



PERSONAL BEHAVIOUR PROFILE

A TRAINER'S GUIDE

The Personal Behaviour Profile is very simple to use and is self-explanatory in its entirety. However, it will help a trainer to know:

When to use the Profile

- The method of completion
- The theory input
- How best to interpret the scores

1. When to use the Profile

The Personal Behaviour Profile has been designed to be completed by individuals to establish what their basic behaviour profile is, i.e. whether they are: assertive, aggressive, accommodating or just avoid life in general. It is the perfect accompaniment to courses that include sessions on assertiveness training.

2. The Method of Completion of the Profile can take place either:

- I. Before the course, sent out as pre-work with the course joining instructions - so that all the course members arrive with completed profiles, or
- II. During the course itself, to be completed before the commencement of the relevant session.

In either situation it is important to emphasise that the green seal must not be broken before instructed to do so.

3. The Theory Input

The behaviour definitions at the back of the profile are self-explanatory. However, before the delegates see the profile it would be useful to conduct a session explaining the payoffs and penalties of the different types of behaviour.

Chapters I and II of the book *Assertiveness at Work* by David Stubbs provides excellent material for the theory input required for this session.

4. How to Interpret the Scores

At the end of the "Theory Input" session, the course delegates can be instructed to break the seal on their Profile, and open up the back cover. Instructions for scoring are clearly explained.

There are guidelines for interpreting the scores but it is important to be on hand to help course members who may be experiencing some difficulty in working out their own profile.

The colours of the bars are relevant. Red and green denote stop and go respectively. If the score is in the red area it is advisable to discontinue that particular behaviour and recommend a change in style. If the score is in the green area, then maintain that behaviour.

The most common scoring combinations are explained in the Guidelines section. However, there will be situations when the scores fail to follow the norm. When this occurs it is important to do the following:

Take the highest score the score which is physically placed highest on the graph (a score of 30 on the Avoidance bar is higher than the score of 40 on either the Aggressive or Accommodating bars) and that becomes the dominant behavioural style used in most situations.

e.g. Avoidance 25 Accommodating 35
Aggressive 30 Assertive 60

The profile indicates an individual who generally wishes to avoid conflict by letting others have their own way. But if pushed that bit too far, they can respond aggressively. On occasions they can be assertive but usually only in situations where they have confidence in the relationship. The dominant behaviour, however, is avoidance, which is therefore the most important to rectify.

The Profile helps individuals to identify their basic and secondary behavioural styles. It is important to take note of the second most prominent behavioural style because that gives a clearer understanding of how an individual reacts to various situations. For example, if an individual scores highly on the Accommodating scale, one would assume that he or she does not express his/her feelings, views or thoughts openly or honestly and allows others to take advantage of them. However, if his/her next highest score is in the Assertive column, that's fine, but if it is in the Aggressive column, then what may generally happen is that the individual may be quiet and Accommodating for a certain length of time, but when the straw breaks the camel's back, the natural behaviour then would be to lash out Aggressively. This sort of individual would certainly need counselling and training to help him/her to understand and use the Assertive option.

Conclusion

After the scores have been interpreted the results can be analysed in plenary or in group discussion.

It is important to remember that the profile obtained by each person should be regarded as private. Should an individual refuse to discuss his/her profile it is because he agrees with it - but does not like it too much. Experience suggests that it is not advisable to force the issue. The individual has almost certainly learned from the experience.

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