

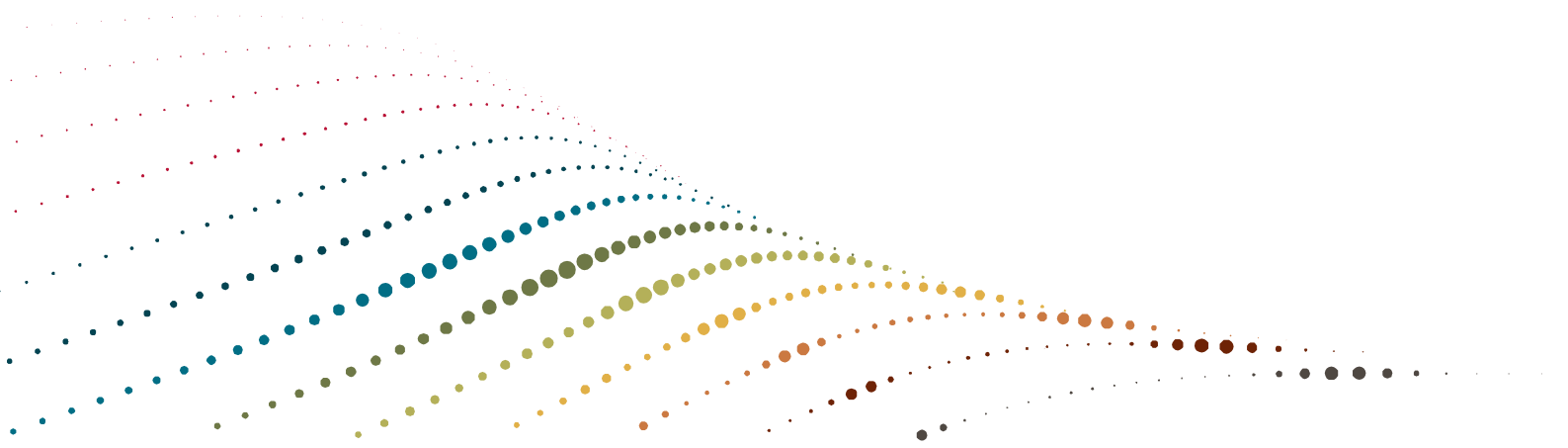
Analysis of Behavioral Effectiveness



Diagnostic tool for HR professionals,
managers, recruiters and psychologists

User's Guide

Rev. 3.1



1. What are the ANBE tests used for:

ANBE tests should help when doing the following activities:

- personnel selection,
- planning of employees' development or carrier,
- understanding of people behaviour,
- understanding of people needs and searching for an optimal approach to their motivation,
- building up of working teams,
- or recognizing personal strong and weak points – should it concern the person in question, or a test administrator.

2. ANBE tests characteristics

Using various personality tests we met with different reservations (Bělohávek, 2016):

1. tests asked for describing a person himself/herself in professional psychological terms (*are you deliberate – meditative – perseverant – sympathetic?*),
2. tests offered very abstract possibilities of answers to the participant (*do you make decisions on the basis of your feelings or logical thinking?*)
3. test questions were based on a non-work-related sphere, in which the participant can behave differently comparing to the worksite (*did you sometimes make off from your parent's home when you were young?*),
4. it was evident from the test questions, which answer is desirable and which one should be eliminated, what caused an endeavour to pretend (*do you sometimes wake up from sleeping in horror?*),
5. it was difficult to understand the test outputs without using a foreign word dictionary (names of personality traits as *harria, praxernia*).

In the clinical practice, where a successful treatment is a matter of concern for a patient, many of these reservations do not necessary make any difference. However, in the personnel practice they can be a source of relevant mistakes in the course of test filling in and estimating. By compiling test questions we tried to avoid these shortcomings. Therefore, the ANBE test questions are built up as follows:

1. test questions have a character of real situations, in which the participant can choose from two alternative answers,
2. situations are concrete and it is not difficult to imagine them,
3. test questions relate to a people's working life,
4. alternatives of answers have the same social desirability – it means that a participant has to choose from two desirable answers or from two undesirable ones,
5. personality traits and motives are based on a commonly used terminology being understandable for a layperson.



The questions in the Test of work approach to work and Test of approach to people have the character of ordinal scales – four-grade scales, where the participant assesses his strong or weak tendencies to the first or the second alternative:



There are 10 answers for choice in the questions in the Test of work motivation, to which the participant should assign the points from the total number of 10 points, e.g.

When travelling abroad I would like to:

Distribute ten points among the following answers, please:

1	a) bathe in the sea
2	b) visit historical sites
0	c) meet new friends
1	d) become familiar with local culture
1	e) taste regional specialities
2	f) visit natural monuments
0	g) improve my knowledge of foreign language
1	h) search for new adventures
0	i) buy presents for relatives and friends
1	j) take a rest and relax from usual problems

Currently assigned: 9 points ✗

3. How the ANBE test system was developed

The most of personality tests are based on a theoretical model, from which the traits are derived, and to these traits the questions are assigned relating to people's way of behaviour in certain situations.

We chose an opposite method:

1. More than forty years we have recorded various critical situations connected with people's work or interpersonal relations in workplaces: e.g. *XY refused to do a work given to him by his superior and he argued that it is not his duty*. These situations were then used as concrete questions in the test.



2. We compiled a list of these situations, the items were classified, and similar situations were connected into groups; thus, some clusters – behaviour types – arouse, e.g. courage to object to the superior.
3. We assigned corresponding traits to each behaviour type, e.g. asserting an idea, resistance to authority, (in negative position) settling of conflicts. In this way we got “small personality traits”, the number of which we reduced to 40.
4. We tried to connect “small personality traits” to 10 “big personality traits”, as far as they had at least something in common.
5. We compiled the tests, in which various situations having two alternatives of solution are presented to the respondents. The selected situations from the point 2 are concerned. On the basis of these situations particular “small” and “big” traits were calculated. The situations and possible answers were selected in such a way that there was no answer which was more desirable from the social point of view, i.e. it should not be seen at first sight that one alternative of the answers is better than the other.
6. For diagnostics of motivations information from people were used which we got in interviews, in which the people answered the questions “what is necessary for you”, “what in our opinion is your main success/failure”, “what would you like to achieve in your life”. Classifying of the answers was based on the theory of career anchors by Edgar H. Schein. A comparison was made to which extent the particular motivation factors influence people's decisions.
7. In origin, the tests were tried on 130 people and on the basis of this percentile standards were set. In turn, they were made accurate on 650 people. At present, we are leaving the standards and we are following the percentage of occurrence of certain behaviour. If somebody responds 4 from 6 questions regarding rationality in an intuitive way, it is obvious that a more intuitive person than a rationalistic one is concerned.

4. Personality tests as a part of enlarged diagnostics

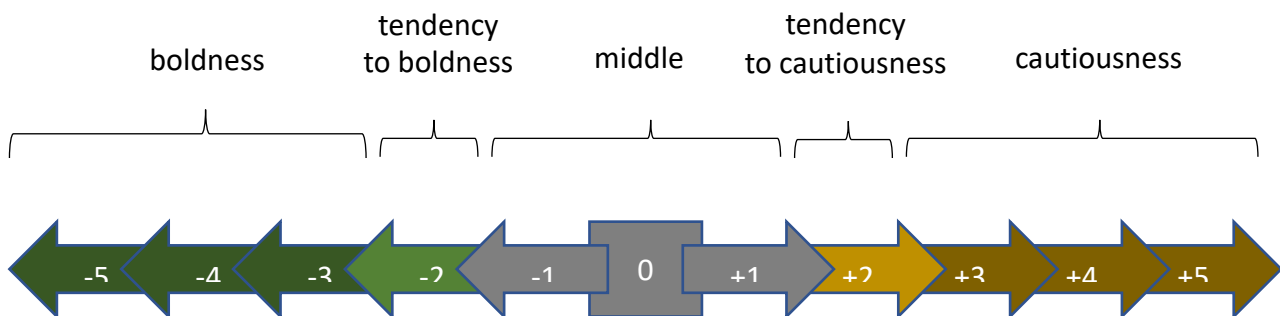
A personality test is one of possible views on an individual. As all other diagnostic tools it cannot eliminate some mistakes – for instance, a participant only “tapped” some data because he/she disliked fulfilling in the test. Therefore it is necessary to add other diagnostic tools to the test in order to check and better understand the received data. The triangulation principle used in personnel management and occupational psychology says, that it is necessary to base a valid decision concerning an individual on at least three methods – it can be a personality test, CV data and an interview or behaviour in a model situation (Cook,2009, Chamorro-Premuzic,2010, Bělohávek,2016).



5. How to understand ANBE test results

The traits are assessed on a scale of values from -5 to +5. The values have the following meanings:

- values -1; 0; +1 mean an average, i.e. the person has an average level of trait in question and there is no deviation from this trait,
- +2 means a tendency to a trait (e.g. tendency to be cautious),
- values +3; +4; +5 mean that the person has this trait (cautiousness).
- value -2 means that the person has a tendency to an opposite trait (in the case of cautiousness it is tendency to boldness),
- values -3; -4; -5 mean that the person has an opposite trait (in the case of cautiousness it is boldness).



However, the negatively marked pole does not mean that a negative trait is concerned. Each from the both poles of a trait brings to its bearer certain advantages and certain disadvantages. A cautious person avoids dangers and focuses on a security, however, on the other hand he/she avoids a risk, while a brave person is not afraid and is able to get over dangers, but he/she often takes an excessive risk.

In the output message, four small traits are grouped into one large one:



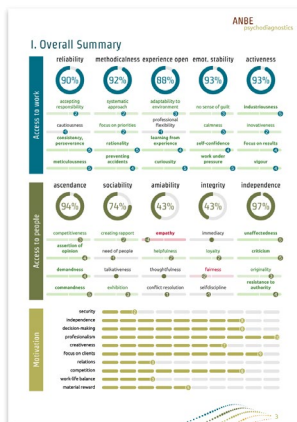
As far as the motivation is concerned, the data express an influence of a motif on individual's decision-making. Making decisions, person will be influenced by various motives and pressures, by some of them more, by some of them less. The graph shows the power of particular motives. The higher value, the more this motif influences decision-making.



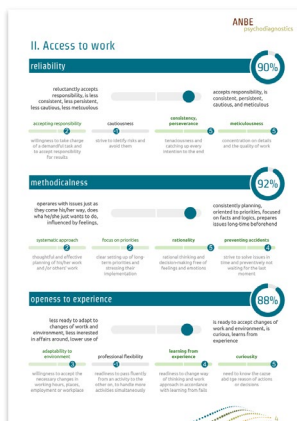
6. What do particular parts of the system show



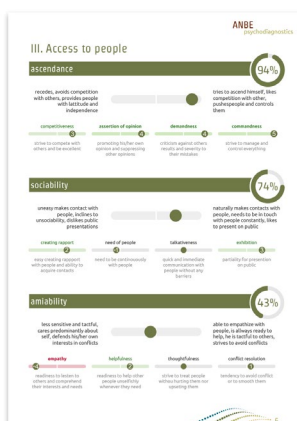
The **content** includes the individual parts included in the output message, their number may vary slightly.



The **total summary** gives a common survey of people's traits and motivations. It is determined for users who are experienced in test using and realize well the meanings of particular psychological terms.



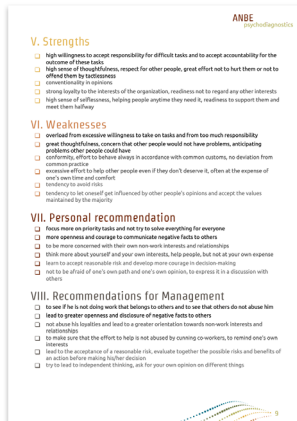
Test of work approach finds out 5 “big traits” and 20 “small traits”.



Test of approach to people finds out 5 “big traits” and 20 “small traits”.

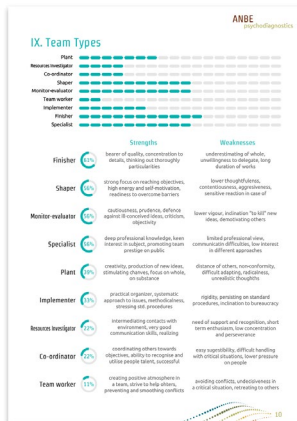


Test of motivation shows how much ten motivation factors influence people's behaviour and decision-making.

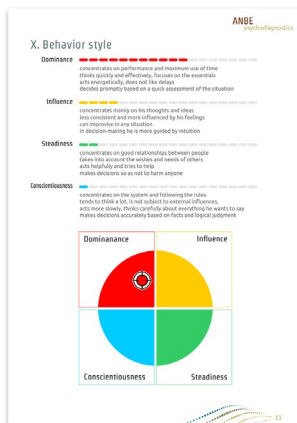


Strengths, weaknesses are generated automatically, on the basis of traits achieved the most extreme values. In doing so, it is presumed that a strength (cautiousness) can be mostly at the same time a personal weakness (fear to take any risk).

Personal recommendations, recommendations for management are based on assessment of strengths and weaknesses. They recommend the fields for improve and the fields in which the superiors should help him/her.



Team types are created in such a way that they are compatible with team roles by Meredith Belbin. They characterize the type of approach to work and determine, for which activities the participant have – or does not have – potential.



Behavioral style is a projection of observed characteristics onto the well-known theory of William Marston, who created the DISC model used to describe human behavior a hundred years ago, based on four basic personality traits. Many commonly used personality tests are based on his model.



7. What particular outputs in the ANBE tests mean

The personality tests cover two fields:

- personality traits (what is the person like) – Test of Work Approach, Test of Approach to People,
- motives (what does the person want) – Test of Motivation.

The differences between the results of trait tests and motivation tests may be surprising for us. From the psychological point of view, very interesting findings are concerned. For that reason, a trait expresses - what is the person like? Motivation asks - what does the person want? Thus, even when an unbalanced and unstable individual is concerned, it is possible to find out from the test of motivation that it is very important for him to achieve calmness. An individual with tendency to conflict behaviour can long for good relations to other people. However, he is not able to achieve it.

Low scores in personality tests do not mean an unambiguously negative fact as well as high scores are not necessarily a positive. In fact, two various positions are concerned, thereby each of them has certain advantages and certain disadvantages. A person who has low score in self-assertion cannot assert himself well, but he/she does not suppress activities of his/her colleagues and he/she gives them a free space. On the other hand, he/she is not able to fight for his/her opinions effectively, even when they can be good.



7.1 Test of work approach

big trait: reliability:

acceptance of responsibility • cautiousness • consistency, perseverance • carefulness

acceptance of responsibility:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

dislike for wasting time over unrealizable tasks, blaming external influences for failure, expecting clear instructions for each task, non-intervention to activities of other individuals

high scores: +3; +4; +5

score +2 means tendency to such behaviour

endeavour at handling also with unrealizable tasks, awareness of responsibility for eventual failure, independent solving of tasks even when they were not set clearly, tendency to interfere also to an activity for which this person has no competency.

cautiousness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

courage to take a risk and to start activities with uncertain result, do not be afraid of failure, be ready to make quick decision and to handle with the time pressure, rely on verified methods and solutions.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

avoiding risky tasks which can turn out badly, consistent considering of advantages and disadvantages of each decision, courage to try new methods and solutions.

consistency, perseverance:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

ability to postpone a complicated long-term activity under pressure of urgent tasks, readiness for interruption of half-done task, if a situation requires it, timely leaving of non-perspective method and preferring other activities, leaving an intention, if the way for its achieving is non-effective.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

endeavour at finishing each work to the end without regard to obstacles, perseverance in finishing of half-done task even in spite of pressures from the people round him, searching for other solutions if the used method fails, untiring trying of various possibilities.

carefulness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

relying on quality of one's own work without other controls, emphasis on quick fulfilment, tolerance of defects on work of other people, brief studying of manuals for tool using, relying only on main points.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

precise control of each output of one's own work, emphasis on perfect performance in details, repairing defects on careless work of other people, thorough studying of manuals before using various tools.



big trait: methodicalness

systemacity and effectiveness • focus on priorities • rationality • preventing fails

systemacity and effectiveness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

missing terms, or observing terms in the last moment, less emphasis on planning, rather endeavour at adaptation to situation, improvisation in time management, endeavour at working up to stop without reserves.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

fulfilment of all terms in time, usually in advance, thorough planning of daily tasks, endeavour to take time reserves into account.

focus on priorities:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

endeavour to fulfil all necessary activities without regard to their importance, endeavour to pay a necessary attention to all tasks, immediate and operative planning of actions, endeavour to solve momentary situation in main.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

concentration on the most important activities and neglecting of other activities, focus on priorities to the detriment of other tasks, long-term planning of objectives and actions, considering influence of decisions on future,

rationality:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

intuitiveness, ability to be quickly orientated and make decisions on the basis of some few facts, ability to judge a situation, quick recognizing of new occasions, influence by one's own feelings.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

rational method, consistent analysis of situation before making a decision, disbelief in judgements and assessments of many various facts, endeavour at avoiding premature results, disbelief in one's own feelings.

preventing fails:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

immediate response to action result and relying on momentary solution, relying on improvisation and successful improvising, tendency not to worry about details and be satisfied with basic method, operative solution in case that the action fails.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

ability to take various action results into account and prepare reserve solutions in advance, endeavour to prevent any difficulties, anticipating of all action details and preparation for them, consistent analysis of problems in case that an action fails and searching for a system solution in case that the action fails.



big trait: openness to experience

adaptability to environment • professional flexibility • learning from experience • curiosity

adaptability to environment:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
need for stable working time, readiness to travel only at minimum, dislike to change job or working activity, necessity to have a stable quantity of work without variations.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
accepting of variable working time, readiness to travel, to change job and working activity, handling with changes and variations in quantity of work.

professional flexibility:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
dislike for doing some activities at once, difficult passing from one activity to the other, dislike for changing accustomed method.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
ability to make more activities at once and to pass from one activity to the other, readiness to change an usual method

learning from experience:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
neglecting one's own mistakes, being satisfied with accustomed methods and relying on used experience, satisfaction with achieved successes and level of skills and knowledge.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
ability to learn from mistakes, to try new possibilities and methods, thinking out of possible threatening of success, interest in self-improvement and self-development.

curiosity:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
thorough concentration on one's own activity, small interest in activities of other people, endeavour at fulfilment of given task or realization of decisions without unnecessary questions and doubts.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
endeavour to have survey of all activities in the workplace, achieving universal applicability, interest in reason and purpose of every work and of company board's decisions.



big trait: emotional stability

lack of sense of guilt • calmness • self-confidence • handling with critical situations

lack of sense of guilt:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
difficult coming to terms with one's own mistakes, tendency to worry, doubts of one's own decisions, considerable impact of each failure on mental condition.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
ability to come to terms with mistakes, certainty in decision-making, ability to come to terms with failure.

calmness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
mood changes under pressure of environment, variations in work under influence of mood, tension until the work is finished.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
stable mood without influences of circumstances, stable and constant working effort without variations, calmness in course of fulfilment of working tasks.

self-confidence:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
anxiety about mistakes in course of one's own work, fear of threatening, possible dangers or failure.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
satisfaction with one's own work and trust in its output, optimism and no anxieties about threatening, resistance to danger, no fear of failure.

handling with critical situations

low scores: -5; -4; -3

score -2 means tendency to such behaviour
strong mental impact of demanding work and work under pressure, influence of pressure on work quality and judgment.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
good handling with demanding work and work under pressure, calmness and keeping one's head in critical situation.



big trait: activeness

industriousness • innovativeness • focus on results • vigour

industriousness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
coping with a shortage of work, avoiding overworking, dislike to prolong one's working time.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
constant need for activities, endeavour at checking one's own abilities, positive relation to every work, readiness to prolong working time.

innovativeness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
preference of verified and traditional methods, need for clear rules, doubts of changes.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
endeavour at searching for new solutions and methods, coming with new ideas, need for independent and creative work, searching for possibilities of change.

focus on results:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
preferring norms over results, relying on the method, space for relaxing.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
endeavour to achieve results despite of obstacles, high working effort, tirelessness, maximum effort at all costs.

vigour:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
deliberate and well-considered approach to action, waiting for an appropriate moment for action, waiting for opinions of others prior to starting action.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
stable effort in action, immediate response to stimulus from environment, quick acting and endeavour not to waste time, less respect to opinions of others.



7.2 Test of approach to people

big trait: ascendance

competitiveness • self-ascendance • demandingness • directiveness

competitiveness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
satisfaction with one's position toward other people, low need for doing comparison with others, not drawing attention to oneself.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
endeavour at winning, getting over results of other people, competing with average, presenting and emphasizing oneself.

self-ascendance:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
readiness to abandon one's own opinion in an unfavourable situation, searching for mutually acceptable compromises, common searching for solutions of problems, presentations of opinions only when they are certain.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
endeavour to convince and assert one's own opinions at all costs, ability to find arguments for one's own defence, readiness to assert one's own solution, immediate presentation of one's own opinion.

demandingness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
patient and kind explanation of people's work shortcomings, tolerance to minor mistakes, emphasizing of people's successes.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
unambiguous informing of the people about shortcomings in their work, asking for remedy and persevering on it, pressure on people and searching for reserves in their work.

directiveness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
relaxed approach to people without an excessive control, free given instructions for work, enabling people to work independently and to choose their own methods, dislike to excessive controls of other people's activities.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
tendency to perform stable controls of people, unambiguously given instructions, perseverance in one's own method, endeavour to check all activities of colleagues.



big trait: sociability

creating rapport • need for people • talkativeness • exhibition

creating rapport:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
difficulties when approaching unknown people, concerns from their approach and behaviour, cautious waiting, endeavour to keep relations only with close friends and acquaintances,

high scores: +3; +4; +5

score +2 means tendency to such behaviour
easy approaching unknown people, meeting people is considered as a pleasant occasion, searching for new contacts, tendency to create a net of acquaintances.

need for people:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
ability to work alone, spending time alone or only in a small group, individual approach to problem-solving and work.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
need for work with people, preference of spending time in a collective, preference of team work, call upon other colleagues for problem-solving.

talkativeness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
cautious interfering into discussion, express one's own opinion even when the others finish speaking, reacting to their opinions only after a careful deliberation, hiding of feelings.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
frequent interfering into discussion, tendency to interrupt speech of other people, immediate response to opinions of other people, open showing of feelings.

exhibition:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
endeavour to keep to the side-lines, avoiding presentation in front of a group of people, uncertain presentation in front of a lot of people, interpretation focused on topic lay-out without digressing to stories and examples from the life.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
tendency to become the centre of general attention and taking pleasure in presenting oneself in front of a group of people, convincing and sovereign presentation in front of a lot of people, drawing stories and examples into the interpretation.



big trait: amiability

empathy • helpfulness • thoughtfulness • conflict resolution

empathy:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

assessment of people rather on the basis of their actual demonstrations and uttered opinions and not on the basis of feelings, relying only on this what is apparent and visible.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

ability to feel the opinions of other people before they utter it, to enter into the spirit of them, to judge their acting in advance and to recognize insincerity.

helpfulness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

focus on fulfilment of one's own duties preferring them over helping to others, taking care of one's own matters and not rendering help to other people, if not being forced to do it.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

readiness to help others when they need it, although it is not convenient for one, support of people when solving their personal private problems.

thoughtfulness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

direct uttering of unpleasant facts, focus on objective effect of intentions and not on social aspect, organizing time according to one's own needs without influence of other people.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

endeavour at avoiding difficult topics, or to utter them carefully in communication, considering possible impact of intentions on other people, adapting one's own time to needs of other people.

conflict resolution:

low scores: -5; -4; -3

score -2 means tendency to such behaviour

unyieldingness in disputes, perseverance in one's own conceptions of solutions, using means of pressure, open problem-solving.

high scores: +3; +4; +5

score +2 means tendency to such behaviour

searching for compromises in matters in dispute, endeavour to achieve an agreement, willingness to yield and keep a good atmosphere.



big trait: integrity

immediacy • loyalty • fairness • self-discipline

immediacy:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
endeavour to hide unpleasant information from the people, information modifications, if a good matter is concerned, tactical behaviour in the course of negotiations and falsifying information in statements, if a good purpose is concerned.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
uttering information without regard to impact on the addressee, presentation of truth any way, non-accepting of falsifying or hiding facts in statements.

loyalty:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
ability of critical view on the employer, relying rather on one's own opinion than on company's official opinion and preferring of individuals' interests over company's interests.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
defence of the employer any way, acceptance of company's official opinions, preference of company's interests over the individuals' ones.

fairness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
making critical statements towards other people, tendency to manipulate using arguments, searching for an effective tactic according to the partner's character.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
dislike for making critical statements to other people, dislike for modifying arguments according to one's own needs, not using of persuading tactics.

self-discipline:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
frequent changing of terms according to momentary influences and one's own needs, interrupting work because of attractive activities, tendency to make promises, even if it is not always possible to fulfil them, handle with financial means according to momentary needs.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
uncompromising keeping to terms, no interrupting work because of attractive activities, to promise only that what can be fulfilled and sticking to promises, planned and sensible handling with financial means and other sources.



big trait: independence

unaffectedness • criticism • originality • resistance to authority

unaffectedness:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
acceptance of generally appreciated opinions, respect to the majority and endeavour to join the majority, adaptation to general opinions and influencing by outer influences

high scores: +3; +4; +5

score +2 means tendency to such behaviour
non-respecting or refusing generally appreciated opinions or opinions of majority, basing on one's own considerations, relying on one's own ideas at decision-making, non-yielding to outer influences.

criticism:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
relying on trustworthy information sources, perceiving of rather positive aspects of products or services, trust in decisions of other people and presuming that their intentions are good.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
perseverant checking of information from any sources, searching for shortcomings in offered products or services, suspicion towards decisions of other people and searching for their personal interests which can stuck behind these decisions.

originality:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
conformity, adapting to dressing style, communication, behaviour and usual manners, presumable behaviour and decision-making, interests and hobbies which are usual in one's own social environment.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
conformity, adapting to dressing style, communication, behaviour and usual manners, presumable behaviour and decision-making, interests and hobbies which are usual in one's own social environment.

resistance to authority:

low scores: -5; -4; -3

score -2 means tendency to such behaviour
readiness to yield to superiors or authorities when defending one's own opinions, respecting interferences of superiors into one's own work, endeavour to consult one's own decisions with superiors in advance and adapt a work method to it.

high scores: +3; +4; +5

score +2 means tendency to such behaviour
persistent defence of one's own opinions against superiors or authorities, refusing interferences into one's own work, tendency to make decisions and use one's own methods of working regardless the superiors' opinions.



7.3 Test of motivation

Test of motivation deals with the importance of ten significant motives for a participant and the rate of their influence on him/her:

- **security:** need for certain work and stable environment without essential changes and shocks, preference of unambiguous instructions and standards,
- **independence:** need for independent work and dislike to various interferences into one's own activity, lower adaptability towards authority,
- **decision-making:** acceptance of reliability and demanding tasks, which mean a challenge, need for having a possibility to influence matters and to assert them,
- **professionalism:** focus on professional work and professional development, concentration on one's own specialization and preferring one's own specialization over other activities,
- **creativeness:** need for thinking out or realizing new things, searching for opportunities in one's own environment as well as ways for their using,
- **focus on client:** focus on meeting customer's needs, preferring customers' satisfaction over other intentions, taking pleasure in co-operating with clients and endeavour to comply with their wishes,
- **relations:** stress on creating positive relations in the workplace, need for amiable working environment, mutual respect, help and friendly communication,
- **competition:** need for mutual comparison of one's own results with outputs of others, desire for winning in competition with other people,
- **work-life balance:** longing for satisfaction in life, happiness and calmness, well-balanced life, where work, family and personal hobbies are in balance,
- **material reward:** focus on personal gain, either financial or material one.

7.4 Team types

Team types are a combination of traits and motivations derived from *Test of work approach*, *Test of approach to people*, and *Test of motivation*. They cover personal tendency to work, to behave and to communicate in a certain way, including strengths and weaknesses of this approach.

Team types are constructed so that they make possible a comparison with Test of team roles by Belbin. ANBE (team types) shows whether an individual has potential for a certain activity. Belbin's test demonstrates to what extent these qualifications are used in his/her existing workplace (Belbin, 2004, Bělohávek, 2008).

In the output, 70 points are divided between individual types, depending on how they describe the participant or not. Types that are characteristic of the participant and in which he achieves a high number of points are marked in green in the outputs, on the other hand, the approach to work that does not suit him and where he has few points is highlighted in red.



Team type	Strengths	Weaknesses
Plant	creativeness, new ideas stimulation of changes focus on a whole, on the fact of the matter	distance from others, nonconformity, difficult adaptation radical and unreal ideas
Resource investigator	mediation of contacts with environment very good communications skills realizing opportunities	need for support and appraisal short-term excitement not sufficient concentration and perseverance
Co-ordinator	co-ordination of other people to further the objectives ability to recognize and use people's talents successful motivation of others	easy affectability hard handling with crisis situations lower vigour
Shaper	strong focus on gaining one's end high energy and self-motivation readiness to get over obstacles	low consideration towards others querulousness, aggressiveness sensitive reaction by dissatisfaction
Monitor-evaluator	cautiousness, deliberation defence from hasty decision criticism, objectivity	lower vigour tendency to "kill" new ideas non-motivating of others
Team-worker	creating positive atmosphere in team endeavour to help others preventing and settling conflicts	avoiding conflicts irresoluteness in critical situation yielding to others
Implementer	practical organizer systematic approach to the matter discipline, keeping standards quality bearer	inflexibility perseverance in standard methods tendency to bureaucracy undervaluation of a whole
Completer-finisher	focus on details thinking details to the end	unwillingness to delegate tasks long duration of works
Specialist	deep professional knowledge concern for the matter creating of team prestige in public	narrow professional view on the world problems with communication small interest in other approaches



7.5 Behavior style

William Marston defined four behavioral styles that capture observable behavior. It is not an analysis of his interior, but an approach to communication, the way a person manifests himself on the outside, an action that can be observed by other people.

What are the characteristics of individual communication styles?

An analytical personality tends to think a lot and take a long time to make a decision, because before each decision they have to thoroughly analyze the situation and consider all possible solutions. This person's strengths are consistency, thoroughness and systematicity, but on the other hand, a certain slowness and indecisiveness. If he does not have all the facts at his disposal, it is difficult for him to decide to act. He trusts only his own conclusions and does not allow himself to be influenced by other people.

There is a lot of control in communication and emotions are not at all visible from the outside. Non-verbal communication is minimal. He does not discuss too much, he often waits a very long time with his conclusions.

We often meet these people in professions such as information technology, controlling, accounting.

Driver builds on facts and logical arguments. He makes decisions quickly and on time, he needs only a little information. It is less accurate than an analyst. He cares a lot about the efficient use of time. He is an energetic, ambitious person, highly focused on goals and results, he is not afraid of obstacles and tries to fight.

He dominates communication, tries to assert his point of view, sometimes jumps into the conversation, and is less attentive to different opinions. He can act insensitive, but not because he's mean—rather because he's oblivious to other people's feelings.

He looks for management activities, especially where quick decision-making and efficiency are needed. It can be a manager in production, logistics or trade. It will succeed where high demands on people and pressure on discipline are required.

The friendly type makes decisions slowly and always with other people in mind. It is important for them that no one feels harmed and that those around them are satisfied. They often put the interests of others before their own.

Communication is friendly, non-aggressive, they do not assert themselves, avoid conflicts and rather seek conciliatory or compromise solutions. They can empathize well with the needs of others and are ready to help whenever someone may need it.

Friendly individuals are often found in socially oriented professions, especially among nurses and caregivers. This includes many doctors, although this is not exactly the rule here. In business activities, they establish contact with customers well, but it is more difficult to achieve the goal, i.e. conclusion of the agreement.

Expressive people are quick to make decisions and their decisions are based more on feelings than on facts, their decisions are often hasty. They are equipped with imagination and we can expect unusual ideas from them, but often not very realistic. They are less reliable when it comes to deadlines and completing tasks.

Expressive individuals have very impressive communication skills. Non-verbal communication is rich, they use expressive gestures, change the color of their voice and are very persuasive. However, they are less systematic, do not follow the line of their presentation, and jump from one to another. They listen very little to others and lack empathy.

Expressive people seek artistic professions, but they are also found in the field of public relations, where successful campaigns rely on them.



8. How to work with ANBE tests (for administrators)

The procedure of works with tests has the following steps:

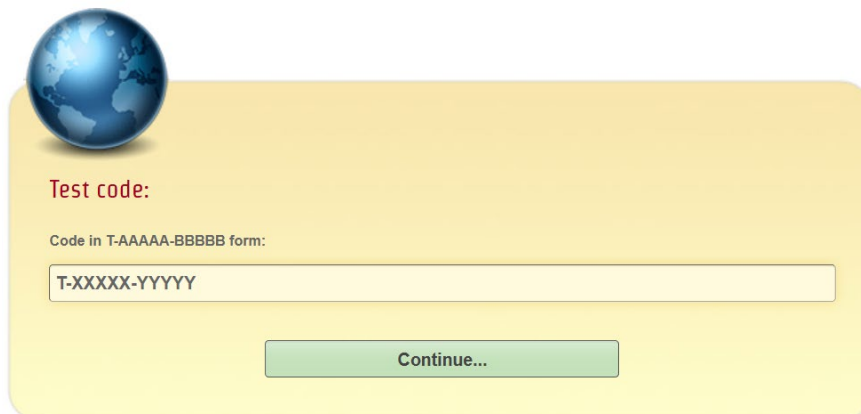
1. ordering coupons with code and you receiving them on the basis of a contract or order,
2. delivering coupons with codes to the testing participants and asking them to fill in the test,
3. receiving electronic test outcomes till 24 hours after the tests have been filled in.

We would like to inform you that it is necessary to respect the national legislation concerning protection of personal data and protect the participants' test results from unauthorized persons.

9. How to fill in ANBE tests (for test participants)

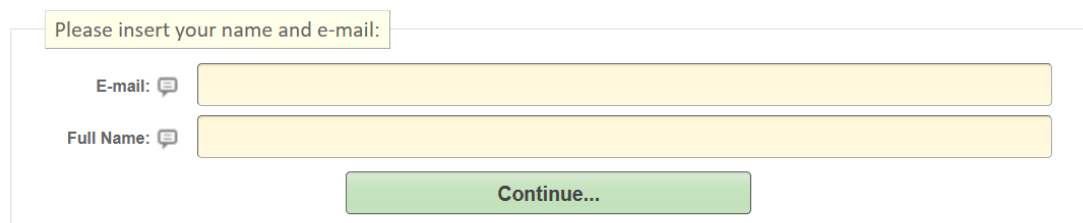
If the participant receives instructions, he will proceed according to the following points:

1. On the page test.anbe.cz enter the test code:



2. after entering the code, clicks the *continue* button.
3. The system asks for the e-mail and name of the respondent:

Respondent data




4. After filling in, an overview of the test components will be displayed:

Analysis of Personal potencial

The test consists of several parts:

Test of the approach to work



Test consisting of 82 questions ready.

Fill...

Test of approach to people



Test consisting of 82 questions ready.

Fill...

Test of work motivation



Test consisting of 8 questions ready.

Fill...

5. With the *Fill...* button, the participant goes to the selected part of the test and fills in the questions one by one:

1. In my opinion:

there is no use making a start on things, if I am not sure that I am able to manage them



if you want to achieve something new, you sometimes must try to do something, even if you have the feeling that you will not manage it

2. When I finish a work which is a matter of concern to me,

I do not do an excessive check, because I know that not all can be supervised.



I do my best to check the work more times in order to avoid that something bad happens

3. Before I get my own opinion on a correct solution of a special problem,

I must collect all available facts and analyze them



it is enough to find out some important information to arrive at a reasonable conclusion

6. After completing the tests, the participant waits for information about saving and then turns off the computer.

The test is saved in the background after each question, so it is possible to interrupt the work at any time. After possibly closing the browser window, you can return to the test by repeatedly entering the code according to points 1 - 4. To correctly evaluate the test, you



need to answer all questions, the system monitors completeness and, if necessary, prompts you to fill in questions that have been omitted by mistake:

Test of the approach to work



You have completed only 81 of the 82 questions.

Fill the missing...

View all answers...

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