

EASI



master[™]
VALUE PEOPLE

Project Manager

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EASI (18/03/2014)

+ Extended Test Taker Report

master[™]
VALUE PEOPLE

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ABOUT THIS REPORT

TOOL & REPORT

EASI is a Typology describing typical behavioral and/or motivational styles in an occupational setting. This is further described in this report. The following report is generated only from answers given on the EASI questionnaire and doesn't include information given from any other sources. This report is for your own use and is private and confidential.

PURPOSE: INDIVIDUAL DEVELOPMENT

The purpose of this test is to get a firm point of departure for a constructive personal training. The dialogue with the use of EASI can help to focus on strengths and possible areas needing development. In addition it may provide a good opportunity to discuss the aspects that the test taker especially thrives on at work.

ETHICAL CONSIDERATIONS AND TEST TAKER'S RIGHTS

None of the results are to be considered somehow "right" or "definitive", but should always be assessed on the basis of the tasks to be solved in a specific job. The test taker is entitled to have questions about results answered by EASI certified person. The test taker should be informed of the process of which test results are a part and how the results will be used in the process. The test taker should also be told who will be made privy into whatever insights the test reveals.

ACCURACY OF THE REPORT

The behavior and motivation at work may change over time and are partially dependent on the work circumstances. If it has been a while since the test taker last took the test, you should consider whether the contents of this report still apply. The quality of EASI is particularly well documented and grounded in international standards for test quality.

The accuracy of this report very much depends on how honestly and spontaneously the test taker replied.

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Questionnaire Completed: 18/03/2014

NORM GROUP

To get a better understanding of the results, the response is compared to those of a norm group. The norm group consists of a representative sample of a business cohort. This is a compilation that takes age, gender, management level, industry etc. into consideration.

Selected norm: **Swiss Norm (German Speaking Part)**

YOUR BEHAVIOURAL STYLE

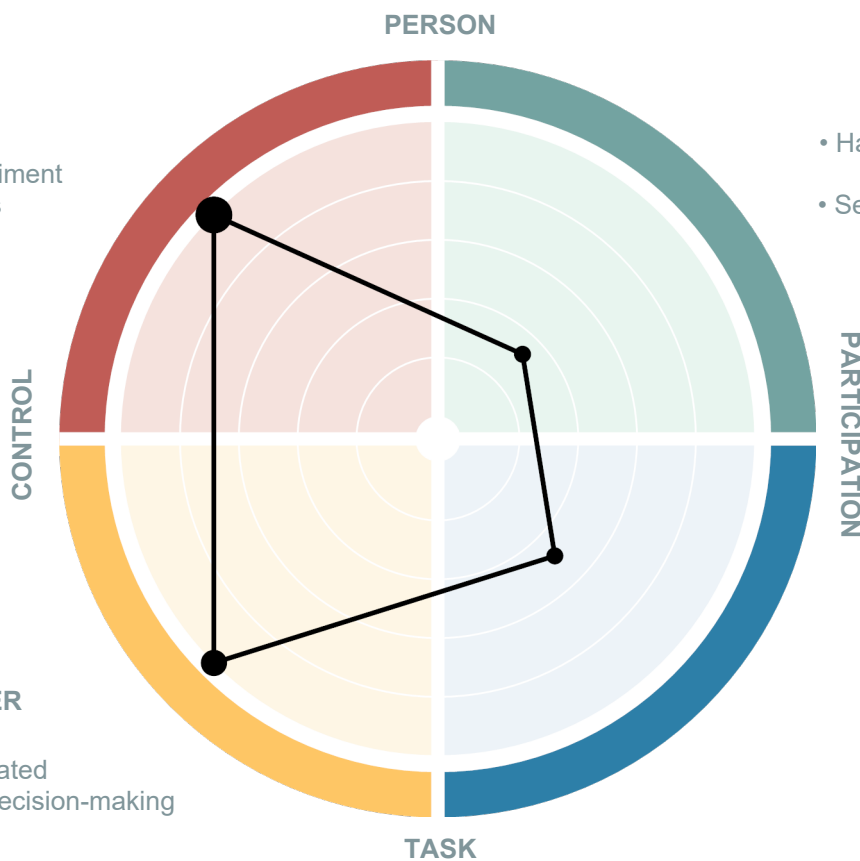
We all have certain patterns of behaviour that we exert more often than others. These behavioural patterns can be divided into four different styles. Below is your score on the four styles, based on your questionnaire responses about your behaviour.

ENTHUSIAST

- Exuberant
- Emotional
- Outgoing
- Influential
- Like to experiment
- Spontaneous

SUPPORTER

- Sensitive
- Empathetic
- Welcoming
- Harmony-seeking
- Patient
- Seeking cohesion



IMPLEMENTER

- Controlling
- Result-orientated
- Effective in decision-making
- Pragmatic
- Direct
- Impatient

ANALYST

- Deliberate
- Systematic
- Conscientious
- Rational
- Critical
- Formal

YOUR PRIMARY AND SECONDARY BEHAVIOURAL STYLE

PRIMARY BEHAVIOURAL STYLE: ENTHUSIAST

Your primary style is the behaviour that you exert most of the time, and what others will often perceive.

OVERVIEW

- Exuberant
- Emotional
- Outgoing
- Influential
- Like to experiment
- Spontaneous

IN DETAIL

Enthusiasts typically express their emotions and may very easily be influenced by the mood of the group. Conversely, Enthusiasts' moods can also have a great influence on the mood of the group. An exuberant Enthusiast can increase the positive atmosphere in most groups, and fill them with energy.

Enthusiasts are excellent at expressing such positive feelings as pleasure and enjoyment. They can also, on occasion, freely express anger and disappointment. These positive emotions help Enthusiasts and the people around them to get through difficult or stressful situations.

Enthusiasts have positive expectations of the contributions of others in a collaboration. They are extroverted, and easily communicate with most people, including those they have not met before. Enthusiasts attract others with their openness and are easily inspired by others' contributions.

Enthusiasts often breach or challenge the fixed frameworks and procedures. Therein lies great potential for creating new, different ideas and ways of doing things. Enthusiasts create a lot of ideas with other people, because they are so open and easily inspired. They seek out change, and often see opportunities that others miss. They are very willing to experiment and enjoy working with multiple options.

Enthusiasts are very talkative, and enjoy talking about themselves. In most situations, they put themselves in the centre of things and other people often acknowledge them as colourful and lively people. In a collaboration, they may easily take control and influence others' attitudes. They may even be regarded as dominating. This is supported by an energetic, impatient and high-tempo approach to the team and its tasks, which means that others also regard Enthusiasts as initiators.

They may at first seem to be very tidy people with a grip on things, but under pressure they often lack organisation and a methodical approach. Enthusiasts take things as they come and improvise along the way.

Enthusiasts are good at making quick decisions. They are impulsive and spontaneous. When they make a decision, they often trust their immediate intuition and follow their instincts.

Enthusiasts seek excitement and dynamic surroundings, instead of peace and predictability. They accept all accompanying risks without question. They look for change, and therefore prefer to delegate routine tasks, or tasks that require close focus on details. They would much rather focus on concepts and overall features.

SECONDARY BEHAVIOURAL STYLE: IMPLEMENTER

Most people also behave in ways that can be explained by their Secondary style. The secondary style is typically not as obvious to others as the Primary style. However, the Secondary style may develop over time and may even become the Primary style as one becomes older and/or the characteristics of work develop.

OVERVIEW

- Controlling
- Result-orientated
- Effective in decision-making
- Pragmatic
- Direct
- Impatient

DESCRIPTION

Implementers are efficient, result-orientated and keep their main focus on the tasks in hand. They make quick decisions and seek to survey and control the situation. As a result, they are usually perceived as dominating. They appear to be sceptical, independent and to possess great self-confidence. Implementers are emotionally controlled, but communicate directly and level-headedly – which includes expressing any dissatisfaction they may have about things. Implementers do not spend much time discussing new ideas, but most often impatiently try to identify effective solutions.

MORE ABOUT YOUR PRIMARY BEHAVIOURAL STYLE

STRENGTHS

Here are some typical strengths associated with Enthusiasts:

- Have their own unique impact on decisions and discussions.
- Infect everyone else with their enthusiasm.
- Good at talking to anyone.
- Very energetic.
- Make rapid decisions.
- Are good at getting the big picture.
- Very curious and like to experiment.
- Easily navigate through chaotic situations that require improvisation or the adoption of new approaches.

PITFALLS

Every strength involves a potential pitfall. The more evident our strength is, the easier it becomes a pitfall. Here are some typical pitfalls associated with Enthusiasts:

- Impetuous and steamroll anyone in their path.
- React emotionally to disappointments and criticism which has a negative effect on the mood of the team.
- Superficial in their contact with others.
- Become impatient and restless.
- Make decisions that are not fully substantiated by facts.
- Overlook important details.
- Fail to appreciate solutions that previously have been shown to work.
- Lack a methodical approach to task completion.

COMMUNICATION STYLES

The four types have different ways of communicating. When someone communicates to us in “our” style we tend to listen up. By knowing a person’s preferred communication style, you may direct your own style of communication accordingly, thereby increasing your impact and the level of understanding in your communication.

WHAT YOU SAY

The four different types are interested in different aspects of what you may want to communicate.

HOW YOU SAY IT

How we say things and the way we use our body language is also important for how others perceive our message.

Below is an illustration summarizing *what* to say and *how* to say it when communicating with the four different types:

<p>ENTHUSIAST</p> <table border="0"> <tr> <td><u>What</u></td> <td><u>How</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • Possibilities • Exuberance • News value • Excitement • Prestige • Overall view </td> <td> <ul style="list-style-type: none"> • Open • Acknowledging • Lively • Animated • Curious • Informal </td> </tr> </table>	<u>What</u>	<u>How</u>	<ul style="list-style-type: none"> • Possibilities • Exuberance • News value • Excitement • Prestige • Overall view 	<ul style="list-style-type: none"> • Open • Acknowledging • Lively • Animated • Curious • Informal 	<p>SUPPORTER</p> <table border="0"> <tr> <td><u>What</u></td> <td><u>How</u></td> </tr> <tr> <td> <ul style="list-style-type: none"> • Feelings • Values • Personal experiences • Cohesion • Recognition • Empathy </td> <td> <ul style="list-style-type: none"> • Pleasant • Welcoming • Attentive • Patient • Accepting • Calm & present </td> </tr> </table>	<u>What</u>	<u>How</u>	<ul style="list-style-type: none"> • Feelings • Values • Personal experiences • Cohesion • Recognition • Empathy 	<ul style="list-style-type: none"> • Pleasant • Welcoming • Attentive • Patient • Accepting • Calm & present
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MOTIVATIONAL STYLE

All jobs involve duties that must be performed with a certain behaviour, even though we may not like doing them. In most jobs, for instance, there will be times when we have to complete routine tasks with a great deal of care, but which we do not necessarily find particularly stimulating. There may be many reasons to explain our behaviour. We may, for example, exhibit one kind of behaviour solely because others expect it, or because it has become a habit. But our behaviour may also be influenced by needs that are less obvious to those around us: our motivation.

The next section describes your motivational style. The description is based directly on responses to questions about motivation.

YOUR PRIMARY MOTIVATIONAL STYLE: ENTHUSIAST

Most people have a particular motivational style which is most evident. This is known as the Primary Motivational Style. Identifying the Primary Motivational Style allows people to work in a more goal-orientated way towards a career that meets their needs. This ensures greater job satisfaction and productivity.

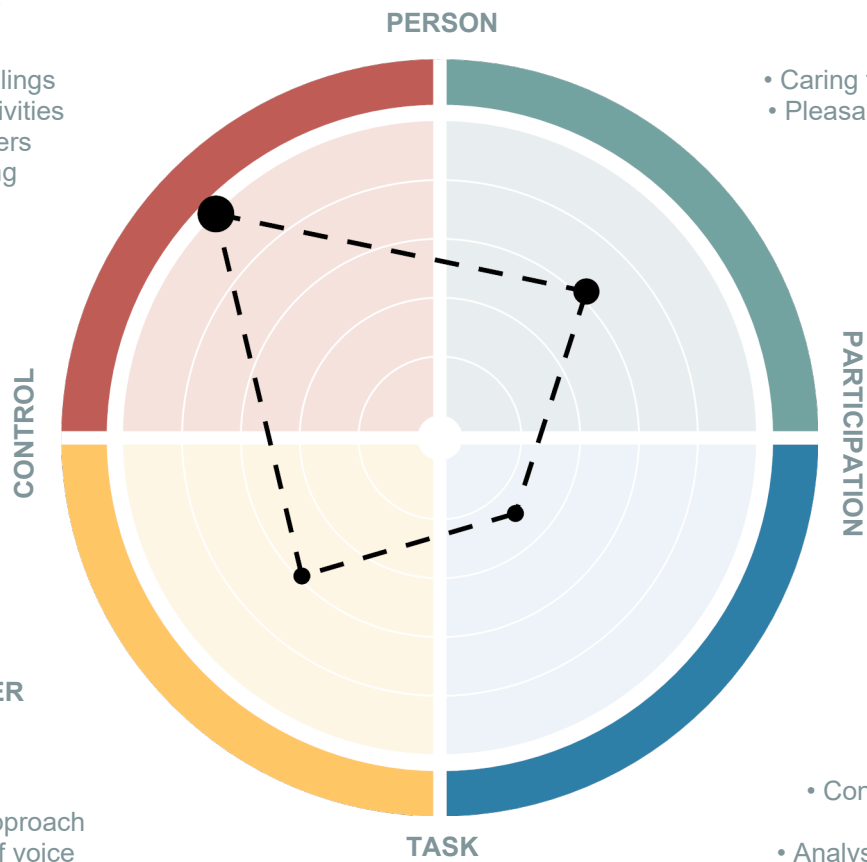
Your answers to the motivational part of the questionnaire, shows a motivational preference for the Enthusiast Motivational Style.

ENTHUSIAST

- Exuberance
- Room for feelings
- Outgoing activities
- Affecting others
- Experimenting
- Spontaneity

SUPPORTER

- Sensitivity
- Caring for one another
- Pleasant tone of voice
- Sympathy
- Acceptance
- Presence



IMPLEMENTER

- Control
- Results
- Efficiency
- Pragmatic approach
- Direct tone of voice
- Short path from idea to action

ANALYST

- Deliberation
- Systematism
- Conscientiousness
- Objectivity
- Analysis & evaluation
- Accuracy

WHAT MOTIVATES YOU

It is essential for Enthusiasts' job satisfaction and productivity that they satisfy their great need:

- To give free rein to their feelings.
- To be enthusiastic.
- For outgoing activities and to get other people involved.
- For innovation and experimentation.
- To be seen and heard.
- For spontaneity.
- To influence decisions, ideas and other people.
- To stimulate their curiosity, e.g. by news and keeping up-to-date with what is happening.

PREFERRED JOB CONTEXT

Below is a chart of the kind of work environment that the different types prefer. You may compare your preference with the contents of your present job to evaluate what aspects you prefer to stay as they are and which ones you would like to develop.

<p>ENTHUSIAST</p> <ul style="list-style-type: none"> • Decision-making input • Informal working atmosphere • Group work/collaboration • Transverse network • Opportunity to experiment • Focus on broad outlines 	<p>SUPPORTER</p> <ul style="list-style-type: none"> • Warm & comfortable atmosphere • Collaboration & teamwork • Mutual trust • Social & ethical responsibility • Time for consideration • Openness & democracy
<p>IMPLEMENTER</p> <ul style="list-style-type: none"> • Challenging tasks • Effective corporate culture • Incentive structure and clear objectives • Participation in decision-making & involvement • Opportunity to work independently • Opportunity for rapid & tangible results 	<p>ANALYST</p> <ul style="list-style-type: none"> • Businesslike & professional environment • Rational decision-making routes • Order & structure • Peace & time for quality assurance • Well established methods • Opportunity for getting absorbed in ones work

MOTIVATING OTHERS

The four types are motivated by different styles of behaviour and communication, and most often also try to motivate others the way they prefer to be motivated.

If you want to motivate someone e.g. colleague, manager, customer, etc, or simply get their attention, you should be aware of that person's preferred motivational style. Also, keep your own type in mind, as your preferred behaviour may be inadequate if the other person doesn't have the same preference.

ENTHUSIAST

- Acknowledge whatever you can
- Provide outgoing activities
- Awake curiosity
- Encourage an exchange of ideas
- Address feelings and describe experiences
- Play down technical details

SUPPORTER

- Appreciate ability to collaborate
- Opportunity to work with other people
- Show trust and create safe settings
- Opportunity for constructive dialogues
- Give tasks that contribute to a good atmosphere
- Give opportunity to help and advice others

IMPLEMENTER

- Significant, challenging and varied work tasks
- Give responsibility
- Provide feedback on results
- Set up clear targets
- Create competition
- Communicate what is going on at the CEO level

ANALYST

- Be factual when giving praise
- Create peaceful working atmosphere
- Set generous deadlines
- Give roles in which others seek their advice
- Invite to submit analyses and critiques
- Invite to group work where professionalism is appreciated

MOTIVATION TO LEARN

Learning and in the end mastering anything new is a strong motivational factor. When we find that we are able to do things that we previously failed at or simply did not think we could do, we feel energized and ready to take on new challenges. Each of the four types are motivated to learn in different ways.

Below is an illustration of which factors motivate the four types to learn.

ENTHUSIAST

- Inspires
- Is eager to begin quickly
- Prefers to learn in the company of others
- Experiments with practical work
- Is interested in new (unfamiliar) material
- Fills others with enthusiasm

Prefers practical-orientated learning in the company of others, with room for discussions and opportunity to inspire the group.

SUPPORTER

- Observes
- Interested in everyone's perspectives
- Creates unity
- Is open to inspiration
- Puts process before results
- Trusts others

Prefers informal collaboration with open dialogue, where the focus is on inspiration and personal impressions.

IMPLEMENTER

- Converts theory to practical application
- Rapidly sets autonomous goals
- Competes
- Takes the lead
- Makes independent decisions
- Puts results above process

Prefers goal-orientated learning with rapid and specific results, where there is focus on achievement rather than on people.

ANALYST

- Systematic
- Conscientious
- Studies in depth
- Works independently
- Focuses on theory, rather than on people and practical applications
- Sets up logical structures

Prefers instruction/lectures, exploration of analytical models, and time to think things through.

MORE ABOUT YOUR MOTIVATION TO LEARN

HOW ENTHUSIASTS ARE MOTIVATED TO LEARN:

Enthusiasts prefer to learn by experimenting. They are eager to learn new things – especially so that they can inspire others with their new knowledge/skills. They want to put things into practice – preferably as quickly as possible. They relish the challenge of new/unconventional ways. Realistic project work involving other people is popular with Enthusiasts.

Enthusiasts prefer learning with other people, rather than learning methods that isolate them from others. They typically take the lead when learning together with other people. They learn through action and convincing others of their ideas, and they try out new possibilities all the time. Enthusiasts need others to express approval of them; in return, they contribute a wealth of inspiration, a positive attitude and good energy to any learning situation. There is no certainty that their ideas will work as intended the first time round, but they quickly find another way to set about learning. Enthusiasts need time and room to try out their ideas.

Enthusiasts learn in the company of other people. Enthusiasts consider achieving the goal to be equally important as having a lively interaction with others on the way.

RISKS OF ENTHUSIASTS' LEARNING STYLE:

In their eagerness to get started, Enthusiasts may set a lot of balls rolling without really considering where they will end up in the context of any overall plan. This means that it is especially important to make sure that they have understood all information before they throw themselves into exercises/work/training.

On the way, Enthusiasts so easily become absorbed in their own whims and “fantastic” solutions that they may lose focus on the real purpose of the learning situation. At times like these, it is helpful for others to remind them of that purpose. Conversely, it is important to reward their inventiveness, provided it is constructive.

To a great extent, Enthusiasts accumulate their knowledge from what they hear others say. That is all well and good, as long as the people around them provide them with accurate information. But Enthusiasts ought also to focus on making their own, independent analyses of the learning material, so they are not lead astray by other people's misunderstandings or ignorance.

As Enthusiasts are good at assessing the mood and getting others on board, it is important to make sure that you are all heading in the same direction. In the opposite scenario, Enthusiasts may – without necessarily intending to – mislead other participants in their learning.

ENTHUSIAST'S PREFERRED LEARNING ENVIRONMENT:

Action, entertaining, informal

EXAMPLES OF LEARNING METHODS THAT ENTHUSIASTS ENJOY:

Group work, informal discussions. A generally playful approach, e.g. via team competitions or games in which personal interaction is a key element.

HOW ENTHUSIASTS PREFER TO RECEIVE FEEDBACK FROM OTHERS:

Verbal rather than written. Preferably colourful and with humour. Acknowledgement should preferably be given in the presence of other people, if it is warranted.

BEHAVIOUR/MOTIVATION GAP ANALYSIS

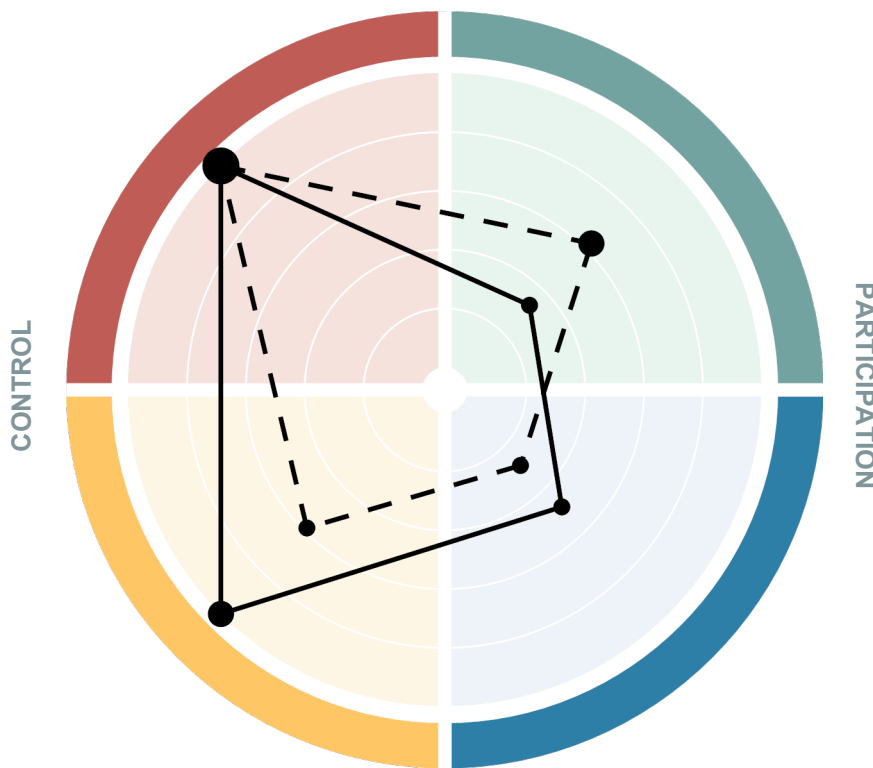
You may remember that you have answered 2 different types of questions. One type asked about what you do (behaviour) and the other asked about what energises you (motivation). The following graphic representation compares your results for Behavioural Style and Motivational Style.

— BEHAVIOUR
- - - MOTIVATION

ENTHUSIAST

PERSON

SUPPORTER



IMPLEMENTER

TASK

ANALYST

CONCURRENT MOTIVATIONAL AND BEHAVIOURAL STYLE

Your primary score for behaviour and motivation respectively shows a good conformity between what motivates you and the behaviour you are currently showing. Consequently, there is every reason to believe that you are motivated for the type of work you currently have, where you have good opportunities to show the behaviour you are motivated to have. However, it is not clear what you need for long-term motivation. It would be a good idea to explore this with another person, such as your line manager, instructor or coach.

DEVELOPMENT CATALOGUE

Please select 3-5 development actions from the list below that you want to make the most important in your on-going development. Use the actions you have selected as a basis to complete your development plan.

GENERAL WORK BEHAVIOUR

Suggestions for what you can do to optimise your general work behaviour:

- Routines and popular methods:** Use routines, as well as popular and well-tried methods, as shortcuts to complete and deliver tasks more quickly, and with a greater likelihood of success and acceptance. Not everything needs developing afresh – many times the only requirement is quick delivery.
- What you initiate:** Do not start more than you can finish. Constantly review: how many of the tasks that you start you will be able to finish? If you become better at completing tasks, there is a greater chance that you will not disappoint the people around you.
- Organise and plan:** Aim to work on task completion in an organised and methodical way. This minimises chaos, and that makes you and your closest colleagues appear more professional and efficient.
- Details:** Use your ability to see the big picture to assess which details are the most important to know and master them so thoroughly that you give others the best impression of your knowledge.

COMMUNICATION

Suggestions for what you can do to improve your communication with others:

- Factual and exact communication:** Keep communication short, factual and businesslike when you want to gain recognition in a climate where facts, enterprise and efficiency are important.
- Listen and make room:** Give more room to others and use active listening if you want greater responsibility in relation to joint decision-making.
- Master the details:** Be detailed in your preparation when you aim to win acceptance from people who possess great detailed knowledge.
- Focus away from yourself:** Avoid putting too great a focus on yourself. Instead, help yourself and others to keep the focus on the task and other people's contributions. It is your team's united efforts that make you part of great successes and attract the attention of e.g. the customer/the management.

MOTIVATION

Suggestions on how to increase your motivation:

- Impatience:** Let your impatience feed your curiosity. If, for instance, you feel impatient when the content of a meeting bores you, you can compel your own interest by helping communication in the group, considering what the others are thinking, weighing up how you might best convey your message, etc.
- The long haul:** You can become more persistent in the implementation and completion of tasks by, for instance, breaking down larger tasks into smaller intermediate goals, requiring shorter and more intensive efforts. Working in short, intensive bursts probably suits you better than the long haul.
- Individual/independent tasks:** Find a sense of community in your work tasks. Seek out the work tasks that provide you with the chance to work with other people, and preferably work that allows you to experiment and innovate.
- Monotony:** Create variation. Try to vary your work tasks; but not at the expense of your concentration and task completion.

LEARNING

Suggestions for what you can do to improve your learning:

- Logic and structure:** Work on theory in a logical and structured way. In this way, you give others a good impression by being familiar with the material.
- Businesslike and systematic:** Document your learning in a factual and systematic way; this means you will not have to waste time “tidying up” later on.
- Preparation:** Give yourself more time for thorough preparation: this will strengthen the impact of your many good ideas.
- Details:** Use your time to immerse yourself in the details of the learning material. You will avoid appearing uninformed in the presence of others.
- Facts:** Focus on facts, rather than people and feelings, in what you are learning. This will win you respect and interest from a lot of people.

PLAN OF ACTION

Describe what you will do to become more flexible in your behaviour towards others. Based on your main priorities (see catalogue above) write down your action and the typical situations, where you think that action will make a positive difference:

	PRIORITY 1	PRIORITY 2
GOAL What is the goal for your personal development?		
MOTIVATION Why is this so important to develop?		
MEASUREMENT How can you measure when you have reached your goal? Who will you ask for feedback?		
BARRIERS What barriers keep you from doing it already today?		
OPPORTUNITIES What are your opportunities to overcome these barriers?		
ACTIONS What will be your actions to meet the goal?		
WHEN WILL YOU: - take the first step? - ask for feedback/measure progress?		

When and with whom will you review this plan and follow up on it?

I will follow up on: _____ With: _____