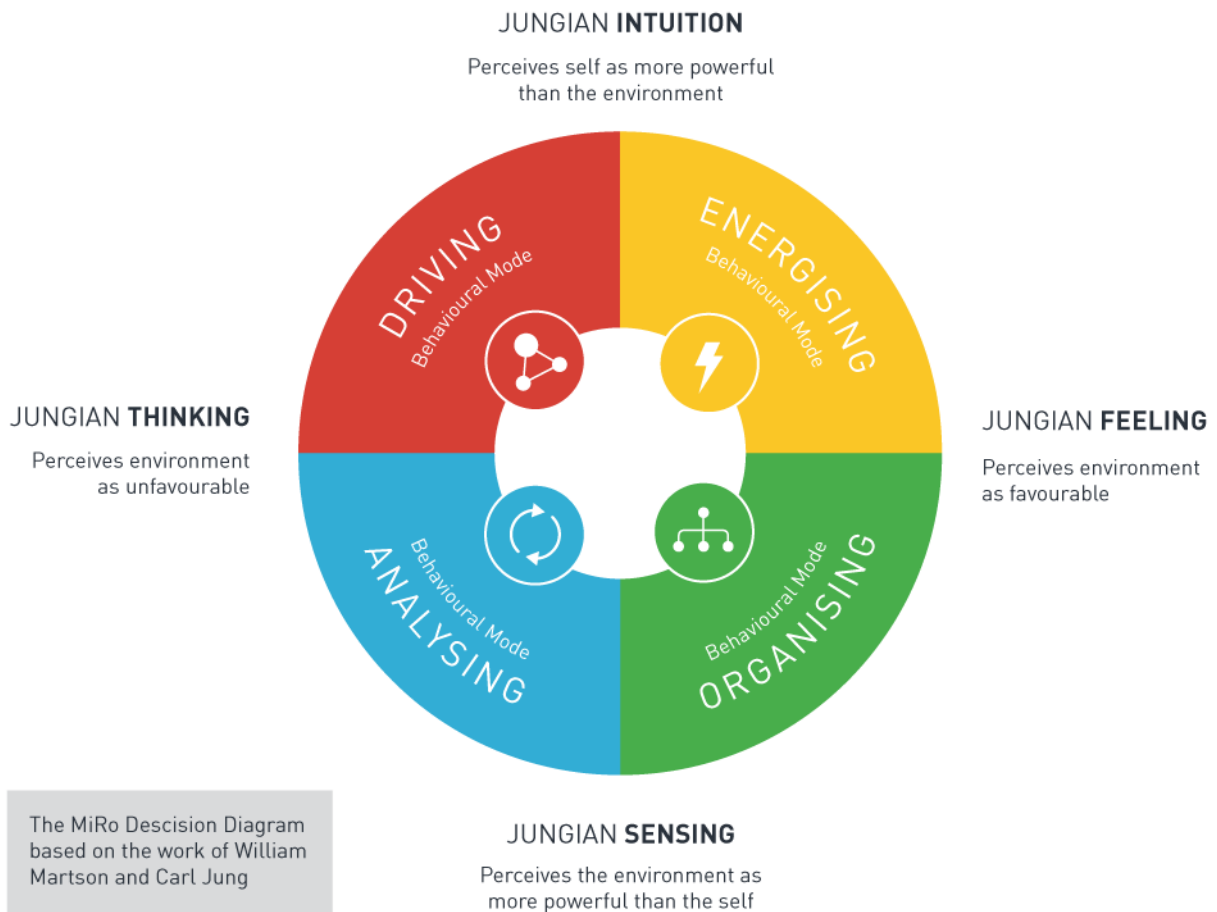


Organising

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



-  **Driving Mode**  
Leading Engaged
-  **Energising Mode**  
Supporting Engaged
-  **Organising Mode**  
Supplementary Disengaged
-  **Analysing Mode**  
Dormant Disengaged
-  **Pivot Point (Dominant Function)**  
Extroverted iNtuition (Moderately expressed)
-  **Auxiliary Function**  
Introverted Thinking
-  **Tertiary Function**  
Introverted Feeling
-  **Inferior Function**  
Extroverted Sensing

### 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.

## Driving Mode Leading / Engaged

As someone who leads with 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 so 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.



You are fluid in your thinking and interested in ideas, always open to innovative and exciting ways of thinking about old problems. Your interest in the new is, however, likely to cause you to become bored easily when a more steady and detailed approach is needed. You are also likely to rely on a matter of fact, rational understanding of the world and as a result you can see the human aspects of a problem as a hindrance to getting things done. When excited by a project or an idea, though, you are apt to throw yourself into things whole heartedly and your willingness to take risks can often get results where others might not. You take pride in your objectivity and your ability to stay focused on results and see conflict as an occupational hazard rather than something to be avoided at all costs.

Others will see you as someone they can trust to get things done and are likely to think of you as clever. Your ability to take control and take quick and decisive action when the team is under pressure will generally be appreciated. You will challenge others as much as you challenge yourself, driving them to go the extra mile. Your unwillingness to take things at face value or to accept the orthodox view will also be a boon to any team of which you are a part. Your manner may be seen as abrasive on occasion, however, and your willingness to accept conflict may not be shared by others. Your direct approach will generally get you through nonetheless, as others will generally see you as being open and straight forward.

On a bad day your directness may become over confidence and impatience with others. You can be argumentative and, on a really bad day, even aggressive. You can be seen as restless and may not follow through on tasks that you begin; your low boredom threshold may lead you to become indifferent and occasionally condescending to people that you think are wasting your time or just 'not getting it'. Your will to win can also translate as a fear of failure which can lead you to become rigid and unreceptive to the ideas of others.

Your true strength, however, is in your pioneering spirit. You are 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.

### Summary

- **Motivated by:** Control and success
- **Anxiety:** Failure
- **Management Style:** Autocratic
- **Communication Style:** Direct

## Pivot point (Dominant Function)

You are chiefly an **iNtuitor** and an **Extrovert** and the rest of your personality and behaviour tends to pivot around this primary aptitude. As such you are someone who is engaged with the external world and interested in ideas and possibilities. It is likely that you have little interest in the detail of situations but would rather see the whole picture and the overarching sweep of possibilities. You may be slightly blind to the fact that others often have to pick up the pieces in your wake or that they are having to take care of arrangements or specifics to which you may not attend.

Assertive in nature, you are someone who can take control of events and may sometimes dominate conversations, expounding your ideas, sometimes to the exclusion of those of others. You can be entertaining and charming and tend to explain things in terms of stories, relying on anecdote or simply a good one liner to prove a point rather than hard data. The energy and optimism that you can bring will be appreciated however and managed well and, balanced against your other gifts (particularly your **Introverted Thinking** or **Feeling** tendency), your ability to generate ideas, to create something from nothing and to move things forward can be incredibly useful.

As with all things, balance is the key and to make the most of your talents you will need to be sure that, while you allow your natural energy and confidence to lead the way, you also gather data and consider evidence, think through your decisions and most of all stick to the plan even when things become difficult or even a little dull.

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

- Assertive / Potentially overbearing
- Optimistic / Naive
- An excellent communicator / Over-talkative
- Clever / Glib
- Energetic / Tiring
- Ideas and future focused / Unfocused
- Humorous / Flippant
- In constant motion / Disorganised
- Intuitive / Inaccurate

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.



## Energising Mode Supporting / Engaged

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



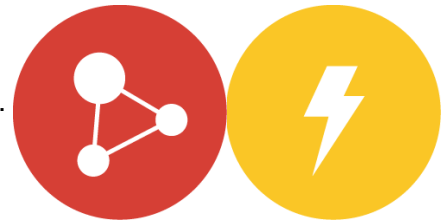
When using Energising Mode your primary focus is on relationships and your desire to create a harmonious and positive environment. You can be talkative and genial and, as the name suggests, you can bring new energy into most situations. You trust others and the world around you easily and approach the 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.

On the down side, when using this mode you can often lose sight of your goals as the smooth running of the process, particularly in terms of the people involved becomes your focus. You might even become self serving and may as a result be perceived by others as arrogant.

Used judiciously, and balanced with your leading mode, however, your Energising Mode can enable you to create strong working relationships with others, see the big picture, adapt to change and bring energy, optimism and light to the darkest situation.

## Driving Leading / Energising Supporting and Engaged

This combination of behavioural modes in the engaged zone signifies a tendency to be inventive and imaginative in challenging situations. You have a willingness to take on challenges and enter uncharted territories. You enjoy original thinking and under pressure you are likely to seek innovative practical solutions and explore new concepts and ideas.



### General Attributes

- Has a strong drive for achievement
- Seeks to better him/herself
- Enjoys a challenge
- Will enjoy the challenge of leading a project team
- Will want things to happen quickly and others to keep pace with them
- May take risks with little information to go on
- Will enjoy solving problems
- Outwardly confident
- Will feel comfortable in most social situations
- Might struggle with time management, especially when faced with less interesting tasks
- Will trust their intuition
- Seeks variety and embraces change

### To maximize your Driving potential

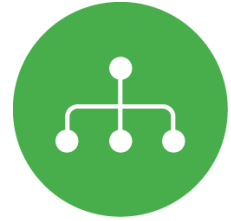
- Negotiate freedom to act autonomously within your areas of competence.
- Seek new challenges and set yourself goals and targets.
- Seek to reduce routine work as far as possible in order to concentrate on your areas of strength.
- Ask for help. Get support with administrative and organisational tasks.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

### To maximize your Energising potential

- Make open communication and contact with others 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 organisational 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.

## 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.

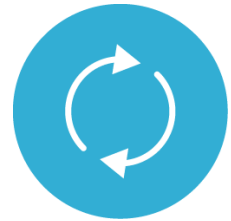


That's not to say that it is never useful to you. Organising Mode can give you the ability to stay grounded in the here and now and to calm difficult situations. It can help you when you need to support others. Prolonged use of this mode is likely to leave you feeling fatigued and out of your comfort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

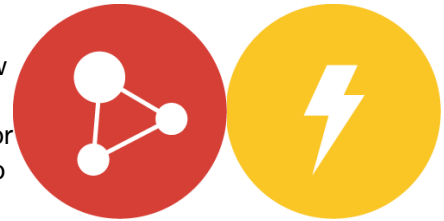
## Analysing Mode Dormant

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 they are, when at their best, calm, rational and constantly striving to make things better.



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

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.



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 than 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.

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 your 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 the 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

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

### Project management

Works to formulate a plan and stick to it to deliver to specification.		Can work with little information and adapt well to changing circumstances.
Will have a practical approach to problem solving and will look for the tried and tested solution.		Will enjoy realising new ideas and concepts and will improvise to deal with unexpected problems.
Will work to understand others points of view and coordinate delivery through effective partnerships.		Will formulate clear goals and realistic project plan and will expect others to deliver accordingly.

## Negotiating and Influencing

<p>Will take time to consider position before engaging and may need to withdraw to consider new information.</p>		<p>Will think aloud and may be willing to make substantial changes to position during negotiation process.</p>
<p>Will seek to find a collaborative solution but may collude rather than disagree.</p>		<p>Will seek diplomatic solution but may avoid necessary conflict.</p>
<p>Will seek win-win solution but may accommodate others to avoid conflict.</p>		<p>Will seek to win but may create unnecessary conflict.</p>

## Managing change

<p>Will promote and encourage change but may be insensitive to the anxieties of others.</p>		<p>Will seek to maintain pace and structure but may slow the pace of change as a result.</p>
<p>Will focus on material results of change.</p>		<p>Will focus on social aspects of change.</p>
<p>Will take a hands-on approach and look to debrief later.</p>		<p>Will consider options and possible outcomes before acting.</p>

## MiRo Correlates With Other Psychometrics

Your correlating personality type is :

# ENTP

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				



## Your MiRo practitioner is

### **Rob Chappell**

MiRo Psychometrics Ltd

Park House

Church Place

Swindon

Tel: 0844 870 0392

Email: [rob.chappell@miro-psychometrics.com](mailto:rob.chappell@miro-psychometrics.com)

Web: [www.miro-assessment.com](http://www.miro-assessment.com)

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. Please email any feedback to [support@miro-assessment.com](mailto:support@miro-assessment.com). Any information that you give us will be in the strictest confidence and used only for the purposes stated above.