



The World-Class Administrative Professional Course



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iMind² Behavioral Styles Profile[®]

A 360[°] Social Intelligence Assessment



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SCORING INSTRUCTIONS

1. Turn to page 3 in this booklet and add together your circled responses for Questions 1 through 50 inclusive. Enter this sum in the Red Box marked "E" below.
2. Next, turn to page 7 and add together your circled responses for Questions 51 through 100 inclusive. Enter this sum in the Green Box below marked "A."
3. Then, turn to the Behavioral Styles Matrix found on page 12. Beginning at the bottom left corner of the matrix, move up the scale a distance equal to your Expressiveness score (Box "E"). Make a mark at that location, then taking a ruler or hard edge, draw a horizontal line across the Matrix through your mark.
4. Next, starting again from the lower left corner, move across the scale a distance equal to your Assertiveness score (Box "A"). Make a mark at that location, and again, using a ruler or hard edge, draw a vertical line up through the Matrix at your mark.
5. The intersection of the two lines you have drawn indicates your Primary Behavioral Style.
6. Follow the same procedure on page 13 to identify your Behavioral Temperament.

1	Sum of questions 1 through 50	E (Expressiveness) =	E
2	Sum of questions 51 through 100	A (Assertiveness) =	A

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1	Sum of questions 1 through 50	E (Expressiveness) =	E
2	Sum of questions 51 through 100	A (Assertiveness) =	A




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Behavioral Styles Questionnaire

PROFESSIONAL

For the following 25 bipolar statements, please read both statements carefully, then circle the number CLOSEST to the statement that best describes your behavior or belief. For example if you feel the statement on the left more than the statement on the right best describes your behavior or belief, you would circle the number zero (0). If, on the other hand, you feel that the statement on the right best describes your behavior or belief you would circle the number two (2). Circle the number one (1) if (and only if) you feel both statements reflect your behavior or belief equally, the question does not apply to you, or you don't understand the question. *Please respond in terms of your relationships at work only, that is, think only of your interactions with bosses, co-workers, subordinates, clients, customers, suppliers, etc.*

	Statement on the LEFT	0	1	2	Statement on the RIGHT
1	I would rather work individually on a project than work as a member of a team.	0	1	2	I would rather work as a member of a team than work alone.
2	I rarely socialize with the people I work with.	0	1	2	I often socialize with the people I work with.
3	I am "thinking-oriented."	0	1	2	I am "feelings-oriented."
4	My co-workers would probably say I am more "task-oriented" than "people-oriented."	0	1	2	My co-workers would probably say I am more "people-oriented" than "task-oriented."
5	I can't say I am all that in touch with my co-workers' and subordinates' feelings.	0	1	2	I am very much in touch with my co-workers' and subordinates' feelings.
6	I have the ability to work patiently on a project until it is completed. Problem-solving is one of my greatest strengths.	0	1	2	I need to work with people; I get a little "antsy" when I have to work too long on a project requiring solitary action.
7	I am planful, methodical and systematic preferring structure and familiar routines.	0	1	2	I am intuitive, impulsive and creative and dislike routine, preferring a less structured work environment.
8	I am not a very intuitive person; I go with what people say - not what they don't say!	0	1	2	I am a very intuitive person; I can often "read between the lines" to identify what the real issue is.
9	I am "task-oriented" and cautious in the decisions I make at work; I do not like to take risks.	0	1	2	I am more "people-oriented" than "task-oriented" and will take calculated risks when necessary.
10	Accomplishing the task and getting the job done is more important to me than being well liked or maintaining good work relationships.	0	1	2	Being well liked and maintaining good work relationships is as important to me as accomplishing a goal or task at work.
11	I am project driven and think it is more important to be successful than to be well-liked.	0	1	2	I am certainly not driven to me it is more important to be well-liked and have superior work relationships than to accomplish a task.

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	Statement on the LEFT	BOTH or NEITHER	Statement on the RIGHT
1	I would rather work individually on a project than work as a member of a team.	0 1 2	I would rather work as a member of a team than work alone.
2	I rarely socialize with the people I work with.	0 1 2	I often socialize with the people I work with.
3	I am "thinking-oriented."	0 1 2	I am "feelings-oriented."
4	My co-workers would probably say I am more "task-oriented" than "people-oriented."	0 1 2	My co-workers would probably say I am more "people-oriented" than "task-oriented."
5	I can't say I am all that in touch with my co-workers' and subordinates' feelings.	0 1 2	I am very much in touch with my co-workers' and subordinates' feelings.
6	I have the ability to work patiently on a project until it is completed. Problem-solving is one of my greatest strengths.	0 1 2	I need to work with people; I get a little "antsy" when I have to work too long on a project requiring solitary action.
7	I am planful, methodical and systematic preferring structure and familiar routines.	0 1 2	I am intuitive, impulsive and creative and dislike routine, preferring a less structured work environment.
8	I am not a very intuitive person; I go with what people say - not what they don't say!	0 1 2	I am a very intuitive person; I can often "read between the lines" to identify what the real issue is.
9	I am "task-oriented" and cautious in the decisions I make at work; I do not like to take risks.	0 1 2	I am more "people-oriented" than "task-oriented" and will take calculated risks when necessary.
10	Accomplishing the task and getting the job done is more important to me than being well liked or maintaining good work relationships.	0 1 2	Being well liked and maintaining good work relationships is as important to me as accomplishing a goal or task at work.
11	I am project driven and think it is more important to be successful than be well-liked.	0 1 2	I am certainly not driven; to me it is more important to be well-liked and have superior work relationships than accomplish a task.

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1	Sum of questions 1 through 50	E (Expressiveness) =	60
2	Sum of questions 51 through 100	A (Assertiveness) =	A



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1	Sum of questions 1 through 50	E (Expressiveness) =	60
2	Sum of questions 51 through 100	A (Assertiveness) =	A




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Behavioral Styles Questionnaire

PROFESSIONAL

For the following 25 statements, please respond in terms of your relationships at work only, that is, think only of your interactions with bosses, co-workers, subordinates, clients, customers, suppliers, etc.

	Statement on the LEFT	BOTH or NEITHER	Statement on the RIGHT		
51	I do not establish a particularly high level of eye contact with people at work.	0	1	2	I usually look others straight in the eye.
52	I often feel anxious, even apologetic when asking others to do things for me at work.	0	1	2	I certainly don't feel apologetic when asking others to help me at work.
53	To be honest, I do have a problem accepting a compliment.	0	1	2	I do not have a problem accepting a compliment, in fact I want more of them.
54	I am cautious in my decisions at work; I don't like to take many risks.	0	1	2	I am not afraid to make decisions involving risk at work.
55	At work, I often stop myself from saying what is really on my mind.	0	1	2	At work, I often say what is on my mind.
56	I am less assertive than most of the other staff.	0	1	2	I am more assertive than most of the staff.
57	If I feel that my ideas or opinions might upset others, I won't express them.	0	1	2	I express my ideas or opinions at work even though they might upset others.
58	I often "turn the other cheek," at work.	0	1	2	I rarely "turn the other cheek."
59	I am not comfortable speaking to a large group of people at work.	0	1	2	I am quite comfortable speaking to large groups of people at work, in fact I like being the center of attention.
60	People often ask me to speak more loudly.	0	1	2	People rarely ask me to speak up.
61	I am the kind of person who will put the needs of others ahead of my own at work.	0	1	2	I put my needs and the needs of the organization ahead of the people I work with.
62	I feel threatened when dealing with someone who is very assertive or aggressive.	0	1	2	I do not feel threatened when dealing with someone who is very assertive. "If they want aggressive, I'll give them aggressive!"

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1	Sum of questions 1 through 50	E (Expressiveness) =	60
2	Sum of questions 51 through 100	A (Assertiveness) =	78



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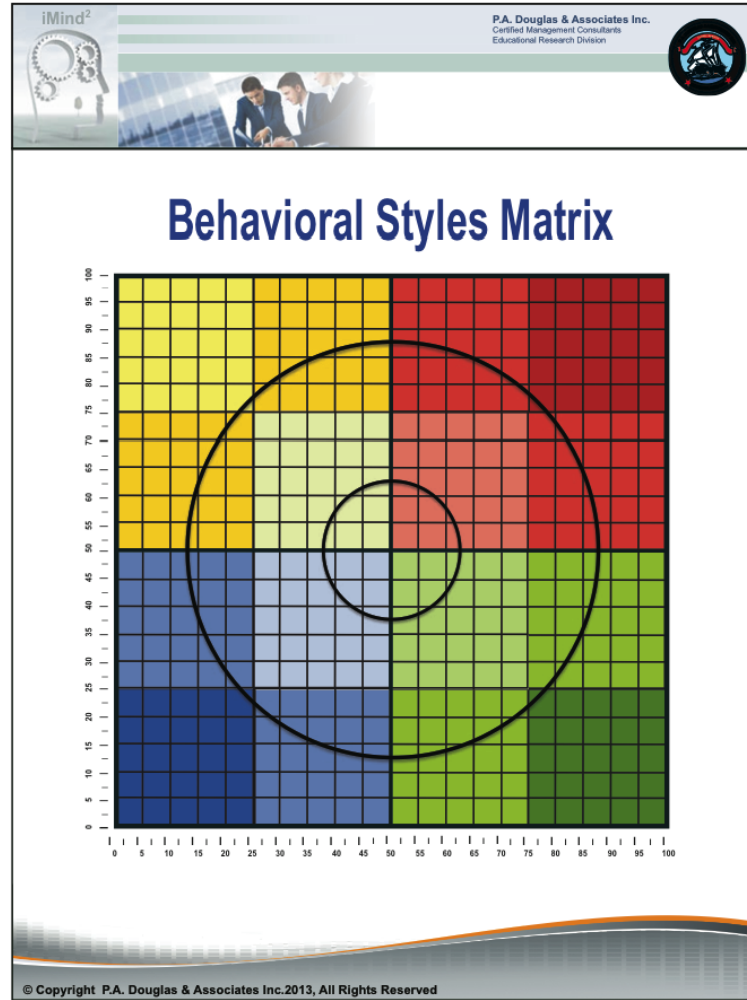
1	Sum of questions 1 through 50	E (Expressiveness) =	60
2	Sum of questions 51 through 100	A (Assertiveness) =	78



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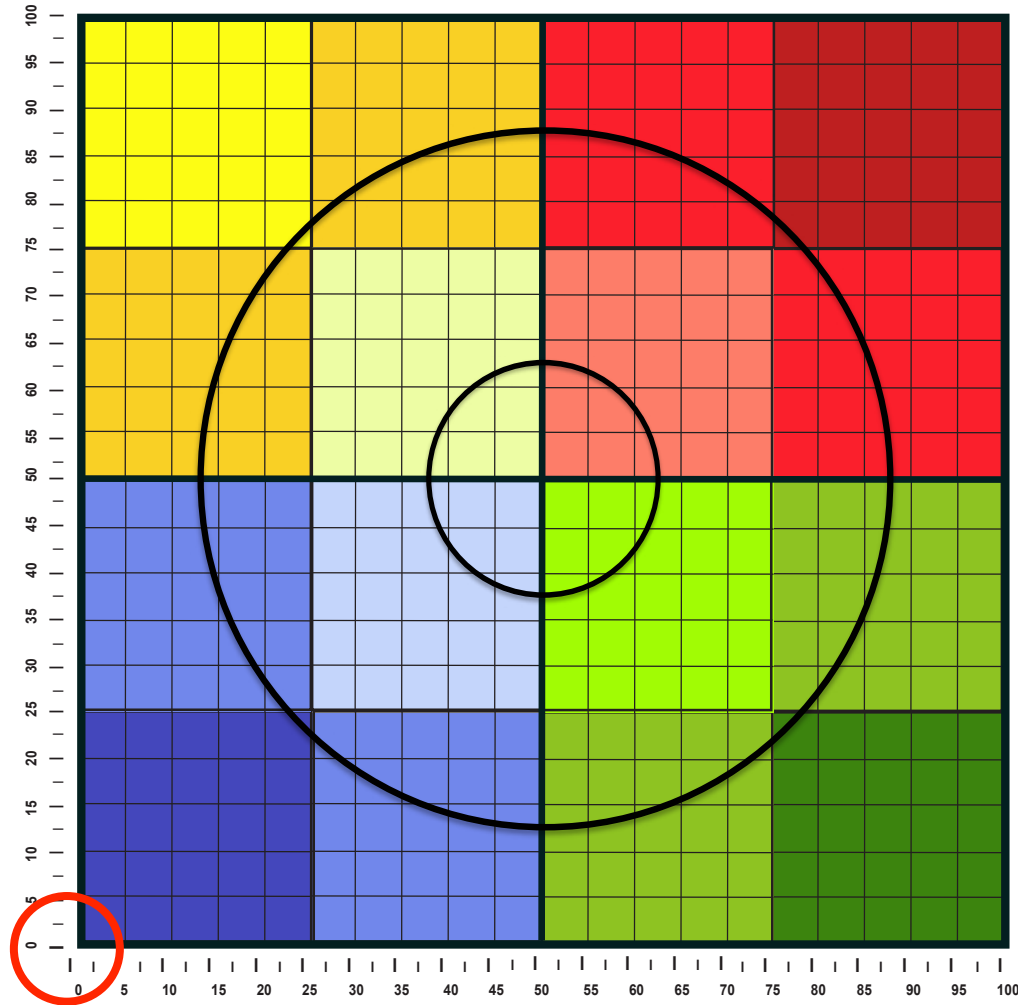
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Behavioral Styles Matrix



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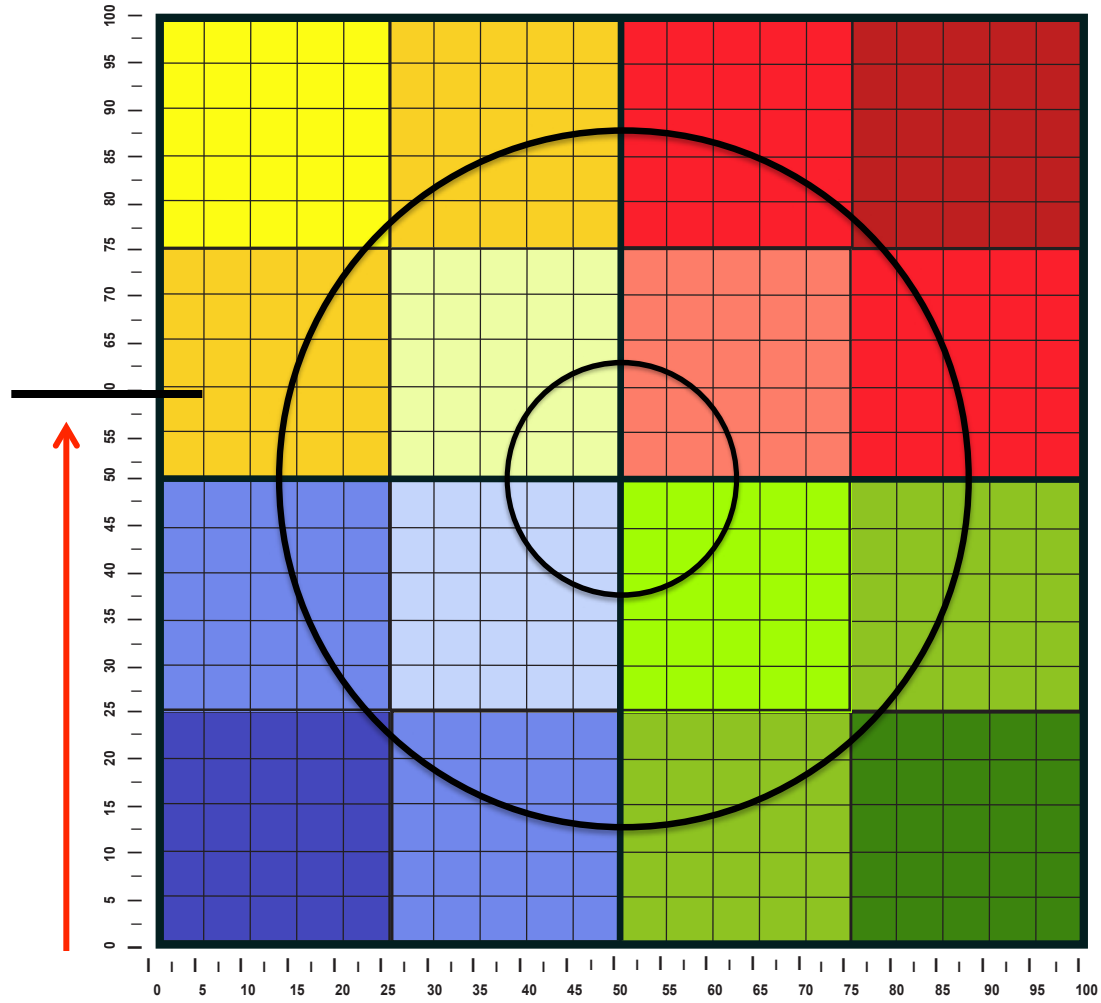
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Behavioral Styles Matrix



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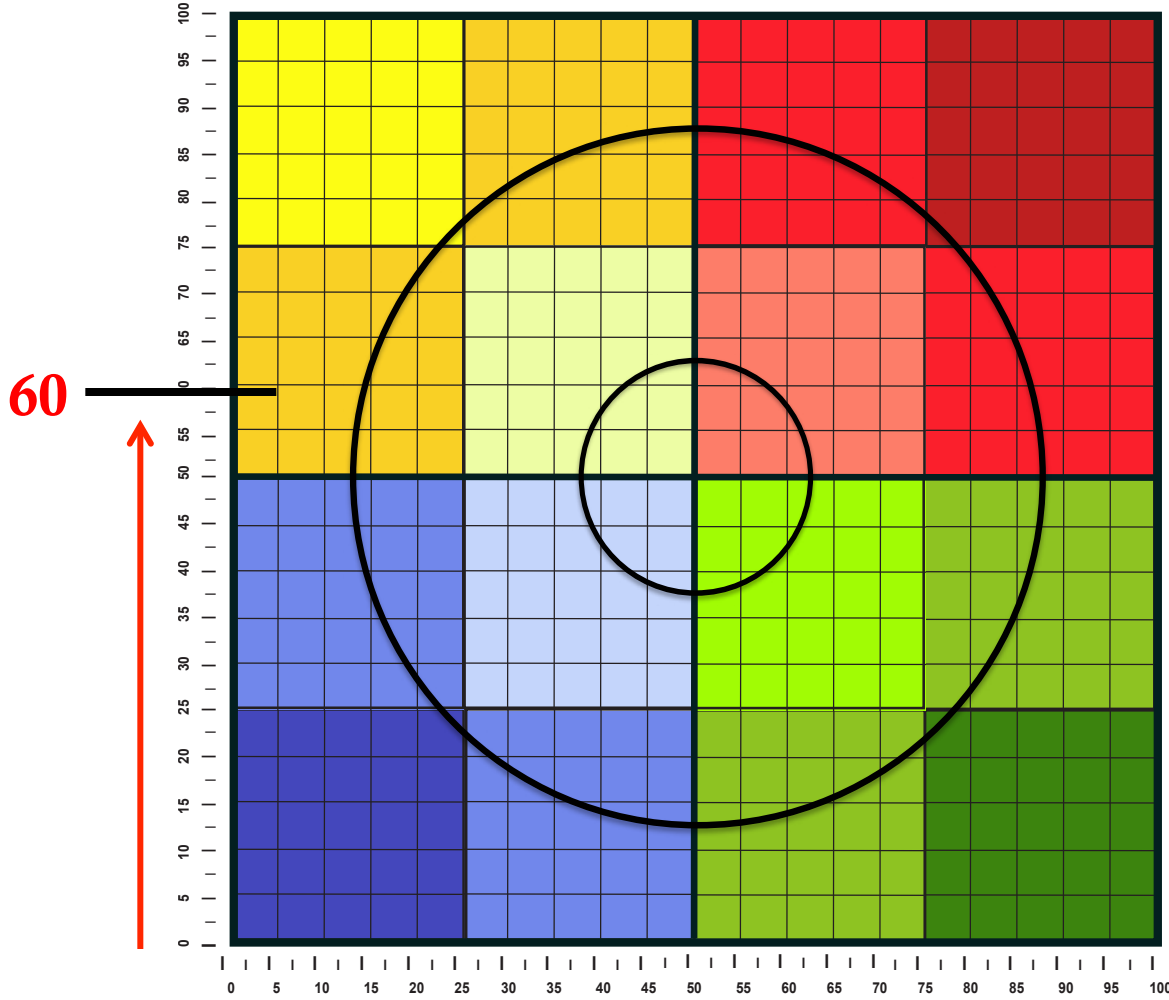
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Behavioral Styles Matrix

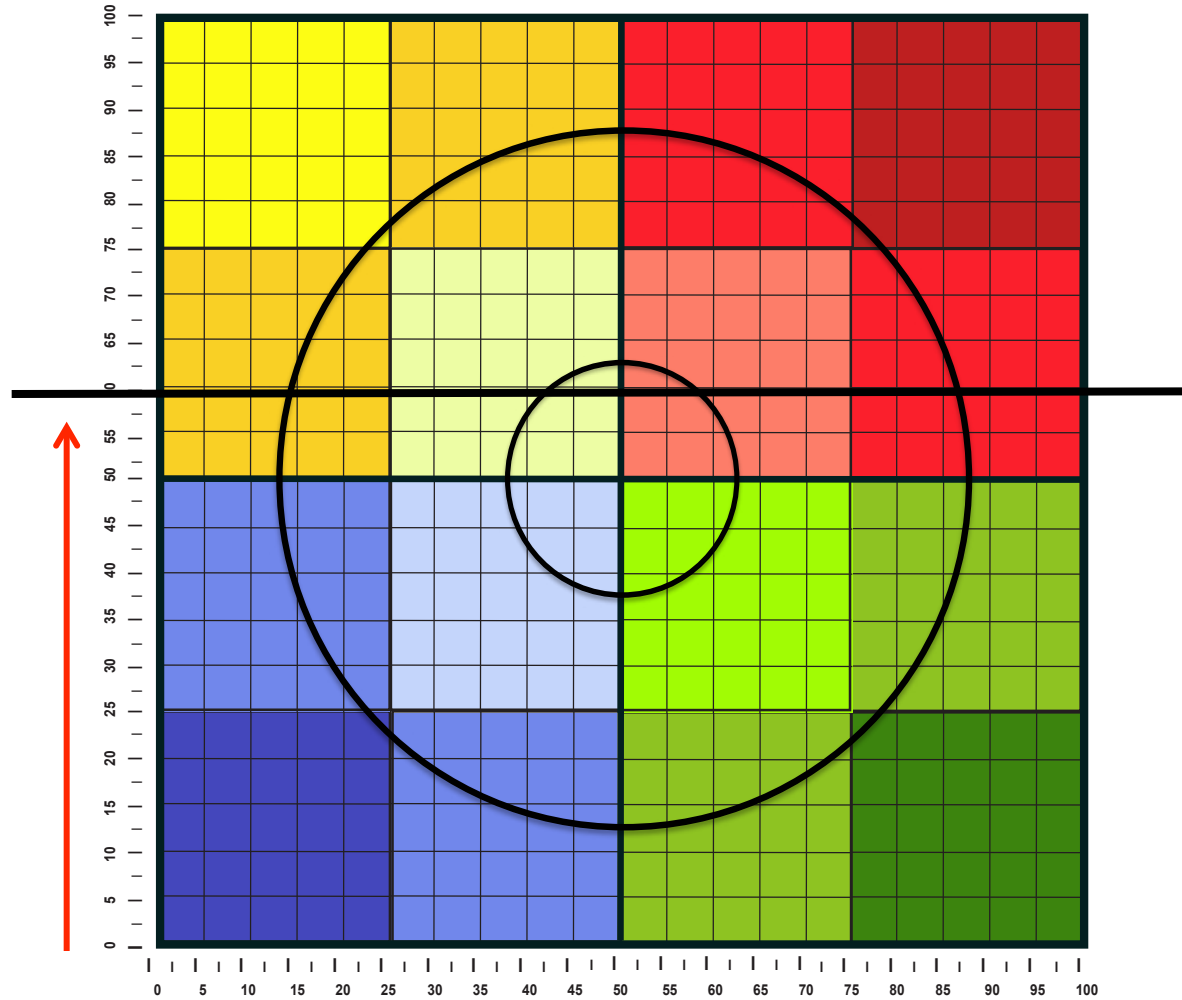




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Behavioral Styles Matrix



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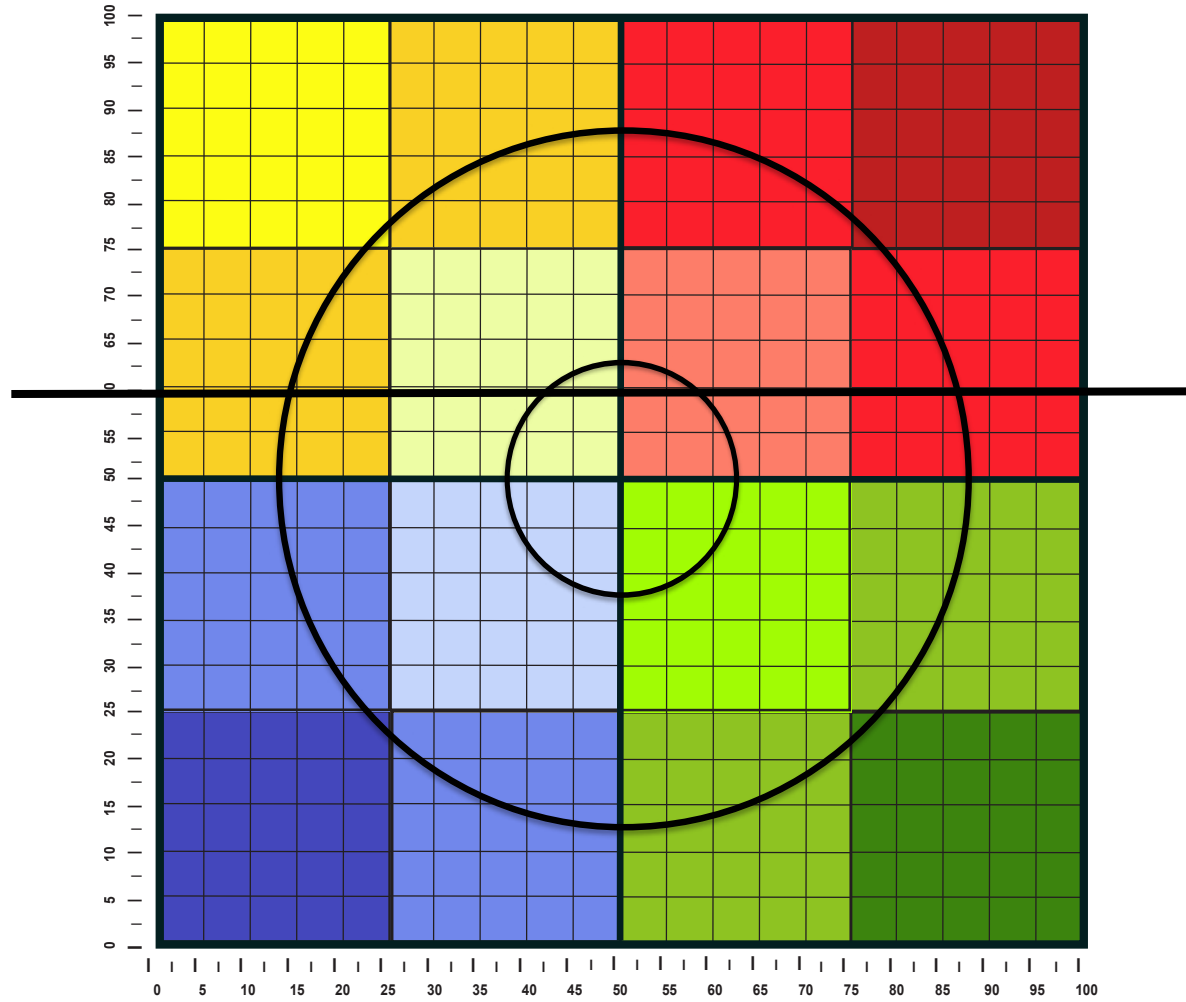
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Behavioral Styles Matrix



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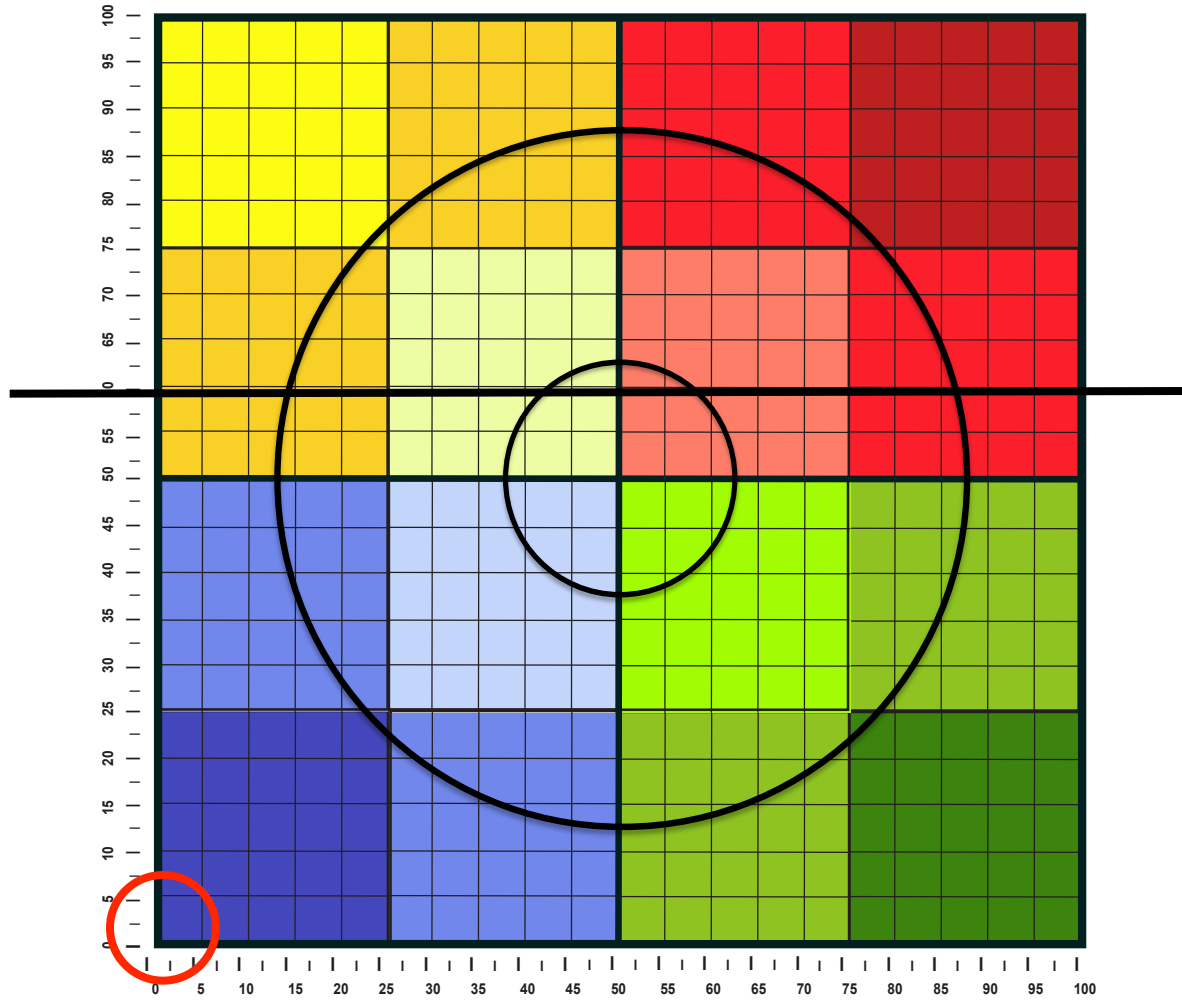
1	Sum of questions 1 through 50	E (Expressiveness) =	60
2	Sum of questions 51 through 100	A (Assertiveness) =	78



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Behavioral Styles Matrix



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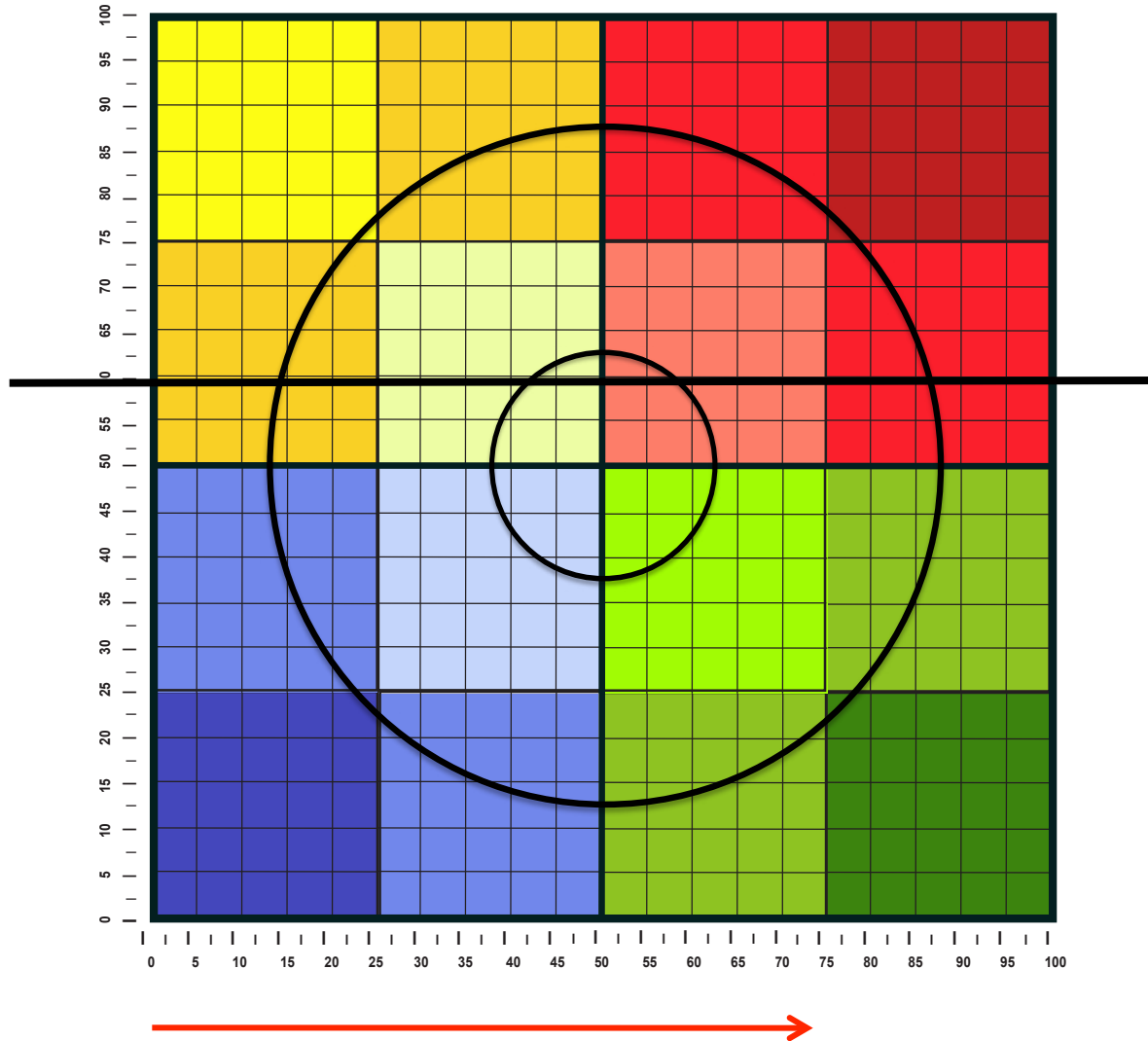
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Behavioral Styles Matrix



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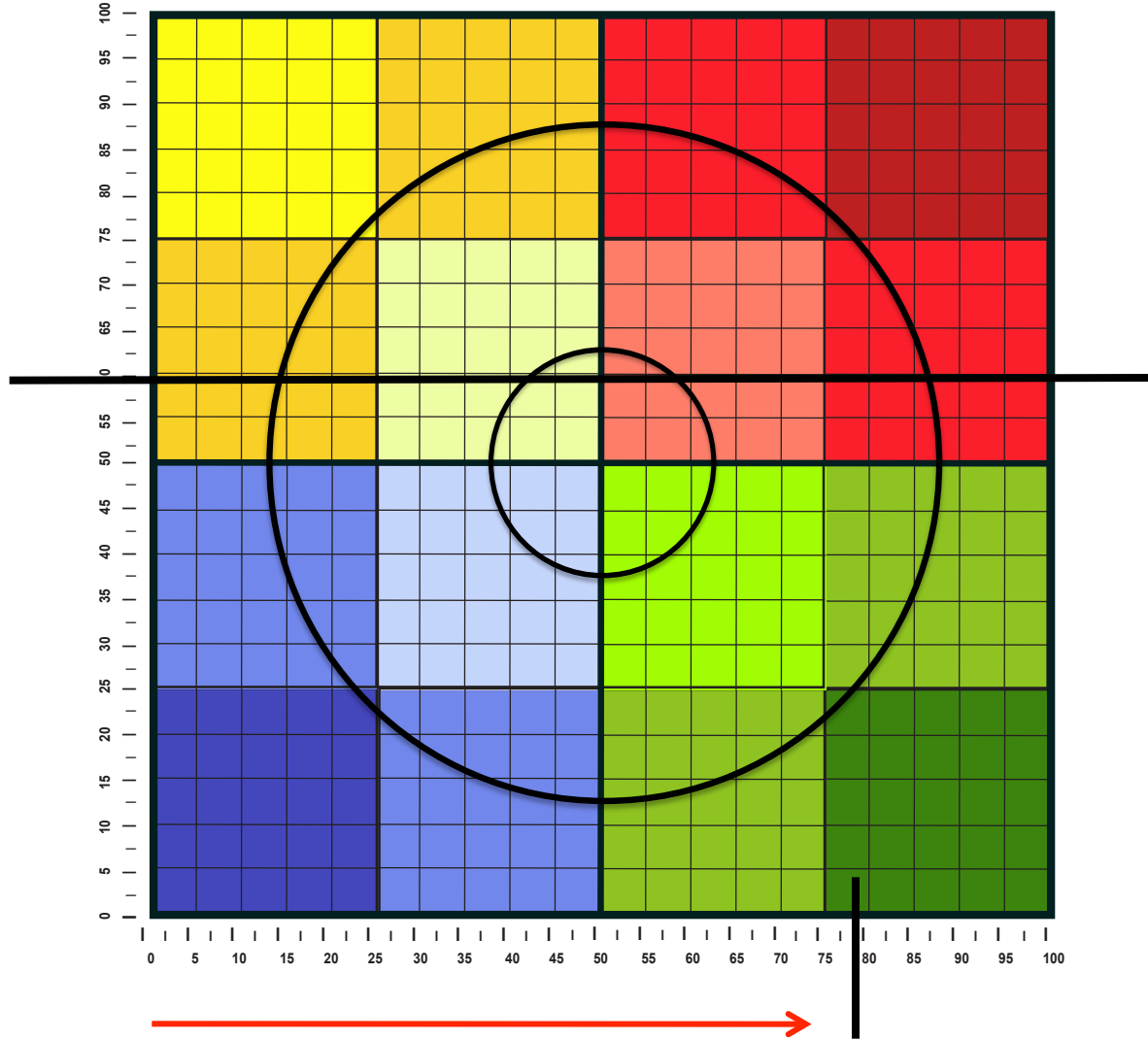
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Behavioral Styles Matrix



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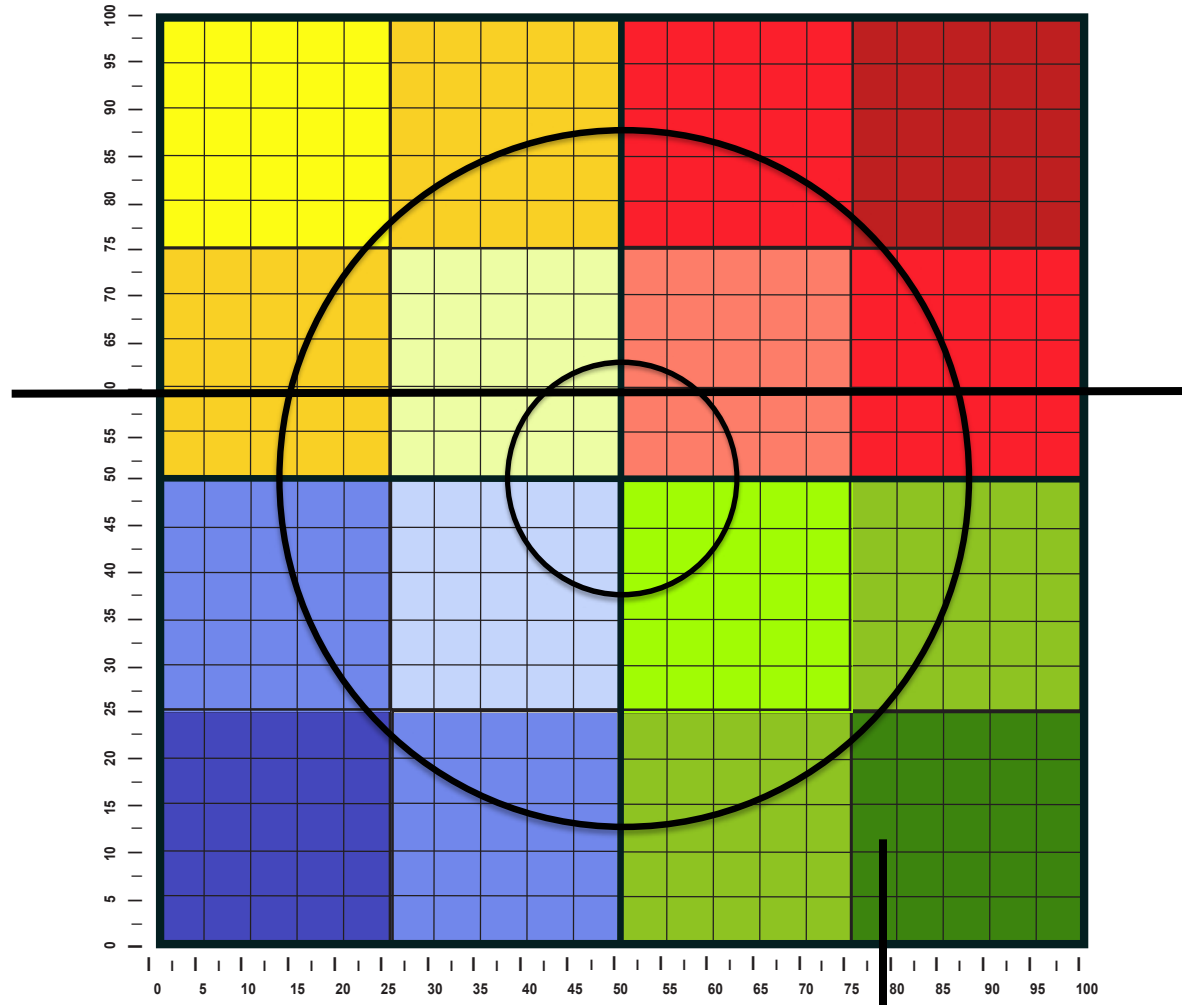
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Behavioral Styles Matrix



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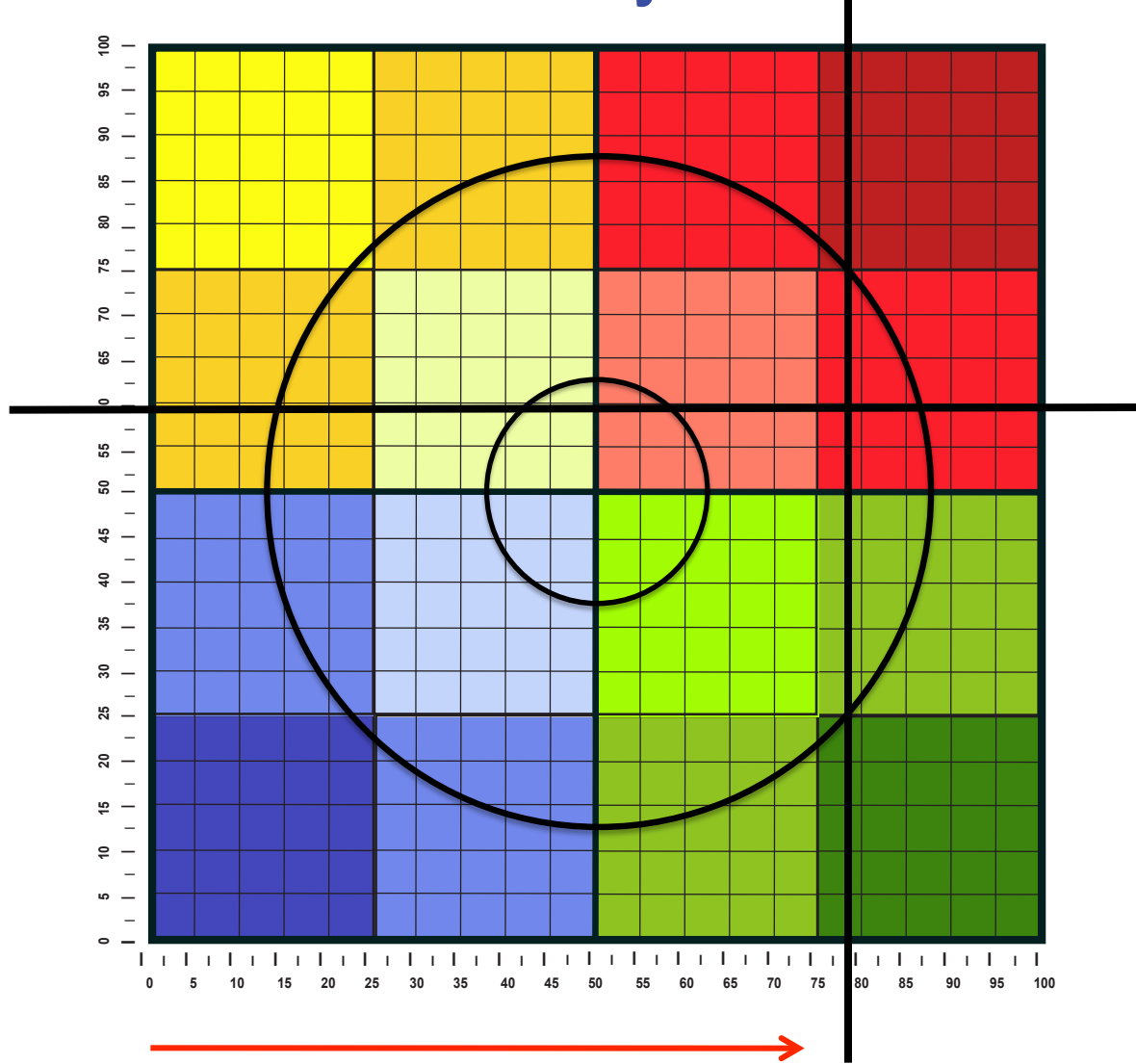
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Behavioral Styles Matrix



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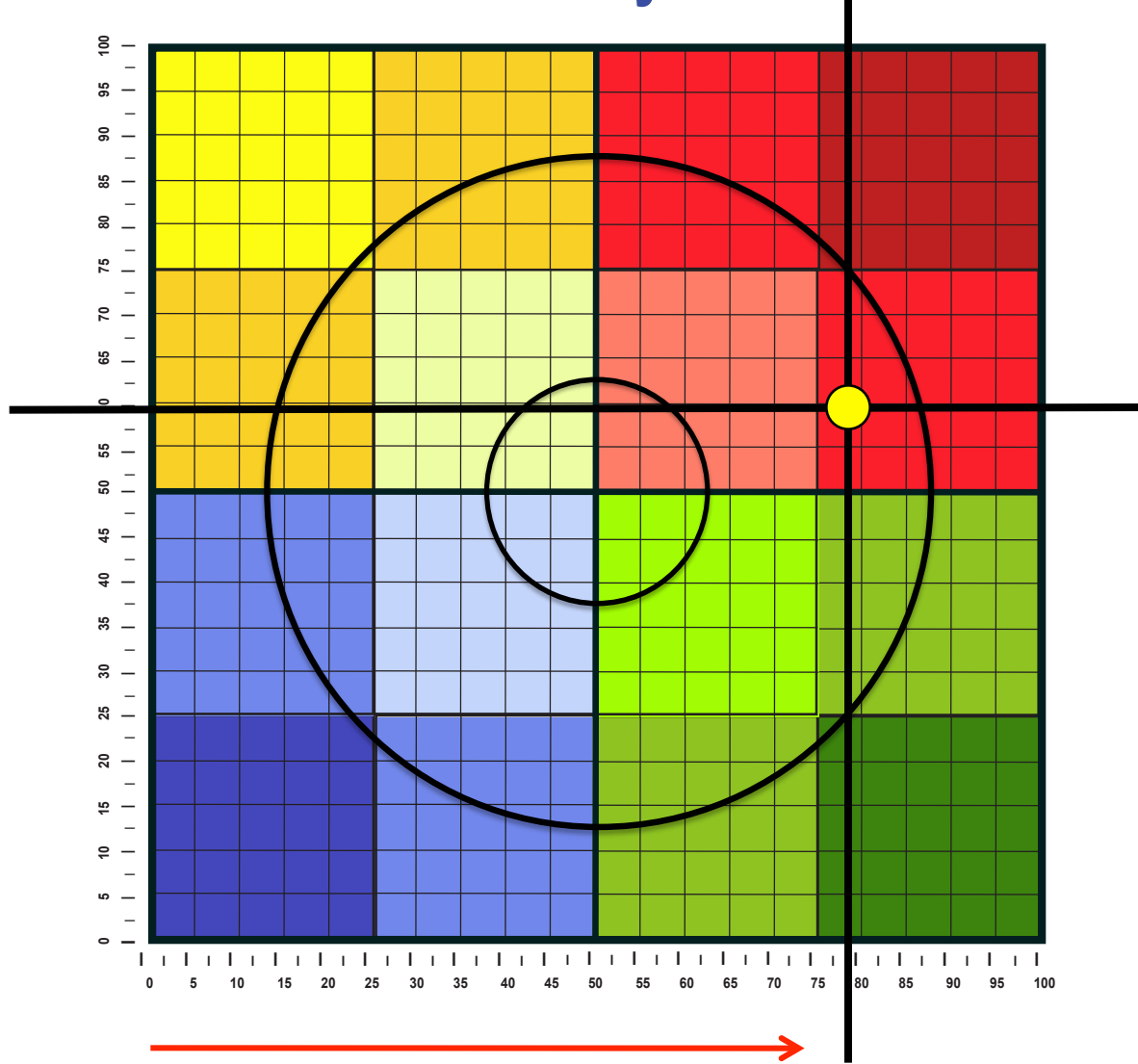
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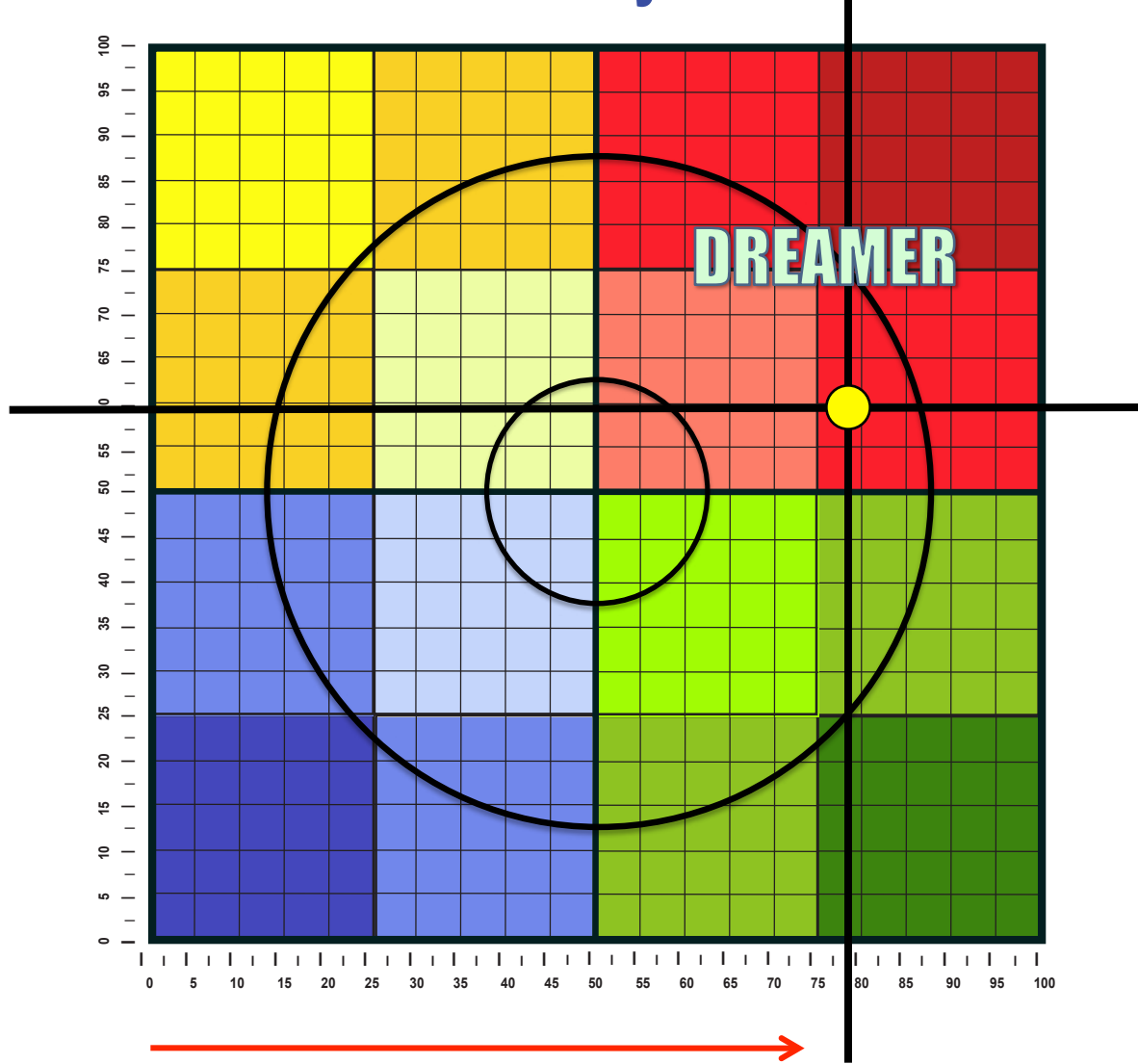
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Behavioral Styles Matrix



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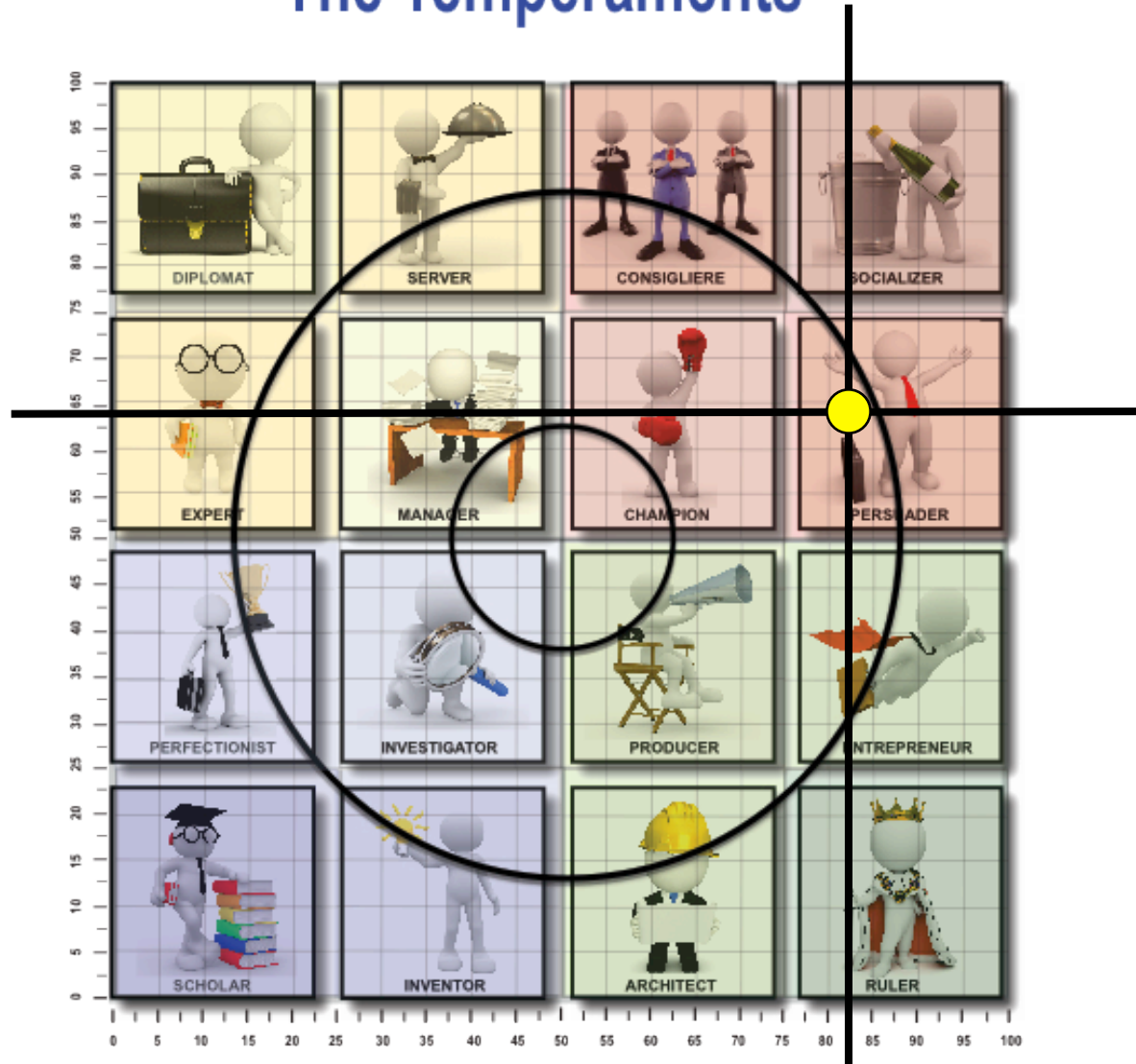
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The Temperaments

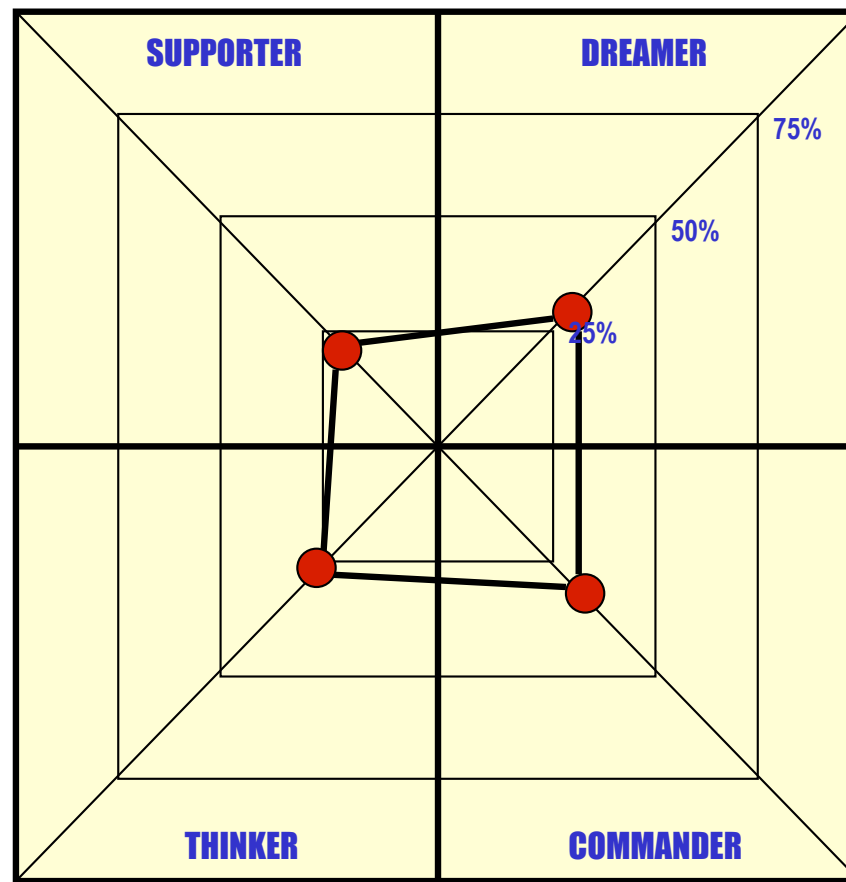


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100%

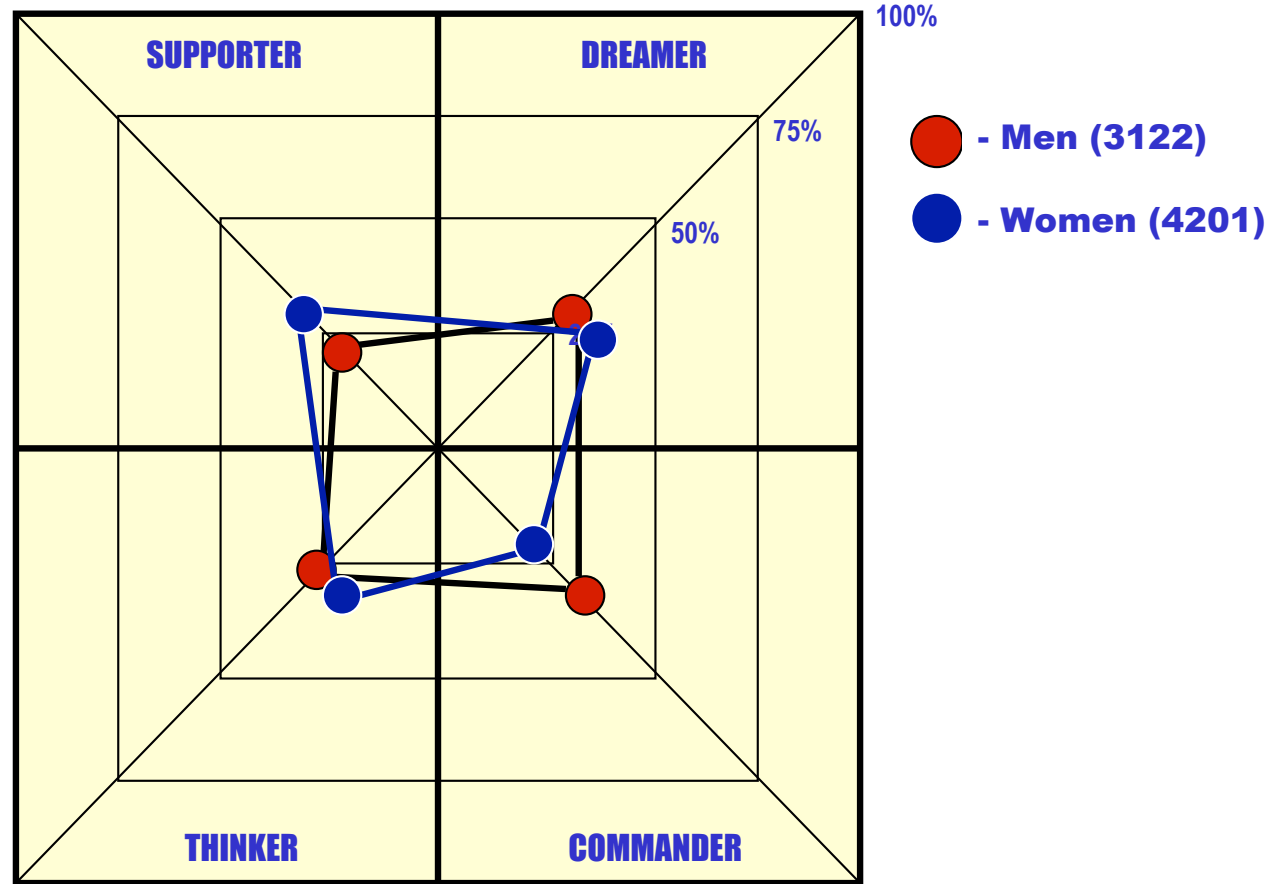
● - Men (3122)

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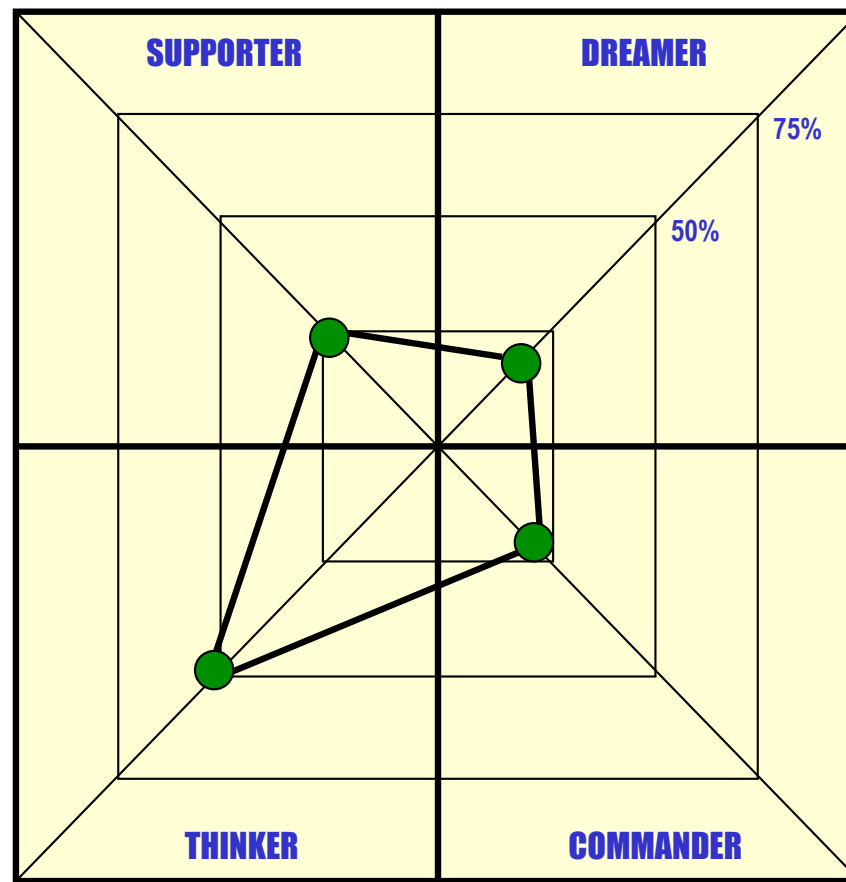


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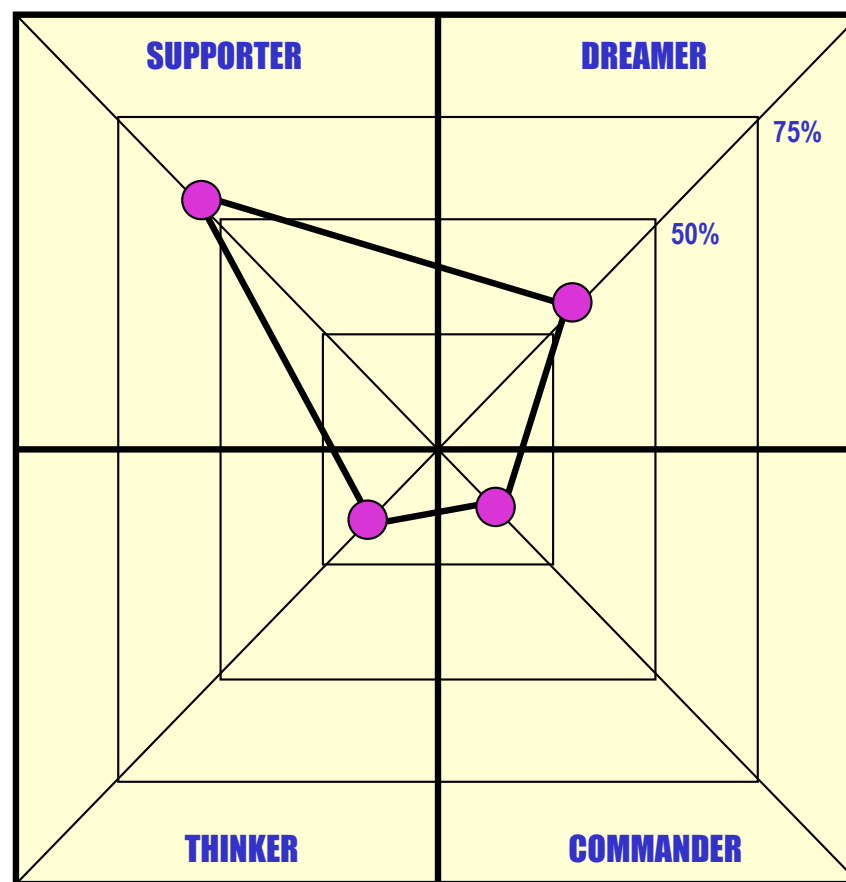
● - Engineers (327)

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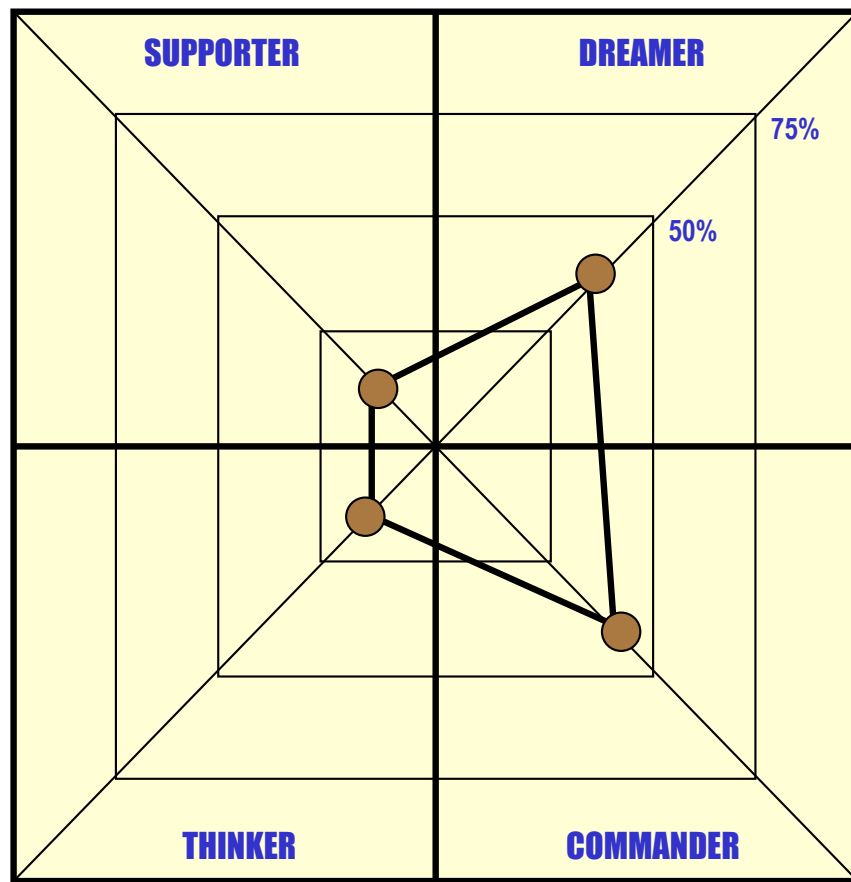


100%

● - **Marriage
Counselors (312)**



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100%

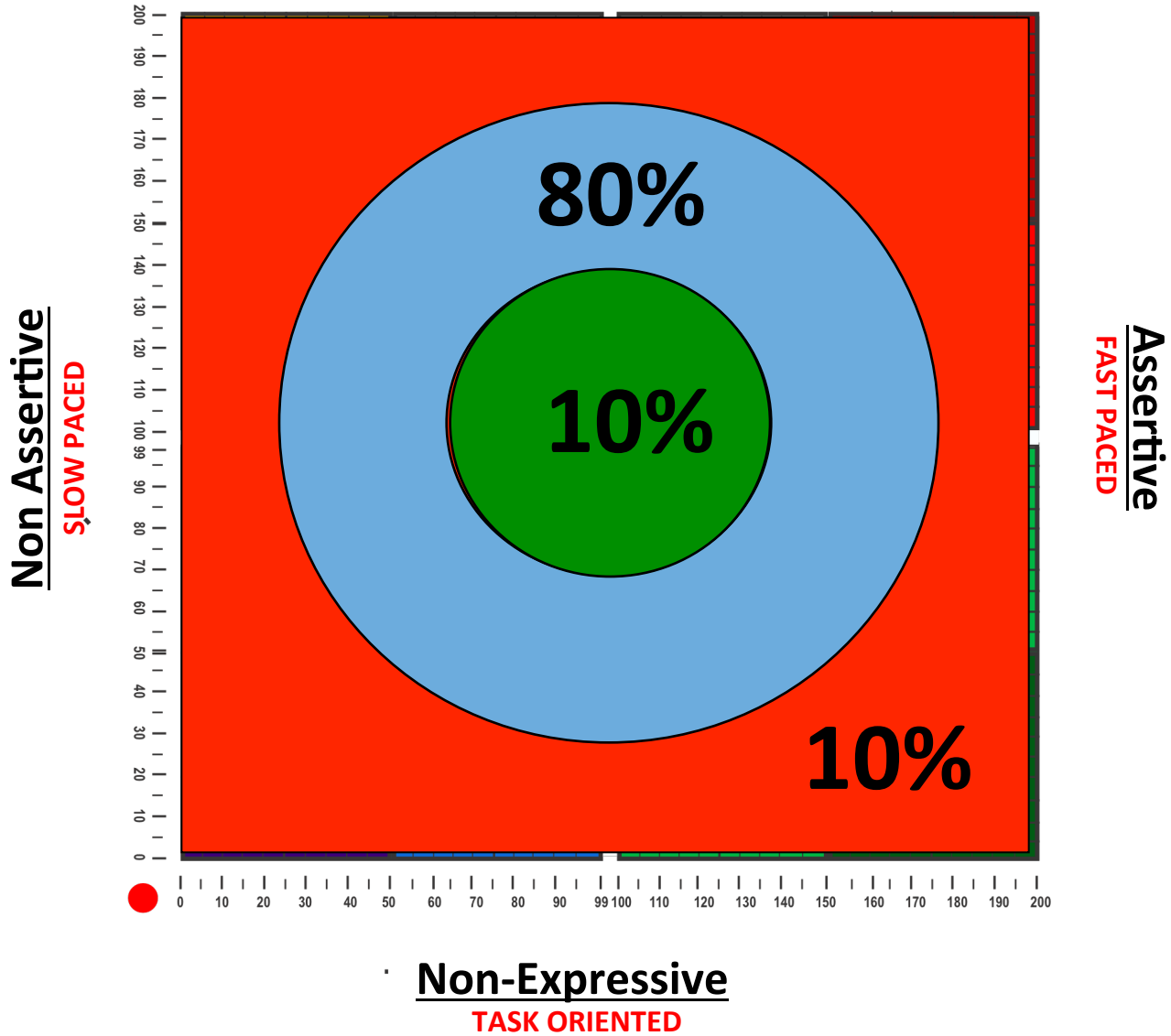
● - CEO's (534)



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PEOPLE ORIENTED

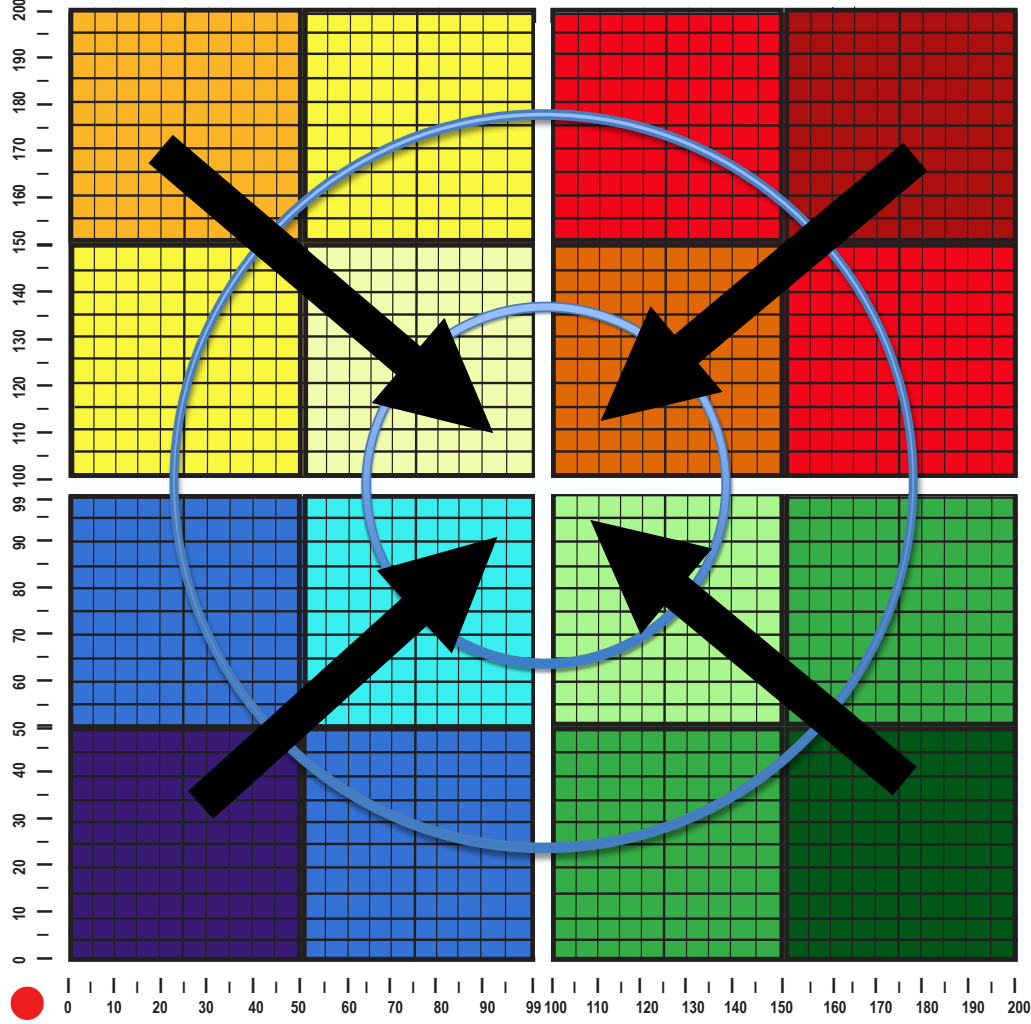




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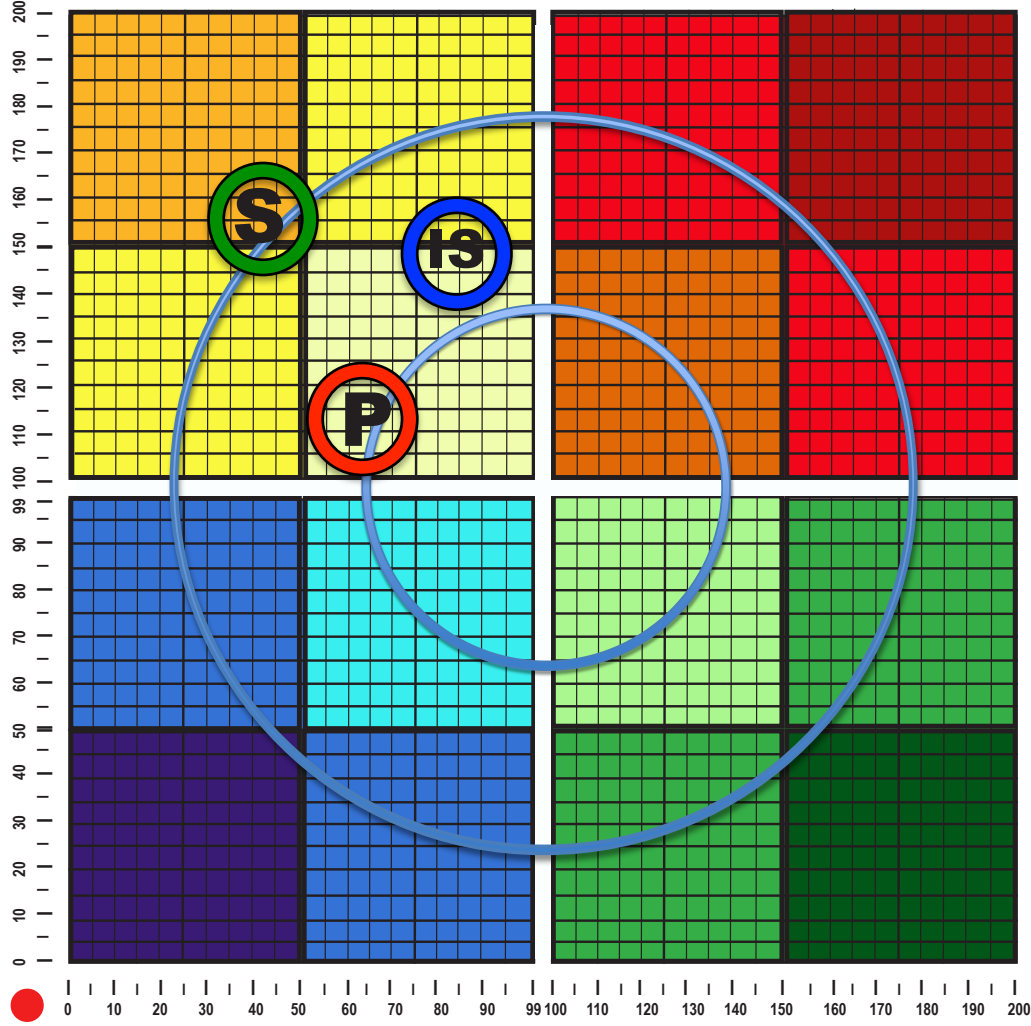
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Professional VS. Personal

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Social / Professional Dichotomy

SCORING INSTRUCTIONS

- Turning back to page 3 in this booklet, add together your circled responses for Questions 1 through 25 inclusive. Enter this sum in the Yellow Box marked "A" below. Multiply this number by two and enter the product into the box marked Ep. Then turn to page 7 and add together your circled responses for Questions 51 through 75 inclusive. Enter this sum in the Orange Box marked "B." Multiply this number by two and enter the product into the box marked Ap.
- Then turn back to page 5 and add together your circled responses for Questions 26 through 50 inclusive. Enter this sum in the Blue Box marked "C" below. Multiply this number by two and enter the product into the box marked Es. Finally, turn to page 9 and add together your circled responses for Questions 76 through 100 inclusive. Enter this sum in the Green Box marked "D." Multiply this number by two and enter the product into the box marked As.
- Next turn to the Behavioral Styles Matrix on page 12. Beginning at the bottom left corner of the matrix, move up the scale a distance equal to your Ep score. Make a mark at that location, then taking a ruler or hard edge, draw a horizontal line across the Matrix through your mark. Then, starting again from the lower left corner, move across the scale a distance equal to your Ap score. Again, using a ruler or hard edge, draw a vertical line up through the Matrix at your mark. Mark the intersection of the two lines you have just drawn with a capital P. This is where you fall PROFESSIONALLY.
- Again on page 12. Begin at the bottom left corner of the matrix, move up the scale a distance equal to your Es score. Make a mark at that location, then taking a ruler or hard edge, draw a horizontal line across the Matrix through your mark. Next, starting again from the lower left corner, move across the scale a distance equal to your As score. Again, using a ruler or hard edge, draw a vertical line up through the Matrix at your mark. Mark the intersection of the two lines you have just drawn with a capital S. This is where you fall SOCIALLY.

1	Sum of questions 1 through 25	A		Ax2 = Ep =	
2	Sum of questions 51 through 75	B		Bx2 = Ap =	
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	



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Social / Professional Dichotomy

1	Sum of questions 1 through 25	A		Ax2 = Ep =	
2	Sum of questions 51 through 75	B		Bx2 = Ap =	
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	



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	Statement on the LEFT	BOTH or NEITHER	Statement on the RIGHT
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3	I am "thinking-oriented."	0 1 2	I am "feelings-oriented."
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5	I can't say I am all that in touch with my co-workers' and subordinates' feelings.	0 1 2	I am very much in touch with my co-workers' and subordinates' feelings.
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9	I am "task-oriented" and cautious in the decisions I make at work; I do not like to take risks.	0 1 2	I am more "people-oriented" than "task-oriented" and will take calculated risks when necessary.
10	Accomplishing the task and getting the job done is more important to me than being well liked or maintaining good work relationships.	0 1 2	Being well liked and maintaining good work relationships is as important to me as accomplishing a goal or task at work.
11	I am project driven and think it is more important to be successful than to be well-liked.	0 1 2	I am certainly not driven; to me it is more important to be well-liked and have superior work relationships than to accomplish a task.

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Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	
2	Sum of questions 51 through 75	B		Bx2 = Ap =	
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	
2	Sum of questions 51 through 75	B		Bx2 = Ap =	
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B		Bx2 = Ap =	
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B		Bx2 = Ap =	
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	$A \times 2 = E_p =$	88
2	Sum of questions 51 through 75	B	37	$B \times 2 = A_p =$	
3	Sum of questions 26 through 50	C		$C \times 2 = E_s =$	
4	Sum of questions 76 through 100	D		$D \times 2 = A_s =$	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
3	Sum of questions 26 through 50	C		Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
3	Sum of questions 26 through 50	C	34	Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
3	Sum of questions 26 through 50	C	34	Cx2 = Es =	
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
3	Sum of questions 26 through 50	C	34	Cx2 = Es =	68
4	Sum of questions 76 through 100	D		Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
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Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
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4	Sum of questions 76 through 100	D	23	Dx2 = As =	

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
3	Sum of questions 26 through 50	C	34	Cx2 = Es =	68
4	Sum of questions 76 through 100	D	23	Dx2 = As =	46

Social / Professional Dichotomy

1	Sum of questions 1 through 25	A	44	Ax2 = Ep =	88
2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
3	Sum of questions 26 through 50	C	34	Cx2 = Es =	68
4	Sum of questions 76 through 100	D	23	Dx2 = As =	46

Social / Professional Dichotomy

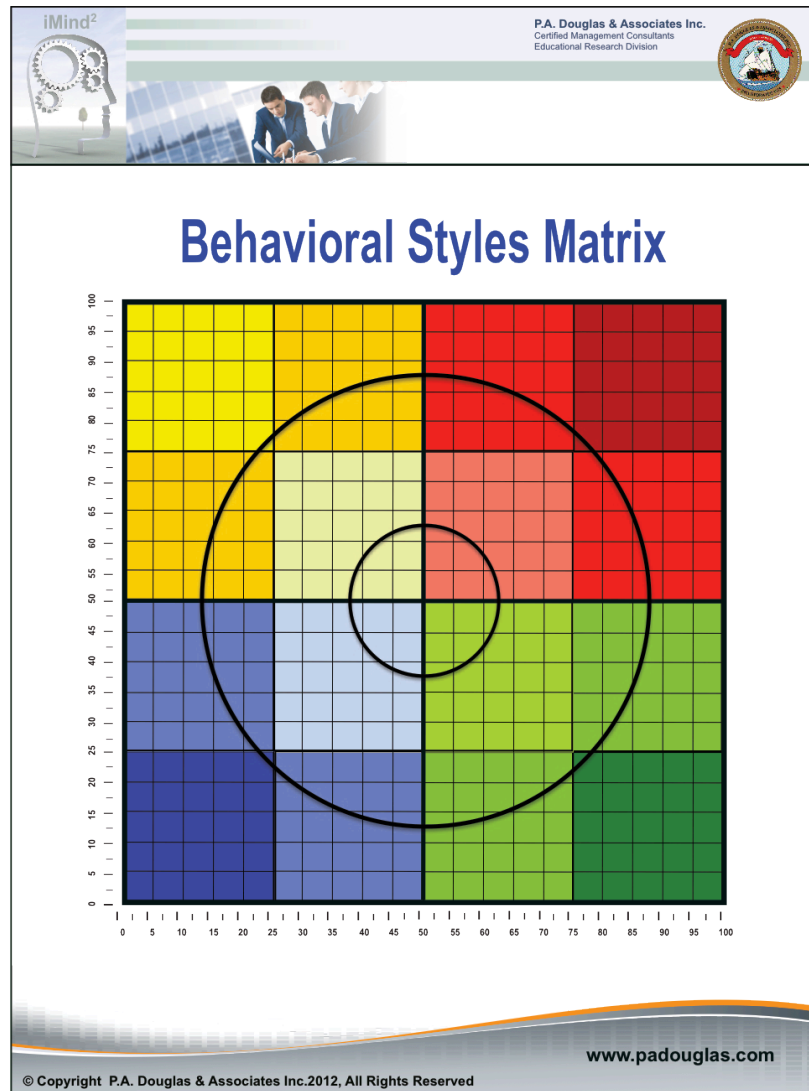
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2	Sum of questions 51 through 75	B	37	Bx2 = Ap =	74
3	Sum of questions 26 through 50	C	34	Cx2 = Es =	68
4	Sum of questions 76 through 100	D	23	Dx2 = As =	46



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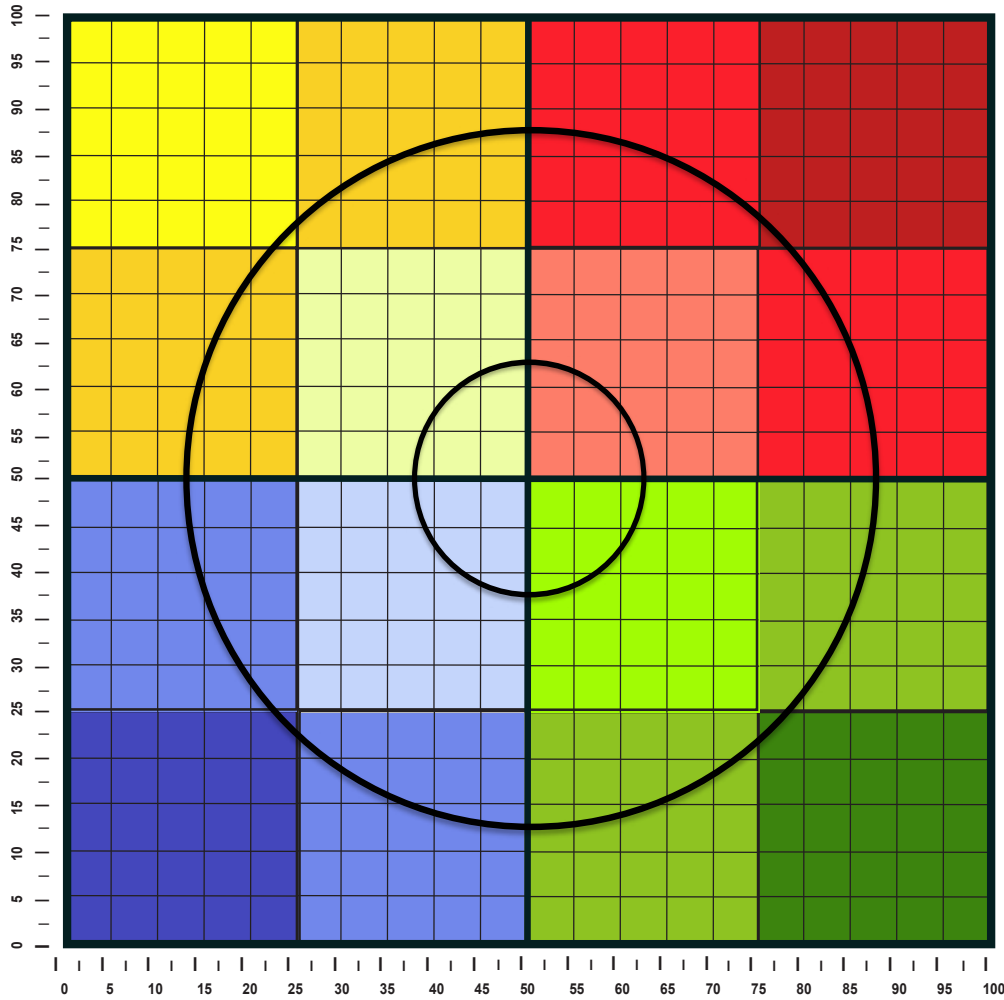
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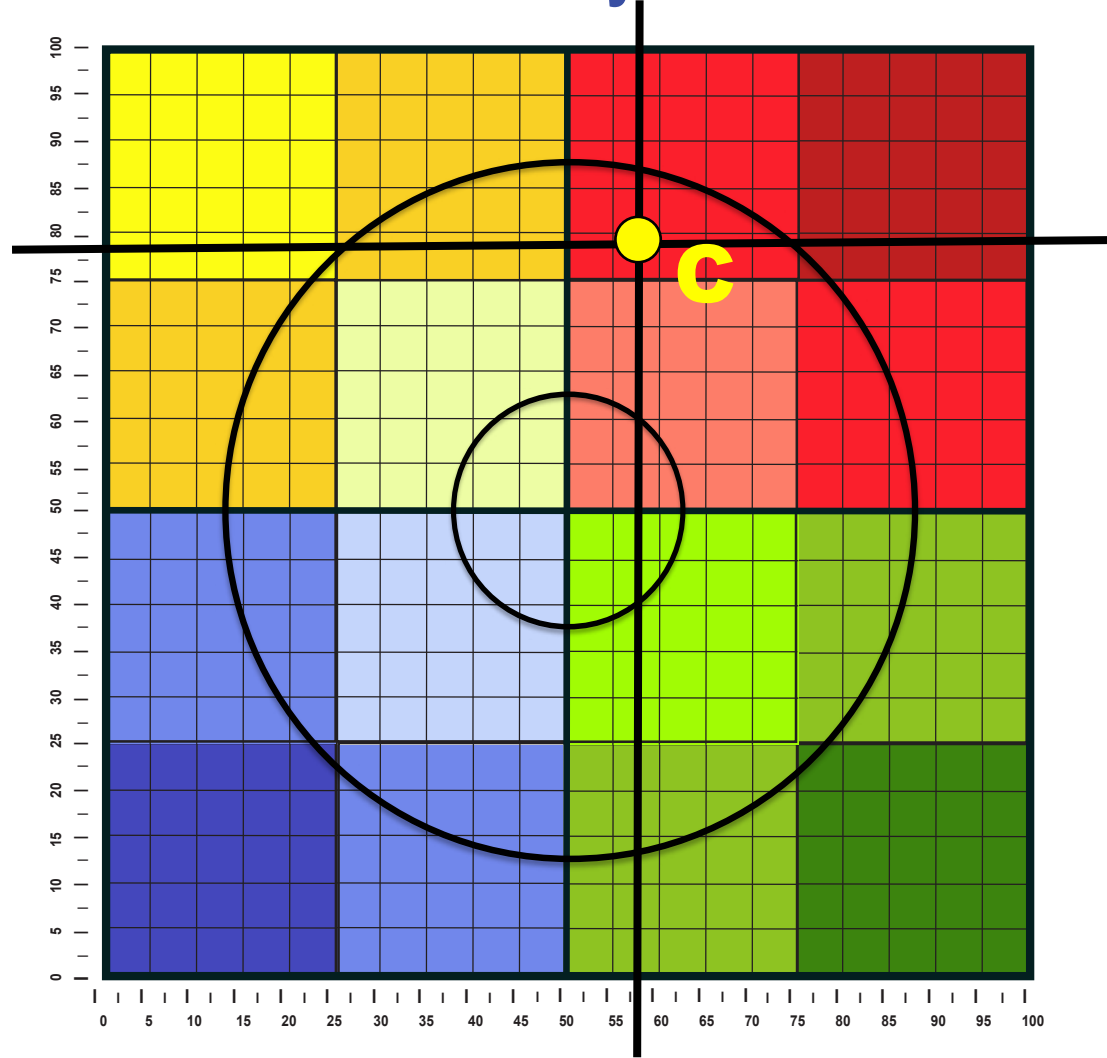
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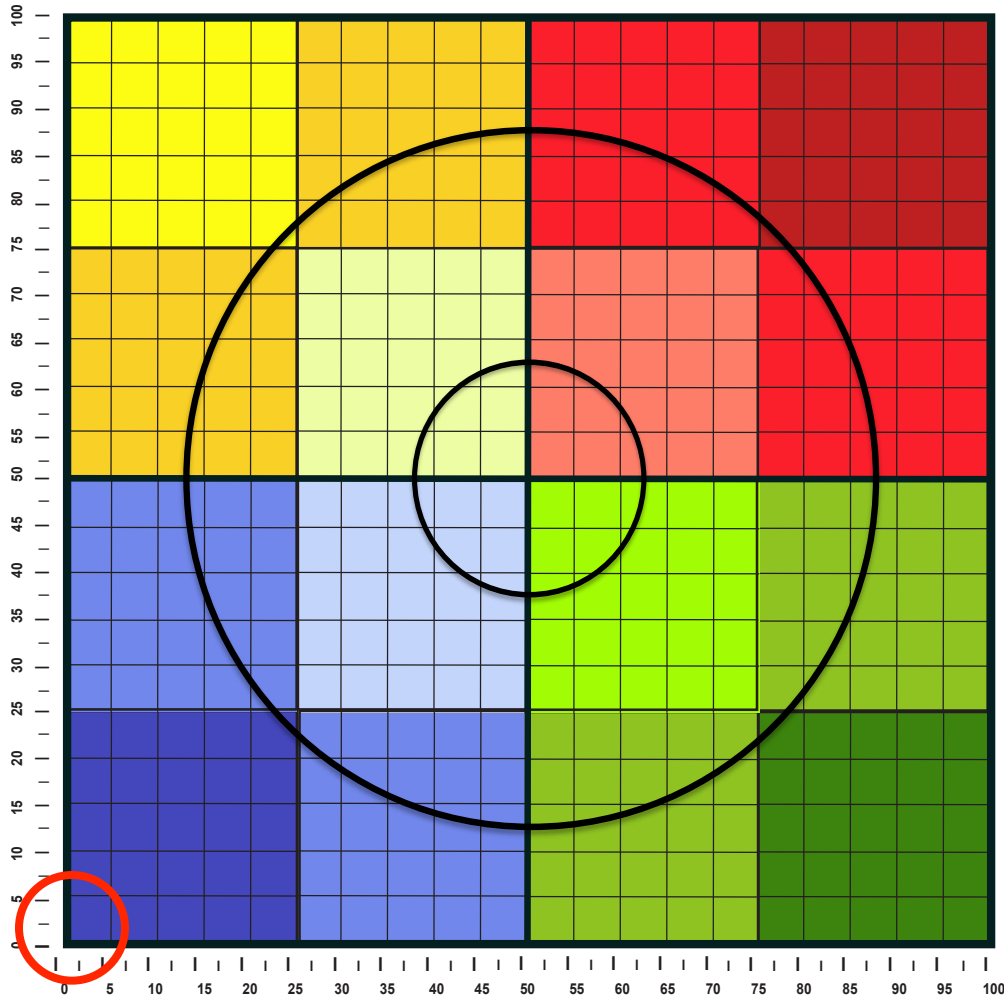
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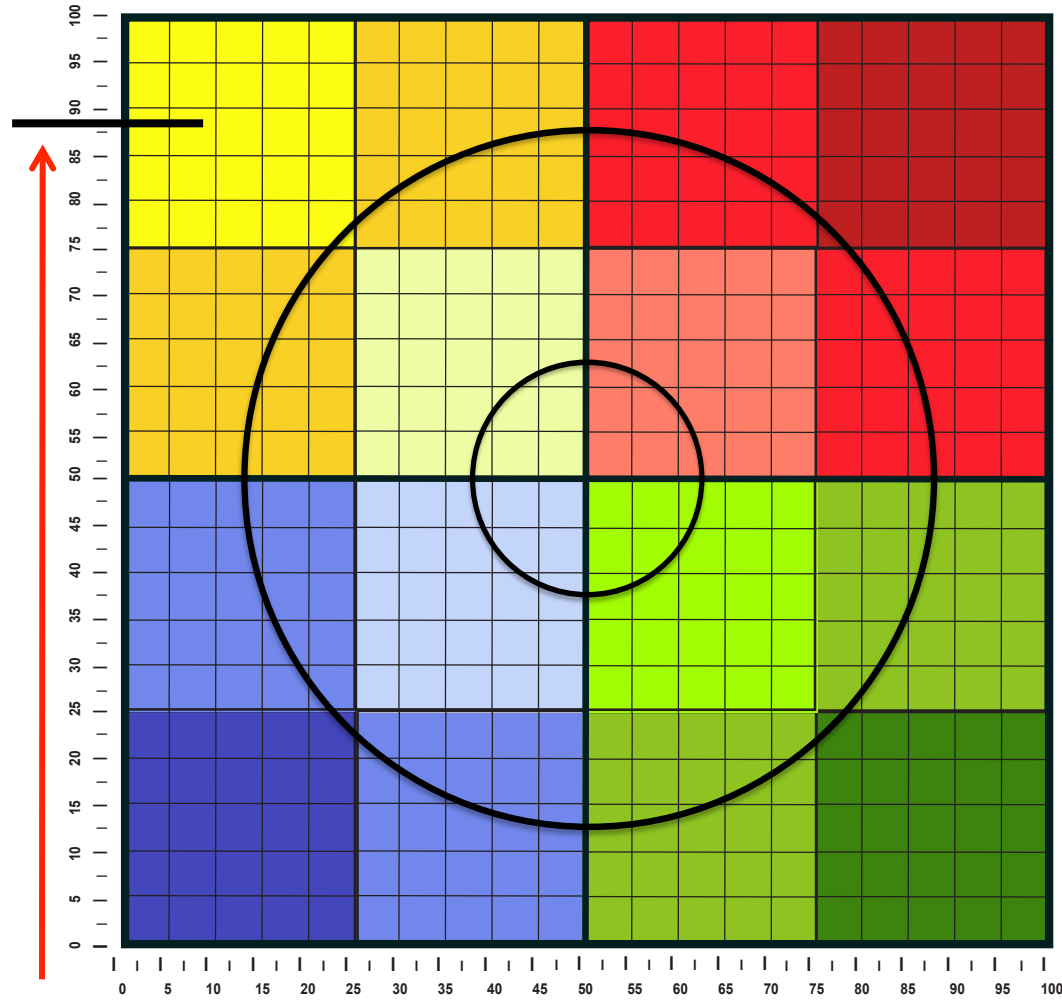
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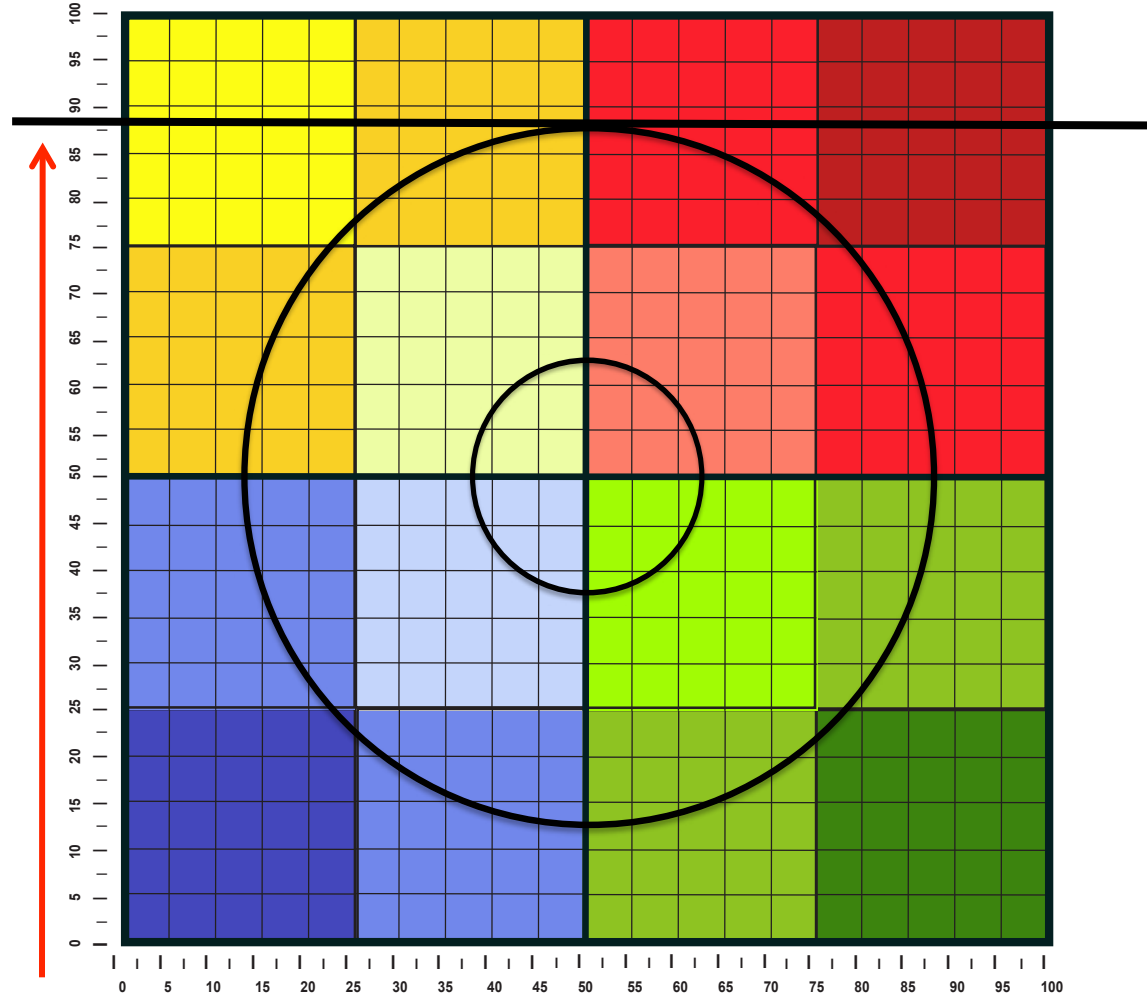
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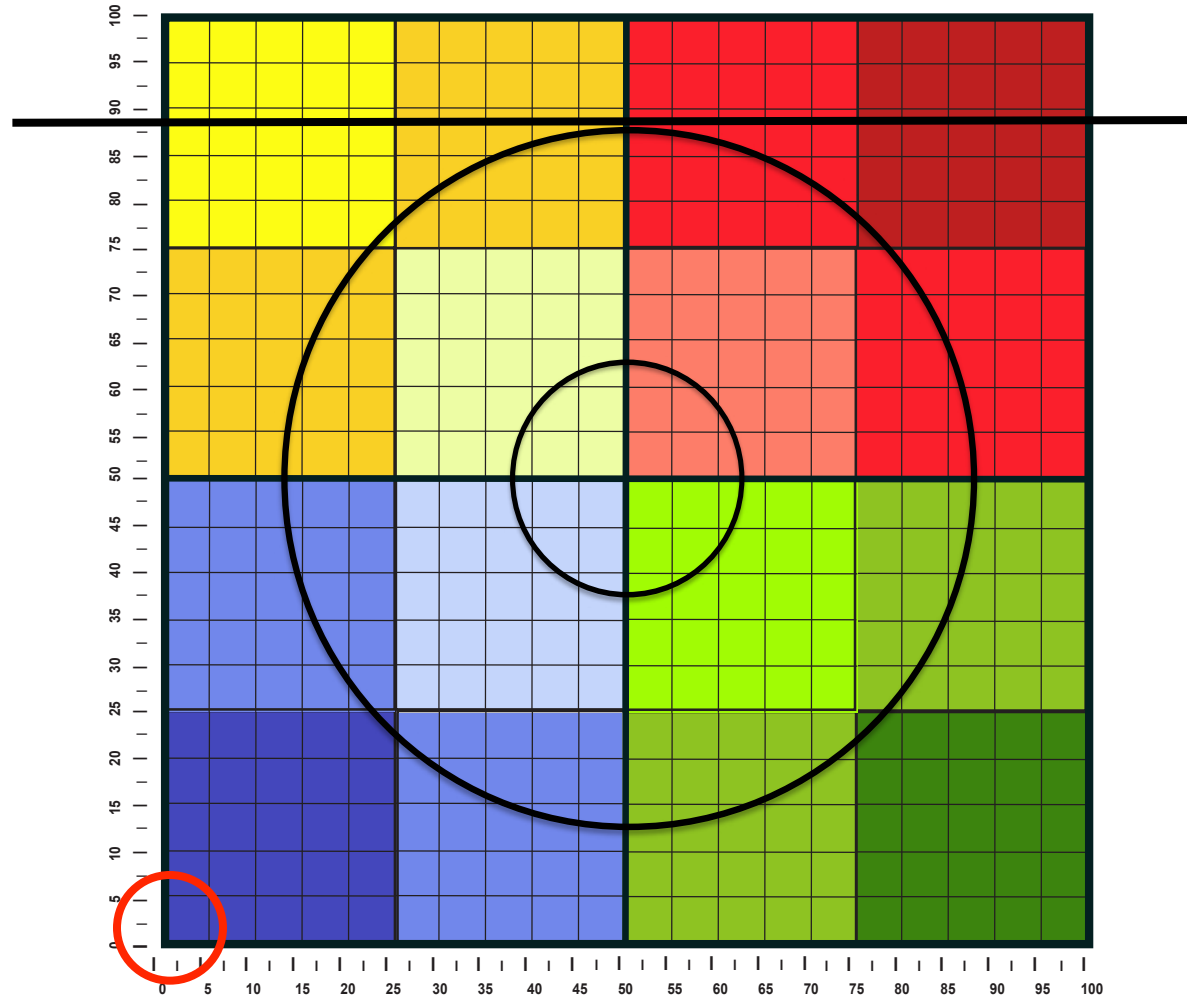
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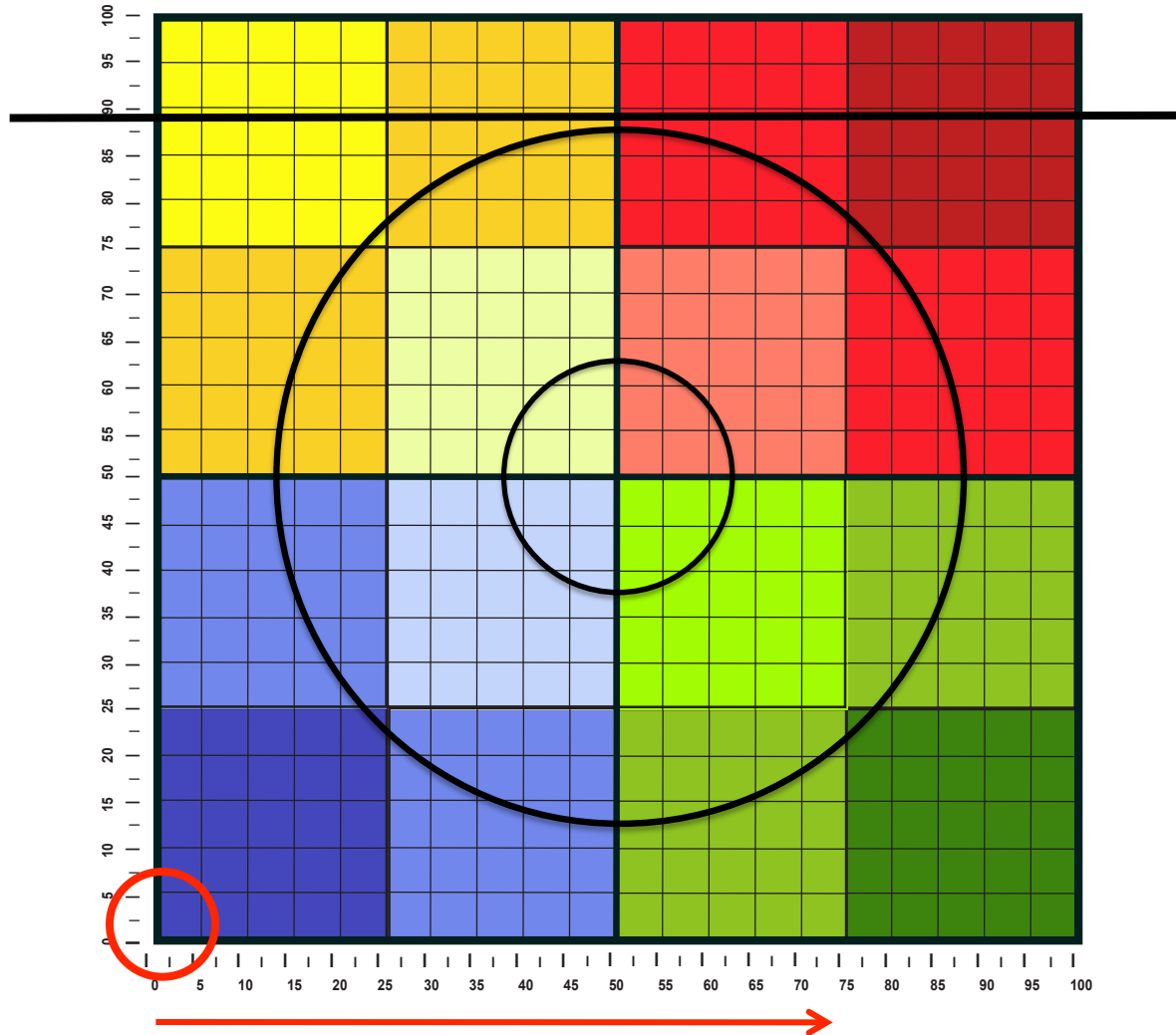
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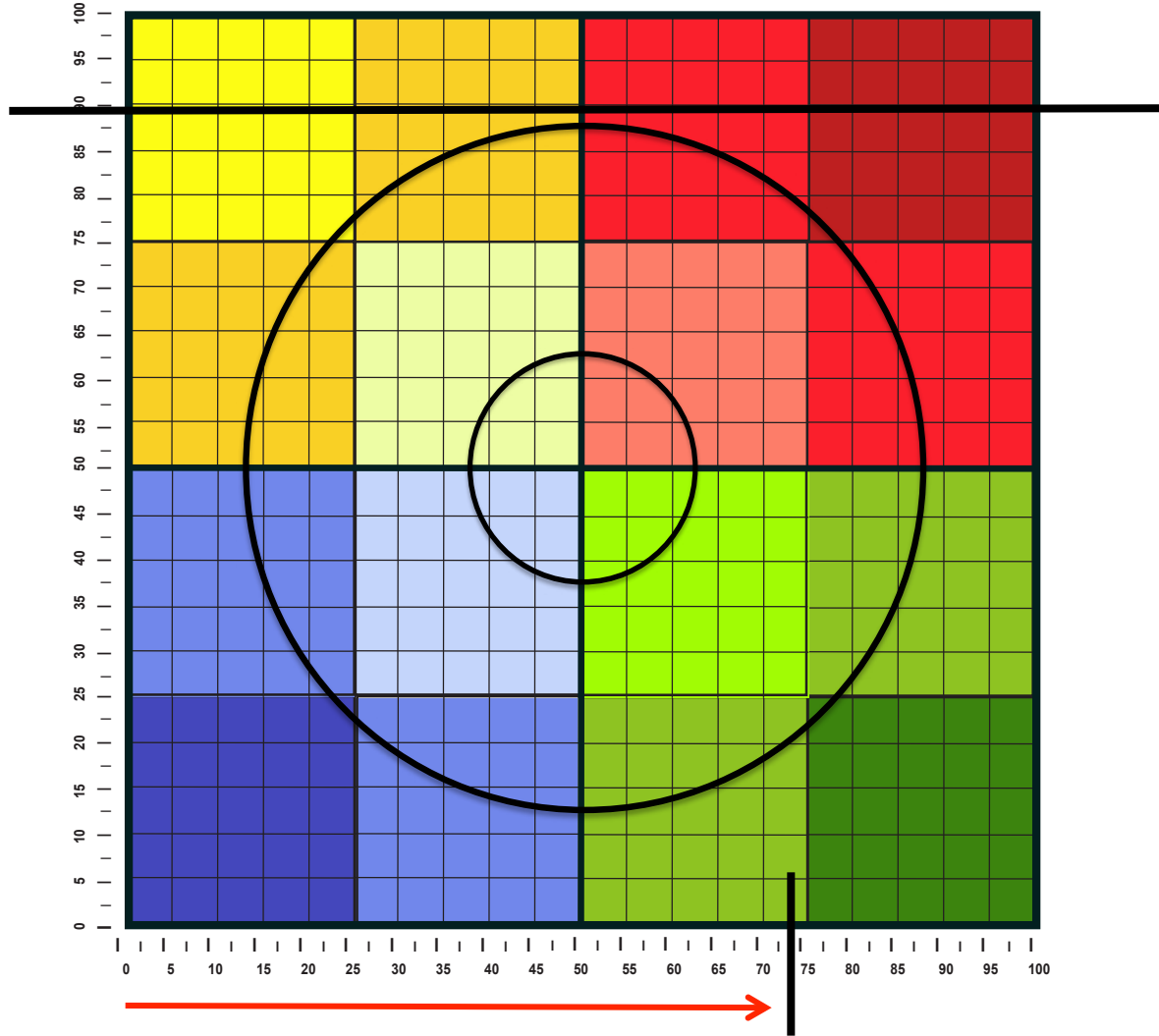
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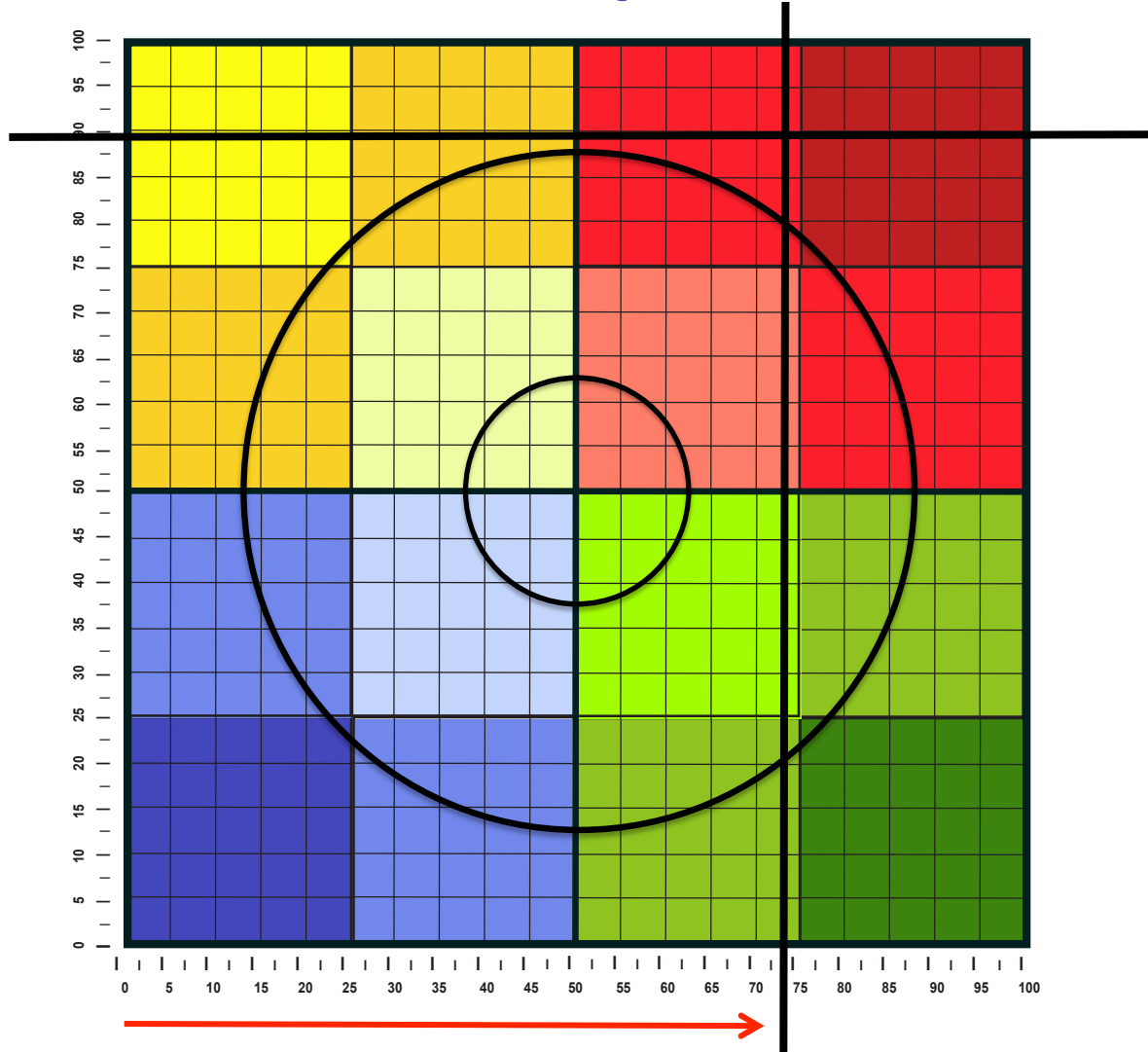
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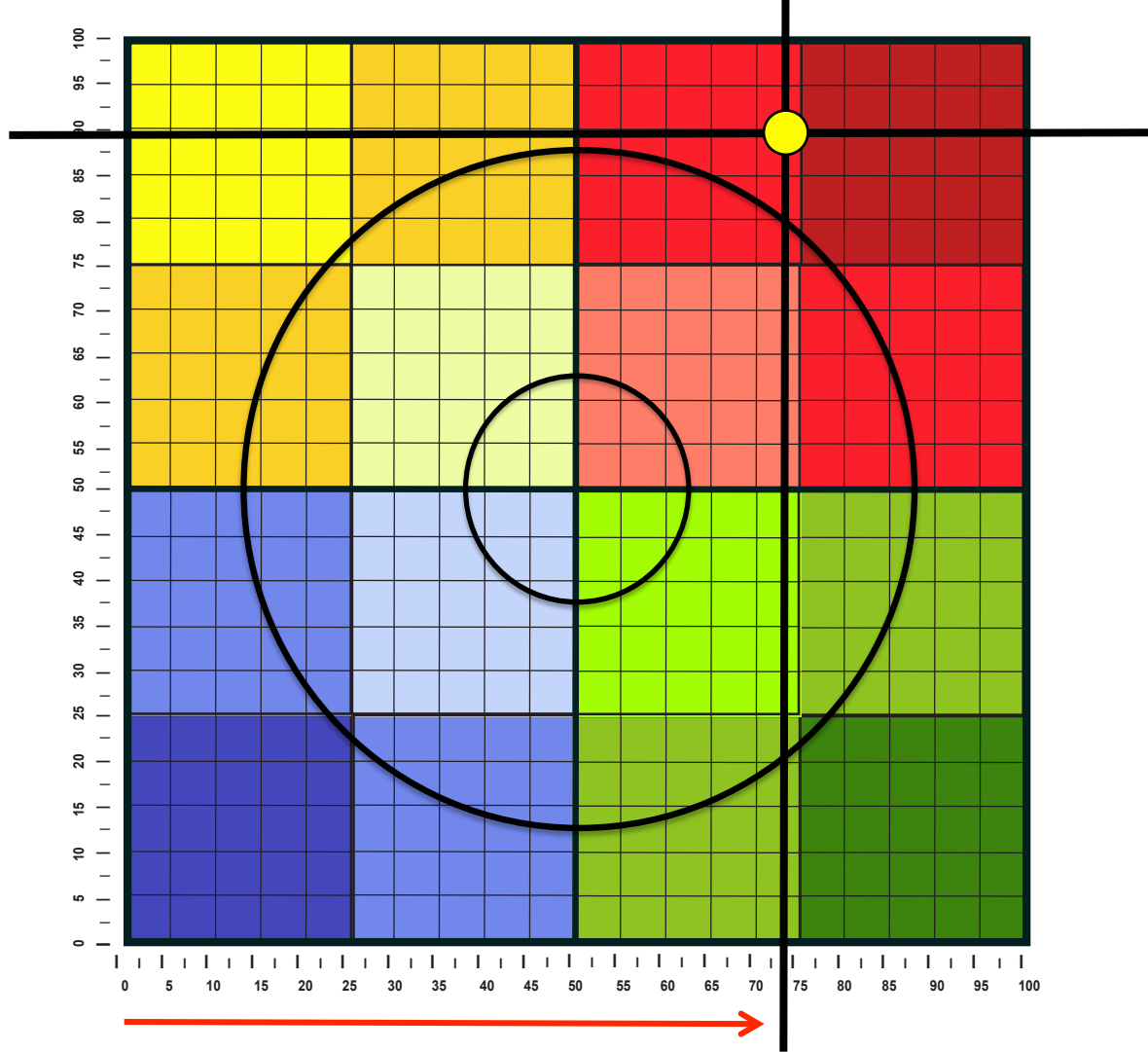
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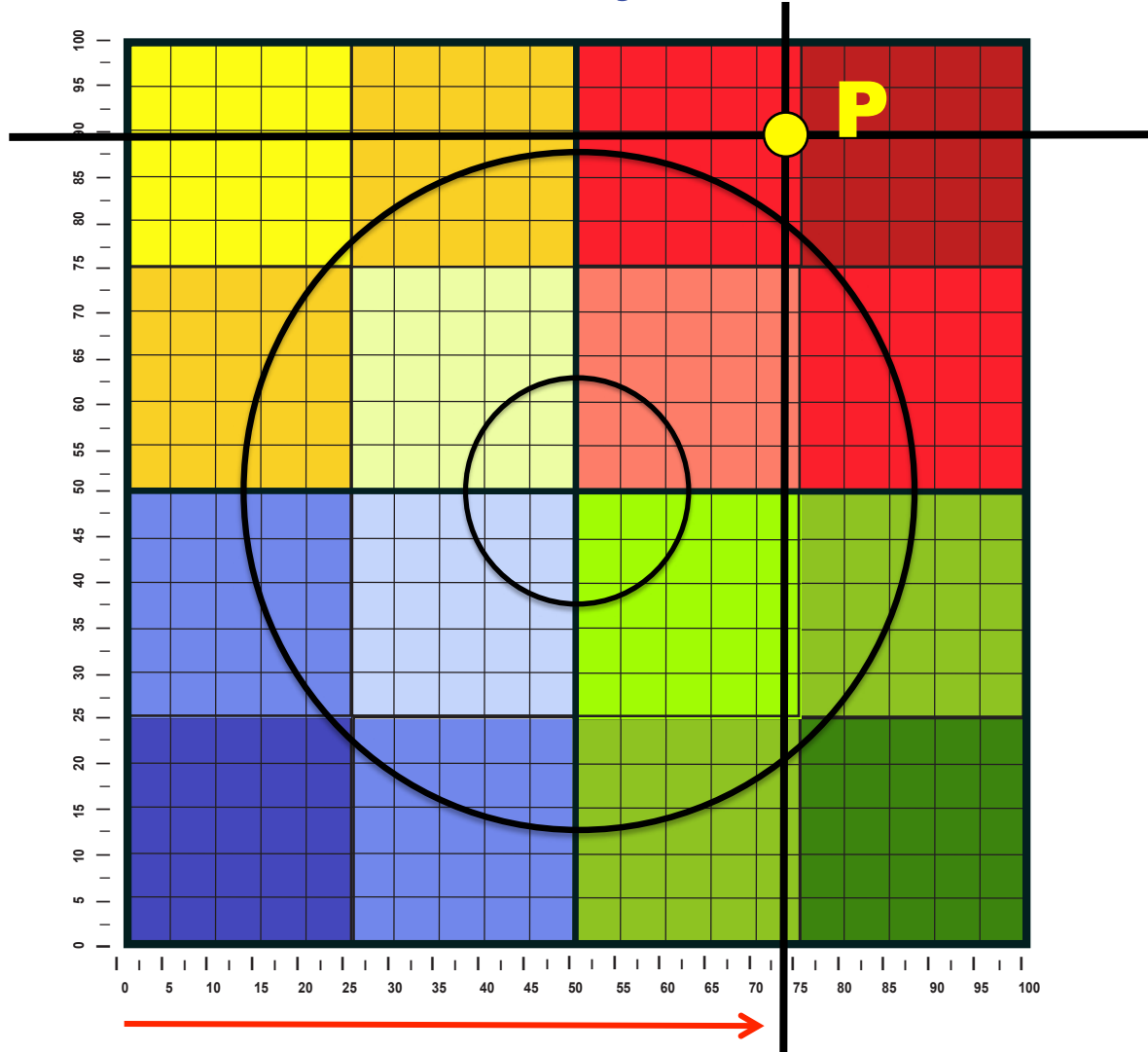




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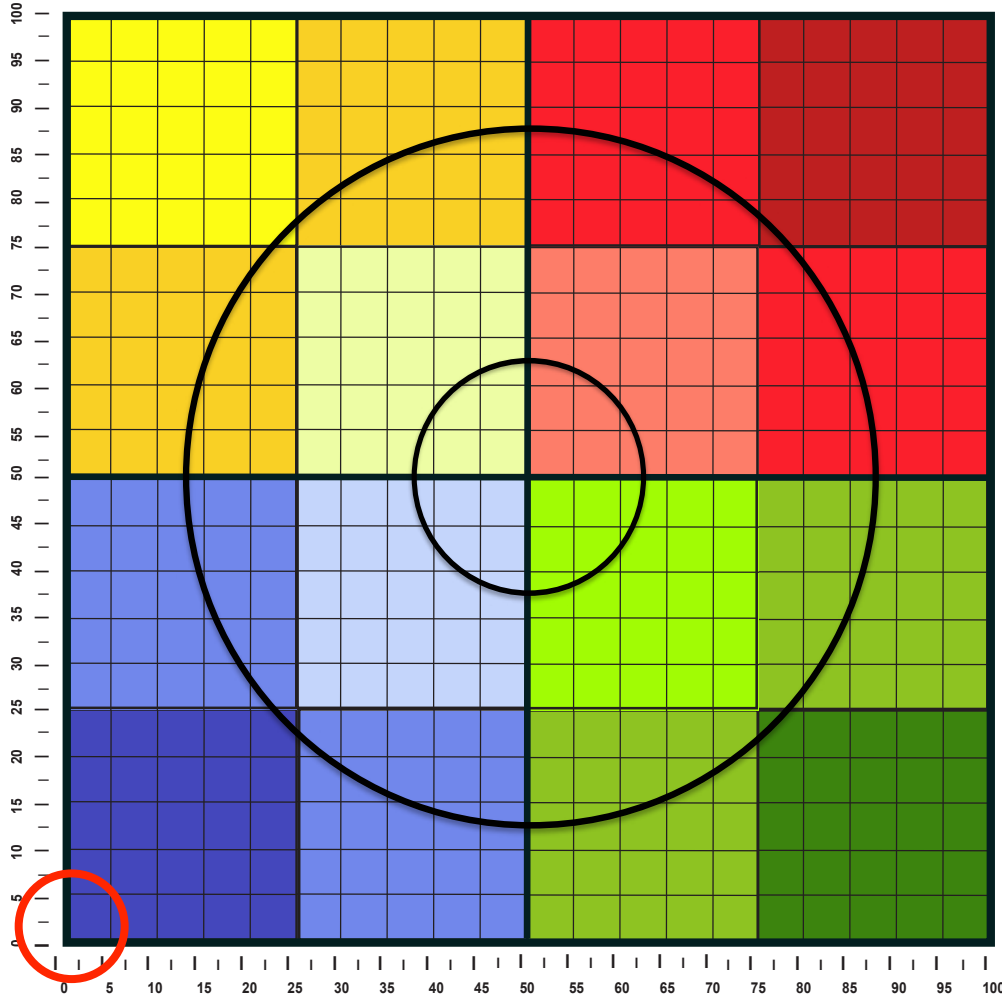
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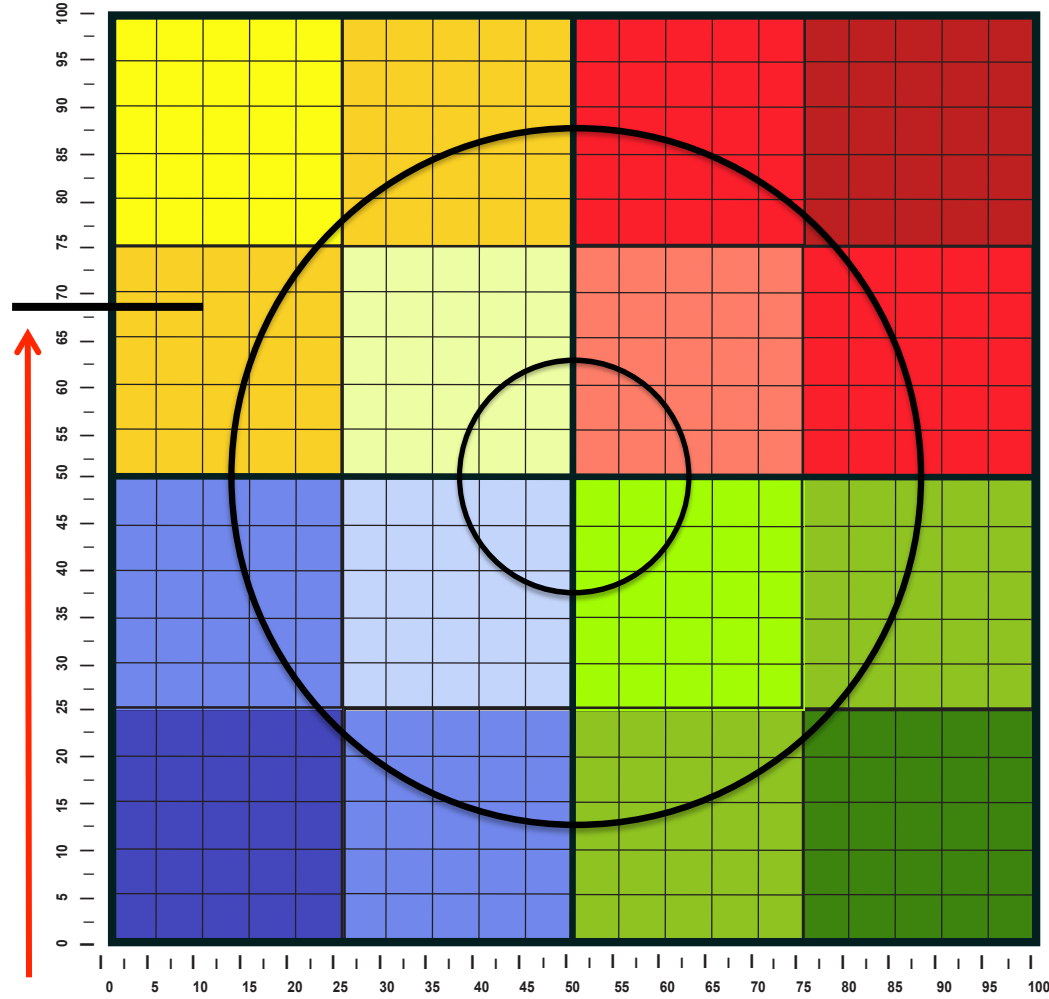
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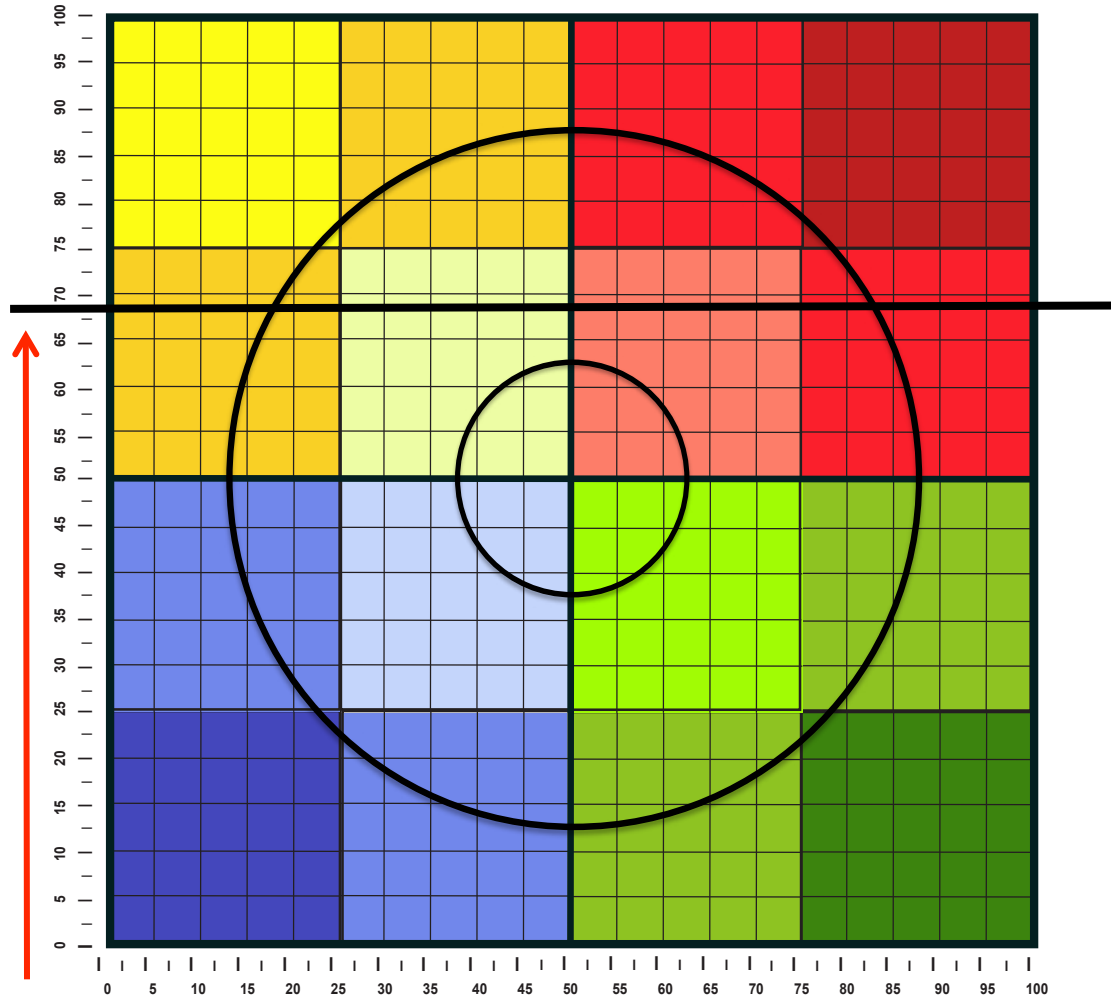
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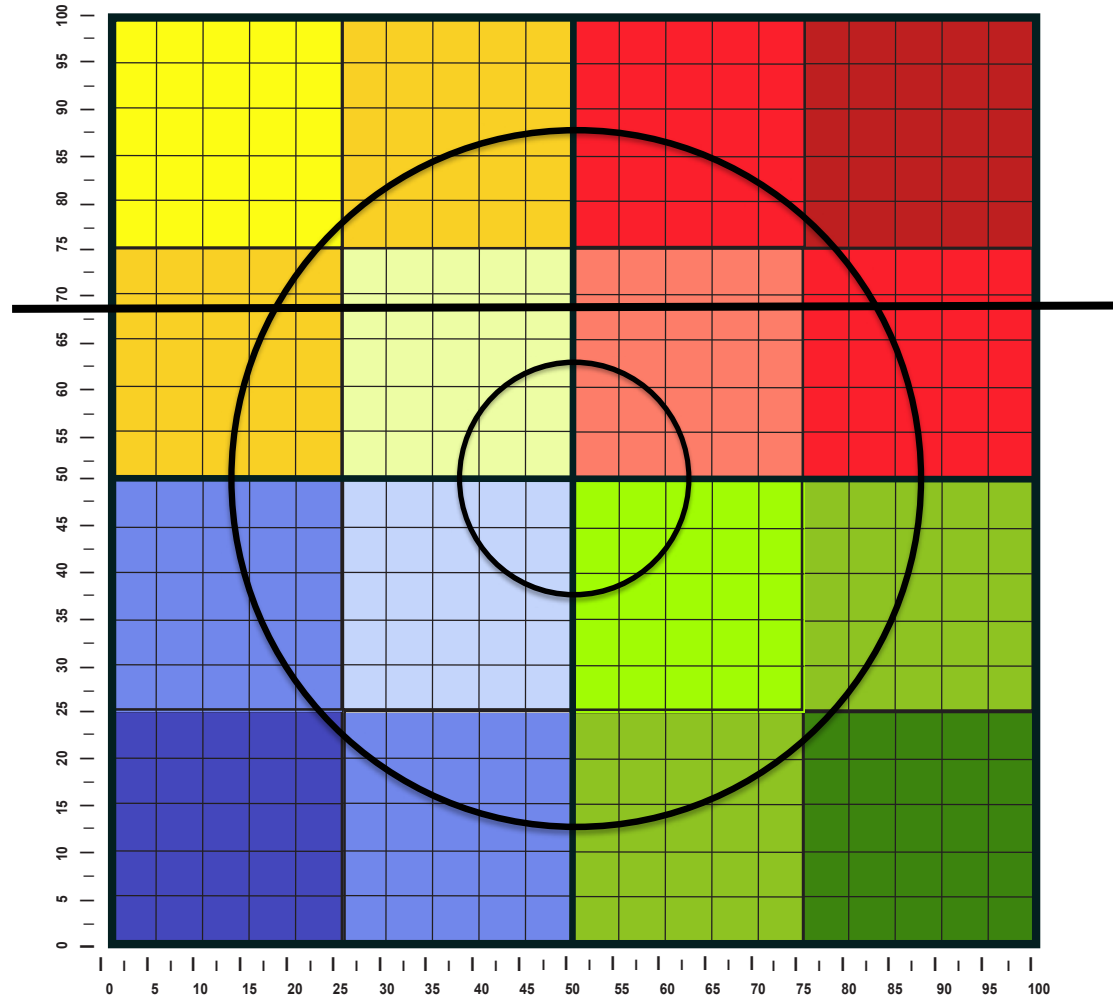
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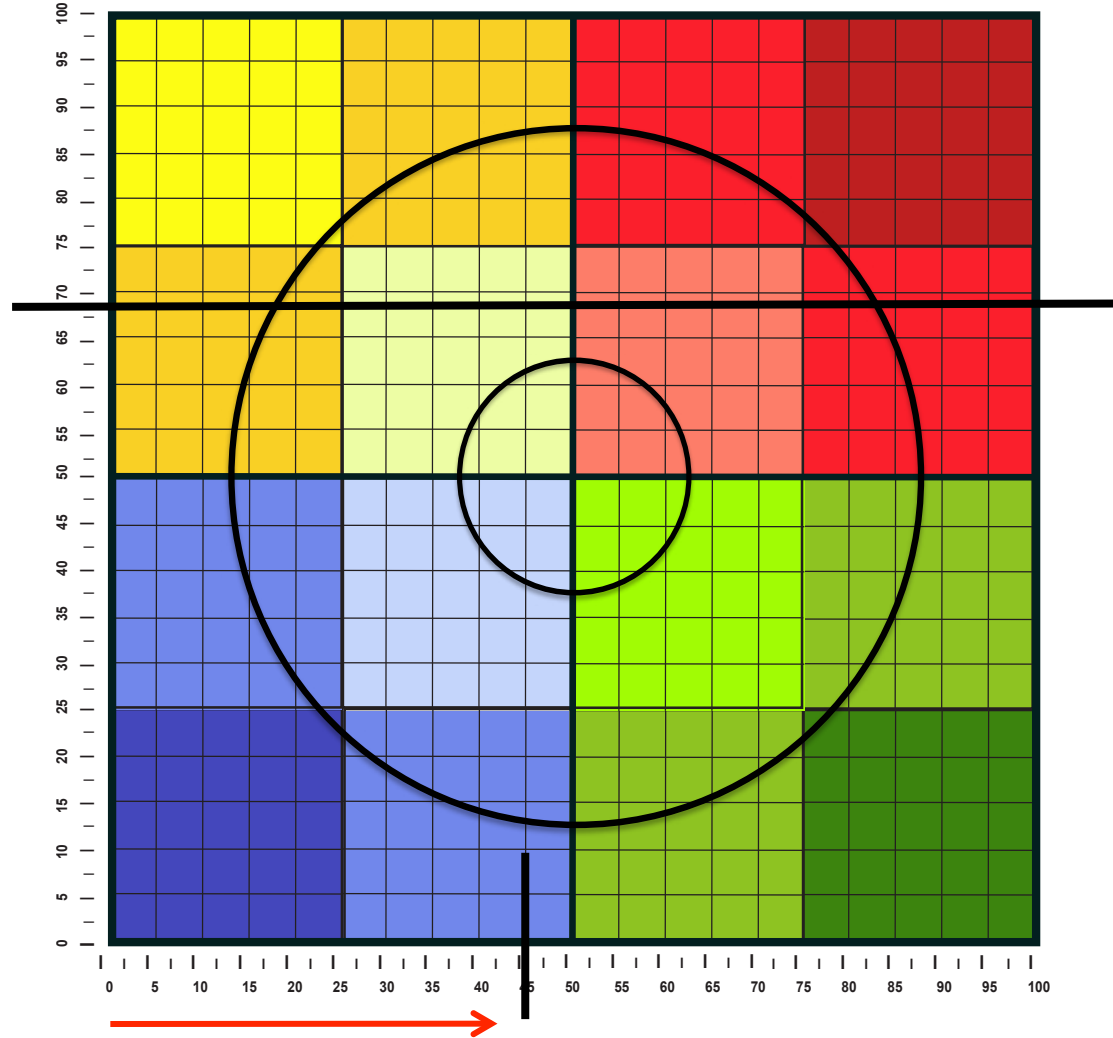
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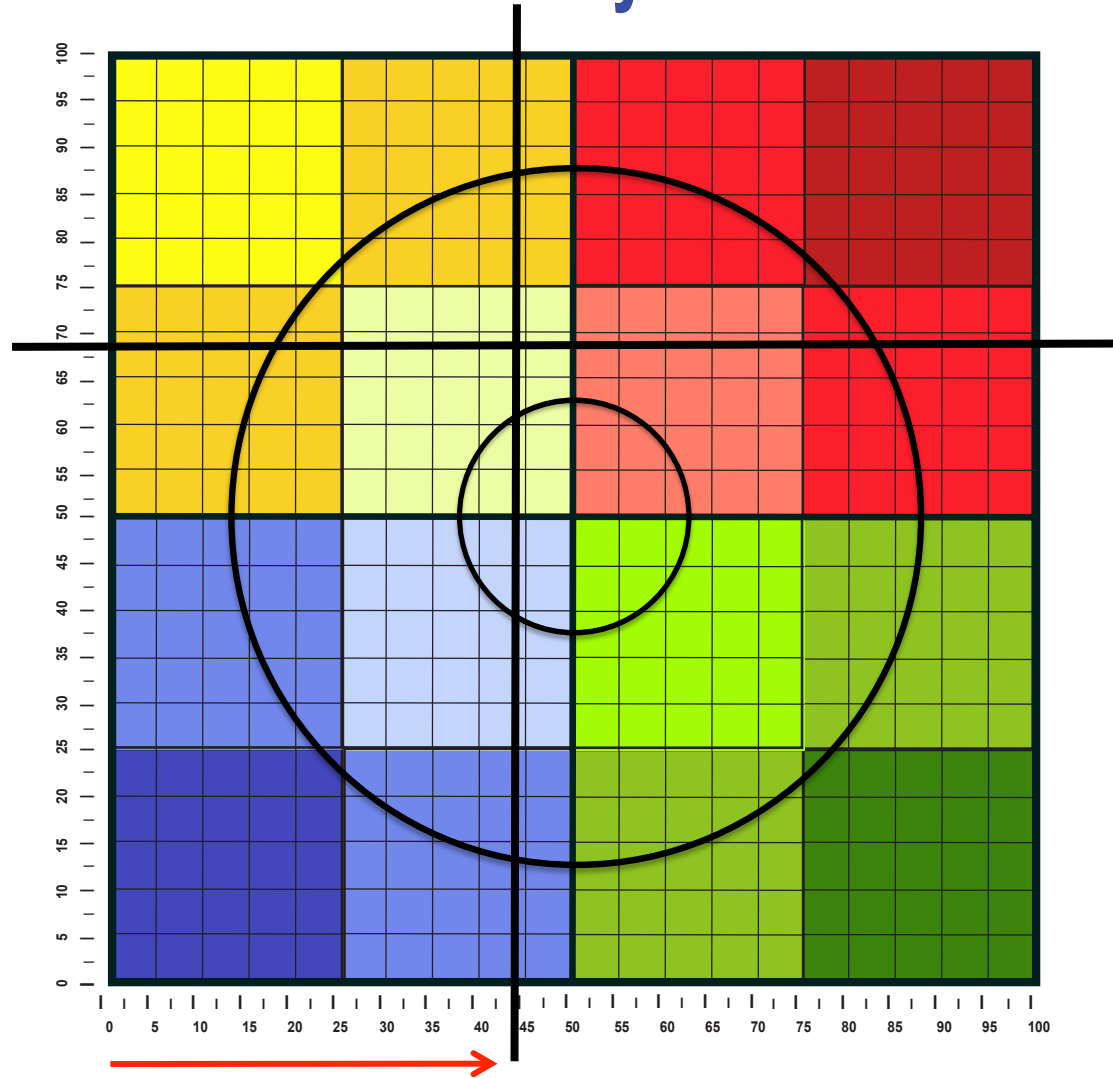
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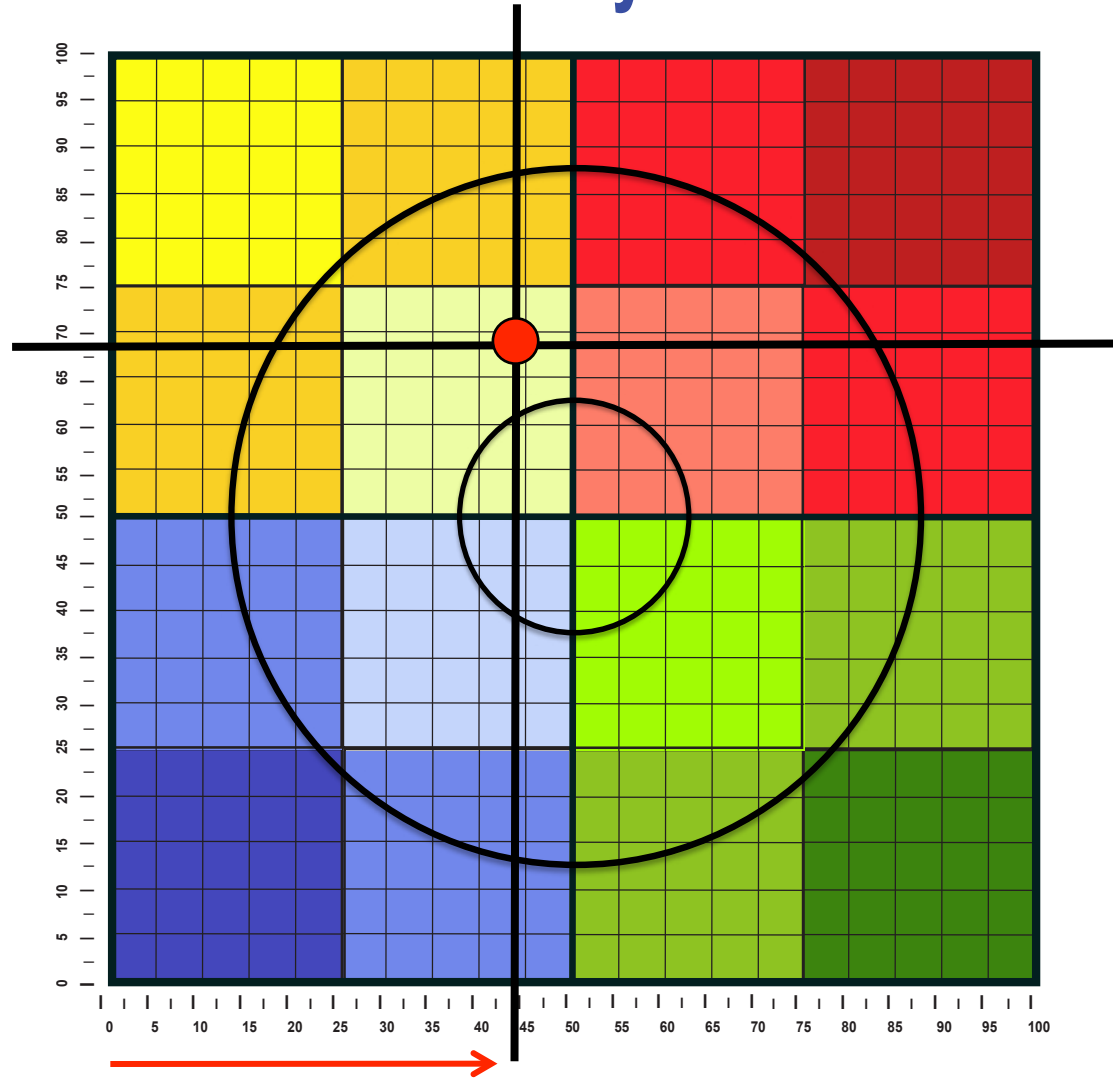
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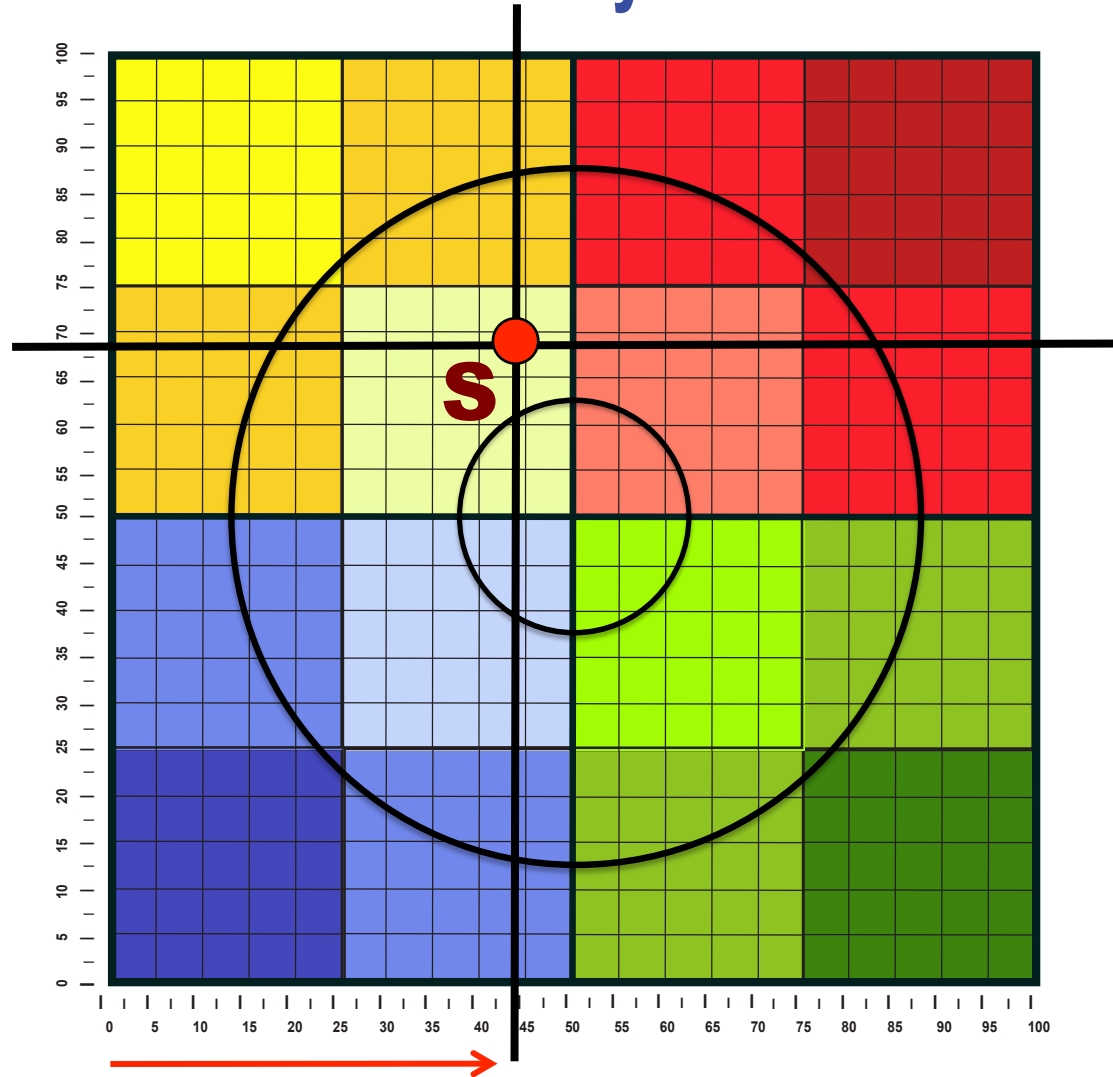
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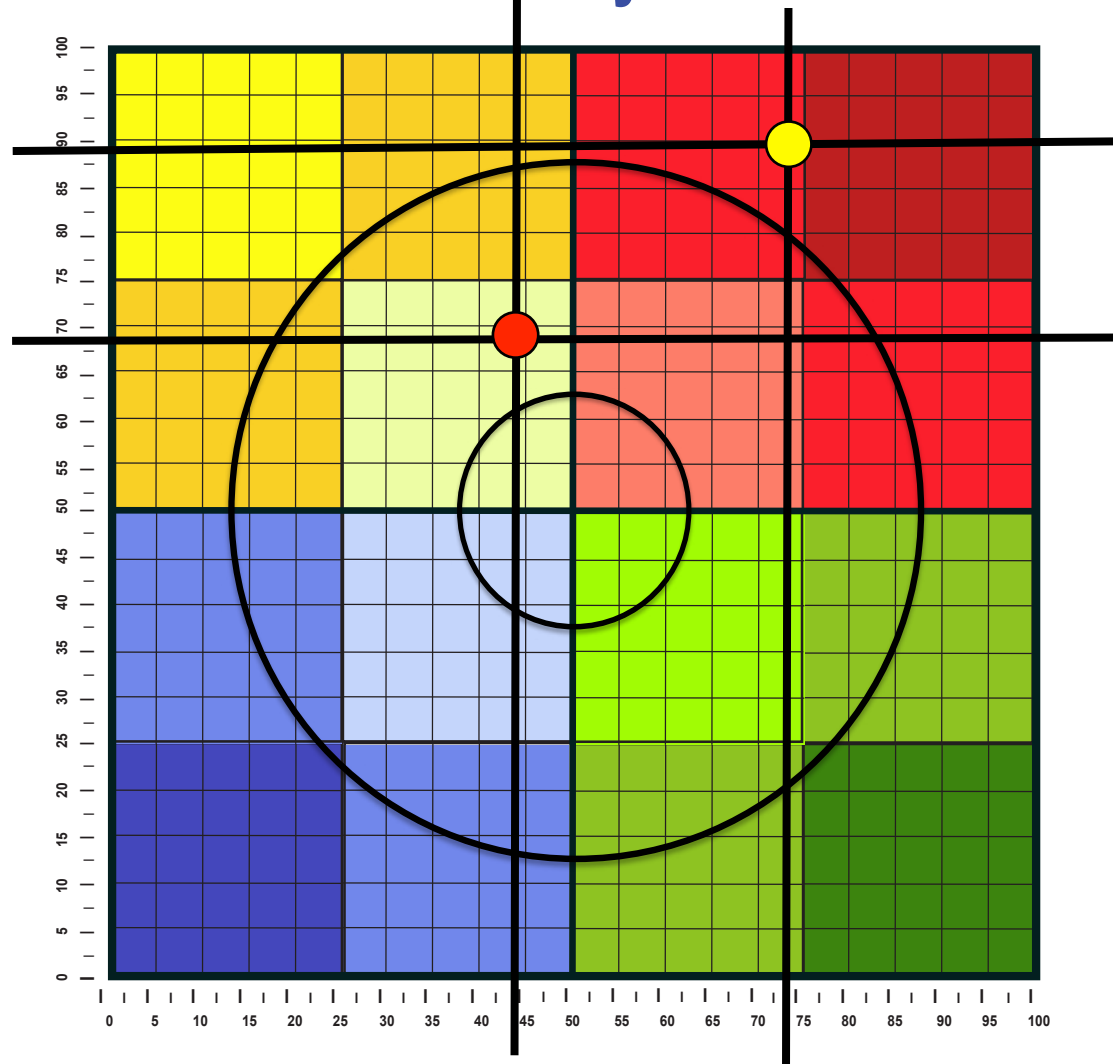
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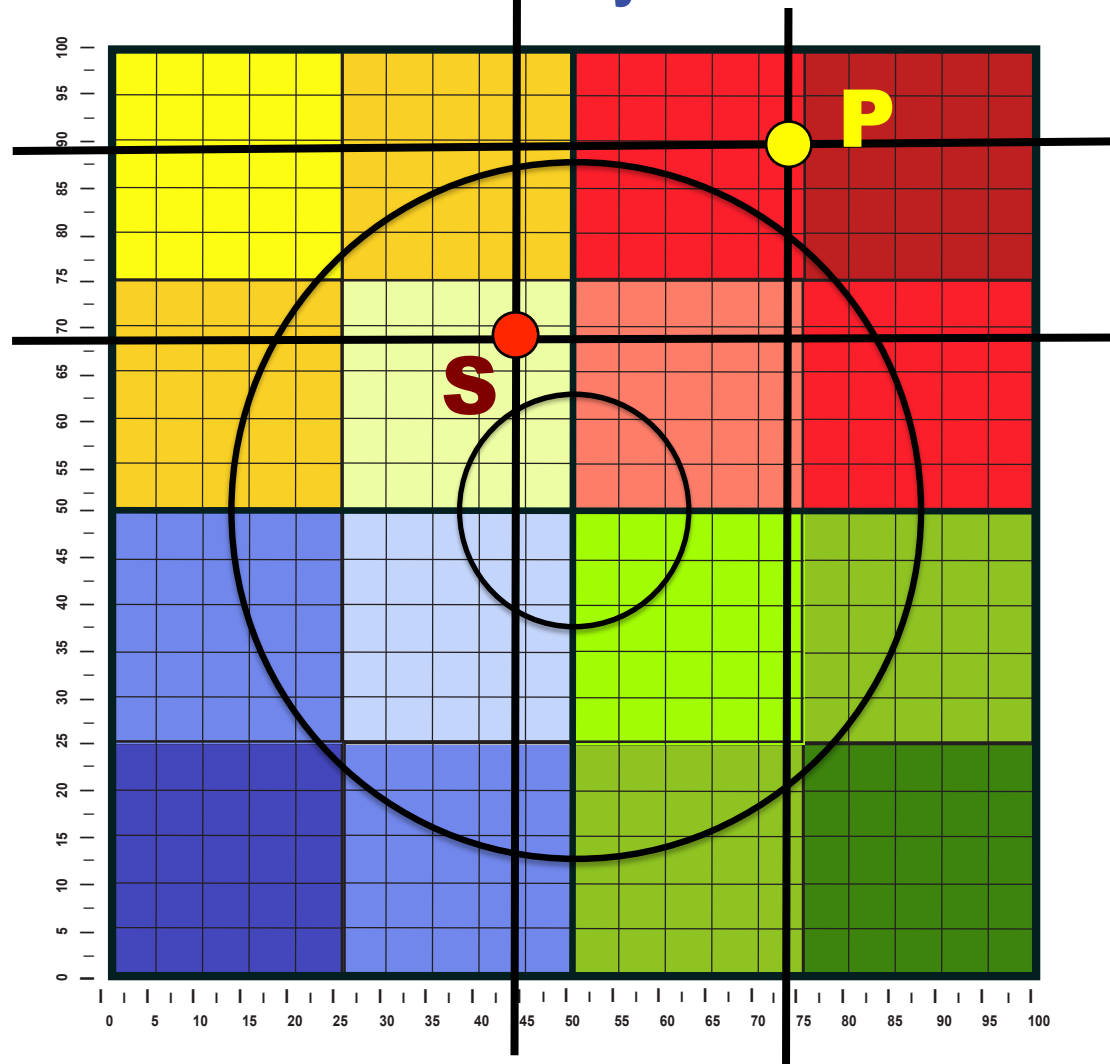




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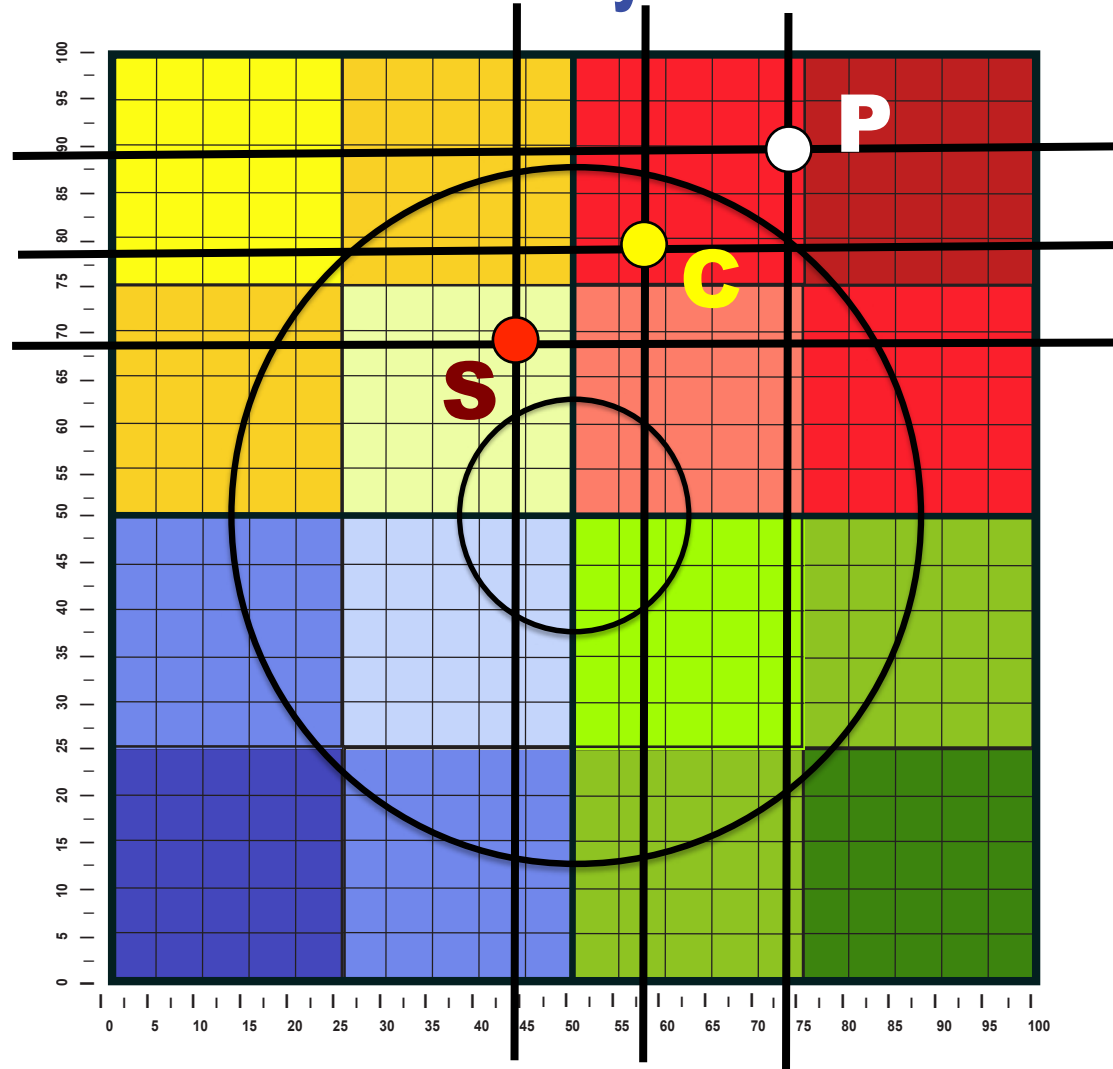




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Observing

Behavior is what a person does. It can be seen and heard. Behavior includes gestures, posture, facial expressions as well as words and voice intonation. Behavior is outside the person for all the world to see.

Inferring

Many inner qualities lie beneath the behavioral surface: thoughts, attitudes, feelings, beliefs, values, etc. Inner qualities cannot be observed – only inferred. No one knows for sure however what is going on in a persons inner world. We can only guess at what a person is feeling or thinking.



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Assertiveness

Four behavioral patterns are particularly useful in determining a person's assertiveness:

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	LESS ASSERTIVE	MORE ASSERTIVE
Quantity of Speech	LESS	MORE
Volume of Speech	SOFTER	LOUDER
Rate of Speech	SLOWER	FASTER
Energy Expressed	LESS	MORE

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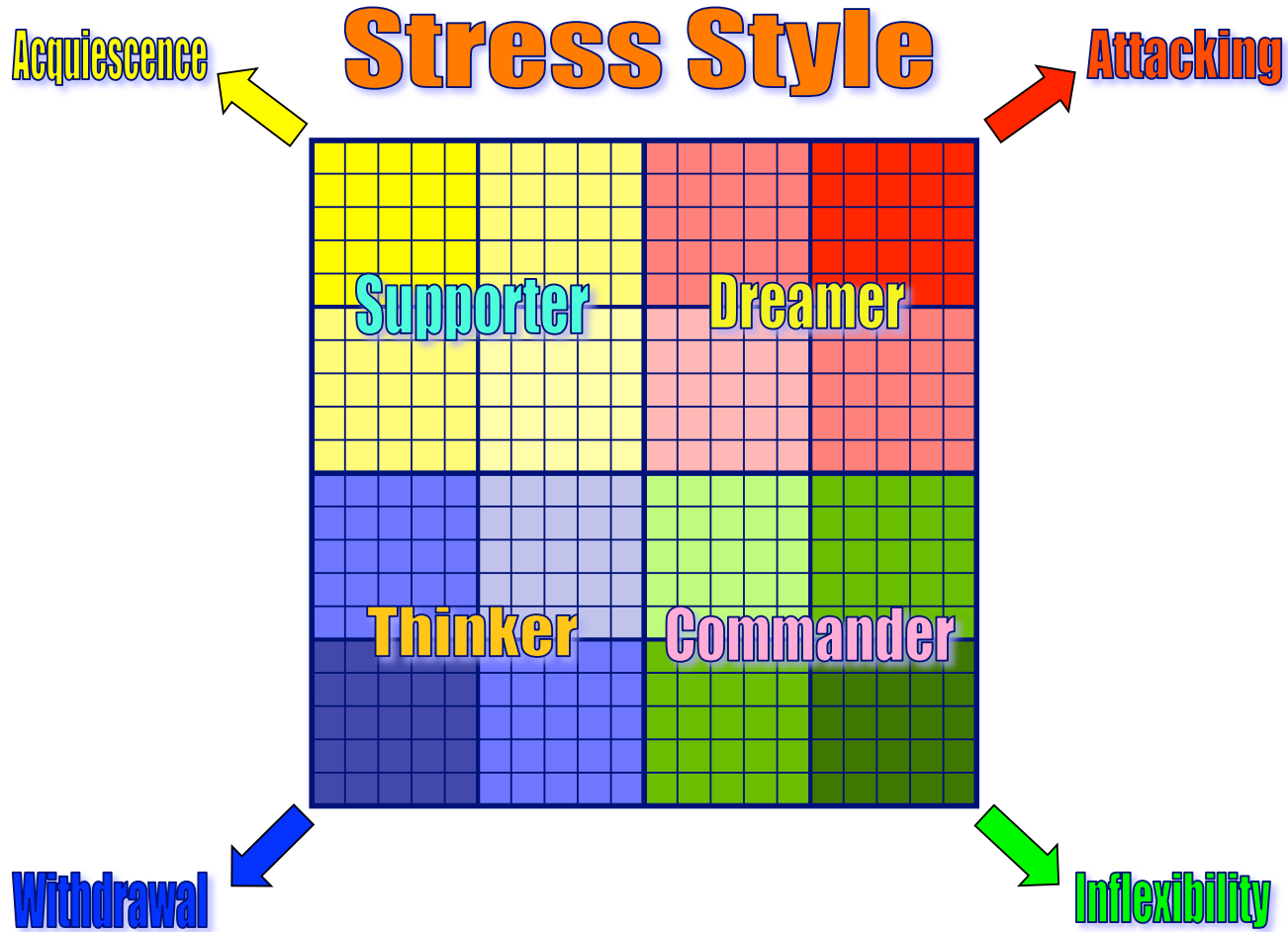
Expressiveness

Four behavioral patterns are particularly useful in determining a person's expressiveness:

	LESS EXPRESSIVE	MORE EXPRESSIVE
Facial Animation	LESS	MORE
Voice Intonation	LESS	MORE
Use of Gestures	LESS	MORE
Emotional Inference	LESS	MORE



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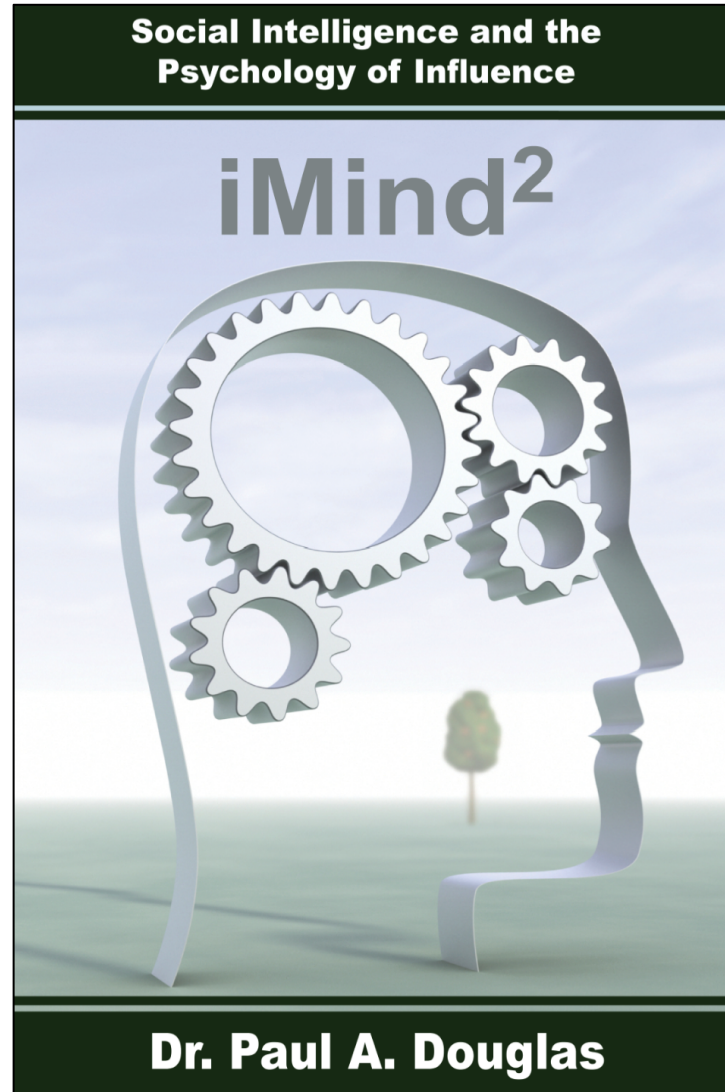




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