

Company Name



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Self View

Focus: Work

Personal Style (DISC) Profile





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Personal Style Profile

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1. Introduction

Q4 Personal Style

- Understanding ourselves and others better
- Dealing with people and situations more effectively
- Recognising and preventing conflicts
- Working more harmoniously with others
- Living more harmoniously with others

Aantekeningen

All people are different. This is a good thing as otherwise our everyday lives would be a lot less colourful and dynamic. With some people we immediately feel at ease from the very first moment. We click right away and each person clearly understands the other. However when there is no natural communication flow, we often end up feeling like we're both on opposite wavelengths. We simply don't understand each other, as the other person often thinks and acts in such a completely different way.

Not knowing what the other person thinks, feels or intends is what makes communication so complicated. We interpret other people's behaviour based on our personal perspective, according to our own needs and intentions. We draw our own conclusions, which can lead to miscommunication and misunderstanding.

Different types of people have contrasting needs and diverse ways of doing things. By acknowledging these differences we can learn to understand each other better. We can adjust our reactions to the other person's needs, resulting in a more harmonious relationship and improved communication.

This profile describes your Personal Style, your specific way of doing things. Your Personal Style has a significant influence on how you act and respond in certain situations. Recognising your Personal Style considerably increases your individual effectiveness, resulting in a better understanding of yourself and others.



2. Personal Description

Characteristics

- You inspire enthusiasm and are spontaneous.
- You are people-oriented, seeking new contacts and experiences.
- You are open and positive when dealing with others.
- You avoid conflict and want to keep things enjoyable.

Motives

- You are motivated by personal contact with other people, and are driven by their appreciation, approval, and fondness of you.
- You are demotivated by loss of recognition, particularly by important people in your life.

Your personal style pattern matches that of the **ENTERTAINER**. You are naturally warm, expressive and enthusiastic. You are stimulated by meeting a variety of people, going to different places and experiencing new things. Having fun is essential for you, and you prefer being the centre of attention. Personal recognition and approval are also important to you.

You enjoy applause, laughter, compliments and other forms of appreciation. Therefore, you try to satisfy everyone. You are a true optimist and seek out the company of other positive thinkers. You are emotionally expressive and your personal approach is based on feeling. You enjoy exchanging experiences and ideas with others.

You are most motivated by personal popularity. You like to make a positive impression on others and hope they view you as a nice person and good company. You are stimulated by personal interaction and new experiences.

You are demotivated when you do not receive the approval or appreciation of others. When this happens you become less energetic and lose interest. Non recognition from important people in your life is particularly discouraging for you and has a negative impact on your self-esteem.

Talents with people

- You approach people in an enthusiastic and stimulating way.
- You can win people over with your personal charm.
- You are a networker with many contacts.

Talents with tasks

- You are a champion of change and inspire others to join you.
- You are an open-minded and free-thinking person.
- You embrace risks and changes, and make quick decisions.

You have a natural ability to generate enthusiasm amongst others. Your passion and optimism inspire others to take action. You are perceived as warm and friendly which enables you to win people over and establish ties with them, in both friendships and business relationships. You are able to bring people together as a team. You easily develop friendships and are therefore an excellent networker with many contacts and acquaintances.

Your qualities when carrying out tasks relate to your openness towards change. You want to be part of new and varied experiences. As a freethinking person, you promote new ideas in an inspiring manner. By doing so, you encourage change and get people on your side. You make quick decisions and take swift action, which makes you a very responsive and proactive policymaker or change manager.

Notes



3. Opportunities for Personal Growth

With people

- Try to be less concerned about what others think of you.
- You have virtually unlimited confidence in everyone. Try to be a little more realistic in your expectations.
- Dare to enter into a confrontation, and express what you really think.

With tasks

- Stay focused and do not 'jump' from one interest to another.
- Plan and organise your work better.
- Do not solely rely only on your faith in other people, but actually check whether tasks have been executed.

You avoid conflicts as they can negatively impact recognition or approval. They can also put pressure on your popularity. Because you tend to avoid problems and conflicts, it is advisable to develop skills to enter into conflicts and solve problems. You have so much faith in people that you will regularly experience disappointment. Realise you cannot please everyone and accept it is unrealistic to expect to always be liked. Dare to make a stand instead of remaining vague about your inner thoughts and personal needs. You have a tendency to judge people quickly. Try to exercise more caution in judging people and situations.

You can deal with tasks more effectively by staying focused and thoroughly checking completed results. You have a tendency to avoid details and routines. If you are under pressure, your working method becomes illogical and disorganised. It is challenging for you to plan realistically and efficiently manage your time. Take time to organise your work and discipline yourself to complete your tasks. This will prevent you from becoming lost in too many activities/tasks, and will prevent your time schedule from being disrupted. Try to be more objective when making decisions, as you have a tendency to respond impulsively and emotionally.



When conditions are favourable, you are unlikely to suffer from stress. You are capable of acting and communicating from your strengths, and will use these to achieve your goals.

However, if you are under pressure and conditions become unfavourable, you are more likely to respond in a way that is intuitive yet ineffective. In such cases, you will have a tendency to stumble into the pitfalls below.

BRIEF SUMMARY PERSONAL COMMUNICATION

STYLE OF A Entertainer:

Strengths

- Convincing and inspiring enthusiasm in others
- Open
- Positive
- Personal

Pitfalls

- Talking too much and not listening
- Stay on topic
- Superficial
- Emotional (overreacting)

4. Effective Communication

The Entertainer's personal communication style:

Strengths

Convincing and inspiring enthusiasm in others

- Your communication style often inspires others. Your enthusiasm is contagious and helps you convince people to participate or join you. People feel attracted to you as a result of your natural charm.

Open

- You openly discuss your thoughts, feelings and experiences. You have no trouble sharing and enjoy when others do the same. Even if you do not know people, this will not prevent you from being open.

Positive

- You are a true optimist, and this enables you to give others positive energy. You will always try to convince others that 'the glass is half full', that there are plenty of opportunities and challenges worth taking on. Having fun is important to you, and you show it.

Personal

- Your communication style is personal. You feel involved with others and are concerned about people's feelings. You have a friendly and inviting tone, and radiate a warm personal image.

Notes

The Entertainer's personal communication style:

Pitfalls

Talking too much and not listening

- You are naturally more of a talker than a listener. You like being the centre of attention and you enjoy hearing yourself talk. Give others the opportunity to express themselves by asking questions and staying quiet, and try to really listen to what they have to say.

Stay on topic

- You are someone who naturally talks in a chaotic way, jumping from one subject to another. While talking, you have a tendency to lose focus and go off on tangents that seem more interesting at that time. Therefore, try to prepare well and remain focused on the main theme of your story, particularly during presentations.

Superficial

- You prefer to avoid negative situations or conflicts. In conversations you try to relieve tension by making funny comments or changing the subject. This light-heartedness can lead to superficiality.

Emotional (overreacting)

- You are someone who focuses mainly on emotions and feelings. You reason on the basis of emotions. Try to also focus on facts and not just on feelings. This will help you respond less emotionally in some situations, particularly when you are criticised or feel overly involved with people or the subject.



This chapter will help you understand what does and does not work for you in your working environment. It also contains tips for your supervisory manager or colleagues.

5. Personal Style in Work Environment

What does and does not work in your working environment?

Your Personal Style can be related to your working environment and work situations. You possess natural qualities and are positively driven by certain motives on the basis of your core pattern.

Certain work cultures can highly motivate you and specific activities can be very energising as they fit with your inner motives and natural qualities. You will be less motivated when conditions or activities do not align with the natural strengths and motives embedded in your core pattern .

What "works": what motivates you and gives you energy

- An open and positive working environment.
- Opportunity to step into the limelight and express yourself.
- Work that involves fresh experiences and establishing new contacts with others.
- Compliments and appreciation, preferably in public.
- A position in which you are expected to engage people or assemble a team.
- A working environment with a lot of change and movement.

What does not "work": what does not motivate you and may cause you stress

- A stable working environment that values working according to procedures.
- A critical working environment focused on preventing mistakes.
- Work with little 'human contact' or in which you have to spend a lot of time working alone.
- A position which requires you to make decisions about and/or judge your colleagues.
- Routine or detailed work.

Notes

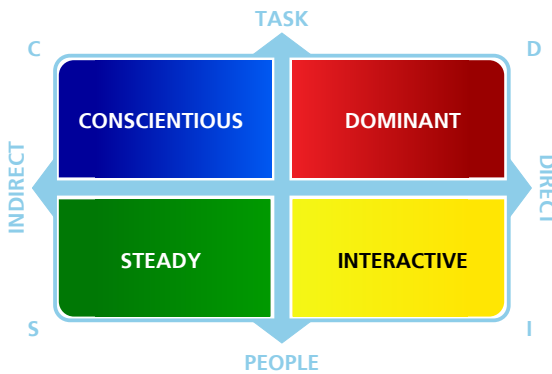
Tips for supervisory manager or colleagues: keys to motivation

- Employ a coaching style of management rather than a directive, supervising style.
- Give compliments and express approval, preferably in the presence of others.
- Provide space and opportunities to gain new experiences.
- Allow the person in question to promote ideas or change initiatives.
- Let him or her participate in many different networks.
- Limit the use of facts, figures and other detailed information.



6. Backgrounds Personal Style Analysis

The 4 fundamental temperaments:



>> The Dominant Temperament (D Temperament):

Active, self-assured and perceives the environment as hostile/stressful

>> The Interactive Temperament (I Temperament):

Active, self-assured and perceives the environment as friendly/relaxed

>> The Steady Temperament (S Temperament):

Passive, reserved and perceives the environment as friendly/relaxed.

>> The Conscientious Temperament (C Temperament):

Passive, reserved and perceives the environment as hostile/stressful.

The Personal Style Analysis is based on the DISC model. This chapter provides background information on the history and the application of the DISC model.

History

The need to understand human behaviour goes back hundreds of years. The ancient Greek physician Hippocrates observed and tried to understand human behaviour as early as 400 BC. In the 20th century, Dr Carl Gustav Jung was particularly influential in characterising human behaviour.

Jung: characterisation

Psychoanalyst Carl Gustav Jung was the founder of personality characterisation. In the early 1920s, he published his theory of Psychological Types and distinguished between different types of people based on four psychological functions: thinking, feeling, sensing and intuition. He further divided each of these functions into introverted or extraverted.

The distinction between thinking and feeling, introverted and extroverted forms the foundation of the Personal Style Analysis. Introverted people focus energy on their own inner world. Extraverted people mainly focus energy on the 'outside world'. Thinkers decide on the basis of reason, and Feelers decide on the basis of emotion.

Marston: the DISC model

In the late 1920s, American psychologist Dr William Moulton Marston developed the DISC model. The DISC model forms the basis of the Personal Style Analysis. Marston observed people and distinguished between active and passive behaviour. Human behaviour can be active or passive, depending on whether we perceive our environment as hostile or friendly. This led to a description of four fundamental temperaments (DISC).

Everyone's behaviour is influenced by all four temperaments. However, we all have one temperament that dominates our everyday behaviour (primary temperament), supported by a secondary temperament.

Four fundamental temperaments:

>> D Temperament: extraverted and controlling

Direct
Passionate
Result and performance-oriented
High pace
Takes the lead

>> I Temperament: extraverted and relating

Warm
Enthusiastic
Focused on contact
Talker
Impulsive
Verbally strong

>> S Temperament: introverted and relating

Concerned
Friendly
Considerate
Team player
Likes harmony
Closed

>> C Temperament: introverted and controlling

Thinker
Observer
Wait-and-see
Precise
Closed
Likes privacy

Personal Style Analysis

The Personal Style Analysis is based on Marston's DISC model. This model distinguishes between introverted (passive) and extraverted (active) behaviour, and between controlling (of the stressful environment) and relating (to others in a relaxed environment) behaviour.

Extraverts are outspoken, and often take the initiative. They are direct in their approach and focus their energy on others. Introverts, on the other hand, would rather not express an opinion and prefer to listen. They focus their energy on their own inner world. They often have a wait-and-see attitude and an indirect approach.

Controlling people focus on doing things and getting results. Their actions are rational and focused on controlling the environment. Relating people focus on relationships with others. They often allow themselves to be led by their emotions.

The Personal Style Analysis does not describe your personality, but your natural behavioural style. This is your core pattern. It measures which combination of temperaments is strongest and identifies the behavioural style that stems from this. We are not conscious of this behavioural style. It is simply how we are and it feels natural. Our natural behaviour is embedded in our temperament.

- Human behaviour is predictable and can be classified into behavioural patterns using 16 different behavioural styles;
- Behavioural styles act as 'filters' that influence our own behaviour, our interpretation of other people's behaviour and our perception of others;
- There are no 'good' or 'bad' styles. Each style has strengths and challenges depending on the context;
- People act according to their own beliefs and because they anticipate the end result will be personally rewarding;
- Our core pattern hardly ever changes; it is embedded in our subconscious;
- When conditions are favourable, we adapt our behaviour according to the role we fulfil. We show desired behaviour in such cases;
- In the event of pressure and adverse conditions, we tend to subconsciously react in accordance with our core pattern.

Notes

The core pattern versus desired pattern

The Personal Style Analysis measures both the core pattern and the desired pattern

core pattern: subconscious

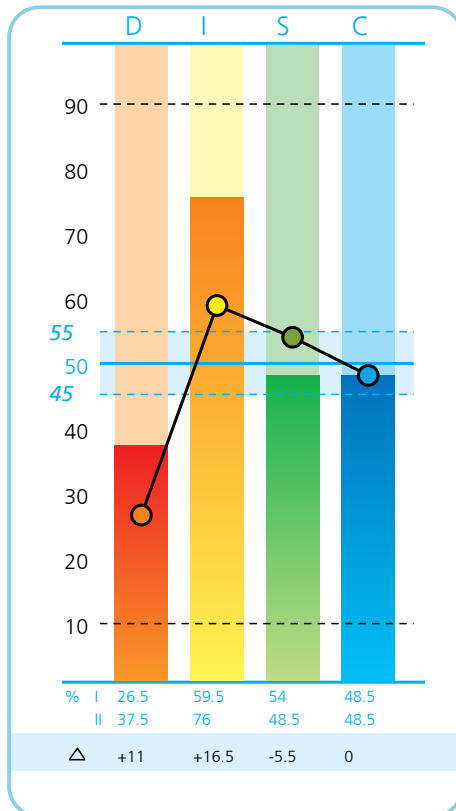
When exposed to a certain degree of stress and less favourable conditions, we behave according to our core pattern. This happens automatically because we revert to our natural behavioural style when under pressure. Our core pattern is the only predictable behavioural pattern because it is embedded in our subconscious. At the same time, our core pattern has a substantial influence on the effectiveness of our actions. Therefore, the Personal Style Analysis describes your core pattern.

desired pattern: conscious

When conditions are favourable and we feel at ease, we easily adjust our behaviour according to what we think is expected of us. We interpret our environment and the situation, and act in a way that we think is appropriate. We are aware of the behaviour that is expected of us and therefore exhibit what is called desired behaviour. It is important to know whether the core pattern and the desired behavioural pattern differ significantly from each other or not. This difference highlights how much energy you spend modifying your behaviour.



7. Personal Style Patterns and Graphs



- Dominant
- Interactive
- Steady
- Conscientious

1-100% Your results compared with others

- **Graph I (one)** Desired behaviour (if circumstances are favourable)
- **Graph II (two)** Natural behaviour (if circumstances are less favourable)
- △ The difference between Graph I and II

A SMALL CHANGE can be seen in your behaviour when circumstances shift from favourable to less favourable.

Desired Pattern and Core Pattern

This chapter provides insight into your behaviour under favourable and less favourable circumstances.

When circumstances are pleasant and favourable, you exhibit desired behaviour. In such cases you experience less stress, which enables you to easily adjust your behaviour to the situation. You consciously react in a way you think is best suited to the situation. You exhibit desired behaviour (Graph I).

If circumstances are less favourable, you have difficulty exhibiting desired behaviour as you feel under pressure. You automatically revert to natural behaviour. In such cases, your actions are driven by your subconscious, by habitual patterns embedded in your core pattern (Graph II).

Graph I Desired pattern: desired behaviour

If circumstances are favourable, you exhibit desired behaviour. You choose to do so consciously.

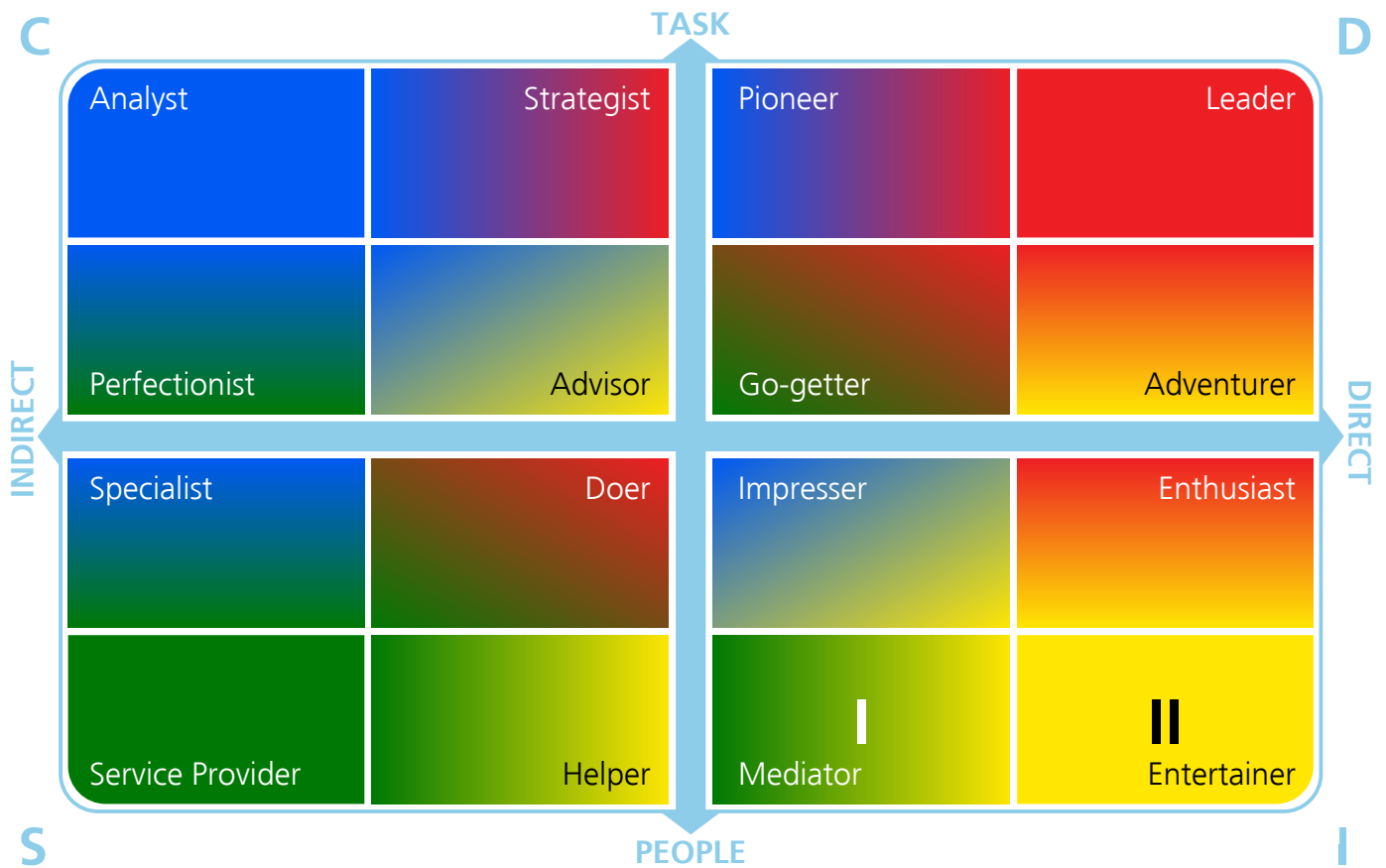
Graph II Core pattern: natural behaviour

If circumstances are less favourable, you exhibit your natural behaviour. You do not choose to do this; it is an automatic subconscious reaction.

Normally we are more conscious of our desired behaviour in favourable circumstances (Graph I) than of our natural behaviour in less favourable circumstances (Graph II). However, our personal successes are largely influenced by our natural behaviour embedded in our core pattern. As we are not conscious of our natural behaviour, it is essential to gain a better understanding of our core pattern in relation to personal effectiveness. With this knowledge, you can then determine whether your natural behaviour helps or hinders you in certain situations.

You will also gain insight into how much your behavioural pattern changes when circumstances shift from favourable to less favourable. The greater the change, the more energy it takes to exhibit desired behaviour. And the next question is to ask if spending all that energy is effective or not.

Q4 profiles DISC grid



- I **Graph I (one)** Desired behaviour (if circumstances are favourable)
- II **Graph II (two)** Natural behaviour (if circumstances are less favourable)



8. Self Image

Personal style and self-image

Does your style reflect your personal self? You are aware of your behavior and your unconscious basic needs.

Does your personal style differ from your self-image? You are not fully aware of your behavior and your basic needs.

Self Image:

Moderately introverted

Strong S Temperament:

Strongly introverted, people-oriented nature

How do you see yourself?

This section tells something about how you see yourself, your self-image. Do you see yourself as a talker or more as a listener? Do you think of yourself as mindful or impulsive? Are you more people-oriented or more task-oriented?

Previous sections gave you insight into your subconscious way of doing things, your personal style. This section will help you understand how you experience yourself.

It is interesting to compare your self-image to your personal style. The comparison informs you about your self-awareness of your behavior and basic needs. If you meet your basic needs you will probably experience less stress.

How do you see yourself?

- As risk-averse. As someone who is conservative in handling risks. You prefer to avoid risks.
- As a team player. You prefer to do things together, You don't like to be in the spotlights.
- As a questioning person. You don't presume or hold firm opinions. First you like to get some answers.
- As someone who needs to know what is expected. You prefer to walk the line.
- As an organized person. You plan carefully and you do not like it when you have to change your plans.
- As a modest person. In conversations you are calm even if you are deeply touched.
- As a closed person. You rather not share your feelings or opinions. Only when you feel at ease with people, you are more open.

Tips to get charged up again

Below you find tips to get charged up again and what can drain your energy.

How to get charged up again:

- Being with people, socialize
- Talking and sharing
- Act as the spokesperson
- Doing things spontaneously
- Humor and lightness
- Being in the spotlights
- Being the entertainer
- Being inspiring
- Getting compliments and appreciation in public

How you lose energy:

- Being alone
- Conflicts
- Written communication
- Following plans and procedures
- Routines
- Lack of humor, melancholy
- Silence
- Public criticism
- Being ignored

Basic Requirements of the I temperament

By now you know your core pattern and your most important temperament. It is very important to meet the basic needs of this temperament. You will experience less stress or energy loss doing so.

- express yourself
- be liked and admired
- avoid embarrassment in public. You want to look good
- to relate to people
- be warm and enthusiastic
- talk with others about your dreams and ideas
- avoid conflicts or complex situations
- be close to other people. You feel the need to touch others
- to do things spontaneously
- deal with many different people
- be around friendly people
- look for positive people and situations
- make fun and joke. You like humor with a sense of self-mockery
- to be in the spotlights (chairman, entertainer etc.)
- get away from stressful situations. You tend to ignore them
- share pleasant and beautiful moments with others



9. Communication Tips

Ten tips for communicating more effectively with people with a **D Temperament**.

10 TIPS	A person with a D temperament	ACTION
1	Someone with a D temperament likes to enter discussions on the basis of facts, is naturally confrontational and will not avoid conflicts.	Take a stand and enter into a discussion on the basis of facts and arguments, and not on the basis of emotional or personal perception.
2	Someone with a D temperament enjoys taking the lead.	Provide an opportunity to exert influence or lead, but clearly define the framework and boundaries because this person has a tendency to push them.
3	Someone with a D temperament likes to show what he has achieved.	Provide a possibility to share successes and openly acknowledge his achievements.
4	Someone with a D temperament likes to delegate.	Provide the opportunity to delegate. Provide professional support, someone who can quickly 'shift gears' and contribute ideas. This stimulates pleasant and optimum cooperation from this person.
5	Someone with a D temperament likes change.	Create new opportunities and challenges, preferably challenges associated with risks. Provide variation in activities and tasks.
6	Someone with a D temperament wants to make his own decisions and choices.	Provide this person with the room and authority to make his own decisions up to a certain level. Be clear about the limits within which this person can operate freely, and ask for feedback.
7	Someone with a D temperament is result-oriented.	Make sure you agree on specific goals together and provide support if necessary, but then step back and give him room to succeed.
8	Someone with a D temperament only wants to know the overall picture.	Get to the point. Focus on the big picture and remain professional. He is adverse towards unclear and ambiguous language.
9	Someone with a D temperament is a logical thinker.	Gather facts and arguments and present them in a logical order. Make summaries with clear headings, logical relationships and short sentences.
10	Someone with a D temperament is competitive and wants to be the best.	Show him how he can win. Create opportunities and challenge him to play "the game". Award him and acknowledge his achievements when goals are met and the game has been won.

Ten tips for communicating more effectively with people with an **I Temperament**.

10 TIPS	A person with an I temperament	ACTION
1	Someone with an I temperament wants personal contact and interaction with other people.	Establish contact and enter into friendly discussion. Show your involvement, reveal something of yourself and ask questions. This person is very open and likes to share his stories.
2	Someone with an I temperament seeks confirmation and is eager to make a good impression.	Demonstrate your approval and appreciation. Show that you admire and like this person.
3	Someone with an I temperament wants action and liveliness.	Do not ask him to lower his tempo or dampen his enthusiasm, but give him room and keep up with his pace. Offer a lively environment with sufficient stimuli.
4	Someone with an I temperament has a sunny, optimistic outlook on life and likes to 'dream' about the many possibilities.	Avoid the temptation to bring this person back down to earth where things may not be so sunny. Join in his optimism and see the glass as half full instead of half empty.
5	Someone with an I temperament wants confirmation and praise regarding current and past performance.	Express your heartfelt appreciation for his progress and successful achievements, preferably in the presence of others.
6	Someone with an I temperament dislikes conflicts and will avoid them if possible.	Do not raise your voice in the event of a conflict or difference of opinion. Speak calmly and do not get personal. Focus on the facts and events, and express some sympathy.
7	Someone with an I temperament is rather chaotic and has difficulty organising his affairs.	Do not rely on tips to help and do not expect this person to be able to manage on his own. Do things together, as he cannot do everything alone.
8	Someone with an I temperament thinks and experiences things in an emotional manner.	Focus on feelings and ask more subjective questions in order to obtain personal opinions and comments. Do not enquire about the logic or question the truth of their perception.
9	Someone with an I temperament is more interested in the big picture.	Avoid details, show a broader perspective and provide a good overview.
10	Someone with an I temperament likes to be enthused and inspired.	Make time to have fun and create a warm, friendly and cheerful environment.

Ten tips for communicating more effectively with people with an **S Temperament**.

10 TIPS	A person with a S temperament	ACTION
1	Someone with an S temperament avoids risk taking and prefers to take a safe and more familiar route.	Clearly demonstrate how your approach or idea will minimise or rule out risks, as this will provide a sense of security. Do not avoid discussing the risks and never undermine any potential risks by qualifying them or only mentioning the advantages.
2	Someone with an S temperament is a logical thinker and wants to know the causes and consequences of things.	Establish logical reasoning and provide sound support. Do not jump from one subject to another, as this person will see this as chaotic.
3	Someone with an S temperament wants heartfelt appreciation, but will not ask for it.	Give compliments and show genuine appreciation. For example, you can simply praise his helpfulness and friendly manner.
4	Someone with an S temperament prefers tranquillity and calmness.	Find the right moment and create a relaxed and friendly atmosphere. Do not be too direct, and avoid raising your voice. Speak in a calm manner with even intonation.
5	Someone with an S temperament is a team player and does not like to be in the spotlight himself.	Provide a pleasant team environment, offering stability and showing appreciation of his skills. Do not put him in the spotlight. He will be happier and more productive playing a background role.
6	Someone with an S temperament really enjoys doing things for others in the form of help or assistance.	Give him the opportunity to provide valuable help or assistance to others. Appealing to his helpfulness will make him feel useful and appreciated. He will feel ignored or undervalued if not asked for help.
7	Someone with an S temperament is non confrontational and will withdraw when confronted with conflicts, arguments or disagreements.	Avoid raising your voice or aggression. Focus primarily on cooperation and common interests.
8	Someone with an S temperament wants to be personally involved in the things he does.	Show that you are genuinely interested in him. Keep him informed. Ask questions, invite him to explain, and make sure to listen carefully.
9	Someone with an S temperament wants to know what is expected of him, and what he needs to do in order to meet expectations.	Provide clear, step-by-step instructions. Go over each point together and double check all steps are clearly understood. This person will not easily ask for clarification in the event of uncertainty.
10	Someone with an S temperament does not like being confronted with a fait accompli or having to make sudden decisions himself.	Prepare him by providing the necessary information in advance and explain what is going to happen. Give him time to prepare when it comes to decision making so he has the opportunity to provide feedback.

Ten tips for communicating more effectively with people with a C Temperament.

10 TIPS	A person with a C temperament	ACTION
1	Someone with a C temperament does not want to make mistakes, and wants to do things properly.	This person needs time to investigate and analyse. This is how he finds the 'right' answer. Make sure to set specific limits to prevent endless analysis and study.
2	Someone with a C temperament is rational and focused on logic.	You can win them over and gain their support by producing accurate facts and figures. Attempting to convince them on the basis of emotions will be counterproductive.
3	Someone with a C temperament wants information in order to analyse.	Provide as much written information and relevant data as possible, and let him draw his own conclusions or form a personal opinion. He will always doubt the accuracy of your standpoint, and will want to perform an additional check himself.
4	Someone with a C temperament is precise and accurate and focused on discovering flaws.	Make sure you are well prepared and organised. Avoid being late or rushing in at the last minute. Pay attention not to make mistakes when you put something in writing.
5	Someone with a C temperament is drawn to areas dealing with quality control.	Make use of this natural interest and give the person in question a role in relation to this. In discussions, focus on the proven quality aspects of a product or an approach, and indicate the quality will not suffer.
6	Someone with a C temperament needs privacy and likes to keep his work separate from his personal life.	Choose a more formal approach and carefully respect his physical boundaries. Do not ask personal questions, especially at the beginning. Once you know someone better you can become a little more personal.
7	Someone with a C temperament is a thinker above all else. He is someone who likes to think long and hard about things of importance to him.	Give him enough time and space to think alone. Take a step back and do not put unnecessary pressure on him.
8	Someone with a C temperament is cautious and deliberate and will see a direct approach as aggressive and threatening.	Choose a more indirect approach, and use words that are not absolute or categorical. Know what you are talking about and have carefully considered what you are saying or doing.
9	Someone with a C temperament avoids conflict because it can jeopardise his personal honour.	Avoid any verbal assault and do not become personal in discussions. Handle conflicts tactfully. Ask for explanations carefully, one on one, and ask what support is needed. Give the person in question the opportunity to leave the 'battlefield' with his head held high.
10	Someone with a C temperament prefers to do things himself, in order to be certain that things will be done correctly.	Give him a position in which he can monitor in cases of delegation. Alternatively, indicate you will monitor yourself and that quality and precision will not suffer.



10. Q⁴ profiles analysis

Q⁴ Motivation Profile

People motivate themselves and are driven by their own reasons, motives, values and interests. The more motivated someone is, the more effective their behavior and the less harmonious their relationships with others will be.

The Motivation Profile helps us understand what someone will or will not do, based on subconscious motives, personal values and convictions, and interests. It helps us understand what motivates or demotivates someone internally. The combination of analysis in particular, enables us to focus on satisfaction, effectiveness and personal well-being.

The Personal Style Profile

The Personal Style Profile described what someone will or will not do naturally and how someone handles certain situations. It also helps us understand subconscious motives that are related to our core pattern and play a major role in our everyday actions.

The Personal Values Profile

The Personal Values Profile describes our personal values perspective. Our values perspective tells us what we think we should do. It helps us understand what we consider important, and how we view things when it comes to social and societal issues. Contrary to the Personal Style Profile, this concerns conscious motives. We consciously choose a certain values perspective.

The Personal Interests Profile

The Personal Interests Profile helps us understand people's professional and private interests. It shows which passions people have and what they are enthusiastic about.

DIScoveryMap

DIScoveryMap maps out your behavior according to the DISC model. This personal map shows where you "live" and where you feel at home. The capital city is the city with your name. The other terms and names are descriptions of your personal behavioral style, your core pattern.



11. Who is Q⁴ Profiles?

It is the mission of Q4 Profiles to reach and affect people by providing accurate and useful insights into behavior. We want to increase understanding between people and empower them to be more effective in what they do. Our ultimate goal is to enable and inspire increased satisfaction, improved productivity, and greater pleasure in both work and personal relationships.

YOUR STRENGTH?
YOUR ATTITUDE?
YOUR PREFERENCE?
YOUR STYLE?

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It's all about behavior

In our personal and work life, our behavior largely determines whether we are successful or not. Knowledge and skills play a role, but it is mainly a matter of behavior. Our Subconscious behavior strongly influences our daily actions. Even though we know we should not do something, we still tend to show that behavior anyway. Our preferred style - our core pattern - is a powerful determiner regarding our behavior. This is subconscious behavior.

Understanding our behavior - in how we do something and why we do something - helps us to utilize our talents and qualities. It creates an awareness of the impact of our behavior and shows us how effective we can be. When we know what motivates us, we can connect to that association.

The key to behavior

Q4 Profiles is a specialist in behavioral analysis, using tools that show behavior, attitude, communication style, and personal strength of individuals. Our core asset is that we can clearly distinguish between conscious and subconscious motives and present the results in a conclusive and useful manner.

Based on the outcome of our reports, you can directly focus in on the motives that usually remain under the surface and therefore stay unidentified. You can discuss and coach effectiveness and show how a person does one thing, while he or she wants the other. You can make clear distinctions regarding the relationship between conscious and subconscious behavior.

Do you want to know more about Q4 profiles? Contact Q4 Profiles at info@q4profiles.com or visit www.q4profiles.com for more information.