



Leadership

Relationship

PERSONALMAPPING ROUTE GUIDE

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1. INTRODUCTION

About MapsTell™

MapsTell helps to make human behaviour understandable and provides visual insight by literally putting people and groups on the map. Insight that enables people to maximise their own strengths, and to work better with others.

What is a behavioural style?

People can seem very similar, but of course, we are all very different. This is also true of our behaviour. While one person can be direct and enthusiastic, another can be quiet and hesitant. Where some work in a disorganised manner, others tackle issues with precision. We all do things our way. Whether it concerns questions and matters regarding your commercial activities, how you interact with others, how you manage others, your way of communicating, your strengths and weaknesses, or how others perceive you, all these aspects are highly influenced by your behavioural style. It explains a lot about your way of working, your interaction with others, how you learn new things and even in what way you play sports or how you behave when with others. So basically, a behavioural style influences all aspects of our existence.

What is PersonalMapping?

Based on the questionnaire that you completed, we have created a route guide of your behavioural and communication characteristics. In addition we have incorporated all of this information into a beautiful map: your PersonalMap. The names of the cities, rivers, mountains and seas tell you everything about your behavioural style. It also shows you how others perceive your behaviour and where your pitfalls and challenges lie. You get to know yourself and others (even) better! With PersonalMapping you literally put yourself on the map!

Important!

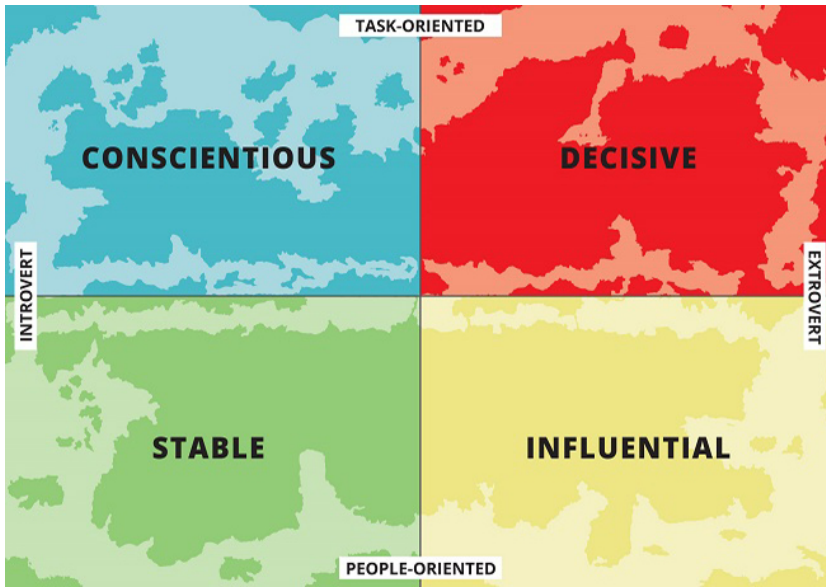
A PersonalMap only shows your behavioural style. We do not measure characteristics such as intelligence, competencies or emotions. It is the combination of all of these factors that makes each person unique. The fascinating thing about behavioural styles is that we encounter them daily in our interaction with others. One behavioural style is not better than another, hence a behavioural style is not an achievement or something you have to be proud of.

Why a map?

A map is transparent and much easier to read than the weighty reports which so often end up in a drawer, unread or only skimmed through. The maps developed by MapsTell show the landscape of your behaviour in a clear and accessible manner. It is a profile that can easily and quickly be shared with others.

What is PersonalMapping based on?

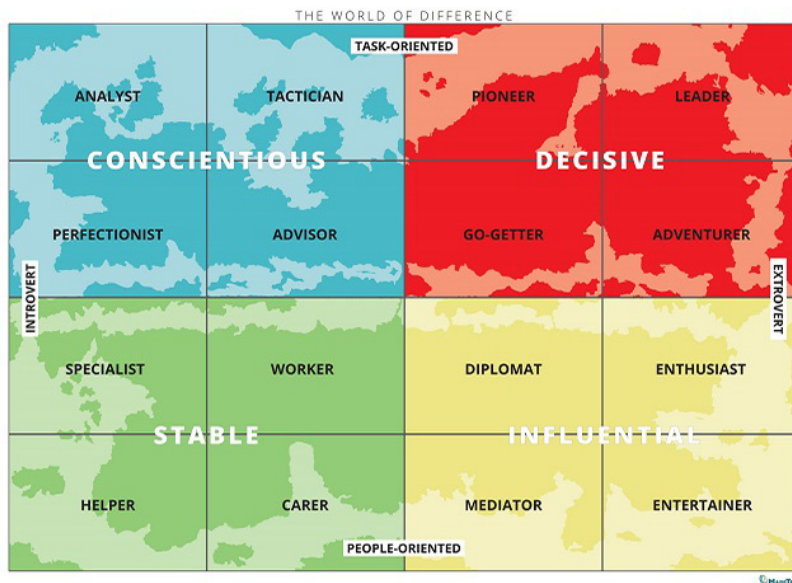
MapsTell products are modelled on the DISC model developed by William Marston. This model identifies sixteen different behavioural styles which can be grouped into four main Regions:



The 4 Regions



Key descriptors of the 4 Regions



The 16 underlying behavioural styles

2. YOUR PERSONALMAP

Dear Jan,

Thank you for completing the questionnaire on our website. You have already seen from the explanatory film and your PersonalMap that your behavioural style is that of **ENTHUSIAST**. In this route guide, you'll find additional information about the various behavioural styles and your PersonalMap.

Before we go into this further, we would advise you to read the general information below. This will help you understand the context of this route guide and your PersonalMap even better.

How to read your PersonalMap

Your PersonalMap consists of the following four regions:

1. Landscape of my Behaviour;
2. How others perceive you;
3. My Challenges;

Before we go into more detail about your own personal characteristics, here is a short explanation of how to read and interpret these various regions on your PersonalMap.

1. Landscape of my Behaviour

This part of the PersonalMap shows your behavioural style. The names of the villages, towns, mountains, rivers and roads in this area relate specifically to you. These are keywords, and their meaning is obvious, like the town 'Driven' or the village 'Dare'. You and others will recognise much of yourself in this region.

2. How others perceive you?

In your PersonalMap you will find the region 'How others perceive you'. This part of the map shows how others, for example your friends, family or colleagues, might perceive your behaviour. You will recognise yourself in most of the keywords, but some may come as a surprise to you. It is possible that your behaviour is sometimes perceived differently by others to how you see yourself. This can be pleasant, or even to an extent surprising. But when you know how others perceive your behaviour, you can take this into account in the future!

3. My Challenges

In this region, the towns and villages are named after behaviour you sometimes exhibit, and that can work against you. It is not so much the wrong behaviour, but 'ineffective' behaviour. Towns like 'Tactless', 'Accusatory', 'Hasty' for example. The names of the blue-coloured towns in this region advise you how to deal with these 'pitfalls'. Like 'Listen' and 'Say sorry' or 'Take your time'. This is useful because, if you're aware of your challenges, you can act more efficiently!

3. YOUR ROUTE GUIDE

Your behavioural style matches that of an **ENTHUSIAST**. And that is quite obvious. Your persuasiveness and charisma make you the ideal presenter or spokesperson. However, your social skills are both your weapon as well as your pitfall. You are verbally strong, very talkative, charming, almost excessively so, enthusiastic builder of castles in the air, the life and soul of the party, the ringleader. People love you because you are warm-hearted and infectious. Always a good story or a fantastic anecdote. In your presence, it's rarely quiet or dull. You know how to turn objections and criticism to your advantage, and you can keep matters positive. This is important to you because you want to be liked. You are predominantly people-oriented. That means you like to collaborate with other people. Both in your work and your private life.

You are good at delegating tasks because you hate routine jobs. You don't have the patience for those. Your strength lies in improvisation and the freedom to act. Responding to a situation and coming up with a creative solution on the spot. You are resourceful and you like to exert influence. You can do so because of your good reputation and your achievements. Your enthusiasm and positive energy are an inspiration to those around you. Your ability to persuade others is a natural gift. You don't lose your temper easily. If your freedom of action is constrained or people make life difficult, you act initially as though nothing has happened. But if it goes too far, watch out! You won't be messed with.

Less is more. It's lonely at the top!

Characteristic of your style is your irresistible ease in your dealings with other people, and this benefits your corporate and commercial activities tremendously. You hardly need to work at this. You effortlessly combine inspirational enthusiasm with glittering visions of the future. You have a nose for golden opportunities and your paper plans and projects have been sold before the ink has dried. You have the gift of the gab, a little bit pushy, but you fulfil your promises. Effectively and at high speed. You are careful about your image. Because all too often people tell you that you are unrealistic and that you have a vivid imagination. However, when you look at what you've achieved, it's impressive. And you achieve that through rock-solid self-confidence and your never-ending enthusiasm and belief in the power of your ideas.

Collaborating with you is a pleasure, there's always an excellent atmosphere. You are patient, courteous and amiable, and although you like to take charge and talk a lot, you remain attentive to others. You hope that this positive attitude will be appreciated and that people will be the same towards you. You are skilful at finding the right people for the right job, which allows everyone to reach their full potential. You are a generous team player and you let everyone share in the, or rather your, success. You are unconditionally loyal to people who don't disappoint you and who keep their promises. However, as soon as you notice that people are taking advantage or they're stringing you along, you get upset and you'll take drastic measures. Being taken seriously and coming across as believable is sacred to you.



3. YOUR ROUTE GUIDE

As an ENTHUSIAST, you keep many plates spinning. You can do this like no other. You reason that if you drop one, you've got another nine left. You're an optimist to the core, dynamic, lively and always on the go, looking for new opportunities. You start by developing an idea. If you think it's viable, you'll put together a team which you lead (temporarily). You are particularly interested in the broad outlines and potential prospects. You prefer to leave the working out of the details to others. You live life in the fast lane because you don't like sitting still. You like to be in a position where you can start a new adventure at short notice. You fear missing an opportunity. That can sometimes work against you. You become sloppy, you lose interest and you make a disorganised impression because your mind is already set on other challenges!

You are, as stated previously, extroverted and people-oriented. You meet the daily challenges boldly and with bravado. Optimistic, sometimes against the odds. Ground-breaking and crossing the boundaries. You stand out and you're a jack-of-all-trades. Unashamedly charming, and as a hedonist, someone who embraces life and lives life to the fullest. You tend to bite off more than you can chew, and occasionally taking a step back would do no harm. It could even give you the highly necessary peace to focus a bit more on your current projects and relationships.

On your PersonalMap you'll find a region called "How others perceive you?". The names in this part of the map refer to how someone with a different behavioural style sees you. To be clear, this is not how you are, but how you come across by someone else. Of course, this influences your self-image and it contributes to the way in which people interact and communicate with you.



4. KEY SENTENCES APPLICABLE TO YOUR BEHAVIOURAL STYLE

The following key sentences apply to your behavioural style.

- Your positive energy is an inspiration to those around you
- People are impressed by your huge amount of charm
- You focus on achieving results
- Impressing people around you comes naturally
- You are amiable and sociable while still to the point
- You have an almost voracious curiosity and interest
- You can be (a little too) theatrical in your presentation
- You can come across as unrealistic and fickle
- Without risks, life isn't worth living
- Customers are naturally attracted to you
- You are able to smooth over problems and to nip them in the bud
- You always ask the "with whom are we going to do this" question
- You have the gift of the gab and you are an excellent negotiator
- Criticism keeps you on your toes and you consider it as functional
- Your optimism is unshakable
- Sometimes you react sentimentally
- You act based on hunches and instinct
- You resolve disagreements and arguments smoothly
- You are assertive and very witty
- You are very good at playing to the audience; you like presenting!
- You have a strong will and you are very persuasive
- You don't boast about your network and your many connections
- You are an extremely fast thinker and sometimes people can't keep up with you
- You are a great motivator
- You can sometimes come across as (unexpectedly) strict and forceful
- Your starting point in dealing with others is mutual respect
- Opposition makes you work even harder
- You provide relaxation and entertainment
- You don't lack popularity



5. USEFUL ADVICE

The following advices apply to your behavioural style.

- Fantasising and day dreaming can't do any harm, but do so in moderation
- Fantasy and reality: keep them separate
- Don't exaggerate too much
- Don't be distracted too much, concentrate on one thing at a time
- Retracting your previous point of view doesn't mean loss of face, rather it's a sign of wisdom
- Keep it brief and to the point
- Don't view comments on the way you work as opposition, but rather as part of the solution
- Don't try too hard to be popular
- Stubbornness is also a form of vanity
- Let others have their say, listening can be refreshing
- Sometimes you can be a little bit too laid-back, remain engaged
- As the driving force, try to conserve your energy
- Challenge others a bit more often, bottling up your frustrations is counter-productive
- Quantity is no guarantee of quality
- Sometimes you 'suffer' from your enthusiasm
- Take people into your confidence, don't isolate yourself

You likely recognise a lot of these descriptions and recommendations. After all, you notice it in everyday life and the way other people respond to you. The question is what you can do with all this information. In a way that is an easy one to answer, because when you know how someone else may see or perceive you, you can bear that in mind. Your PersonalMap and this route guide show not only you but others too, who you are and that mutual understanding and appreciation in everything we do, contributes to personal success and also guarantees that we as people interact in a much better way.



6. LEADERSHIP STYLE

In the next part of this Route guide we go into your leadership characteristics as Enthusiast Let's first define what we mean by leadership at MapsTell:

"Leadership is the influence that a person, whether consciously or not, has on his or her environment. These are things like appearance, natural authority, inspiration, authenticity, vision, responsibility, persuasiveness, all of this with the following result: getting followers based on trust."

There is a difference between the concepts of leadership and management:

- Management is what you do and also relates to your formal role. Management is a skill;
- Leadership is about personal characteristics, how you do things, and is related to context.

"A manager does things right, the leader does the right things."

Furthermore, we distinguish in these Route guides, three specific characteristics of leadership:

1. Personal leadership:

the behavior that you have naturally, which is used to shape your leadership;
what is your mission, what motivates you, Do you have a positive attitude and do you know yourself?

2. Interpersonal leadership:

the way you deal with people; What are your communication skills,
how do you deal with conflicts, are you able to maintain relationships,
do you give others enough space to develop themselves and how are they influenced by you?

3. Team leadership:

the role that you have in a group; Do you understand processes within the team,
are you able to promote creativity, do you have the following political and social skills and do you understand (the background) of people?

PERSONAL LEADERSHIP: THE ENTHUSIAST

THIS IS THE LEADERSHIP STYLE THAT COMES MOST NATURALLY TO YOU.

Freedom, improvisation, creative solutions, the need for influence, and pushing boundaries are the key words that inspire and motivate you.

You are essentially people-oriented and very convincing; you have an enthusiastic approach and can motivate like no one else. In short, you are an inspiration! For you, power and influence are linked to standing in the centre impressively and the ability to influence others in a sparkling way and share your optimism. Every day life, where everything is moving, is your learning school. Surroundings filled with vitality are the places you are looking for. "Learning by doing" is your motto, but occasionally exploring more is what will really help you get further. Your curiosity about others is partly based on your need to be the centre of attention. However, you do show sincere interest in others, and do so in an irresistible way. You are courteous, pleasant, and like to both give and receive attention.

When you become repressed in your creativity, or restricted in your freedom, you can lose control of your emotions and you freeze. This is actually the way you deal with self-reflection.

INTERPERSONAL LEADERSHIP: THE ENTHUSIAST

THIS IS ABOUT THE WAY YOU RELATE TO OTHERS.

You are talkative and communicate well, in which everything happens at full speed. You speak optimistically, are a mood maker, and your greatest strong point is the persuasion of others. You are sometimes 'over the top', but this is part of your image; it does not diminish your credibility.

You are silver-tongued, sympathetic, and interested in the opinions and ideas of others, but prefer to follow your own plans. You respond excitedly to things, and are seen as someone with a contagious imagination. As an enthusiast, conflicts do not really exist for you, and you will certainly not enter into them.

You will avoid conflicts completely or try to soothe them. You are very energetic during your interactions with others and talk 'intoxicated' about ideas and people. With your strong, and sometimes megalomaniacal way of doing things, others sometimes do not have enough space to develop themselves, in spite of your great enthusiasm.

You communicate directly, and sometime over-enthusiastically. You sometimes want to please others a little too much and you should be able to express more freely what you really feel. You are definitely a people person, and very accessible to others; with your positive attitude and dedication you are good company. Additionally, even though you are sometimes a bit of a tyrant, and can be unpredictable, with your persuasion and passion, others will know where they stand with you.

TEAM LEADERSHIP: THE ENTHUSIAST

THIS IS THE ROLE YOU PLAY WITHIN A GROUP

You are charismatic and very well able to articulate your vision and ideas. Within the team, you want to have an effective role, and everything should run smoothly.

You are good at delegating tasks because you do not want to keep yourself busy with details. You are a promoter of ideas, and can push others in their pursuit of these ideas. You have an eye and a sense for creativity and this is contagious; in your presence the team can create something marvellous. You are the one who makes a dynamic contribution within the group. You value appreciation and are open to change. Basically, you are an innovative person.

In political and social issues within the team, you look for creative solutions in an informal way. Your enthusiastic and positive attitude is reflected in your entire behaviour and you see everybody as equals. People rely on your flair, spontaneity and vision.

Quote for the Enthusiasts:

“You set goals in a clear and enthusiastic manner”

Decisive - LEADERS focus on results:

1. Be straight to the point and keep it business;
2. Don't promise them too much;
3. Keep (physical) distance;
4. Approach them with confidence;
5. Approach them seriously and do not joke;
6. Give them the feeling of being a winner.

Influential - LEADERS are looking for an experience:

1. Give them recognition and praise;
2. Create enjoyment and care for socializing;
3. Let them have their say, they like to talk;
4. Finish everything correctly with them;
5. Take them seriously, approach them amicably and make jokes;
6. Join (partially) their enthusiasm.

Stable - LEADERS seek safety and security:

1. Take it easy, show patience, take your time;
2. Give them an explanation and instruction;
3. Approach them kindly and be personal;
4. Ask them questions, let them talk;
5. Give them facts, they focus on details;
6. Give them attention and check.

Conscientious - LEADERS want information:

1. Stay away, do not touch them;
2. Give them facts and figures;
3. Be straight to the point and be well prepared;
4. Answer all their questions and finish;
5. They are focused on details and look for improvement;
6. Do not be too direct and personal.



7 . YOUR MAP DIAGRAMS AND HOW TO INTERPRET THEM

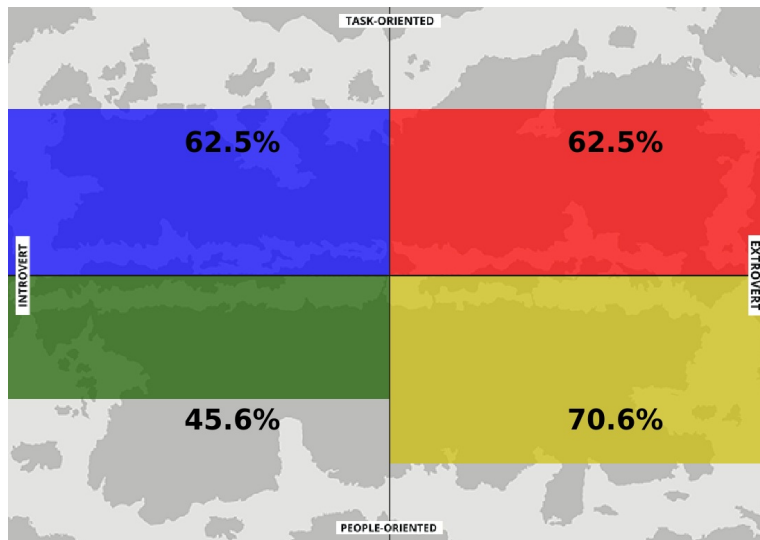
Based on the questionnaire you completed we have measured three aspects of your behavioural style:

1. Your **Active style**;
2. Your **Instinctive style**;
3. Your **Reactive style**;

The data collected about these three behavioural aspects (Active, Instinctive and Reactive) are represented in three different map diagrams. The scores show the extent to which you match these three behavioural aspects.

1. Your **Active style** shows how you come across to others and the impression you would like to make. It shows your ability to adapt and your way of communicating. Your active style is determined by the varying situations in your direct environment and therefore changes all the time. Your Active style is shown in your PersonalMap

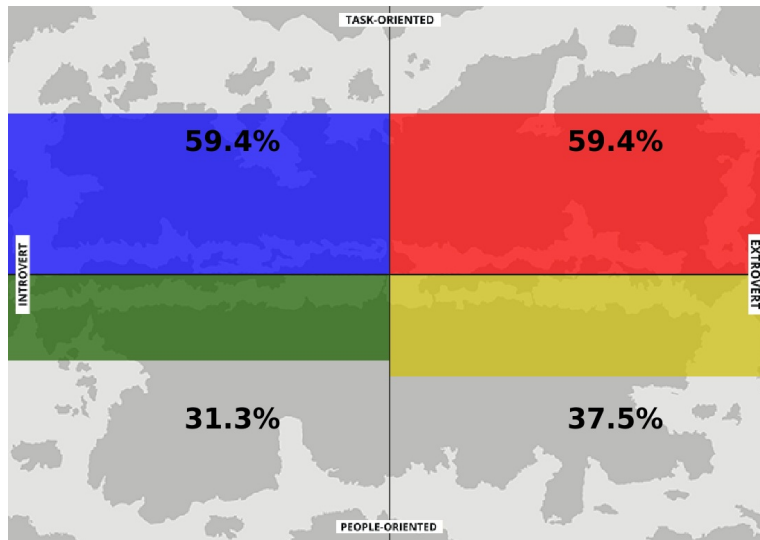
Your Active style matches that of an **ENTHUSIAST**.



◀ This is the map diagram of your Active style

2. Your **Instinctive style** shows how you naturally respond to unexpected situations or when you are put under pressure. You may therefore exhibit different behaviour to your Active style. What is interesting to know is that people under pressure often perform better!

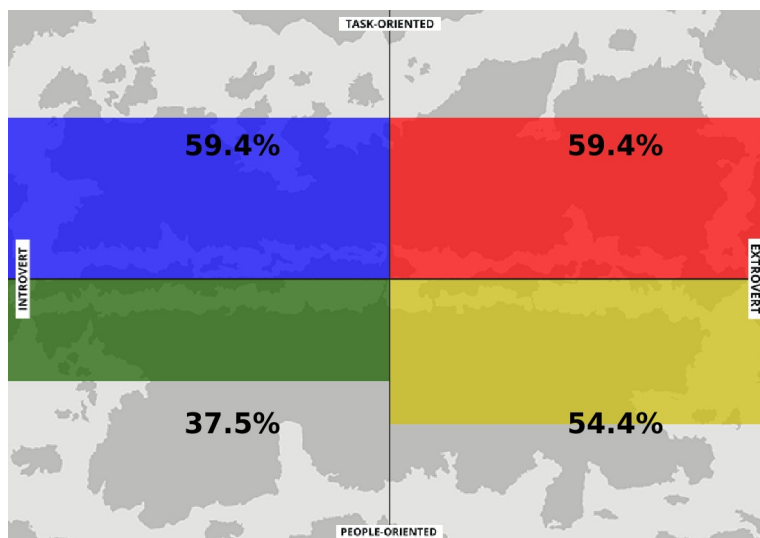
Your **Instinctive style** matches that of a **PIONEER**.



This is the map diagram of your Instinctive style

3. Your **Reactive style** is a combination of the above two styles and shows how you react in a familiar environment

Your **Reactive style** matches that of a **PIONEER**.

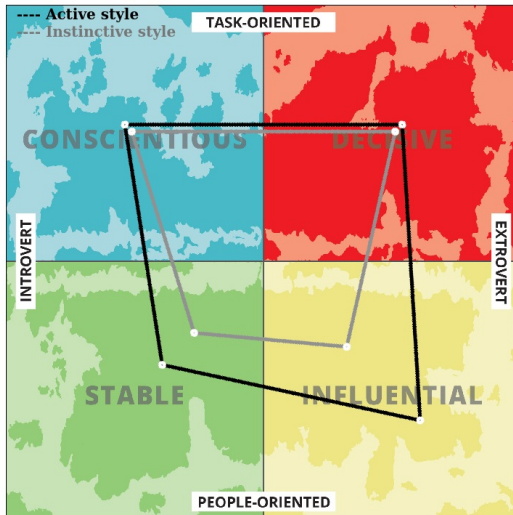


This is the map diagram of your Reactive style

Your Areas of Tension

As you can see, there can be differences between your Active and your Instinctive styles. It is interesting to ask yourself the following questions:

- Where can I see my biggest tension?
- What takes me a lot effort?
- What could or would I like to change?



8 . AND FINALLY

We hope that after reading your route guide and studying your PersonalMap, you have gained a better insight into your behavioural style and that this knowledge will contribute to achieving your goals, plans and ambitions. We believe that the route to success lies in self-knowledge and understanding of others. We would therefore advise you to read on about the various behavioural styles, and the relationship and communication tips.

Jan, many thanks again for your time!

With kind regards,

The MapsTell Support Team

Are you interested in other MapsTell products? Visit www.mapstell.com



THE WORLD OF DIFFERENCE

LANDSCAPES OF OUR BEHAVIOUR



DESCRIPTION OF THE SIXTEEN BEHAVIOURAL STYLES

In your everyday interaction with others, you are dealing with other behavioural styles. Here is a brief outline of these sixteen behavioural styles.

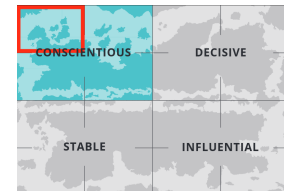
Analyst (Cc)

Characteristics:

- Logical and independent thinker
- Need for privacy and independence
- Formal and discreet
- Likes to do things accurately and well

What motivates the Analyst:

- When they can do things correctly and independently



Perfectionist (Cs)

Characteristics:

- Works with precision and is focused on quality
- Strong need for clarity in work and relationships
- Always looking for the perfect solution
- Needs personal space

What motivates the Perfectionist:

- Strives for quality and likes to do things correctly, preferably using tried and tested methods



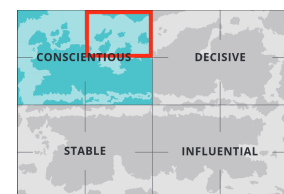
Tactician (Cd)

Characteristics:

- Independent and critical thinker
- Focused on quality, and innovative
- Avoids conflict

What motivates the Tactician:

- When they can develop and implement process improvement



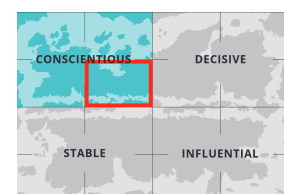
Adviser (Ci)

Characteristics:

- Quick, intuitive, comes up with solutions
- Adapts easily. Naturally introverted, but can be extroverted
- Values quality and accuracy, but is also people-focused
- Likes to make a good impression and be valued by others

What motivates the Adviser:

- When they can achieve their chosen targets and gain recognition for it



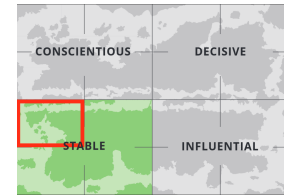
Specialist (Sc)

Characteristics:

- Steady, calm and reliable
- Prefers to specialise
- Works systematically
- Values familiar and stable relationships

What motivates the Specialist:

- When they have stability and can specialise



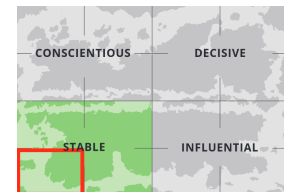
Helper (Ss)

Characteristics:

- Reliable and calm
- Team player who finishes the job
- Strives for continuity and stability
- Is reserved and modest in dealing with others

What motivates the Helper:

- They like stability. It is important for them to be accepted and appreciated by others



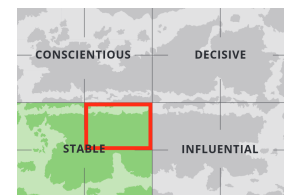
Worker (Sd)

Characteristics:

- Focused on working quickly and efficiently
- Confident
- Likes a structured approach

What motivates the Worker:

- When they can attain even bigger and better personal achievements



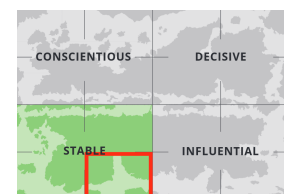
Carer (Si)

Characteristics:

- Friendly, listener, patient and caring
- Helps and supports others in reaching their goals
- Focused on mutual acceptance
- Avoids criticism and conflict

What motivates the Caring Person:

- When others show their appreciation



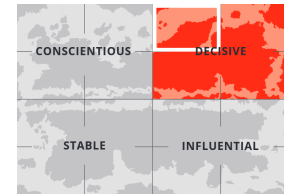
Pioneer (Dc)

Characteristics:

- Task-oriented, quick thinker, rational
- An innovative, future-oriented individualist, focused on action and control
- Critical of self and others
- Wants to be a ground-breaker

What motivates the Pioneer:

- Ambition and success



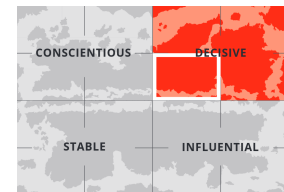
Go-Getter (Ds)

Characteristics:

- Results-oriented
- Prefers to deliver personal results
- Works on practical and specific issues, in a systematic way
- Does not like to work in an unstructured manner, or pointless contact with others

What motivates the Go-Getter:

- When they are able to achieve as many personal results as possible



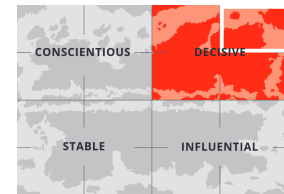
Leader (Dd)

Characteristics:

- Natural leader with strong personality and likes to win
- Needs a high pace, action and challenge
- Focused on the big picture, doesn't like detail
- Clear, direct and decisive

What motivates the Leader:

- When they are in a position of power



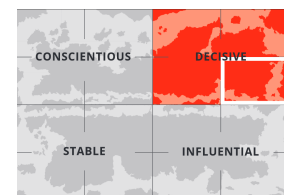
Adventurer (Di)

Characteristics:

- Leading, independent and competitive
- Strong and persuasive communicator
- Likes to get things done swiftly and to continuously improve performance

What motivates the Adventurer:

- When they can deliver results on their own terms



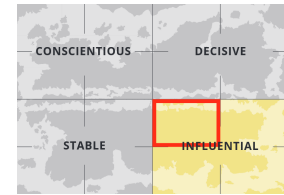
Diplomat (Ic)

Characteristics:

- Likes to come across well to others
- People-focused, intuitive and analytical
- Good at approaching 'the right people' strategically and diplomatically
- Hard worker, goal-oriented and precise

What motivates the Diplomat:

- When they are able to make a good impression on the people who matter to them



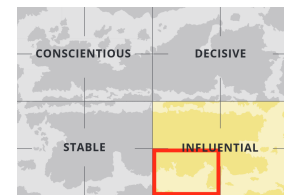
Mediator (Is)

Characteristics:

- Friendly and tolerant in their approach
- Likes amicable, positive relationships
- Focused on social and emotional support
- Avoids difficult relationships and situations

What motivates the Mediator:

- When they are part of a large network of reliable and amicable relationships



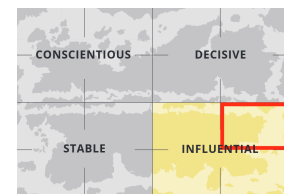
Enthusiast (Id)

Characteristics:

- Optimistic approach to people and life
- Is a strong and inspiring communicator
- Is always on the go and looking for new experiences
- Wants to receive recognition

What motivates the Enthusiast:

- When they can influence others in a spontaneous and credible manner



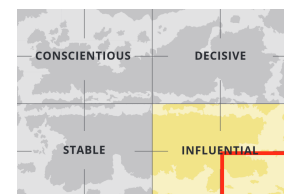
Entertainer (Ii)

Characteristics:

- Enthusiating and spontaneous
- People-focused, looking for new connections and experiences

What motivates the Entertainer:

- Contact with people and when others acknowledge and like them



Finally we would like to give you some handy tips on how to communicate and interact with the four Regions

How to interact with the **Conscientious** Region

It is important to someone with a Conscientious behavioural style to do things the right way, without making mistakes

Give them time to investigate and to analyse. You do need to set parameters, otherwise, this type of personality has a tendency to keep on analysing.

Someone with a Conscientious behavioural style is rational and focused on logic

It is best to try and persuade someone with proven facts and figures. Arguments based on emotions will backfire.

Someone with a Conscientious behavioural style likes to analyse

Provide them with as much relevant, written information as possible to allow them to draw their own conclusions. People with a Conscientious behavioural style like to do their own analysis and will always doubt other people's findings.

Someone with a Conscientious behavioural style is precise and spots mistakes and sloppiness

Make sure you are well prepared and organised. Don't arrive late and check for spelling mistakes if you put something in writing

Someone with a Conscientious behavioural style values quality assurance

Emphasise that you too think it very important that things are done well.

Someone with a Conscientious behavioural style needs privacy and likes to keep work and private life separate

Choose a formal approach and don't get too close physically. Don't ask personal questions, particularly not initially. Wait until you get to know them better.

Someone with a Conscientious behavioural style is first and foremost a thinker

Allow them time and space to think (preferably alone). Don't put too much pressure on them.

Someone with a Conscientious behavioural style is by nature cautious and thoughtful. They will experience a very direct approach as aggressive

Choose a more indirect approach using words that are not absolute or definitive. Do, however, show that you know what you are talking about and that you have carefully considered what you are saying and doing.

Someone with a Conscientious behavioural style avoids conflict

Avoid verbal aggression and don't get personal. In case of conflict be tactful. Ask calmly for an explanation, one-to-one, and try to find a solution together.

Someone with a Conscientious behavioural style prefers to do things themselves. That way they are certain things are done well!

Give someone with a conscientious style a role in which they can check on things. Or make it clear that you will personally check and that quality and accuracy are closely monitored.



How to interact with the **Stable** Region

Someone with a Stable behavioural style avoids taking risks and prefers to take the safe, known route

Clarify how your approach or idea minimises or even avoids risk. That offers them a sense of safety. Don't ignore the risks by trivialising them or only talking about the advantages.

Someone with a Stable behavioural style is a logical thinker and likes to understand cause and effect

Ensure your reasoning is logical and well thought through. Don't jump around, stable personalities often experience that as chaotic.

Someone with a Stable behavioural style likes to be praised for what they do but will not easily ask for it

Compliment them and show genuine appreciation, for instance for their helpfulness. You'll notice immediately that this has an effect!

Someone with a Stable behavioural style prefers peace and quiet

Find the right moment, don't just come straight to the point. Avoid raising your voice and create a relaxed and friendly atmosphere.

Someone with a Stable behavioural style is a team player and doesn't like to be the centre of attention

Provide a friendly team environment, i.e. a team that offers stability and appreciation. Don't put them in the spotlight, they much prefer a role in the background.

Someone with a Stable behavioural style enjoys helping or supporting others

Give them the opportunity to offer help or support to others. Not asking for their help could even be perceived as being passed over.

Someone with a Stable behavioural style doesn't like conflict or disagreement and will withdraw when confronted with this

Avoid raising your voice or being aggressive. Focus particularly on collaboration and the collective interest.

Someone with a Stable behavioural style likes to be personally involved in what they are doing

Talk to them on a personal level. They will appreciate that.

Someone with a Stable behavioural style likes to know what is expected of them

Give clear instructions and discuss them step by step. Don't expect someone with a Stable behavioural style to take the lead in this.

Someone with a Stable behavioural style doesn't like to be presented with a fait accompli or to have to decide quickly

Prepare them carefully, and give them time to think if a decision is required. You could suggest that a decision can wait until tomorrow. Be patient.

How to interact with the **Decisive** Region

Someone with a Decisive behavioural style likes a discussion based on facts and won't avoid conflict

Determine your position and base your discussion on facts and arguments, not on emotion.

Someone with a Decisive behavioural style likes to take the lead

Give them the opportunity to take the lead and exert influence. But do set clear boundaries.

Someone with a Decisive behavioural style likes to show what they have achieved

Offer the opportunity to share their success and give recognition for what they have achieved.

Someone with a Decisive behavioural style likes to delegate

Offer the opportunity to delegate. Provide professional support, someone who can act quickly and help them think.

Someone with a Decisive behavioural style likes change

Create new opportunities and challenges, preferably challenges with risk attached to them. Ensure their work is varied.

Someone with a Decisive behavioural style likes to make their own choices and decisions

Give them the opportunity and authority to take decisions (up to a point). Do set clear boundaries and ask for feedback.

Someone with a Decisive behavioural style is focused on results

Ensure that goals are clearly defined. Give support where necessary but don't get in their way.

Someone with a Decisive behavioural style is only interested in the big picture

Be clear. Focus on the main issues and remain matter of fact. People with a decisive behavioural style don't like ambiguity.

Someone with a Decisive behavioural style is a logical thinker

Gather facts and arguments and present them in a logical order.

Someone with a Decisive behavioural style likes to win or be the best

Challenge people with a decisive behavioural style to achieve certain targets. When these targets have been achieved, recognise and reward them.



How to interact with the **Influential** Region

Someone with an Influential behavioural style likes a lot of interaction with other people

Make contact and have a conversation. Show you're engaged, share your own thoughts, and ask questions. Someone with an influential behavioural style likes to share their stories.

Someone with an Influential behavioural style seeks approval and likes to make a good impression

Show your approval and appreciation for the work they are doing. Show you like and admire them on a personal level as well.

Someone with an Influential behavioural style likes a lively atmosphere

Don't be put off by their enthusiasm. Instead give them space and go along with their pace. Offer a lively environment with lots of stimuli.

Someone with an Influential behavioural style has an optimistic outlook on life and likes to 'dream' about the endless possibilities

Don't try to dampen their enthusiasm, go with the optimism that is part of this behavioural style. Expect opportunities.

Someone with an Influential behavioural style likes compliments

Show your genuine appreciation for jobs well done, preferably when others are present.

Someone with an Influential behavioural style dislikes conflict and avoids this wherever possible

In case of conflict or difference of opinion, don't raise your voice. Speak calmly and don't get personal, focus on the facts.

Someone with an Influential behavioural style is rather chaotic and finds it difficult to be organised

This person finds working together with enthusiasm very supportive.

Someone with an Influential behavioural style thinks emotionally

Focus on emotions, and ask questions that target emotion to draw out personal opinions and comments. Don't ask them about the logic or veracity of their experience.

Someone with an Influential behavioural style focuses on the broad outline

Avoid detail, give them the big picture.

Someone with an Influential behavioural style likes to be enthused and inspired

Show enthusiasm!



COLOPHON

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