



Remember, these maps reflect three different ways of looking at the same thing - your behavioural preferences

The Underlying Map

The 'Underlying Map' can be described in a number of ways: the 'real person'; the extent to which the person can use each behavioural dimension without feeling stressed; the person's instinctive behaviour, or the behaviour used by the person when under pressure. The Map is, therefore, an indication of how the person tends to behave when he or she is either totally relaxed and feels no need to present himself or herself in any particular way or, occasionally, when under stress and when he or she makes no attempt to manage or control their behaviour with a view to presenting a different response to the world. Although it is likely to be the candidate's most comfortable behaviour pattern, he or she will sometimes feel it necessary to adapt that behaviour to cope with their perceived demands of everyday living. The 'Underlying Map' is the most appropriate one to use when recruiting someone from outside the organisation.

The Adapted Map

The Adapted Map indicates the extent to which the person modifies his or her natural behaviour (Underlying Map) on occasions to meet the perceived needs of their environment. As a result, it is the map that is most likely to change as the person's perception of their environment changes. For example, it could indicate how much the person feels the need to adjust his or her natural behaviour to meet the perceived demands of work. It is also important to note that the 'Adapted Map' reflects the person's mind-set in the context of their environment at the time when he or she completed the Inventory e.g. how they saw the demands of 'their world' at that moment. Because the 'Adapted Map' is influenced by many external factors, it should not be used when attempting to identify the person's 'normal' behavioural preferences. In essence, it shows a pattern of movement away from the person's most frequently used behaviours.

The Consistent Map

A person's overall behaviour is not based totally on either their 'Underlying' or 'Adapted' behaviours, and the 'Consistent Map' is a mathematical comparison of his or her consistent choices when completing the Inventory. Therefore, the 'Consistent Map' provides a summary of the person's expressed preferences that are consistent with both his or her 'Underlying' and 'Adapted' maps. Significantly dissimilar maps indicate that the person may be adopting a particular behaviour in order to meet the expectations of others, or the needs of his or her present environment e.g. at work. Such adaptation is not uncommon. The Consistent Map, therefore, provides a picture of what is likely to be the person's overall behaviour for most (approx 70%) of the time in public – this is also the view that most other people will probably have of him or her. The 'Consistent Map' is the most appropriate one to use when recruiting someone from inside the organisation.