

KNOW



02 | Indirect information

- What is the nature of the key figure's work and what is essential to be successful in this work?
- What are expectations of others your stakeholder has to deal with? At what point will (s)he be evaluated?
- What is the culture of your stakeholder's department?
- What's currently at the top of the priority list?
- What characteristics of other people does someone regularly point out?
- What are topics that your stakeholder often talks about without being asked?
- What are the first questions your stakeholder asks when a new proposal is made to him/her?



03 | non-rational drivers

- Being able to score points with people that matter (managers, colleagues, peers, third parties)
- Being loyal to individuals and groups
- Defending one's own territory and expand it if possible
- Winning over rivals
- Securing social status with their peers
- What are they wrestling with, what is their greatest insecurity/fear?



KNOW

04 | Persona



Red

Thinking & Extraversion

Characteristics

Strengths :

- Strong-willed
- Performance-oriented
- Demanding
- Resolute
- Purposefully

Interactions

Do's:

- Get to the point quickly
- Focus on results and objectives
- Work in bullet points
- Let them motivate others
- Confident and assertive body language
- Give them a sense of control
- Words: results, proven, actions, focus, ...
- Leave his/her ego intact
- Use authority to show credibility

Pitfalls:

- Aggressive
- Checking
- Boring
- Dominant
- Intolerant

Don't's:

- No details, but an executive summary
- No focus on feelings
- Don't get caught by personal attacks
- No doubts or 'blah blah'
- Don't try to take over





Yellow

Feeling & Extraversion

Characteristics

Strengths :

- Dynamic
- Enthusiastic
- Persuasive
- Expressive
- Optimistic

Pitfalls:

- Over excited
- Chaotic
- Indiscreet
- Showy
- Impulsive

Interactions

Do's:

- Visit them
- Calling or 'video meeting'
- First the informal chat
- Be open, flexible & friendly
- Use words like: feel, action, trust

Don't's:

- No long emails
- Don't drop too many silences
- Don't bore them with details
- Don't be too serious





Green

Feeling & Introversion

Characteristics

Strengths :

- Caring
- Relationship-oriented
- Harmonious
- Relaxed
- Patient

Interactions

Do's:

- Take the time for a 1-on-1 conversation
- Offer personal help
- Ask for their opinion
- Check their feelings within the project regularly
- Give them time to think about answers
- Be patient
- Use testimonials from others to prove the low risk
- Propose innovative but proven solutions

Pitfalls:

- Passive
- Slow
- Wait-and-see
- Dependent
- stubborn

Don't's:

- Don't fill in for them
- Don't put them in the spotlight
- Don't force them to make quick decisions
- No last-minute surprises
- Do not take advantage of their goodness



KNOW



Blue

Thinking & Introversion

Characteristics

Strengths::

- Cautious
- Accurate
- Analytical
- Detailed
- Objective

Interactions

Do's:

- Written communication (mail with detail)
- Give them preparation time
- Give them enough space to perform tasks
- Put things on paper
- Be thorough in your own preparation
- Be extremely structured in your argumentation
- They only convince themselves
- Words: quality, academic, numbers, expert

Pitfalls:

- Picky
- Indecisive
- Suspicious
- Cold
- Detached

Don't's:

- Don't be too emotional
- Don't be informal on important matters
- Don't jump off the hook
- Don't push

