

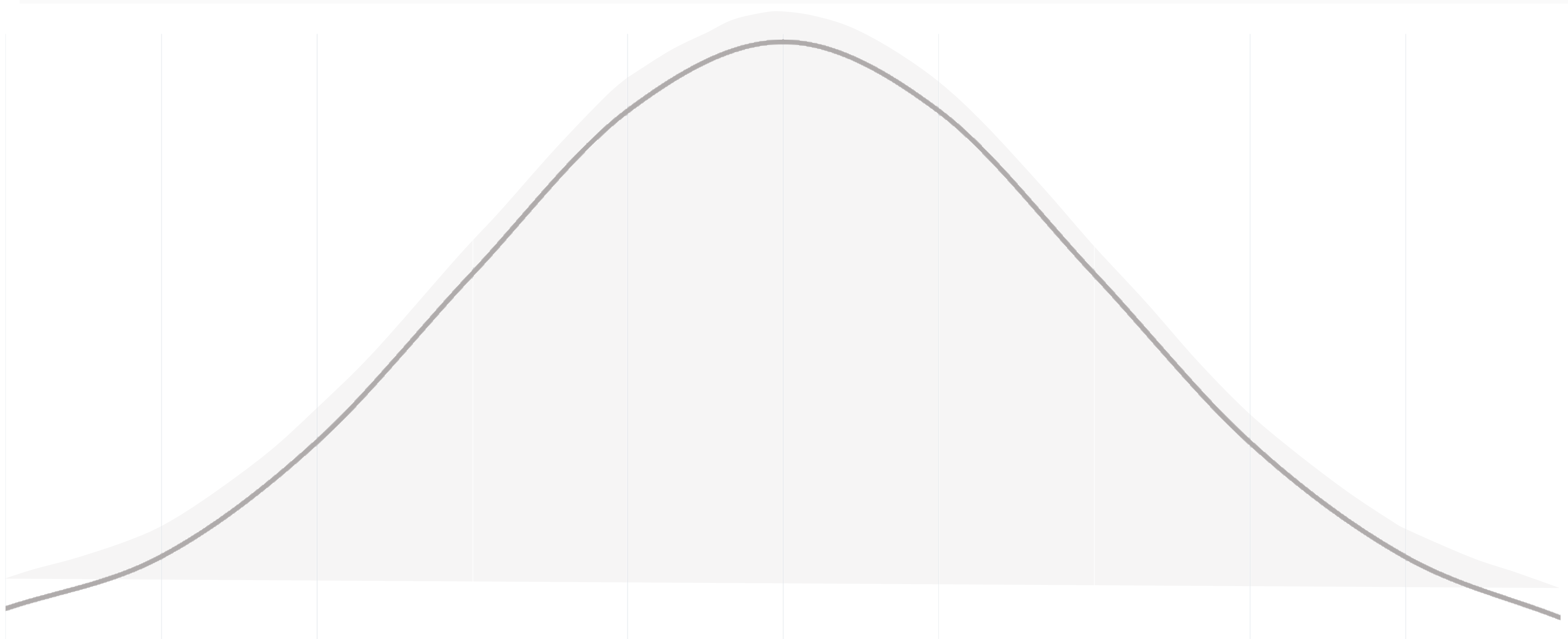
# MAP Interpretation Guide



# General considerations when interpreting MAP

## Interpretation guidelines

- › Remember that the score should be interpreted as an indication rather than an absolute answer.
- › A C-score represents the strength and frequency of a given behavior – a higher score suggests that a particular way of acting occurs more frequently and is more noticeable
- › Rely actively on the scale descriptions rather than your own associations or more creative interpretations.
- › Always interpret with consideration of measurement error (+/- 1 C-score) and be careful not to read too much into small differences between individuals.
- › Be aware that a very high or very low score does not represent the absolute presence or absence of a given trait or associated behavior.



### Low (0-3)

Represent approximately 23% of the norm group. Scores in this range indicate that the person is more likely to exhibit behaviors associated with the lower end of the scale, will do so in more situations and/or in a more pronounced manner.

### Moderate (4-6)

Represent approximately 54% of the norm group. Scores in this range indicate that the person is likely to behave in a similar way to most others, or to a greater extent adapt their behavior according to the situation.

### High (7-10)

Represent approximately 23% of the norm group. Scores in this range indicate that the person is more likely to exhibit behavior associated with the high end of the scale, and will do so in more situations and/or in a more pronounced manner.



# Extraversion

**Measures sociability and the desire for social connections – the comfort level in being the center of attention, the tendency to express positive emotions and to seek stimulating experiences and high pace of work.**

C-score (0-10)

## Low

Generally demonstrates a more introverted, understated, and reserved approach towards others with less inclination towards seeking attention. Prefers limited social interaction and a more steady, predictable pace of work.

## Moderate

Enjoys social interaction and can be comfortable in the limelight but does not constantly seek it. Balances desire for social connections and stimulating experiences with moments of quieter, more introverted activities.

## High

Generally demonstrates a more outgoing, enthusiastic, and energetic approach towards others with more inclination towards seeking attention. Actively seeks out social interactions and often prefers a fast-paced work life.

## Facettes

### Low

### Moderate

### High

#### > Social Need

Assesses a person's need for social interaction – desire for a broad social network and frequent interaction.

More introverted and with a need to recharge after intense social interactions, participating in social situations when necessary or preferring interactions in smaller groups, also feeling comfortable being alone.

Enjoys social interactions but doesn't always actively seek them out. Typically values the presence of others but also appreciates some time alone.

More sociable and with greater need for social interaction, actively searching for social situations, feeling energized and fulfilled by the company of others.

#### > Social Image

Assesses a person's approach in social situations – tendency to dominate and take prominent roles.

More understated and low-key in social interactions, avoids taking the lead or being the center of attention and is more comfortable as an observer or an equal participant.

Sometimes takes on more prominent roles but can also be content with a low-key presence. Will neither consistently seek dominance nor habitually remain in the background.

More dominant and visible in social interactions, taking the lead in conversations and group activities, enjoying the attention and being at the front.

#### > Work Pace

Measures energy level and preferred tempo – tendency to adopt a high-energy, active pace.

More inclined towards a patient approach and a measured pace, valuing tranquility and often avoiding very fast-paced environments.

Sometimes engaging in high-energy activities and at other times preferring a calmer, more relaxed approach. Typically, capable of adapting tempo to different situations.

More inclined towards an energetic appearance and a faster pace, often feeling impatient or restless, engaging in numerous activities and thriving in dynamic environments.

#### > Risk Taking

Measures desire for anything exciting – potentially disregarding risks or unnecessary challenges.

More careful and inclined towards minimizing risks, hesitant to take chances and with little tendency to seek excitement just for the fun of it.

Generally willing to take chances if the risks are small enough to make the potential gain seem more likely but rarely do so just for excitement.

More risk-taking and inclined towards seeking excitement, actively seeking unpredictability and willing to bet on a chance.

#### > Cheerfulness

Measures the tendency to express positive emotions – joy, happiness, and being highly cheerful and expressive.

More reserved and formal in social interactions, not expressing joy and happiness so obvious, being calm or neutral rather than enthusiastic about positive emotions.

Generally experiences and shows positive emotions in a balanced manner, often maintaining a positive demeanor without being overly expressive.

More enthusiastic and expressive in social settings, generally feeling happy and content, generously sharing their good mood and positive emotions.



# Agreeableness

**Assesses how a person interacts socially – level of trust, seeing others as inherently good, empathy, and the inclination to assist others and avoid conflicts.**

C-score (0-10)

## Low

Generally demonstrates a more independent and cautious attitude towards others, valuing individual considerations with less inclination towards avoiding conflict. More self-focused and less concerned with other's well-being.

## Moderate

Generally trusts others and shows a fair amount of empathy, but may not always be inclined to offer assistance. Balance their own interests with a consideration for others, neither being overly altruistic nor excessively self-focused.

## High

Generally demonstrates a more trusting and supportive attitude towards others, valuing interpersonal considerations with more inclination towards avoiding conflicts. Showing a strong sense of altruism and concern for others.

## Facettes

### Low

### Moderate

### High

#### > Trust

Measures the ease one has for trust in others – whether the individual generally assumes the best in others.

More cautious about trusting others, preferring to rely on concrete evidence or actions rather than inherent trust.

Somewhat trusting and give people the benefit of the doubt but may also exercise caution and skepticism towards some.

More open and inclined to trust others, generally assuming the best about other people, often overlooking potential doubts or skepticism.

#### > Diplomacy

Assesses the level of diplomacy and consideration in the way an individual communicates.

More straight-forward and direct communication style, prioritizing honesty and transparency in their interactions over a more diplomatic communication.

Balanced communication style, blending honesty with a degree of caution. Can be transparent when expressing themselves but sometimes also shows consideration and diplomacy.

More diplomatic and vague communication style, being mindful of how they present their true thoughts and opinions out of concern for the receiver and to avoid being considered hurtful.

#### > Helpfulness

Assesses the inclination to help others and to prioritize others' needs over one's own.

More focused on individual task accomplishments and priorities, less interested in going out of their way to help others without getting anything in return.

Moderate inclination to help others – willing to help but may not consistently prioritize others' needs over their own.

More focused on others' needs and on offering help, always going out of their way to assist others, even when it puts a lot of strain on themselves.

#### > Compassion

Measures sympathy and involvement in the problems and needs of others – reflecting genuine care and concern.

More case-oriented with a professional distance to other's feelings, being less affected by the problems of others.

Generally shows care and concern for others but their level of emotional involvement and active engagement in helping may vary depending on the situation.

More understanding and empathetic towards others, demonstrating genuine care and concern for other people; easily affected by the problems of others.

#### > Conflict Aversion

Measures willingness to compromise their own beliefs to uphold stability and a positive mood in relations with others.

More willing to engage in arguments and fight for their personal cause, showing strength of will whenever they believe in something.

Often argues for what they believe in and are willing to engage in discussions as long as they do not result in open conflict or a bad atmosphere.

More concerned with reaching compromises and avoiding conflicts, typically giving in and letting others have their will if that means they are able to uphold a positive atmosphere.



# Conscientiousness

**Assesses how tasks are approached – the underlying drive to achieve goals and qualities like structure, persistence, thought out decisions, and adhering to standards.**

C-score (0-10)

## Low

Generally demonstrates a more adaptable, spontaneous, and intuitive approach with more inclination towards flexibility. May struggle to consistently fulfill duties and work persistently according to standards.

## Moderate

Often blends elements of systematic planning with a degree of spontaneity. Is moderately organized, dutiful and effective in their tasks, but not overly rigid in their approach or decision-making.

## High

Generally demonstrates a more focused, goal-oriented, and structured approach with more inclination towards inflexibility. Plans meticulously and follows through on commitments diligently.

## Facettes

### Low

### Moderate

### High

#### > Accountability

Measures the individual's need for control and belief in their own competences – questioning others' decisions and taking responsibility that exceeds their own tasks.

More open to delegating tasks, focusing on individual responsibilities, staying out of how others complete their tasks but also not feeling accountable if anything goes wrong.

Feeling responsible for and competent when working with tasks that are within their specific area of expertise and when they have authority to influence and are accountable for the quality.

More inclined towards feeling responsible for more than their own tasks, believing that they are competent and able to improve processes, decisions and task completion but with a risk of being perceived as controlling.

#### > Structure

Measures the individual's level of orderliness and preference for structure – how important it is for the individual to ensure structure and fulfill commitments at all costs.

More flexible and comfortable with unstructured processes, struggling with consistently fulfilling set structures and commitments, often lacking in organization or attention to detail.

Moderate levels of orderliness and structure. Generally meets agreed upon structures and commitments but may not always be highly meticulous or strict in their approach.

More structured, methodical, and detail-oriented, very thorough and conscious of fulfilling commitments, often with explicit attention to detail and at the expense of speed.

#### > Ambition

Measures the individual's level of ambition and goal-orientation – willingness to work hard to achieve goals, always striving for more. It reflects result orientation, not actual success.

More easy to please and less focused on specific objectives with a tendency to prioritize other interests or activities over ambitious goal pursuit.

Moderate level of ambition and goal-orientation. Is willing to put an effort into achieving goals but is not always extremely driven or overly hard working.

More goal-oriented and set on attaining specific objectives, consistently striving for success and often going above and beyond to reach objectives.

#### > Self-Discipline

Measures the will and dedication to complete tasks – self-motivation particularly in the face of boredom, distractions or opportunities.

More interest driven and with a spontaneous approach to work, often finding it challenging to complete tasks, especially when bored or distracted but will not spend excessive amounts of time completing tasks.

Generally capable of both initiating and completing tasks, but may sometimes struggle with maintaining focus, especially in monotonous or distracting situations.

More disciplined and focused on the task at hand, consistently completing tasks, even in the face of boredom or distractions.

#### > Decision Making

Measures decision-making approach – level of thoughtfulness and analyses that precedes decisions.

More instinctive and intuitive in decision-making, often making quick decisions without extensive analysis or deliberation, prioritizing speed and convenience.

A balanced approach in decision-making, sometimes displaying thoughtfulness and analysis, while at other times acting on spontaneity or impulse.

More thoughtful and analytical in decision-making, preferring to take time to consider options carefully and analyze information before making decisions.



# Emotional Stability

**Measures the extent to which someone reacts emotionally – the tendency to be calm, confident, self-controlled and optimistic when faced with setbacks and challenges, sometimes even emotionally indifferent.**

C-score (0-10)

## Low

Generally demonstrates a more sensitive and responsive nature with a stronger awareness of external circumstances and with less inclination towards emotional indifference. More sensitive to challenges, reacting more intensely or with less resilience.

## Moderate

Shows regular fluctuations in mood and temper, reasonable self-confidence, and generally manages impulses. Reacts to setback and challenges in a balanced way, neither overly resilient nor particularly vulnerable.

## High

Generally demonstrates a more stable and confident demeanor, being less easily affected by external circumstances and with more inclination towards emotional indifference. Resilient and composed in the face of challenges and setbacks.

## Facettes

### Low

### Moderate

### High

#### > Unconcern

Measures the degree of unaffectedness to external circumstances entailing potential risks or adversities and the ability to move on from past actions.

More alert and concerned in response to potential adversities, easily worrying about failure and sometimes feeling anxious or uneasy.

Responding to external circumstances depending on the potential risk or adversity, experiencing balanced feelings of uneasiness, occasionally worrying.

More relaxed and unconcerned in response to potential adversities, rarely feeling anxious, uneasy or worried about failure.

#### > Mood Stability

Measures the tendency to feel and express irritation, dissatisfaction and disappointment.

More lively and temperamental in their reactions. Experiencing and reacting to dissatisfaction and disappointment, leading to more frequent emotional outbursts.

Can be provoked to lose temper under certain circumstances but generally shows disappointment and dissatisfaction when they have strong reasons to do so and tends to regulate these emotions.

More stable and composed in their reactions, being less likely to lose their temper or even feel anger or irritation, generally taking things much lighter.

#### > Confidence

Measures self-confidence – if the individual feels sure of themselves and tend not to be embarrassed or worry about other people's opinions.

More self-conscious and humble in self-assessment, often feeling insecure, embarrassed, or nervous, and sometimes also inferior to others.

Generally confident and sure of themselves but can in some situations also feel insecure or nervous.

More confident and optimistic in self-assessment, being sure of themselves and their abilities and sometimes showing over-confidence

#### > Self-Control

Measures the individual's tendency to appear collected and keep their feelings to themselves.

More transparent and inclined to show emotions and to be authentic in expressing their feelings.

Generally manages feelings and reactions in a balanced way, sometimes sharing their emotions and sometimes not.

More controlled and unanimated in emotions expression, appearing professional and rarely sharing how they feel with others.

#### > Stress Tolerance

Assesses the individual's ability to handle stress and pressure – the emotional feeling of strain when pressure is high.

More aware of and sensitive to stressors. Struggling to handle stress and pressure, often feeling overwhelmed and finding it challenging maintaining composure.

May occasionally feel overwhelmed by stressful situations but generally manages to maintain less affected by a stressful situation.

More calm and unaffected by stressors, being less likely to be overwhelmed by stress and often able to remain calm in challenging situations.



# Openness

**Measures overall openness to change, exploration and introspection with a preference for aesthetic solutions, variety and intellectual curiosity.**

C-score (0-10)

## Low

Generally demonstrates a down-to-earth and practical approach, preferring the well-proven with less inclination towards engaging in irrelevant topics. Often avoids spending time and energy on what is not strictly rational with the risk of missing out on valuable new angles.

## Moderate

Combining elements of creativity and curiosity with a certain appreciation for routines. Open to new experiences and ideas to a reasonable extent but also finds comfort in the known and conventional.

## High

Generally demonstrates a creative and explorative approach, preferring to keep an open mind with more inclination towards engaging in more impractical solutions. Often prioritizes beauty, change, and variety sometimes at the cost of efficiency.

## Facettes

### Low

### Moderate

### High

#### > Imagination

Measures active imagination and tendency to be creative, innovative, unconventional and visionary.

More realistic and down-to-earth in thinking, seldom coming up with imaginative or fanciful ideas, focusing on the more feasible solutions.

Occasionally engaging in creative thinking and innovation but also focused on what is more realistic and feasible.

More visionary and creative in thinking, often promoting unconventional or innovative ideas that may influence ways of working.

#### > Aesthetics

Measures attention to aesthetic details and the level of weight someone puts on visual expressions when evaluating a product or output.

More focused on functionality than form and aesthetics, overlooking or paying little attention to the visual expression of a product or output.

Moderately interested in aesthetics, paying some attention to the visual expression of a product, especially when it is hard to separate from the products function.

More focused on aesthetics and the visual expression of a product, mostly assessing an output based on visual details and overall look and feel.

#### > Self-Reflection

Measures the weight an individual assigns to their emotions and the awareness of and reflection on their own feelings and reactions.

More interested in rational than emotional aspects, paying little attention to their own feelings and does not think much about their own reactions.

Somewhat aware of their own emotions and reactions and often able to reflect on how they affect their work but may also at times neglect or overlook them.

More interested in understanding their own feelings and reactions, reflecting on how they feel and how their emotions affect their work.

#### > Variety

Measures openness to trying new activities and the tendency to eagerly seek new experiences and variation in their work.

More engaged in predictability and well-proven solutions, being content with what is known, often avoiding novel or unfamiliar activities.

Moderate willingness to try new activities and to some extent open to new experiences but often balances this with a preference for familiar and well-proven activities.

More engaged in variation and new experiences, being open to exploring different work activities and with a distaste for routine.

#### > Mindset

Measures interest in different forms of intellectual stimulation and the tendency to seek out abstract or theoretical discussions to broaden their perspectives.

More interested in practical and immediate solutions, displaying limited interest in abstract discussions with no tangible or guaranteed outcomes.

Occasionally engages in abstract or theoretical discussions, especially when they are within their specific field of interest but also want to reach a tangible solution.

More exploratory and interested in abstract concepts, exhibiting a strong interest in engaging in intellectual discussions and seeing things from different perspectives.