

MiRo Behavioural Mode Training

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## Why Use The MiRo Behavioural Mode Assessment?

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Organisational success depends on many key elements, though one remains constant - people. Whether you are involved in public service, local government, or private sector people are ultimately what make your organisation a success.

Traditionally the development of people has been based on developing skills, knowledge and experience around function. However, a growing body of research maintains that a great deal more is required than this traditional one-dimensional method. The research shows that there are at least four different dimensions to human performance at work, namely:

- know the function
- know self
- know others
- know the dynamics

All four dimensions are necessary for optimum human performance and consequent business success. We call this the 'four dimensional performer' and use it as the basis of our development programmes.



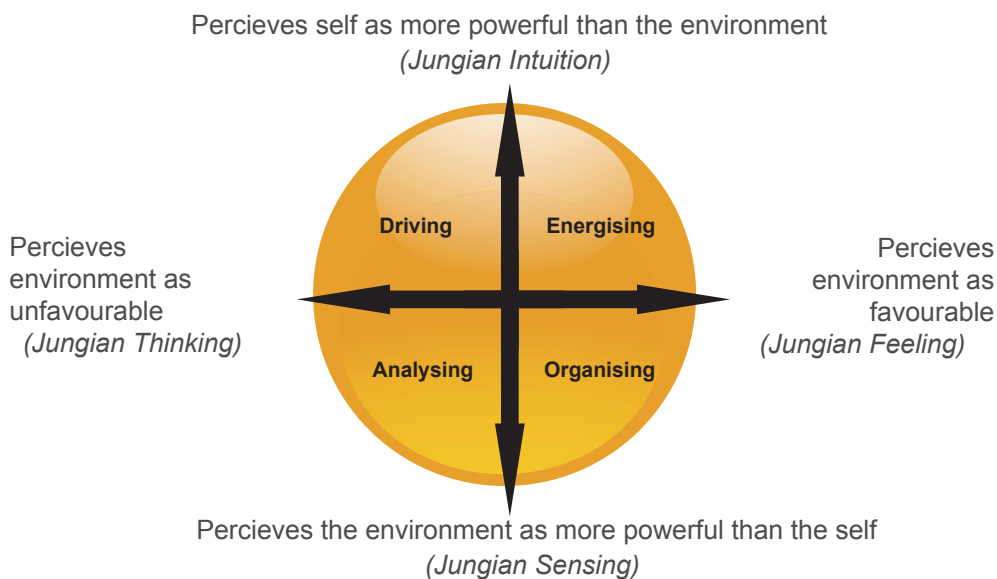
Fisher Model of Four Dimensional Performance

MiRo Psychometrics Limited holds a database of MiRo qualified Practitioners who can develop your people around the 4 dimensional Model and the MiRo Behavioural Mode Indicator. See Individual, Team or Leadership for the types of training that our practitioners can deliver.

## What is the Behavioural Assessment Tool?

The MiRo assessment is based around the four possible ways or Modes in which humans tend to interact with their environment. These Modes of behaviour are chosen in response to our tendency to assess the environment as either favourable or unfavourable and our accompanying tendency to assess ourselves as either more or less powerful than our environment. Marston believed that these tendencies were burned into our neural constitution and that although we were able to change our habits through conscious activity, we would all tend to rely on a particular type of behaviour and ignore others.

Your personality is a particular pattern of behaviour and thinking prevailing across time and situations that differentiates one person from another. It is made up of many different elements, some innate some learned. Apart from our inherited traits we develop ways of being and doing based on all kinds of good and bad experiences, value decisions and external influences. This complex system of attributes, behavioural temperament, emotions and mental energies is impossible to fully comprehend, let alone assess and quantify. Therefore the MiRo system looks at what can be observed, such as our habitual



## The MiRo Behavioural Modes Summarised

### Driving

Motivated by	Control & Success
Anxiety	Failure
Management Style	Autocratic
Communication Style	Direct

### Energising

Motivated by	Relationship & Acknowledgment
Anxiety	Rejection
Management Style	Motivational
Communication Style	Persuasive

### Analysing

Motivated by	Logic & Rationality
Anxiety	Discord
Management Style	Systematic
Communication Style	Exacting

### Organising

Motivated by	Wellbeing & Harmony
Anxiety	Uncertainty
Management Style	Consistent
Communication Style	Supportive

- There are no right or wrong Modes of Behaviour each one is valid given the individual and the environment.
- Modes do not relate to skills, ability or knowledge in any way.
- No Mode is unhealthy unless used to Excess
- Although we lead with one particular Mode of Behaviour, through conscious effort we have access to all four modes.



## Communication and Influence

Every specification for every job seems to contain the phrase 'excellent communication skills' and, in truth, most of us believe that we have this essential quality. Why is it then that communication, or lack of it, is cited more often than any other factor in the success or failure of the human systems in which we play a part?

We offer one- or two-day workshops that, while designed to meet your specific needs, generally contain several key factors. Through the use of the MiRo tool, participants are helped to discover the strengths and limitations of their own communication styles and learn how to adapt to those of others. They learn to defuse conflict, often before it arises, and to get the best out of every communication.

By learning to mobilise the latent potential of their emotional intelligence - listening effectively and developing empathic and authentic relationships with those around them - participants begin to become high-level communicators who will enable your business to thrive.

## Dealing With Conflict

Communication is easy when we all agree but what about those occasions when we don't - when tempers fray or we seem to be unable to reach a compromise? This workshop aims to uncover some of the underlying causes of conflict between individuals in and between groups, offering new insights and techniques for dealing with it. It helps participants to see conflict not necessarily as a destructive force to be avoided, but on occasions as a dynamic that can be harnessed and actually reflect the diversity and energy of the business. It would be a dull world where everyone agreed all of the time!



### Emotional Intelligence

This workshop helps participants to develop an understanding of what emotional intelligence is and how it contributes to hard business outcomes. It enables them to start exploring the role emotions play in their own performance and to identify some personal goals. This will enable them to use their emotions more effectively for personal and organisational success.

### Driving Teams from within

Participants gain the skills they need to influence their teams. They learn who they are, how teams operate on a human level, and the most important message of all: 'we are all leaders' (you may not actually be the manager but you are equally responsible for team performance). By finding your own strengths and the ability to drive those around you, you can help lead the team to perform.

### Finding the 'I' in Team

Intended as an introduction to Human Dynamics, this workshop focuses on the individual, their relationships with others, and with the team as a whole. It offers insight into why this might be problematic and how it might be improved. Individuals gain insight into their own behaviour and relationship style as well as learning how to recognise these in others.

Participants learn to adapt their own styles of building and maintaining relationships, and how to interact with their colleagues. They gain insight into the mysteries of human behaviour and powerful tools for change.



## Motivation strategies

When people's motivation starts to decline, they tend to look outwardly for the change. This workshop teaches them look inwardly and support outwardly. Participants will identify personal motivators and fears as well as their own and others' communication and working styles. They will start to identify and understand the psychological contract and how it affects individual motivation. As well as developing an understanding of group dynamics, they will learn how this can inject energy when it is right and sap energy when it is wrong.

## Psychometric development workshops

This workshop is intended as an introduction to psychometric tools; MiRo will design a workshop that brings the psychometrics alive for your organisation. Run over one or two days, and comprising theoretical and experiential material, it gives participants a basic grounding in personality and behavioural types. It also highlights the use of psychometrics as a tool for personal development, and to improve influencing and communication skills. The theoretical material is illustrated with games and exercises that enable delegates to see 'type' in action. Delegates leave the workshops with greater knowledge of both themselves and their colleagues. With the building blocks and inspiration to improve their ability to communicate effectively, they are able to get the best from themselves and those around them.



### Bridging the new employee gap

This workshop helps teams to develop an understanding of people's differences and the need for diversity in all its forms. By understanding the strengths and limitations of different behavioural types, teams can quickly bridge the gap with new members, not by indoctrinating them but through acknowledging that their arrival has changed the team dynamic.

### Cross-departmental communication

When we accept that 'silo working' exists in all organisations, we can start to concentrate on building bridges, not breaking them down. This workshop creates awareness of group thinking and an understanding of communication networks. By the end of the workshop people will develop strategies for building more cross-functional communication and internal customer service.

### Developing new or re-structured teams

This workshop is intended as a route into the very heart of what it means to be a team. By beginning to consider the human aspect of teamwork, learning to have some empathy and understanding for ourselves and others and gaining some knowledge of the overall dynamic, individuals become part of a collective which can begin to come together to work as a single entity.

### Top teams strategy and vision

These truly inspirational workshops can unlock the potential for spontaneity and creativity in both individuals and teams. They offer simple and easy-to-use techniques that can generate wholly original ideas or build on existing concepts. They also represent an opportunity to explore what really makes your organisation tick and to build on all that is healthy, vibrant and unique in your team.



### Uncovering the secret life of a team

This workshop concentrates on the life of teams and groups as entities in their own right. Participants gain insights into the psychology of groups and the hidden processes and dynamics that happen in teams. They learn how to recognise these dynamics and how to influence them.

### Developing cross-functional/virtual teams

These workshops look at the dynamics of larger/dispersed groups and at what happens when different teams have to work together. We examine what can go wrong when we communicate with each other and why some issues never seem to get resolved. They offer practical techniques that will be instantly effective and help the larger task group to examine ways in which it might work together as one super team.

### Group Dynamics Team Building

Whenever a group of people come together to achieve a common goal, they have to move through many different stages of team development, from forming the first working relationships to building a team environment. However throughout all the stages of team development there is one element that is constant: Group Dynamics. This workshop concentrates on the energy of the team that can either drive it to excellence or take it to the brink of disaster. In short, this workshop helps teams to identify the way in which their team operates its human relationships and helps them to determine methods of effective communication, all round support, understanding, entrust and maintaining positive levels of pressure.



### Developing underperforming teams

Conflict and differences are a normal part of the life of any group but they can often be painful or destructive for a team to accept. These workshops uncover some of the possible causes of conflict within teams and some of the destructive dynamics that can occur when conflict is not addressed. There is a chance to look at ways in which differences can be tackled constructively, and how diversity can be the lifeblood of a truly effective team.

### Management through leadership

The traditional image of the effective leader is of the genius with a thousand helpers, leading by sheer force of personality and charisma, an individual with drive and talent making timely and brilliant decisions. Effective though such people may be, research shows that the really great leaders are quieter and more complex individuals. Using concepts formulated by Jim Collins in his seminal work "Good to Great", combined with ideas from the world of psychology and psychometrics, this one- or two-day workshop equips managers with tools and competencies to motivate and lead their teams more effectively, to make the best possible decisions, and to begin to become truly great leaders.

### Developing cross-functional/virtual teams

Woody Allen is famously quoted as saying: "The only certainties in life are death and taxes". Another constant that he overlooked is 'change'. The key to success is our ability, as individuals or as groups, to adapt in a constantly changing world. This one-day practical change management training course is intended to equip managers with the tools and techniques needed to introduce change effectively and at a pace which their organisation and their teams can absorb seamlessly. The workshop is suitable for managers/directors who are responsible for organisational or strategic change within their business. Through individual profiling and a basic grounding in concepts of group dynamics, they will be equipped to help their teams embrace change rather than resist it. It will also assist them in

understanding how best to involve their teams in the process while successfully negotiating the limits to that involvement; to create ground rules for the management of change processes.

### Maintaining high performance

Having established trust and high functionality in a team, the next logical step is to consider how it might transcend the sum of its parts. A team that can tolerate separateness, genuine diversity and the high performance of its individual members is one that is well on the way to becoming truly great. These workshops are an opportunity to glimpse into the future and build action plans that will breathe new life into old teams.



### Problem-solving and decision-making

All business managers have to make difficult and sometimes high-risk decisions but often, regardless of the complexity of the situation, they are made without the benefit of any structured process or problem-solving techniques. This workshop works with people to develop their awareness of emotional intelligence and the part it plays in taking decisions. It also assists in building a suite of problem-solving and decision-making techniques that can be used in many different scenarios.

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### Adventure dynamics (Leadership)

Some of us were born to lead and traditionally leadership has been seen as a function of personal charisma and some innate ability to make good and timely decisions. Well that's one way of looking at it, but in today's dynamic and people focused workplace the skills of leadership are far more subtle than that. Studies like Jim Collins's "Good to Great" and seminal works like "Organising Genius" have shown us that truly effective leadership is about an ability to get the best out of others, and that these are skills that all of us can learn.

Through gaining a better understanding of yourself and those around you, and learning which style of leadership is appropriate for which situation and which individual, you can then begin to become a truly effective leader. By mixing theory with practical experience of leadership situations out on a challenging obstacle course and often in pretty stressful situations, thirty feet above the ground or paddling a vehicle across the lake on a homemade raft, you can begin to apply the theory to real circumstances. Can you fit the person to the task and motivate your team to be the very best they can be, make decisions and deal with the unexpected? You might just surprise yourself and you will certainly have a lot of fun.

Courses can be run over one day or, for our advanced leadership training, over two. They can include many techniques and learning tools, some tried and tested and some at the cutting edge of thinking on leadership improvement. Talk to us and we will be able to find the leadership development programme that is right for you. We might not be able to make you into a born leader, but we can certainly help you become the leader you were born to be.



## MiRo Ethics of Use

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1. "The MiRo system should only be used with the consent of the "participant", that is to say the person taking the assessment. The participant retains control over the distribution of the assessment results, i.e. if the participant chooses not to share their results then this must be honoured by the MiRo Practitioner regardless of who is paying for the assessment."
2. "The participant, (NB the person taking the assessment) is the client and the MiRo system may only be used to serve the participant."
3. "It is not unknown for employers to use psychometric assessments to deselect people from their current roles. MiRo is not to be used in this manner. It should only be used for the purposes of team, self and career development and a full, fair and consistent recruitment and selection process."
4. "The MiRo system is not in any way a tool for diagnosing emotional or psychological issues and MiRo Psychometrics Limited does not in any way qualify the practitioner to do so."
5. "MiRo is an assessment of preference behaviour and it should be remembered at all times that the best judge of self is the participant, therefore no practitioner should force a result on any individual."
6. "All Behavioural Modes are valid and although MiRo Psychometrics Limited accepts that certain modes will suit certain roles better than others it does not in any way accept that one Mode is either stronger or weaker than another."
7. "Practitioners should always keep in mind their own Leading and Supporting Mode and the ways in which these may create biases and affect their training and coaching sessions"
8. "Practitioners need to remind clients not to stereotype NB. Because someone leads with Analysing Mode it does not follow that they should always be expected to attend to details."
9. "Practitioners should keep in mind that the MiRo system does not in any way measure individual ability or IQ."
10. "MiRo practitioners are not psychotherapists but must take a similar attitude in that the purpose of their endeavour should be that their participants become the person that they really are. The practitioner should not presume to fix or alter anyone to become what someone else thinks they should be."

MiRo Psychometrics Ltd reserves the right to bar anyone from using the system or selling it's products if we have any cause to believe that it is not being used in a legal or ethical manner.





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For further details on how you, your team or your organisation can use the MiRo Behavioural Mode Assessment please contact us on:

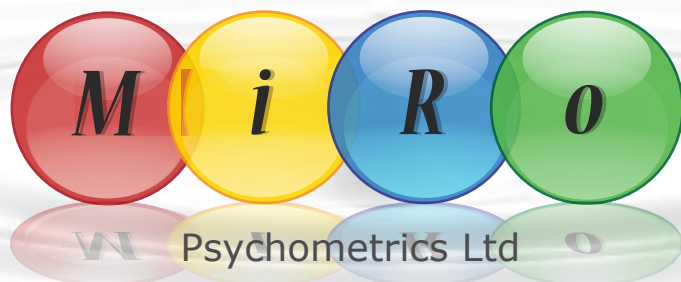
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