

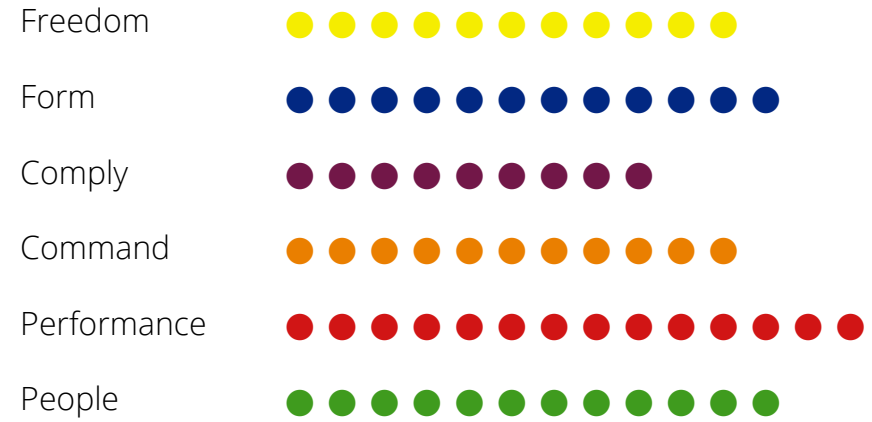
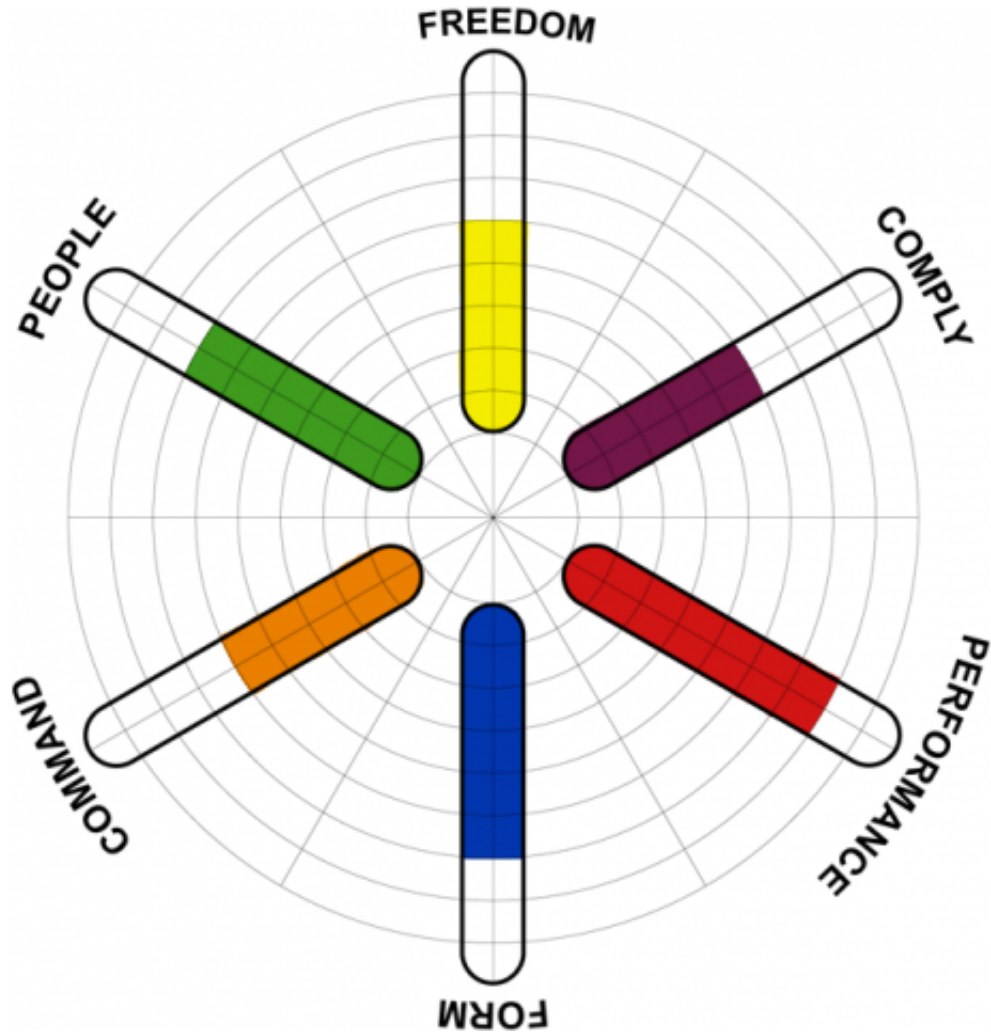


Profiling  
Choices

Your name

email@example.com

# Your profile



# Freedom

You scored: medium

This is the free thinking segment. It indicates whether you have a creative mindset.

Your free thinking mind is not necessarily your key strength, but it is sufficiently evident to ensure you contribute to discussions with new ideas and concepts as required from time to time. With some personal focus you will be able to increase your creative capabilities with relative ease. Try increasing the number of inputs to your life to get some fresh perspectives. This is simple to do and serves as an effective way of building your potential to come up with new ideas. Research shows that there is a direct correlation between the number of inputs someone experiences and their ability to contribute fresh insight. Take a different route into work, buy a different newspaper, listen to an alternative radio station, visit places you've never been. Introducing variation to your normal patterns help to build a larger resource bank for you to draw on.

However, your current level of free thinking is healthy as you avoid the dangers associated with having too free a mind, but you are able to think openly adding new ideas when required. For you it is now about fine tuning your ability in this area.

Notes:

- This is the free thinking segment.
- It indicates whether you have a creative mindset.
- Those with a higher result are:
  - Comfortable with ambiguity
  - Good at suggesting ideas
  - Accepting of change
  - Excited by new things
  - Often artistic or musical
  - Quick to get the vision
  - Generally creative
  - In danger of lacking structure, process or order
- Those with a lower result may need to develop capabilities in:
  - Innovation
  - Creativity
  - Strategy
  - Change
  - Questioning
  - Presentation
  - Fresh Writing
- Rival mindset:
  - Form
- Preferred way of being managed
  - Be able to spend time getting into the brief.
  - Relaxed progress checks.
  - Motivated through creative achievement.
- Preferred way of managing
  - Relaxed and open, requires little control of subordinates and
  - prefers to let them get on with things.
  - Little measurement or monitoring.
  - Encouraging highly flexible ways of working.
- Organisation traits
  - Highly creative environments, able to generate exciting innovative solutions.
  - Chaotic in nature, sometimes lacking the ability to deliver.
  - Few operational restraints are imposed and hours of working are often highly flexible, but tend to start and finish later in the day.
- Scored disproportionately high, then:
  - Avoid missing deadlines - whether a major project, or just attending a meeting, work at being on time.
  - Plan demands so that it is more balanced, for the sake of others avoid making it all happen at the last minute.
  - Bring increased rigor into the way you work. Try creating your own system of working. Doesn't need to be overkill, but should aim to bring increased order and structure to your life.
- Scored disproportionately low, then:
  - Increase the number of inputs to your life to get some fresh perspectives.
  - Take a different route into work, buy a different newspaper, listen to an alternative radio station, visit places you've never been.
  - Always try to make one suggestion when others are asking for ideas.

# Form

You scored: high

This is the structured segment. It indicates whether you have mindset that is attracted to order, process, systems and planning.

With a strong Form orientation you bring a robustness to your team that helps structure and plan requirements. In project situations you are effective at developing detailed plans and segmenting large work tasks into appropriate groups. Your tendency to be systematic assists in bringing order to chaotic situations. You may enjoy having time to design and document procedures. You take pride and interest in detail accuracy. You will prefer to be managed by being provided with clarity about what is expected and are then required to work in an orderly way. Motivation comes to you when there is evidence of logical progression. As a manager yourself you will emphasize the need for planning and seek to monitor via logical steps, through gantt style charts and other formal mechanisms. You like to keep a watch on all activities, and will often hold regular progress review meetings.

With a high Form score you need to be aware of some areas others may consider to be weaknesses. A tendency to point out errors may frustrate some who do not see the need to be drawn to such detail. Some could have the opinion that if left alone you may be in danger of creating debilitating bureaucracy. Try to counter this by being less tied to process, give it a go and see what happens. Push yourself to come up with new approaches, don't keep defaulting to the known, reliable ways of working. Think through how to be more flexible when the opportunity presents itself, work at positioning options instead of digging in with one position or solution. If you scored middle to high in Freedom, you are probably already addressing these areas.

Notes:

- This is the structured segment.
- It indicates whether you have mindset that is attracted to order, process, systems and planning.
- Those with a higher result are:
  - Effective at developing plans
  - Able to bring order to chaotic situations
  - Good at segmenting large projects into appropriate groups
  - Systematic and ordered
  - Good at writing procedures
  - Interested in detail accuracy
  - In danger of creating a debilitating bureaucracy
- Those with a lower result may need to develop capabilities in:
  - Process Improvement
  - Project Management
  - Finance
  - Measurement
  - Simplification
- Rival mindset:
  - Freedom.
- Preferred way of being managed
  - Needs clarity about what is expected.
  - Being required to work in an orderly way.
  - Motivated by logical progression.
- Preferred way of managing
  - Emphasising the need for planning.
  - Monitoring logical steps through gantt charts and other formal mechanisms.
  - Keeps a close watch on all activities, via regular progress reviews.
- Organisation traits
  - Strong control systems.
  - Audit plays an influential role.
  - Very consistent and capable of delivering the goods.
- Scored disproportionately high, then:
  - When appropriate try to be less tied to process, just see what happens.
  - Push yourself to come up with new approaches, don't keep defaulting to the known, reliable ways of working.
  - Be more flexible when the opportunity presents itself, work at positioning options instead of digging in with one position or solution.
- Scored disproportionately low, then:
  - Bring more structured methods to your preferred way of working.
  - Set up small work systems to bring more order.
  - Break projects or large tasks into smaller sections and direct effort in planning the execution more than you usually would.
  - Increase your attention to detail. Start proof reading things you have done, thoroughly check your outputs before passing them on.

# Comply

You scored: medium

This is the follower segment. It indicates whether you have mindset that is willing to follow a leader.

Your Comply characteristics are not necessarily your key strength, but they are sufficiently evident to ensure you contribute to team activity as required, and when necessary suggest that you are willing to allow others to lead you. With some personal focus you will be able to increase your capabilities in this area with relative ease. Try to seek new opportunities where you can provide help and support to others in a variety of ways. Be open to accepting tasks from others especially if it is for the greater good of the team. Find ways of showing your level of commitment to others.

Your current Comply level is healthy as you avoid the dangers associated with having too much of a follower bias, but you are able to operate effectively in situations where others are taking the lead. For you it is now about fine tuning your ability in this area.

Notes:

- This is the follower segment.
- It indicates whether you have mindset that is willing to follow a leader.
- Those with a higher result are:
  - Able to make things run smoothly
  - Happy to work away in the background
  - Committed to the cause
  - Willing to help and support others
  - Accepts delegated tasks readily
  - In danger of being seen to lack verbal contribution or opinion
  - In danger of lacking confidence
- Those with a lower result may need to develop capabilities in:
  - Commitment and support for others
  - Discretionary behaviour
  - Personal effectiveness
- Rival mindset:
  - Command
- Preferred way of being managed
  - Provision of help when needed
  - Clear direction
  - Motivated by praise
- Preferred way of managing
  - Stays out of the limelight
  - Seeks to smooth-over rather than attack difficult situations
  - Identifying how to help others achieve
- Organisation traits
  - Tend to be highly dependable organisations.
  - Unlikely to set the world on fire, but will get things done.
  - Engenders strong loyalty from employees.
- Scored disproportionately high, then:
  - Make sure you share your opinion vocally in meetings and other situations. Remember that your passive behaviour can be interpreted by others as a lack of interest.
  - Start to take more control of outcomes and ways of working.
  - Think less about what others think of you, and act more on gut instinct.
- Scored disproportionately low, then:
  - Seek new opportunities to help others in a variety of ways.
  - Be more willing to accept tasks from others.
  - Find ways of showing your levels of commitment to others.



# Command

You scored: medium

This is the leadership segment. It indicates whether you have mindset that is able to create followers.

Your Command characteristics are not necessarily your key strength, but they are sufficiently evident to ensure you will be prepared to take the lead if no one else does.

With some personal focus you will be able to increase your capabilities in this area with relative ease. Try to voice your opinion a little more. Deliberately choose to be more assertive by using the "I" word. "I think that..." "I would..." Or alternatively "In my opinion..." Be more decisive, don't waver between two opinions, choose one. Still not sure, name a day next week when you will make the decision whatever. Be careful when working with other higher Command individuals, make sure you stand your ground making sure your contribution is considered.

Your current Command level is healthy as you avoid the dangers associated with having too much of a leadership bias, yet you are able to rise to take control as and when you feel it's necessary. For you it is now about fine tuning your ability in this area.

Notes:

- This is the leadership segment.
- It indicates whether you have mindset that is able to create followers.
- Those with a higher result are:
  - Good at communicating the vision
  - Ready to take control of situations when it is lacking
  - Able to make things happen
  - Well grounded individuals, comfortable with who they are
  - Eager to be seen as acting in line with what they say
  - Confident
  - In danger of not being a team player
- Those with a lower result may need to develop capabilities in:
  - Leadership
  - Assertion
  - Decision making
  - Negotiating life
  - Supervisory
  - Delegation
- Rival mindset:
  - Comply
- Preferred way of being managed
  - Low management involvement, being allowed to get on with it.
  - Assurance of support when needed.
  - Motivated by ground braking scenarios.
- Preferred way of managing
  - To vividly communicate the the vision.
  - Leading by example.
  - Taking control and removing roadblocks
- Organisation traits
  - Have a clear view of what they want to achieve.
  - Engages in good role modeling behaviours.
  - Influential within field of operation.
- Scored disproportionately high, then:
  - Let others take the lead on some occasions, just back off a little and allow others to make the input.
  - Give others time to catch you up, let them sleep on it before expecting their response.
  - Work at being part of the team, sit with them, talk with them, help them out, give them your time.
- Scored disproportionately low, then:
  - Believe in yourself a little more, you are allowed your opinion so voice it.
  - Deliberately choose to be more assertive by using the "I" word. "I think that..." "I would..." Or alternatively "In my opinion..."
  - Be more decisive, don't waver between two opinions, choose one. Still not sure, name a day next week when you will make the decision whatever

# Performance

You scored: high

This is the achiever segment. It indicates whether you have a mindset that is highly focused on getting results.

With a strong Performance score you will offer your colleagues drive and enthusiasm to get the task done. You are probably driven by the end goal and feel the need for clear precise objectives. Focused on winning you bring a tenacity that will march forward despite what others are doing around you. The prospect of success excites and compels you to make things happen. Often you will be highly task focused, seeing activity, productivity and effort as necessary ingredients of achievement. You will prefer to be managed with a somewhat pressurised approach to force progress. Stretching targets appeal to your sense of drive. You will be motivated by winning. As a manager yourself you are likely to closely monitor others progress, in some environments you will prefer to visibly use a robust set of key performance indicators. You have an expectation of strict adherence to commitments when others make them.

With a high Performance score you need to be aware of some areas others may consider to be weaknesses. You may be seen as having a dictatorial tendency, impatient with those who underperform against expectations. The rival mindset to Performance is People so pay particular attention to the comments in that section and consider this in context of the other. Think through the implications of a medium to low score in the People area. You may need to get in touch with your soft side! For you achievement comes first, beware this may have a negative effect on your relationship with others. Consider how relationships can assist you, and work at strengthening them. Start to see a coffee and chat with a colleague as a great opportunity to show you are human and build an improved network. In extreme cases there is a danger of damaging relationships in order to succeed, keep this potential tendency in check.

Notes:

- This is the achiever segment.
- It indicates whether you have mindset that is highly focused on getting results
- Those with a higher result are:
  - Goal driven
  - Focused on winning
  - Tenacious
  - Motivated by the prospect of success
  - Highly task focused
  - In danger of damaging relationships in order to succeed
- Those with a lower result may need to develop capabilities in:
  - Time management
  - Meeting participation
  - Goal setting
  - Performance management
  - International management
  - Motivation
- Rival mindset:
  - People
- Preferred way of being managed
  - Pressurised approach to drive achievement.
  - Being set stretching targets.
  - Motivated strongly by winning.
- Preferred way of managing
  - Closely monitoring key performance indicators.
  - Expecting strict adherence to commitments.
  - Dictatorial tendency, impatient with those who underperform against expectations.
- Organisation traits
  - Strong task orientation.
  - Tough make it happen environment where achieving the numbers is key.
  - Tend to be more stick than carrot, often with long working hours the norm.
- Scored disproportionately high, then:
  - You may need to get in touch with your soft side!
  - For you achievement comes first, beware this may have a negative effect on your relationship with others.
  - Consider how relationships can assist you, and work at strengthening them. Start to think of a coffee and chat with a colleague as a great opportunity to show you are human and build an improved network.
- Scored disproportionately low, then:
  - Revisit what you want to get out of life.
  - Establish clarity around long and medium term goals, plan how you can achieve them, determine how you can reward yourself when they are achieved.
  - List your goals in an accessible place and look through them weekly, even daily to see how you are progressing.

# People

You scored: high

This is the network segment. It indicates whether you have mindset that is interested in, and cares for people.

With a strong People orientation you will be a greatly appreciated member of any team.

As a great listener you will offer your colleagues an ear that they will be quick to call upon if seeking advise or help in times of need. They will find it easy to strike up conversation with you, and unwittingly discover that you involve and draw them into dialogue with ease. Your ability to build relationships quickly and easily is a key strength creating high levels of trust and respect within very short periods of time. Whilst remaining authentic to yourself you have a useful chameleon characteristic that enables you to be all things to all men. People get the real you, but a different slice dependent upon who they are. You read others in a moment and can choose appropriate behaviour that will bring out their best. Friendly and hospitable in almost all situations you are likely to be well networked, realising the power and potential of your many contacts. You will prefer to be managed by being treated more like a friend than a colleague and respond well when asked to contribute. You will be more motivated by the quality of relationships. As a manager yourself you will work with a friendly and open style always seeking to understand where subordinates are coming from, empathising with their situation. You will seek to engender a highly inclusive and democratic decision making approach.

With a high People score you need to be aware of some areas others may consider to be weaknesses. There is a danger that you will be perceived as a talker not a doer. The rival People preference is Performance, review them together especially if you have a medium to low Performance score. People will like being with you, but you need to show decisiveness on occasions, so work at bringing decisions to a conclusion more swiftly than you feel naturally comfortable with. To counter your

Notes:

strong people orientation set 6 goals for your life, 3 work, 3 home related, this will increase your focus and help you to develop good complementary drive. Start each day by writing a personal contract agreeing what you are going to deliver before the day is out.

- This is the network segment.
- It indicates whether you have mindset that is interested in, and cares for people.
- Those with a higher result are:
  - People focused
  - Good listeners
  - Good conversationalists
  - Able to build relationships quickly and easily
  - All things to all men
  - Friendly and hospitable
  - In danger of talking but not acting
- Those with a lower result may need to develop capabilities in:
  - Recruitment
  - Selection
  - Coaching
  - Team Working
  - Interview
  - NLP
  - Communications
  - Culture
- Rival mindset:
  - Performance
- Preferred way of being managed
  - Being asked to contribute.
  - Being treated more like a friend than a colleague.
  - Motivated by the quality of relationships.
- Preferred way of managing
  - Friendly and open style.
  - Always seeks to understand where subordinates are coming from, and then empathises with their situation.
  - Highly inclusive and democratic decision making approach.
- Organisation traits
  - Fun, open and friendly places to work, more carrot than stick.
  - Feel like caring places to work.
  - May lack real drive to make things happen, a good life balance is preferable compared to breakthrough achievement.
- Scored disproportionately high, then:
  - People will like being with you, but you need to show decisiveness on occasions.
  - Set 6 goals for your life, 3 work, 3 home related.
  - Start each day by writing a personal contract agreeing what you are going to deliver before you leave work.
- Scored disproportionately low, then:
  - Have a conversation with someone new every week. Have the occasional coffee and chat with people you know.
  - Talk to others a bit more about the task to get their opinions before acting on it.
  - Deliberately help someone else.

# How I will find working with others and what I can do about it

	Them high	Them medium	Them low
Me Freedom Medium	<p>Probably work well together although you may find they are more unstructured than you are. So be patient and encourage them to find an appropriate level of detail and progress.</p>	<p>Probably a balanced working relationship. So keep doing what you are doing.</p>	<p>Probably work well together but beware that you may be more willing to exploring new ideas, opportunities and approaches. So be patient with them and encourage open thinking.</p>
Me Form High	<p>Often comfortable working together, but in danger of slowing progress by becoming too detailed. So make sure you keep things moving and not allow yourselves to suffer from paralysis by analysis.</p>	<p>Probably work well together although you may find they are not as interested in detail as you are. So be prepared to be more relaxed in your approach when you can see risk is low.</p>	<p>You may find them frustrating to work with because they seem to lack structure and attention to detail. So be very patient, but recognise they will find it difficult to work at a detailed level.</p>
Me Comply Medium	<p>Probably work well together although you may find they are more prone to take a back seat. So be patient and encourage them to make their contribution especially in discussions.</p>	<p>Probably a balanced working relationship. So keep doing what you are doing.</p>	<p>Probably work well together but beware that they may be more likely to take control of situations. So be patient with them and encourage everyone's participation.</p>



# How I will find working with others and what I can do about it

	Them high	Them medium	Them low
Me Command Medium	<p>Probably work well together although you may find they are more prone to take the lead. So be patient and encourage them to seek out others views and ideas.</p>	<p>Probably a balanced working relationship. So keep doing what you are doing.</p>	<p>Probably work well together but beware that they may be less likely to take control of situations. So be patient with them and encourage there participation.</p>
Me Performance High	<p>Often comfortable working together, but in danger of alienating others. So make sure you think through the impact of your actions on others.</p>	<p>Probably work well together although you will find they are less focused on the outcome. So be prepared to reduce your tenacious drive on occasions.</p>	<p>You may find them frustrating to work with because they seem slow and political. So be very patient, but use them to check how you are impacting other people.</p>
Me People High	<p>Often comfortable working together, but in danger of lacking decisiveness on occasions. So make sure you keep the goal in focus and not allow yourselves to become too sidetracked.</p>	<p>Probably work well together although you will find they are less concerned about the people impact. So be prepared to take a balanced view with them.</p>	<p>You may find them frustrating to work with because they seem unaware of the impact they have on others. So be very patient, and encourage them to consider people issues.</p>

# How others will find working with me and what I can do about it

	Them high	Them medium	Them low
Me Freedom Medium	Probably work well together although they may find you are not as comfortable with ambiguity as they are. So be patient and encourage them to find an appropriate level of detail and progress.	Probably a balanced working relationship. So keep doing what you are doing.	Probably work well together but beware that you may be more willing to explore new concepts. So be patient with them and encourage open thinking.
Me Form High	Often comfortable working together, but in danger of slowing progress by becoming too detailed. So make sure you keep things moving and not allow yourselves to suffer from paralysis by analysis.	Probably work well together although they may find you are more interested in detail than they are. So be prepared to be more relaxed in your approach when you can see risk is low.	They may find you frustrating to work with because of slow progress, they think you want too much structure and attention to detail. So be very patient, but recognise they will find it difficult to work at a detailed level.
Me Comply Medium	Probably work well together although they will find you are more outspoken than them. So be patient and encourage them to make their contribution especially in discussions.	Probably a balanced working relationship. So keep doing what you are doing.	Probably work well together but beware that you may be more willing to go with the flow. So be patient with them and encourage everyone's participation.

# How others will find working with me and what I can do about it

	Them high	Them medium	Them low
Me Command Medium	Probably work well together although they will find you are less willing to take control. So be patient and encourage them to seek out others views and ideas.	Probably a balanced working relationship. So keep doing what you are doing.	Probably work well together but beware that you may be more willing to take control. So be patient with them and encourage there participation.
Me Performance High	Often comfortable working together, but in danger of alienating others. So make sure you think through the impact of your actions on others.	Probably work well together although they may find you are more focused on achieving. So be prepared to reduce your tenacious drive on occasions.	They may find you frustrating to work with because you are overly focused on winning. So be very patient, but use them to check how you are impacting other people.
Me People High	Often comfortable working together, but in danger of lacking decisiveness on occasions. So make sure you keep the goal in focus and not allow yourselves to become too sidetracked.	Probably work well together although they may find you are more concerned about people issues. So be prepared to take a balanced view with them.	They may find you frustrating to work with because you are paralyzed by worrying about what people may think. So be very patient, and encourage them to consider people issues.

# What others are in danger of thinking about you

## What others are in danger of thinking about you

## What you can do to minimise any conflict

Me Form High

Them Form Low

Over tendency to point out errors in others work. Frustrating attention to detail.  
if left alone you may be in danger of creating debilitating bureaucracy.  
Always slows down progress, and frequently has a reason why something won't work.  
Occasionally negative, seldom encouraging.

Become less tied to process, just give things a go and see what happens. Push yourself to come up with new approaches, don't keep defaulting to the known, reliable ways of working. Think through how to be more flexible when the opportunity presents itself, work at positioning options instead of digging in with one position or solution.

Me Performance High

Them Performance Low

Potentially dictatorial, impatient with those who under-perform against expectations.  
Not concerned about the impact you have on others.  
Has to win at all cost.  
Too intense, needs to lighten up a little.

Get in touch with your soft side! Consider how relationships can assist you, and work at strengthening them. Start to see a coffee and chat with a colleague as a great opportunity to show you are human and build an improved network. In extreme cases there is a danger of damaging relationships in order to succeed, keep this potential tendency in check.

Me People High

Them People Low

Involves too many people - designs by committee.  
Indecisive, unable to make decisions alone. Lacks clarity of goals and a sense of urgency.  
A talker not a doer.  
Spends too much time worrying how others will be impacted by a situation.

Set goals for your life work and home related, this will increase your focus and help you to develop performance. Start each day by writing a todo list of what you are going to deliver before the day is out.

# 10 typical characteristics you can spot

Freedom	Comply	Performance	Form	Command	People
Comfortable with ambiguity	Makes things run smoothly	Goal driven	Effective at developing plans	Communicates a vision well	Good with people
Good at suggesting ideas	Happy if working in the background	Focused on winning	Brings order to chaotic situations	Takes control of situations	Listens to others
Accepting of change	Committed to the cause	Tenacious	Systematic and organised	Makes things happen	Quick to open a conversation
Excited by new things	Willing to help and support others	Chases after success	Good at procedure	Confident with themselves	Builds relationships
Enjoys art or music	Readily accepts delegated tasks	Highly task focused	Interested in detail accuracy	Does what they say	Builds great rapport
Quick to get the vision	Quiet in meetings	Occasionally upsets others	Slows others down	Not always a team player	Friendly and hospitable
Generally creative	Occasionally lacks confidence	Loves being under pressure	Seeks clarification	Leads by example	Occasionally talks more than does
Relaxed and open	Gets things done	High activity levels	Asks lots of questions	Removes blockages	Seeks to understand others
Flexible about ways of working	Never lets others down	Impatient with underperformance	Consistent	Seen by some as a role model	Inclusive and democratic
Occasionally chaotic	Likes clear direction	Busy, busy, busy, collapse	Occasionally inflexible	Has followers	Fun and caring

# How to modify my behaviour when with others

Freedom	Comply	Performance	Form	Command	People
Give them extra time to get into the brief	Ask them to help out	Focus on the potential win	Be really clear about what is expected	Don't interfere unless vital, let them get on with it	Be really clear about what is expected
Make any follow up relaxed and informal	Be very clear about what's needed	Be very clear about what's needed	Use structured logical arguments	Try to draw them into the team activity	Use structured logical arguments
Motivate by making opportunity for their creative input	Offer plenty of praise	Offer plenty of praise	Get into the detail	Provide assurance of support where appropriate	Get into the detail
Ask them for their suggestions	Don't put them on the spot, give them some warning	Don't put them on the spot, give them some warning	Allow extra time to reach the outcome	Take control of situations, or accept they will	Allow extra time to reach the outcome
Add in extra contingency time to deadlines	Seek out their opinion in private	Seek out their opinion in private	Use consistent ways of working such as templates	Keep up, they may move on quickly	Use consistent ways of working such as templates
Make use of their energy	Make use of them to smooth troubled situations	Make use of them to smooth troubled situations	Make use of them to check your accuracy	Make use of them to inspire others	Make use of them to check your accuracy

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