



# HOW Index<sup>®</sup>

## Normative Communication

A normative assessment that describes how you communicate and cooperate: With people close to you and With colleagues at your current workplace

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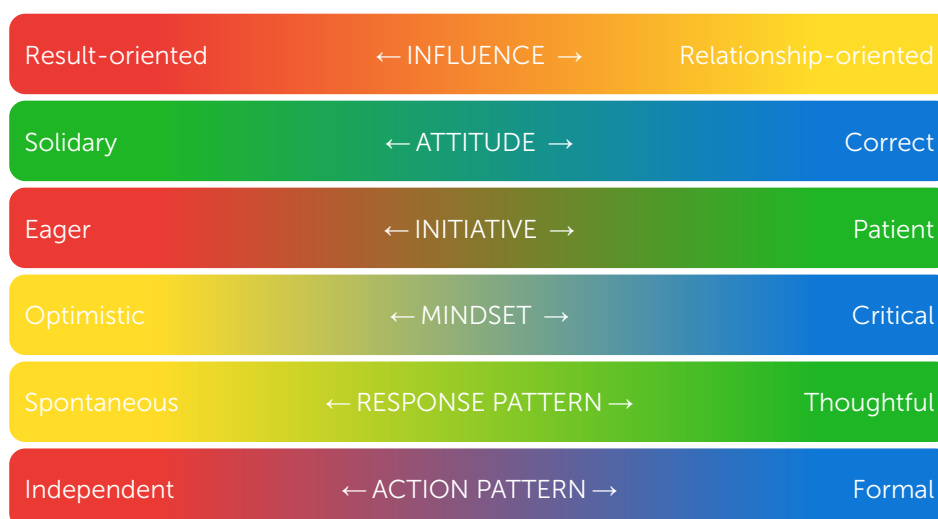


# Index

- 3 Introduction to the HOW Index® assessment / How to read the report
- 4 Your behaviour when you interact with people close to you
- 6 Together with people close to you it is natural for you / Together with people close to you you organise and plan like this
- 7 This is how you make decisions with people close to you / Your contributions when interacting with people close to you
- 8 This is how you communicate with people close to you / Possible consequences of your way of communicating with people close to you
- 9 Tips for people close to you / This is how you can make better use of your strengths when interacting with people close to you
- 10 This creates commitment for you when you interact with people close to you / Behavioural tendencies shown by people close to you that can annoy you / Aspects of your behaviour that can annoy people close to you
- 11 Your behaviour when you interact with colleagues at your current workplace
- 12 How you adapt when interacting with colleagues at your current workplace
- 13 This is how you communicate with colleagues at your current workplace / Possible consequences of the way you communicate with colleagues at your current workplace
- 14 This is how you can increase your efficiency in the situation with colleagues at your current workplace
- 15 Possible contributions in the situation with colleagues at your current workplace
- 16 The playing field
- 17 Strengths / Limitations in your behavioural style
- 18 Influence - result-oriented or relationship-oriented?
- 19 Attitude - solidary or correct?
- 20 Initiative - eager or patient?
- 21 Mindset - optimistic or critical?
- 22 Response pattern - spontaneous or thoughtful?
- 23 Action pattern - independent or formal?
- 24 HOW Index® Your behavioural tendencies summary
- 25 Characteristics in different situational behaviours

# Introduction to the HOW Index® assessment

HOW Index® is a communication assessment that describes different behavioural styles based on a 6-factor model. The assessment is used in situations where people's similarities and differences are important, such as in recruitment, group development, leadership development, sales development, and communication. Our behavioural style is about how we relate to different situations, people and tasks. When we understand our own and other's behavioural styles, we can contribute to a more open communication climate. The HOW Index® highlights the different behavioural tendencies with colours.



The HOW Index® is a normative assessment which makes it possible to compare individuals and groups.

## How to read the report

This report describes your behaviour in relation to different situations. Situation 1 describes your behaviour in relation to people close to you and situation 2 describes your behaviour in relation to colleagues at your current workplace. Both high and low values in a HOW Index® factor affects your behaviour. If you have multiple HOW Index® factors over 50%, you may sometimes find that some descriptions of your behaviour are contradictory. This is because you use different behaviours at different times and in different situations. For example, you can sometimes be open and outspoken, while at other times, you are more thoughtful and quiet, depending on how you perceive the situation. You will probably find that some sections of the report provide a good description of your behaviour, while others are less accurate. Therefore, please, read the report with a pen in hand. Feel free to mark with a plus sign where you agree and a minus sign where you disagree. Put a question mark for things you need to think through or perhaps discuss with someone who knows you well.

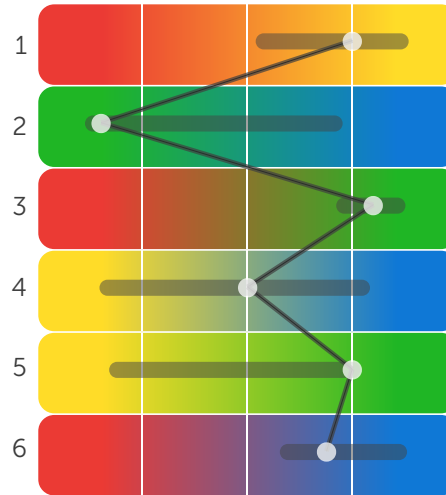
# Your behaviour when you interact with people close to you

This part of the report describes your behaviour when interacting with people close to you.

You are a good communicator, with both an interest in and an understanding of other people. You also have the patience and ability to listen. This combination produces a behavioural style that is ideal for supporting roles. You act with confidence and are warm and friendly. With a sympathetic ear for other people, you are often prepared to, if possible, help others resolve their problems. Your easy-going style and your genuine interest in other people's thoughts and feelings means that they readily turn to you for advice and support.

You also have the necessary confidence to win over other people to your views. With your positive and enthusiastic attitude, you are usually very expressive in displaying your interest in a subject. In situations where you want to bring people around to your views, this is a very valuable trait. When others would be aggressive in their efforts to convince other people of the excellence of their own views, you use friendly but firm persuasion.

Despite the fact that these are clearly strengths, you can have a tendency to overplay the social side of your nature. You can therefore be less interested in productivity and efficiency, and are sometimes directly adverse to that kind of thing. Maintaining positive relationships with others can therefore prevent you from making objective decisions if you feel that they could negatively impact other people.



1. Result-oriented - Relationship-oriented
2. Solidary - Correct
3. Eager - Patient
4. Optimistic - Critical
5. Spontaneous - Thoughtful
6. Independent - Formal

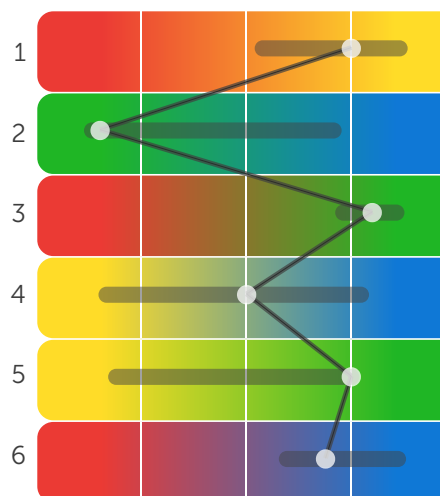
You can sometimes find rules limiting and could therefore be tempted to follow your own ideas. You therefore perform better in an open climate where your way of acting is not closely monitored.

A downside to your good communication skills might be that you want to be at the centre of attention. You have difficulty coping with rejection and tend to seek positive attention from those around you. If this does not happen, you easily lose motivation. This also applies if the situation involves rejection from others. It is likely that your performance will then suffer.

## Your behaviour when you interact with people close to you, continued...

Hostility, rejection, and confrontation are all situations you prefer to try to avoid. In order to be able to apply your communication skills, you need to feel that you are in an amicable environment and that the people around you have a sympathetic attitude. In order for you to feel fully motivated, you need to feel that you are appreciated, respected and liked by the people around you, and you can sometimes go overboard to get this positive attention. However, bear in mind that sometimes a free and open discussion can provide new input that advances the issue.

You can sometimes be slightly naive and do not always think before you speak. As a lot of your decision-making is based on your own personal sentiments, it may sometimes be necessary for you to carry out a more thorough assessment before expressing your opinions, particularly when making important decisions.



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## Together with people close to you it is natural for you

With different behavioural styles come different ways of relating to their environment. This includes other people, events, circumstances and demands of the situation. Based on your answers, here are some examples of how you usually behave with people close to you.

It is natural for you:



- to not cheat on the details or cut corners.
- to believe that anything worth doing is worth doing well.



- to prefer to avoid clashing with other people.
- to rarely do battle for your opinions.



- to conceal your own thoughts on a issue to avoid clashing with other people.
- to do what you can so that everyone is happy.



- to be able to lighten up a tense situation with a playful act.
- to advocate the value of a little fun and games.

## Together with people close to you you organise and plan like this

Organising and planning is a process that helps you focus your ideas and decisions to help you make the right choices to reach a certain goal. In order to realise these plans, you must also have a certain level of organisational skills e.g. to keep informed of developments that might affect your project, being able to prioritise, meet deadlines and to be able to cooperate with others. For you, the following descriptions might be relevant when interacting with people close to you.

You are a loyal and patient person, who likes having clear directives to follow. You normally think before you act. You often have a methodical approach and are good at developing routines. You can sometimes spend too much time on planning.

You are generous with your time and readily volunteer when someone needs your help. You may therefore have trouble maintaining focus, which can have an impact on your own work. You may have trouble adhering to set deadlines and misjudge the time it takes to complete a task.

You prefer to spend time planning your work properly, rather than diving head first into a task. When you have a lot of tasks going on at the same time, it can feel good to be able to consult with others to discuss how you should prioritise.

## This is how you make decisions with people close to you

Decision-making is about making a logical choice among available options. When trying to make a good decision, you need to weigh the positives against the negatives of each option. You must also be able to predict the outcome of each option and decide which of them is best when interacting with people close to you. In your behavioural style, you have access to different decision-making methods. Depending on how you perceive the situation with people close to you, your decision-making style can be described as follows:

You normally make decisions in a balanced and thoughtful way. You take your time to consider all the possibilities. As you would rather avoid rapid changes, this is also reflected in your decision-making. You are rarely the one who initiates action and can therefore have trouble implementing your decisions and can often require help carrying out this process effectively.

What other people think of you is important to you. This is reflected in the way you make decisions. You therefore sometimes have a tendency to sidestep "difficult" decisions if you think they might be unpopular or detrimental to others.

You do not have any great need to be the decision-maker. You would prefer to make collective decisions where everyone has a say. You often rely on the fact that people you trust will help you make right decisions.

## Your contributions when interacting with people close to you

All behavioural styles have characteristics that are valuable. Below are some of your contributions.



- Accuracy and precision are prominent characteristics for you.
- You have high demands on the result you deliver.



- You are a good listener.
- You enjoy developing warm and friendly relationships with people around you.



- You are good at following given procedures and methods.
- You would prefer that changes in procedures are well supported and tested.



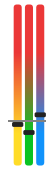
- With your sense of humour, you have the ability to lighten up a tense atmosphere.
- With your playful ideas, you can often create a good atmosphere in the group.

# This is how you communicate with people close to you

Different behavioural styles have different ways of communicating with those around them. You could say that it is about typical ways of acting to convey a message to their surroundings. Below are a few possible descriptions of the way you communicate with other people.



- You appreciate order and often have full control over what applies.
- You can ignore a problem for as long as possible if you do not feel certain about how you should handle it.



- You prefer to avoid taking a stand on issues that could bring things to a head.



- You are a good listener.
- You are happy to lend a helping hand when someone needs it.



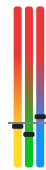
- You appreciate that there is room for fun and games.
- You are open and benevolent in the way you communicate.

## Possible consequences of your way of communicating with people close to you

Everyone has different behavioural styles and could perceive your way of communicating in a way that you did not intend. You may need to bear this in mind as a consequence of your way of communicating.



- You must be prepared that no matter how well planned a project is unforeseen things will occur.
- Sometimes you have to be prepared to give an answer to a question even if you are not entirely certain about the answer.



- Other people can perceive you as evasive and compliant.



- You may need to think a little more about what your actual tasks are.
- Just keep in mind that others can exploit your helpful attitude.



- Just keep in mind that everyone may not have the same sense of humour as you.
- You can sometimes come across as a bit too kind and helpful, which is why you get taken advantage of.

## Tips for people close to you

Different behavioural styles need different amounts of interaction from others in order to perform well and enjoy their tasks. Here are some tips for people close to you that you can use in your relationship.



- Understand that you prefer having a clear plan to follow.
- Understand that it is important for you to not make any mistakes.



- Appreciate that you are a compliant and cooperative person.



- Be aware that you are a person who is happy to help when someone asks for your help, and therefore give you support so that you can say no sometimes.



- Appreciate you for your ability to use humour to relieve a tense situation.

- Realise that you can sometimes take on too many tasks and therefore help you set priorities.

- Understand that you are someone who cares about others.

## This is how you can make better use of your strengths when interacting with people close to you

Below are some suggestions for using your natural ability to interact and collaborate with others more effectively.

You may need others who:

- can determine when it is time to act.
- can act without a lifeline.
- can push through and make uncomfortable decisions.
- get things out of your hands and sort out unnecessary tasks.
- encourage you to stick your neck out slightly, particularly when you know you are right.
- help you to convey your thoughts and ideas.
- value the financial aspects of a decision.
- speed up processes and push towards the goal.

You may need:

- to let go of your high expectations and demands.
- to understand that a bad decision is better than no decision at all.
- to have a go at taking some risks and be more daring.
- to try to be clear with other people about how you feel and experience the situation, even if you are unsure about how you will resolve the factual matter.
- to not always be so compliant.
- to dare to express your opinion, even if they are different from others.
- to be more critical and not always be so open to other people's opinions.
- to have more faith in your own intuition.

## This creates commitment for you when you interact with people close to you

What engages one behavioural style may not be as important to another. The following examples describe some of the prerequisites for you to feel engaged.



- to have a plan to follow.
- that the anticipated result justifies the risk in order to achieve it.



- to work with people where there are few or no conflicts.



- to be there when someone in your closest surrounding needs someone who listens.
- to be appreciated for your obligingness.



- that there is scope for fun and games.
- to be allowed to help out and make other people happy.

## Behavioural tendencies shown by people close to you that can annoy you

Some people are easy to interact with, while others can be annoying. Consider which examples you find relevant when interacting with people close to you:

- When someone takes shortcuts and misses important information.
- When someone does not take overall responsibility and delivers substandard results.
- When someone is too much of a risk-taker.
- When someone deals with sensitive issues that you or other people would prefer not to have to get involved in.

## Aspects of your behaviour that can annoy people close to you

Even aspects of your behaviour can annoy others. Consider whether any of these descriptions apply when you interact with people close to you:

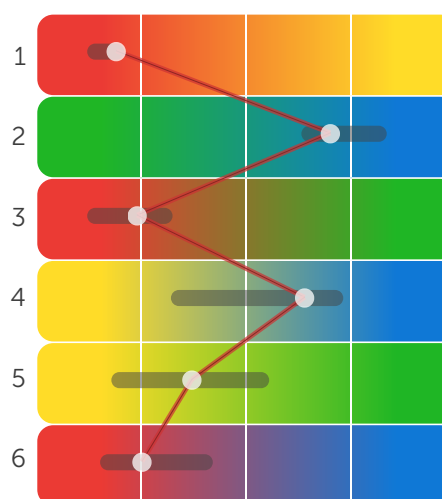
- When you are unable to compromise.
- When you can never take a shortcut.
- When you always have to be so guarded.
- When you do not have the courage to take the bull by the horns.

# Your behaviour when you interact with colleagues at your current workplace

This part of the report describes how you adapt when interacting with colleagues at your current workplace. To be more effective, you may find that you need to make certain adaptations in order to succeed in your endeavours. This means that you sometimes suppress or amplify aspects of your behaviour to better handle situations with colleagues at your current workplace. Any such adjustment requires a certain amount of mental energy and can sometimes lead you to feel that you need to go beyond the normal level of effort.

You become driven and ambitious, but balance this against the need to achieve a reliably and carefully executed work of a high quality. Precision and attention to detail become important to you. You wish to concentrate on facts and measurable issues, and readily develop effective methods and procedures in order to achieve satisfactory results.

You thrive with change and variation, and are often eager and impatient. You can sometimes find monotonous and routine tasks difficult. You get easily bored and have a real need to be busy and often feel that you have too much to do in far too little time. You are energetic and independent and can have trouble sticking to traditional methods. Sometimes it can be a good idea to slow the pace a bit and pay more attention to your surroundings, so that you can see the bigger picture more clearly.

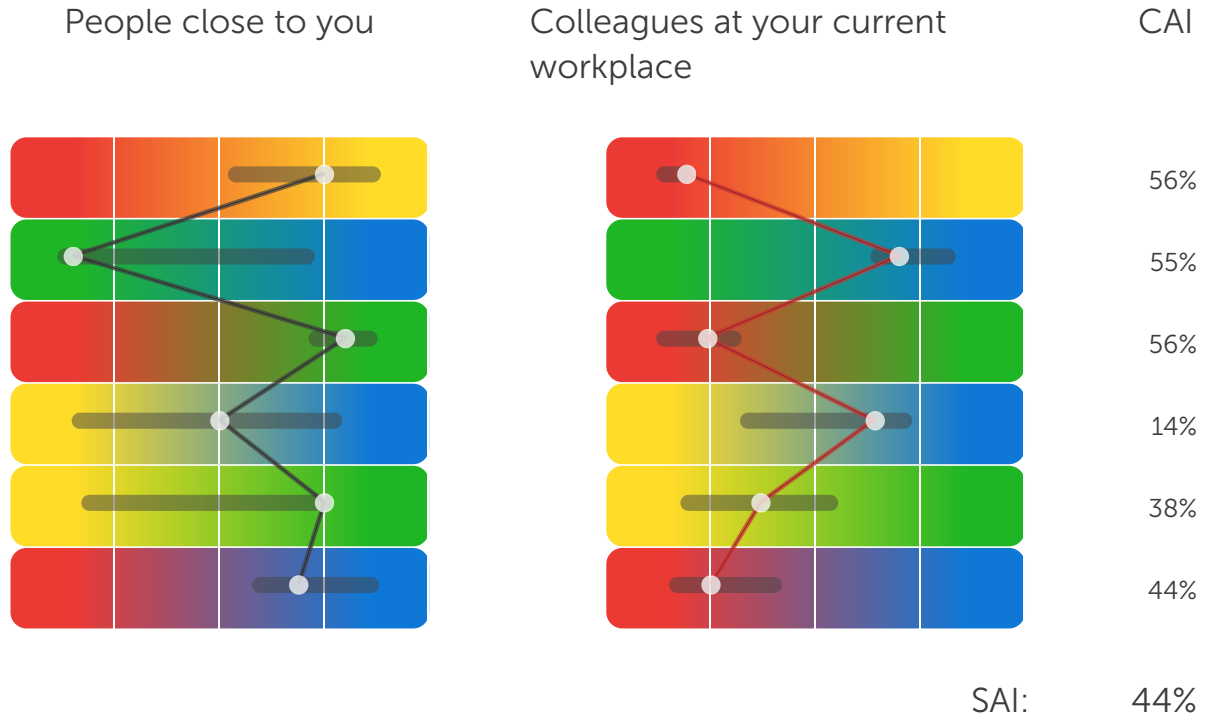


- 1. Result-oriented - Relationship-oriented
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In your communication with other people, you are often brief and focus on practical matters. You rarely hesitate to present an argument just to avoid conflicts. It becomes important for you that things are done in the right way. You can therefore dedicate quite some time to research and, albeit to a lesser extent, consultation. You are keen to protect yourself from negative consequences and are keen to first contemplate what repercussions a decision could have for you.

# How you adapt when interacting with colleagues at your current workplace

The graphs and texts below describe how you adapt your behaviour between the selected situations. This includes events, practices and other circumstances in the situation.





### CAI (Characteristic Adapability Index)



The CAI describes how the respondent moves within a HOW Index® scale between two situations. A large difference between the situations explains why the respondent makes a greater adjustment in the second situation compared to the first situation.



### SAI (Situational Adapability Index)



The SAI describes how the respondent moves in all HOW Index® scales between two situations. The SAI is the average of all CAIs in the two situations.

### In the situation with colleagues at your current workplace you tend:

-  to use logical arguments when you want to influence other people.
-  to be knowledgeable and well-read within your field.

-  to consciously calculate the risks for achieving your goals.
-  to bet high to win.


-  to be an advocate for the introduction of both new technology and new routines.
-  to be keen to try new tasks.


-  to prefer to work undisturbed.
-  to rather talk about facts than personal matters.


## This is how you communicate with colleagues at your current workplace


Different behavioural styles have different ways of adapting to new situations. You could say that they are typical ways of behaving in order to convey a message effectively to those around them. Below are some possible descriptions of the way you communicate with colleagues at your current workplace.

When you communicate with colleagues at your current workplace you tend to

- 
- substantiate your reasoning with data, statistics and logic.
  - behave in a restrained manner and not allow emotions to take over.

- 
- be quick-witted and prepared to take risks.
  - gets other people interested.


- 
- be heard, seen and noticed.


- 
- remain in the background, from which you can observe and analyse.
  - place importance on logical arguments.


## Possible consequences of the way you communicate with colleagues at your current workplace


Sometimes your way of communicating can be received in a way you didn't intend. You may need to consider this as a consequence of the way you communicate with colleagues at your current workplace.

Possible consequences when you communicate with colleagues at your current workplace

- 
- You may need to remember that sometimes you have to make decisions with limited information.
  - Remember that it can be valuable to show what you feel sometimes.

- 
- You may need to get help with risk assessment before you start a project.
  - Just remember not to let your adventure affect others.

- 
- Other people see and hear you, which perhaps not everyone appreciates.

- 
- Your opinion can be at risk of never reaching a decision-maker.
  - Other people may feel uncomfortable with your rational approach.

# This is how you can increase your efficiency in the situation with colleagues at your current workplace

In the situation with colleagues at your current workplace, you can develop your ability to interact and collaborate in a more productive way. Below are some suggestions for what you might need to think about.

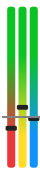
To support you in the situation with colleagues at your current workplace you may need others who:



- can combine logic with emotion.
- value and appreciate everyone's contribution to the solution.



- understand the bigger picture and can establish structure.
- seek and gather facts.



- are open to new approaches, techniques and new routines, assuming it benefits the business.
- ensure that you are given clear instructions and that you also stick to them.



- involve you in cooperation with other people.
- focus on personal matters rather than on details and facts.

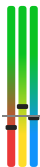
Things to consider in the situation with colleagues at your current workplace:



- Some decisions are sometimes made with emotions and not always with logical arguments.
- Appreciate other people's contributions to the solution.



- Respect applicable rules.
- Be aware of existing sanctions when you break rules.



- Even routine tasks need to be completed to get the bigger picture complete.
- See the bigger picture and all the little elements of it.



- Learn to interact with different people.
- Interpersonal relationships create dynamics and can contribute to a better result.

# Possible contributions in the situation with colleagues at your current workplace

All behavioural styles have characteristics that are valuable. Below are some of your possible contributions in the situation with colleagues at your current workplace.



- You often have good knowledge within your profession.
- You use your logical thinking to prevent unnecessary risk-taking.



- It is natural for you that success involves a certain amount of risk-taking.
- You seldom miss an opportunity.



- You are an active advocate of renewal and change.
- You want to complete tasks quickly.

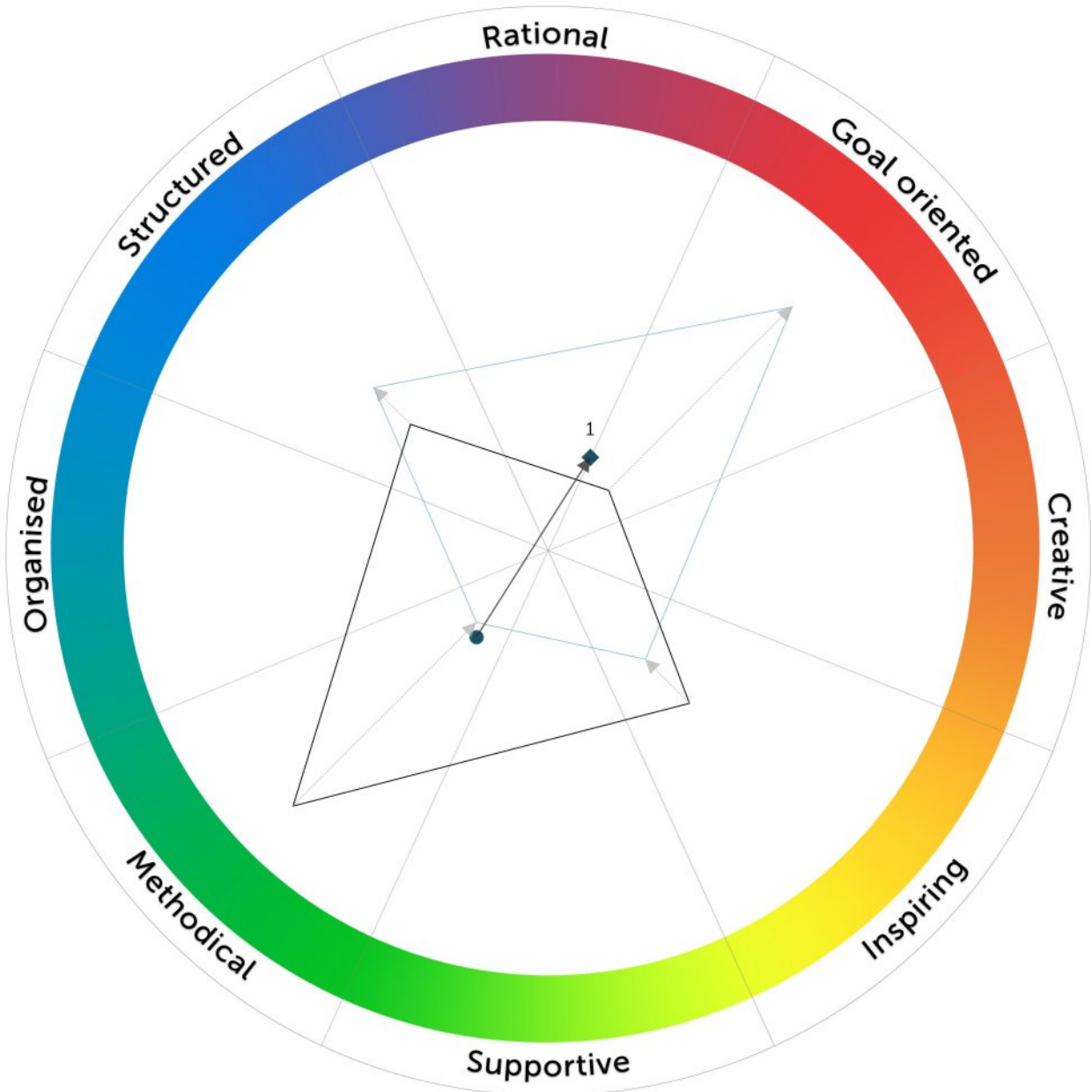


- You are happy to be the one in the background.
- You appreciate when things are handled in a more formal way.

# The playing field

By placing the value for each factor on the respective axis and connecting them with a line, you get a picture of your playing field or the area that your behaviour profile covers. The area with the black border lines is the playing field for situation 1 (people close to you) and the one with the grey border lines shows the playing field for the situation with colleagues at your current workplace. By comparing the figures, you can see the adjustments you make (the grey arrows).

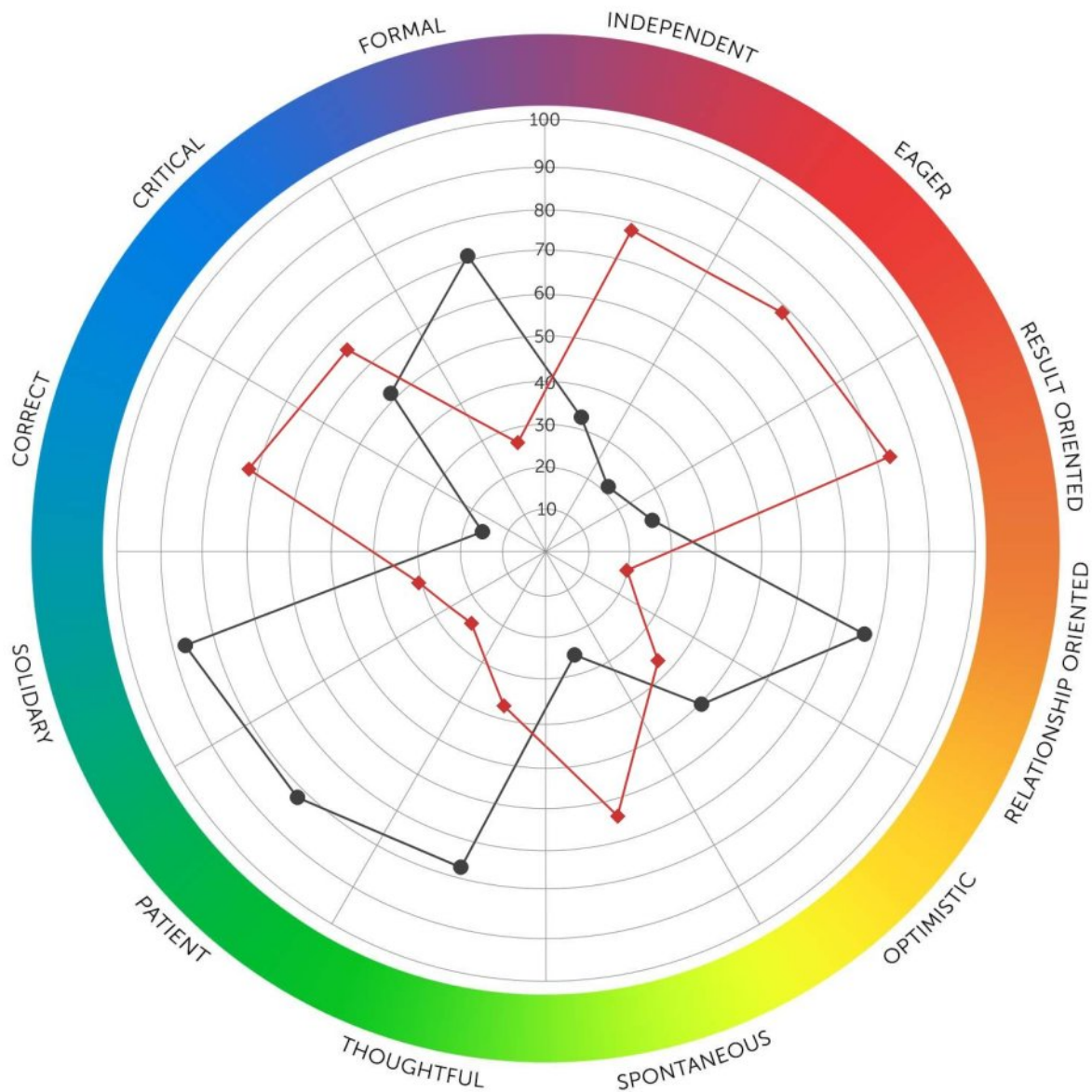
To make it possible to compare your position with that of others it is possible to reduce the playing field to a single dot, the centre of gravity (or the average influence of all four colours). The black arrow goes from situation 1 (people close to you) to situation 2 (colleagues at your current workplace). The scale in the graph is 1:1.



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# Strengths / Limitations in your behavioural style

When we look at the six scales defining the dynamics of HOW Index®, we can gain a clearer understanding of which tendencies are prominent in a profile. The two end points of each scale define a behavioural tendency. If a person has, for example, a higher score in the factor RESULT - ORIENTED than in RELATIONSHIP-ORIENTED, then we can tell that we are looking at a powerful influencer. When the factors switch place, and the RELATIONSHIP- ORIENTED score is higher than the RESULT-ORIENTED score, then we can expect to see someone who persuades in a more gentle and convincing way. Similarly, we can compare all factors with each and every one around the wheel. The more significant the difference, the more prominent the behavioural tendency in question is.



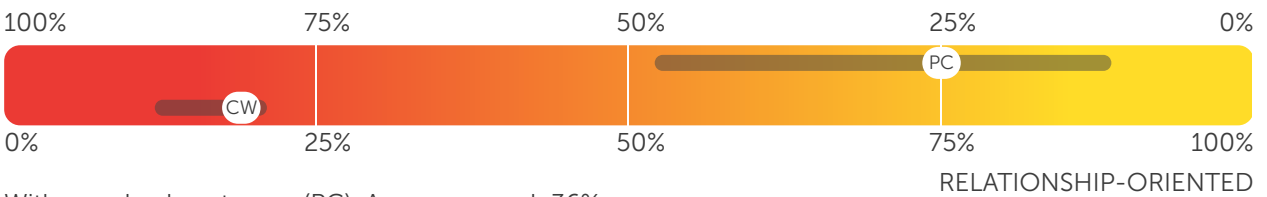
● With people close to you | ● With colleagues at your current workplace (SAI: 44%)

# Influence - result-oriented or relationship-oriented?

**Result-oriented** - the end justifies the means! This characteristic describes the ability to influence by being goal-oriented, driven and straightforward. People with this characteristic prioritise the task ahead of the relationship. They are not afraid of conflicts and can make difficult decisions when needed. They defend their opinions, no matter what those around them think. It may mean that they can be so focused on the result that they can compromise quality, details and sometimes other people's emotions.

**Relationship-oriented** - it's a great idea, right! This characteristic reflects an open, outgoing and friendly approach. People with this characteristic want to be involved and to influence without being too pushy. They prioritise good relationships before results. They are good at promoting ideas and like to get an appreciation for them. They can sometimes lose focus if they are criticised and feel unseen.

## RESULT-ORIENTED



With people close to you (PC). Answer spread: 36%.

It is important for you to be able to communicate and cooperate with other people. You readily seek out opportunities for social interaction where you can influence other people. You come across as confident and reliable, but are rarely pushy in your attempts to convince other people of your thoughts and ideas. Your social interest can result in you sometimes having trouble remaining focused on your actual tasks, particularly when it comes to monotonous routine tasks.

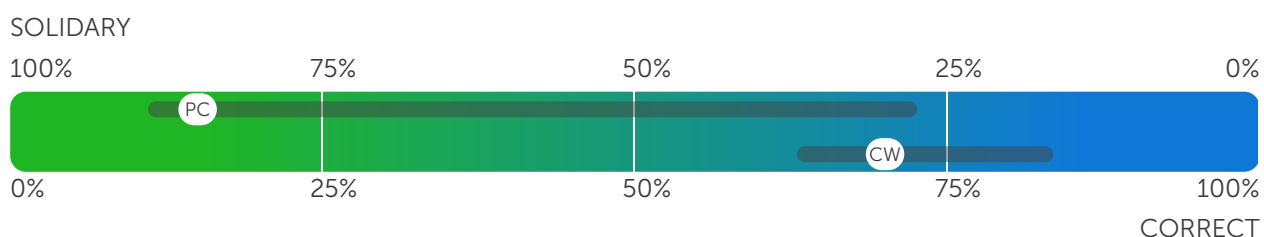
With colleagues at your current workplace (CW). Answer spread: 9%. CAI: 56%.

You feel that you have to be much more focused on results and performance than you normally are. People around you will perceive you as very demanding and driven. You must be both direct and straightforward in your communication style and assert your views effectively. This may perhaps surprise people around you who do not know you in your adapted behaviour. Nor do you, in your adapted behaviour, show much interest in personal matters and prefer to adopt an objective point of view. You must make decisions faster than normal without allowing yourself to be distracted.

## Attitude - solidary or correct?

**Solidary** - didn't we agree on this? This characteristic describes the ability to adhere to agreements, existing roles and traditions. People with this characteristic are loyal, persistent and reliable and are good at completing tasks. They often feel great solidarity to the people around them. They consider that it is essential to follow principles.

**Correct** - we must avoid mistakes! This characteristic describes the desire to follow the rules, set systems and processes. People with this characteristic have a strong need to avoid mistakes. They need security and prefer to avoid risk-taking. They are attentive that their environment follows accepted rules and agreements.



With people close to you (PC). Answer spread: 62%.

You want things to be done in a well-tested manner and can resist unexpected changes and new approaches. It is important for you to have time to think through how to deal with a task before you start. Almost everything you undertake is characterised by a calm and systematic approach. You are happiest in a stable and harmonious environment, without rapid changes, where you know what is expected of you and where you have the support of those around you.

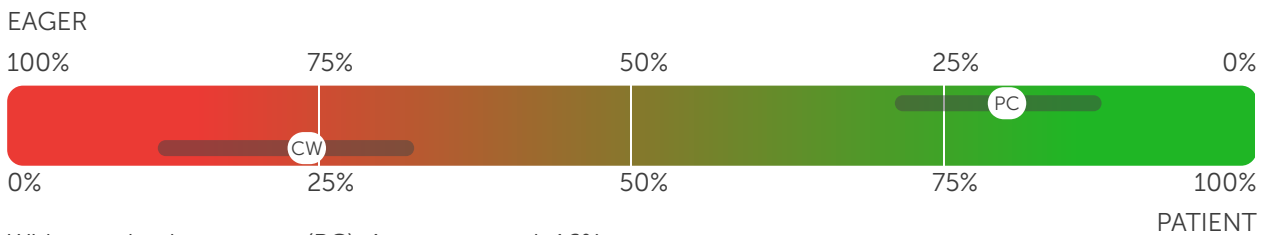
With colleagues at your current workplace (CW). Answer spread: 20%. CAI: 55%.

You feel that you must place more importance on rules and logical arguments. In order to avoid risk-taking, you want clear goals and guidelines to adhere to. You are careful to assure yourself that no mistakes are made and have a tendency to point out when other people overlook theirs.

## Initiative - eager or patient?

**Eager** - let's get started! This characteristic combines the ability to be driven and independent with a need to deal with problems, challenges and opportunities immediately. People with this characteristic tenaciously pursue their goals without a need for instructions or guidance from others. They feel a constant need to be on the move and can get annoyed at others who do not want or cannot keep the same fast pace.

**Patient** - why in such a hurry? This characteristic shows the ability to work methodically, long-term and in combination with the willingness to cooperate with others. People with this characteristic are persistent and are good at completing started projects/tasks, although it can take some time. They usually are not very competitive and dislike situations with short deadlines. They typically show an understanding and generous attitude to other people.



You seek and prefer a slower pace where there is the scope to work methodically. In encounters with other people, you can come across as slightly reserved and, to some extent, hesitant despite the fact that you are very much a thoughtful and patient team player. You prefer to avoid situations where you can come into conflict. You want time to plan and carry out your tasks in a way that you can feel satisfied with. You are persistent and tenacious, and therefore work well in situations that other people might consider monotonous or boring. When you have taken on a task, you also ensure that it gets completed.

With colleagues at your current workplace (CW). Answer spread: 20%. CAI: 56%.

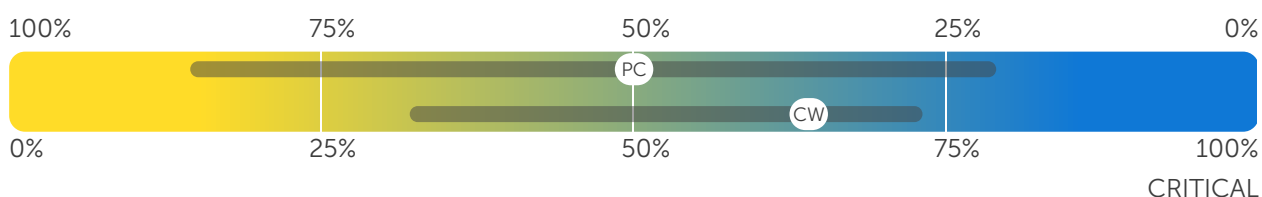
You feel that you must take up more space than you are comfortable with. Delivering and achieving results is now important, which can feel strenuous for you. You must take personal responsibility for defining goals and direction. You can find it stressful to have to push yourself and might miss being able to consult with other people. You feel that you must take even more responsibility for your actions and even cope with confrontations in order to reach your goal. You can feel a degree of discomfort when the pressure to perform increases.

## Mindset - optimistic or critical?

**Optimistic** - the world is full of opportunities! This characteristic combines the ability to radiate security and positivity without being affected by social boundaries and norms. People with this characteristic rarely doubt themselves, and they feel at home in almost every situation. They interact freely with strangers and are happy to initiate social contacts. This can sometimes lead to overconfidence in their own ideas and ability.

**Critical** - can you prove that? This characteristic describes a vigilant, observant and somewhat doubtful attitude. People with this characteristic are on their guard, a bit sceptical of new people and do not like to reveal too much about themselves before they have learned to trust the person. They are cautious in their communication and rely on logic and facts rather than emotions. They may be inclined to correct others, whether asked to do so or not.

### OPTIMISTIC



You are normally friendly and cooperative by nature, and prefer therefore to work in a positive and open environment, where there are opportunities for creating positive relationships with people around you. You do not usually have any difficulty accepting majority decisions or complying with directives, even if your personal opinions say otherwise. With your adaptability, you therefore prefer to follow rules and procedures, rather than act on your own.

With colleagues at your current workplace (CW). Answer spread: 41%. CAI: 14%.

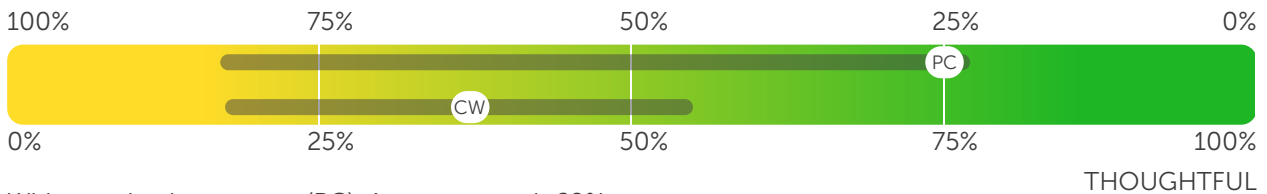
You feel that rules and structure become more important. You usually rely on established procedures and try to avoid risk-taking. You start with clear definitions of the goals and then concentrate on the tasks at hand. People around you can perceive you as more reserved and cold. The confidence you sometimes show is not used in your decision-making.

## Response pattern - spontaneous or thoughtful?

**Spontaneous** - I just came up with a thing! This characteristic reflects a fast, impulsive and expressive style that acts with gut feeling. People with this characteristic often show a lively interest in a subject, and their enthusiasm can motivate others. They are perceived as assertive and engaged and are often curious about new thoughts and ideas. However, their spontaneity can lead to hasty conclusions and comments, the consequences of which can sometimes be difficult to predict.

**Thoughtful** - I want to think about that first! This characteristic describes how carefully words, actions and decisions are made or used. People with this characteristic tend to plan and anchor a decision before they act. They also show great care and thoughtfulness in expressing their opinions. Their mantra is - "Think before you speak or act". Deadlines and time constraints can be stressful because they carefully want to evaluate the various options.

### SPONTANEOUS



With people close to you (PC). Answer spread: 60%.

You have a calm and level-headed attitude to most things. You prefer to let things run their course rather than taking the initiative to make changes yourself. You prefer things to be done in a well-tested manner and can oppose ill-conceived changes, especially if you cannot see that it actually leads to improvement. You have an ability to see problems and difficulties from several angles, which means you can avoid conflicts and disagreements.

With colleagues at your current workplace (CW). Answer spread: 38%. CAI: 38%.

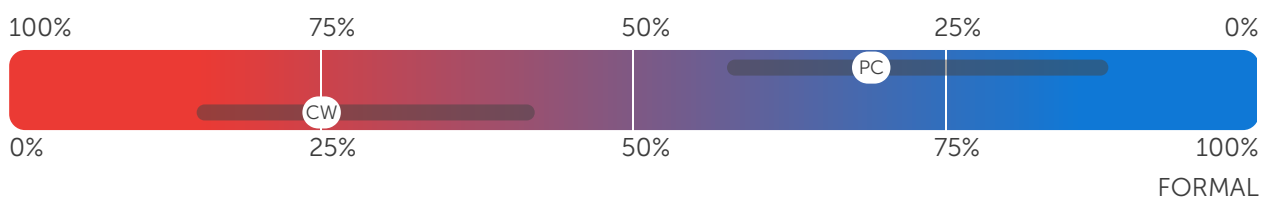
You feel that you have to be more outgoing and enthusiastic. You get other people involved in new thoughts and ideas. Those around you may now perceive you as more energetic and you are often the one who takes the first step in new relationships.

## Action pattern - independent or formal?

**Independent** – this is how we do it! This characteristic describes the ability to be solution-oriented and innovative when dealing with problem-solving. People with this characteristic don't like to be hindered by established rules, procedures or other restrictions. They want maximum control and, at the same time, sufficient room for manoeuvre.

**Formal** - what do the instructions say? This characteristic describes the ability to make use of established routines, existing structures, and rules as guidance for problem-solving. People with this trait have a strong need to follow the rules, policies and conventional methods to share responsibility and avoid personal risk-taking. They dislike confrontations and instead seek solutions that are supported by facts and proven experience.

### INDEPENDENT



Although you appreciate structure and rules to adhere to, you do not wish to feel entirely bound by them. You normally follow existing rules, but are also able to adapt effectively should an unexpected situation arise. You do not usually have any difficulty accepting majority decisions or complying with directives, even if your personal opinions say otherwise. Cooperating with other people gives you confidence and control and becomes a way for you to avoid conflicts and too much personal risk-taking.

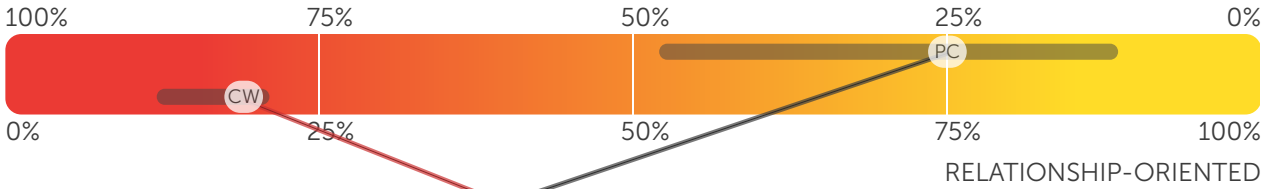
With colleagues at your current workplace (CW). Answer spread: 27%. CAI: 44%.

You feel that you must stand up for your own thoughts and ideas, act more independently and trust in your own abilities. You are prepared to bend the rules and regulations and take shortcuts if necessary to reach the goal. You must be more alert to changes and be able to take the initiative when you see that there is a better way of doing something. Thinking and acting alone may feel unfamiliar, particularly as you would rather cooperate than act and make decisions on your own.

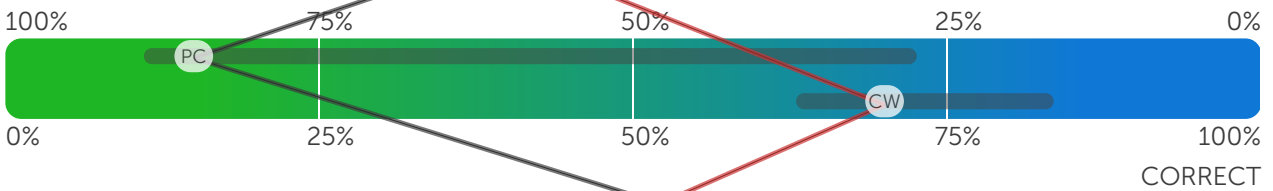
# HOW Index® Your behavioural tendencies summary

When we look at the six scales defining the dynamics of HOW Index®, we can gain a clearer understanding of which tendencies are prominent in a profile. Below you can see your tendencies considering all six scales.

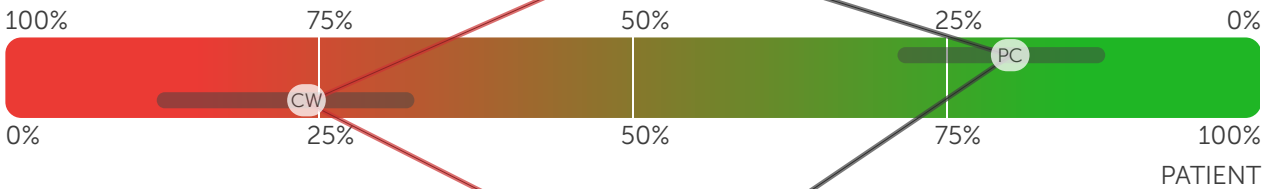
## RESULT-ORIENTED



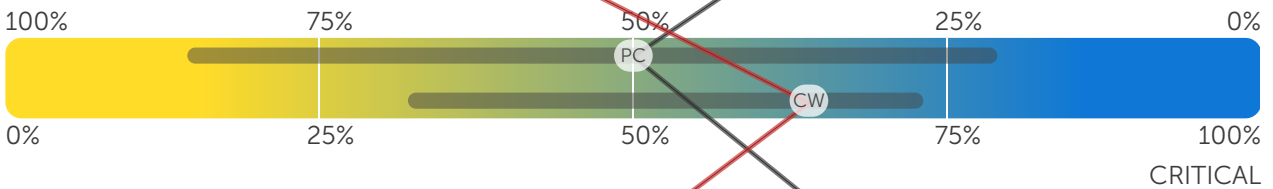
## SOLIDARY



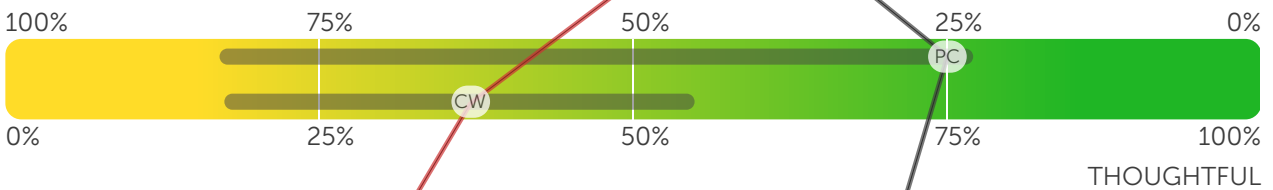
## EAGER



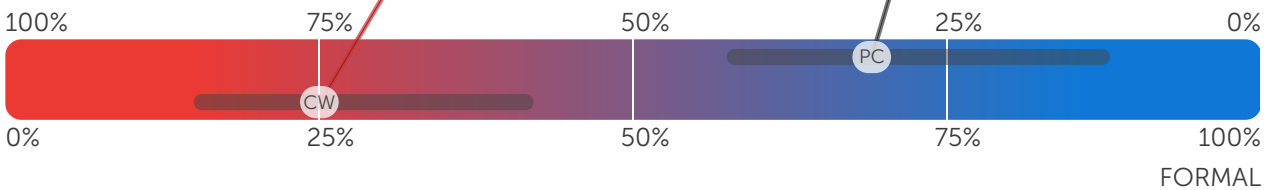
## OPTIMISTIC



## SPONTANEOUS



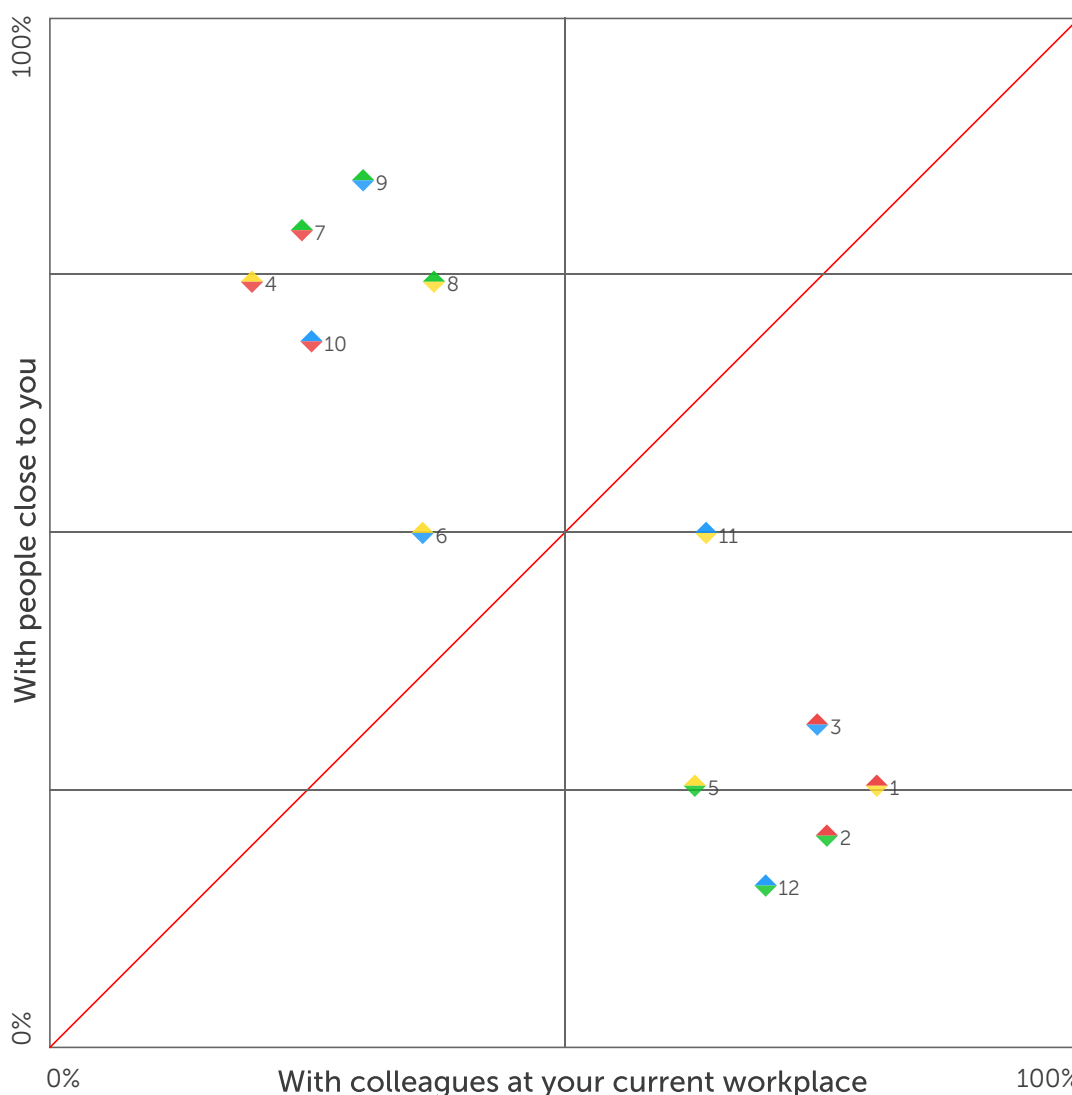
## INDEPENDENT



● PC = People close to you ● CW = Colleagues at your current workplace

# Characteristics in different situational behaviours

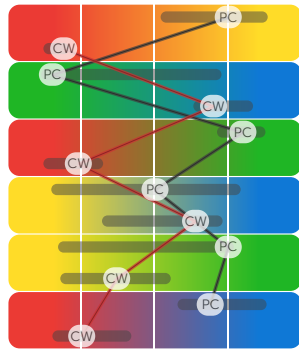
In the diagram below there is an energy line (the diagonal line), where the values of the characteristics would be if there were no difference between the Situational Behaviour (SB). Deviations to the left of the energy line mean that you have a lower value of that characteristic in the SB on the X-axis than in the SB on the Y-axis, while values to the right indicate that you elevate that characteristic in the SB on the X-axis. In both cases, this is something that requires mental energy from you. Look at your deviations from the energy line and think about whether this is something that requires extra energy from you. The Situational Behaviour (SB) people close to you is compared against the other SBs.



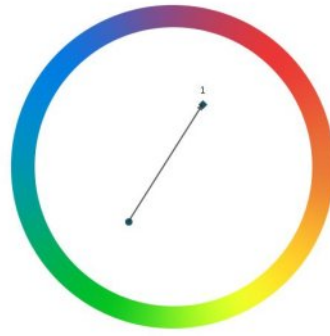
- |                    |               |                |                          |
|--------------------|---------------|----------------|--------------------------|
| 1: Result-oriented | 2: Eager      | 3: Independent | 4: Relationship-oriented |
| 5: Spontaneous     | 6: Optimistic | 7: Patient     | 8: Thoughtful            |
| 9: Solidary        | 10: Formal    | 11: Critical   | 12: Correct              |

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 ● CW = Colleagues at your current workplace



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