



Development profile

John Doe

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Client: Leonardo3.4.5 - Intercom
Project: Découvrez vos préférences au travail

Profile established by



1. INTRODUCTION

This profile reveals your preferred personal way of interacting with your team and your organisation (*). The 80 questions you have answered measure four psychological dimensions, i.e.:

- interpersonal relationships (introvert or extrovert)
- processing information (practical or theoretical)
- decision-making (analytical or feeling-based)
- work organisation (structured or open)

and your fundamental attitude with regard to five strategic polarities of the organisation, i.e.:

- time (tending to favour short term or long term)
- organisation (tending to favour centralisation or decentralisation)
- the axis of values (tending to favour consensus or focus on facts and figures)
- the axis of orientation (tending to favour process or product)
- the axis of management (tending to favour stability or instability)

From your replies it is possible to determine a dominant function with which you have the greatest affinity, one or two secondary functions and a scale of preferences in all sections of the systemic octagon.

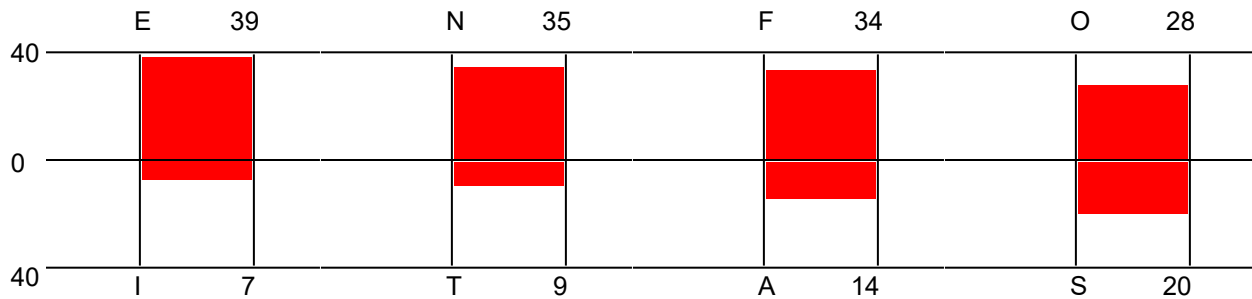
This profile also draws your attention to areas of potential tension. It is most probable that these areas correspond to the functions for which you obtained the lowest scores. Colleagues whose scores are the opposite of yours probably demonstrate behaviour styles which until now you have had difficulty understanding. Yet they are the ones who are most willing to take on work which you do not like to do. Perhaps you have already been aware of these areas of tension and developed adequate responses.

This profile is based exclusively on your preferred way of working. It gives no indication of your professional competencies, nor of your specific aptitudes for taking on one job or another. Understanding your preferences, making use of them, balancing them and if necessary developing them, can be the subject of individual reflection, a discussion with a counsellor, or a seminar. This profile belongs to you, and you may use it on your own responsibility, for your personal and professional development. Although great attention has been paid to developing this profile, the authors, the workshop leader, the consultant and their respective companies accept no responsibility for the possible consequences of usage which is improper or contrary to these purposes.

2. SCORES

Raw Scores

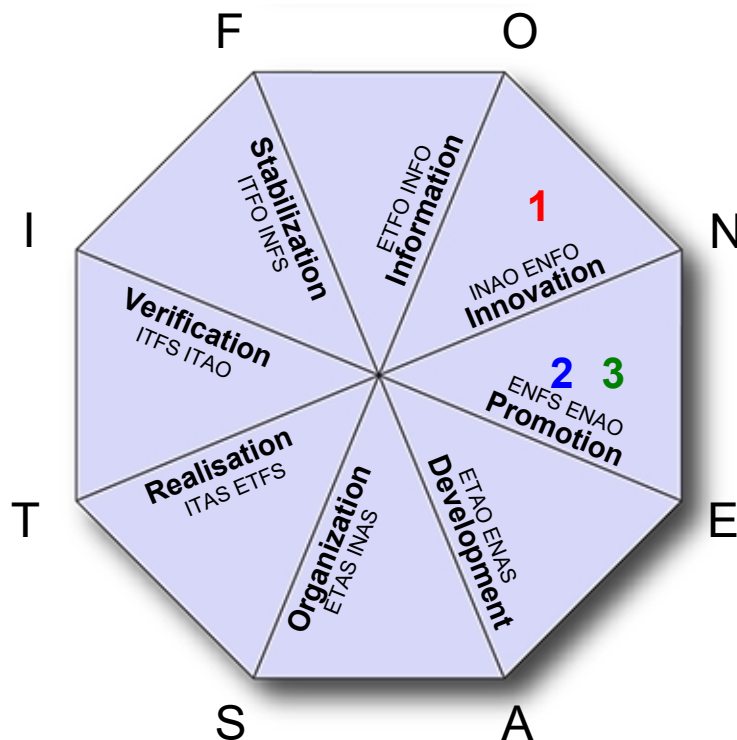
The raw scores define your 'domain' on either side of zero.



Net Scores

The net scores form the median point of the raw scores and describe your preferred behaviour style in the four dimensions. They are calculated simply by subtracting the lowest raw score from the highest raw score; they also show the intensity of your preferences

E	32	N	26	F	20	O	8
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E = Extrovert
I = Introvert

N = coNceptual
T = pracTical

F = Feeling
A = Analytical

O = Open
S = Structured

3. YOUR MAIN PREFERENCE AND ITS PLACE IN THE SYSTEM

People who have a preference for the Innovation function ENFO have their eyes set on the future, they like to foresee the evolution of things and to anticipate events. Always at the ready to meet new challenges to their creativity, ENFO Innovators surprise their colleagues with their intuition and the originality of their ideas. They “feel” which direction things are taking and adjust easily to new situations. They adapt easily and know how to improvise if circumstances demand it. Such ENFO Innovators are not satisfied with what already exists, they like to see future possibilities and they prefer the imaginary to the real. Thus, they often propose radical changes, even if it means questioning the past and the achievements of the company.

ENFO Innovators often search for an inner development path and self-fulfilment by means of a philosophy and a very consistent system of personal values. They are capable of sustained efforts and can work with great energy when their creative strength and their values meet.

If their deep convictions are not in question, they happily juggle with a multitude of ideas or concepts which they don't hesitate to change according to a new approach or a more attractive idea. Endowed with a strong sense of intuition and considerable intellectual curiosity, they search for very diversified professional situations. They like to have several projects in progress simultaneously and adjust badly to over-structured environments which prevent them from blossoming.

Generally, very active, they know how to generate enthusiasm by their relaxed, frequently dynamic and sociable manner. Blessed with good interpersonal skills, they are at ease in the company of others and don't have any difficulty expressing themselves in public. They are interested in others and show insight in their judgement.

ENFO Innovators assume the fundamental functions of innovation, research and exploration: wherever these functions are ignored, the depletion of creative strengths leads to a fossilisation which is detrimental to the development of the company.

Your Personal Profile

If this corresponds to your preferred function you feel particularly at ease with:

- evaluating ideas and devising projects
- exploring possibilities and launching initiatives
- visualising the future
- making many professional contacts
- dealing with new and complex problems, placing them in a more global context
- finding new ways of developing products, technologies or services

You don't allow yourself to be influenced by dogma and you don't hesitate to question accepted opinions. You have your own system of values which makes you feel what is right and what is not. You attach a lot of importance to your principles and to your own vision of the world: in most cases you are guided by your convictions.

Novelty holds no fear for you. In principle, you adapt without difficulty to new products or new ways of doing things: you can learn quickly and with relative ease. You like challenges which involve new work practices. In learning and advancing, you place great store on your ability to understand; you use your imagination, which can be powerful, and you proceed with a good deal of optimism.

Your colleagues view you as shrewd, creative and flexible. However, you react strongly if your plans are opposed or in instances where there is an evident lack of professional ethics

You probably have a lot of ideas, some of which are bold and daring. You find that other people's thoughts stimulate you: you draw from them possible development applications which allow you to go further than those around you.

You seek pleasure in your professional activities; it is likely that you organise yourself in such a way as to meet as many people as possible. You like to spend time in the company of stimulating people. You delight in human contact and have a remarkable skill for establishing personal relations. You easily establish relationships which can lead to new professional perspectives. You take advantage of your skill in human relations to create links within different groups, in the company and on the outside. In this way, you are often well informed about current events in your social and professional spheres. This advantage is not without its negative side: your colleagues may think that you spend too much time in discussion instead of preparing and planning your work.

You may have been criticised for your lack of continuity. This is the danger with ENFO innovators who lack experience; if this is so, it could be useful for you to be more systematic in your approach or to seek help from those colleagues who have preferences which are complementary to yours, for example realisers. In fact, you sometimes rely too much on your skills in adapting to new circumstances and this is to the detriment of a deeper and a more logical examination of the means and the time necessary to bring your projects to fruition.

The confrontation between your ideas and reality is sometimes arduous: the resulting difficulties can cause you to doubt. It is likely that you prefer to change project, rather than concentrate on solving factual problems: indeed, you don't find enough time to deal with details and you find routine tasks tiring so you ask others to take them on. This is one of the reasons why you prefer, as a general rule, the role of adviser to that of organiser or realiser; in this way, you can leave the organisation, planning and implementation of your ideas to others.

Your Creativity

Imagination and your considerable intuitive skills are certainly counted amongst your strong points. You are rarely short of ideas, you easily conceive alternative visions for the future, going off the beaten track. This faculty is nourished by strong curiosity in the areas which interest you. You are rarely in difficulty when it comes to finding new ways of doing things, devising systems or considering opportunities.

Your creativity is somewhat of a visionary type. It tends to come into its own especially in professional surroundings which are not too strict. This type of creativity may lead you to disregard some practical matters or questions of detail and the rather repetitive tasks which don't stimulate your curiosity. This may reduce the value of your contributions in the eyes of some people who then judge them to be Utopian.

You often need to renew your interest in the matters that you are dealing with: you prefer to change your current project if it has lost its appeal for you.

Procedures and regulations hold little interest for you; you prefer to work in areas that are stimulating and which you prefer and that give you a certain amount of freedom because you cannot be creative on demand. It is therefore desirable that the working environment matches your expectations otherwise you may feel frustrated.

Your Strategic Thinking

You are perfectly able to deal with complex problems: you enjoy research which involves finding alternatives, developing parallel procedures and devising models. With a good overview and a marked understanding of abstract concepts, you have no trouble putting a lot of data into a wider context. In complex and difficult situations, when other people lack vision, you can easily change perspective and see all aspects of the problem in order to identify possible solutions. You are therefore well equipped to recognise opportunities and to anticipate needs for change and adaptation in the company in the mid and long term.

In your vision of the company you favours small autonomous and flexible structures because you feel that it is in this type of environment that people give their best.

It is not always easy for you to take advantage of your strategic thinking. At times, you are lost in your thoughts and give the impression of being in the clouds, so you may find it difficult to fix your mind on certain things, to make decisions founded on precise criteria and to bring your projects to completion.

While you are involved in searching for a more adequate balance between what is desirable and what is feasible, your actions would be more efficient if you applied procedures, criteria and approaches which would allow you to reach goals and to bring your projects to fruition. Setting priorities, developing a clear basis for decision, establishing detailed action plans and schedules may help you to reach valid conclusions more systematically.

Your Contribution to Quality

You consider that quality essentially depends on the capacity to mobilise the intelligence of everybody in order to solve problems. To achieve this, you know how to involve others in the process of continuous improvement and - if it is not a question of simple everyday problems - you like to contribute with your mastery of complex situations.

But you also sometimes suggest radically new solutions to solve particularly difficult problems. In these situations, you change perspective completely in order to look for a simple but brilliant approach that outperforms previous efforts which involved increasingly complicated practices.

Your Approach to Time and Goals

You prefer to organise yourself as you think best, working at your own rhythm. In order to solve difficult problems, you prefer having plenty of time and don't like having people looking over your shoulder. You want to keep some room for manoeuvre and prefer to stay flexible. As a result, you sometimes have a tendency to put off difficult choices until the following day. You may then be criticised for having difficulty putting things into practice, lacking concrete meaning or for your inability to deal with questions in detail. In your daily life, you don't like to leave things unfinished and you have a tendency to react quickly to all types of demands. If you master time constraints quite well, it is not so much the result of a deliberate effort on your behalf - good planning and good management of your time - but rather the result of a reaction which drives you to act without loss of time, sometimes out of a sudden impulse.

With your ability you don't generally find it difficult to establish aims. On most occasions these will be expressed in global terms. As you have a tendency to devote yourself to several projects at a time, these aims can alter progressively with the development of your interests. Those who have followed you, motivated by your enthusiasm and the benefits you have given them, may feel surprised, or even let down, if you change priorities along the way.

It may be useful for you to evaluate better what is feasible in the time available; for example, dedicating more energy to planning, and not relying exclusively on your ability to find the answers to your problems as they occur. In this way you will avoid delays and stressful situations.

Communicating and Working in a Team

On the whole, your relationships with those around you should not cause you any problems. Conversations stimulate you; you are more at ease the more relaxed the atmosphere is. You find contact easy; you start dialogue spontaneously and it is while you are in discussion with others that you have your best ideas. Even if you are of an independent nature, these contacts reassure you: they give you confirmation that you are aware of current trends.

You make efforts to develop harmonious relationships; thanks to your openness, you surround yourself with colleagues and friends who share your points of view. With them, you can create very strong ties: you show solidarity, you help them and jump to their defence if they are in difficulty.

You have a good understanding of your surroundings, thanks to your intuitive faculties. You know how to read between the lines and you 'feel' others. You don't like situations of conflict and you try to avoid them at all costs. You don't want to hurt your colleagues; you don't like to sit in judgement of them and you try instead, to understand them: your motto is to remain flexible in all circumstances.

Your relationships may be more difficult with people involved with other functions. From time to time, you tend to see things in black and white and it is difficult to make you change your opinion of a person if you already have fixed ideas about him or her. At times, you may become impulsive; your words overtake your thoughts and you regret your hasty remarks. So, you may unintentionally hurt the feelings of natural introverts who may consider that some ENFO (especially the least experienced) are overbearing.

You are likely to be a good public speaker. This aptitude reinforces the influence that you have on your colleagues, even if you are not the most senior in the hierarchy. Your position is further strengthened by your convictions and your very precise ideas regarding steps to be taken or not. You are therefore ideally suited to gather a team around a project, to facilitate work groups, launch initiatives, organise meetings etc.

You are enthusiastic and very communicative with those who share your ideas, but you often remain vague and cautious in your contact with those who don't share your opinions. You give the impression of wanting to cloud the issues, in as much as you pretend to do one thing, but in fact do another. This is for you a way of avoiding conflicts and side-stepping disturbing encounters. You much prefer concentrating on relationships which give you satisfaction rather than wasting your energy in confrontations which you consider pointless.

Considering your level of independence, your relationships with your superiors may be somewhat strained depending on the organisation of work and the requirements of your professional environment. For these reasons, ENFO Innovators are often more at ease in situations where there is a greater degree of personal freedom.

Coordinating and Regulating

You tend to prefer positions where innovation, experimentation and conceptualisation play a major role. You are not suited to a position where supervision, detailed work organisation, checking numerous factual items of data, or routine tasks make up the daily duties.

As a leader, you have a tendency to anticipate. You can accept responsibilities or the management of a project and involve yourself to a greater degree than you would have chosen. You are sure of your line of action and you exercise a considerable influence on those around you; thanks to your shrewdness and to your communication skills you manage to motivate the group and to ensure its support in particular for projects of an innovative nature.

Your colleagues appreciate your enthusiasm and your availability. You are open to discussion; this is one of the strengths in your management style. You prefer making suggestions and advising rather than assuming the role of an authoritative leader. In your view it is important to maintain harmonious personal relations: you favour a good working atmosphere and take all necessary steps to ensure it is established.

If you accept the leader's role, you tend to think that all will go smoothly. You show flexibility in taking your decisions and you rarely do it alone: most often they are taken following conversations, exchanges of ideas or formal or informal meetings. You prefer your ideas to be in keeping with your deep convictions. If this is the case, you move into action with greater ease.

Sometimes, you make your decisions based solely on your intuition, even though circumstances would seem to demand a more matter-of-fact approach and a more objective analysis. You want to be ready to act, and if you are sure of your ideas, you prefer acting quickly, rather than losing time in indecision. The decisions that you take in these circumstances are not always the best.

You may be considered to be a strong leader, thanks to the relations that you maintain with those who work alongside you. Sometimes, your colleagues may feel that you go forward too quickly without taking account of all real contingencies, work schedules, deadlines or technical constraints. If as a result your colleagues don't follow your lead, you may find yourself on your own.

When leading a team, you have a tendency to minimise the importance of details as well as precise scheduling of projects and you prefer to let others check the completion of tasks. You may have been criticised for not putting enough emphasis on checking. In this case, don't wait for red warning lights; it would be better to choose a more systematic way of doing things.

As a leader, one of your essential duties is to make up a team capable of meeting a certain number of challenges. If the details of a project and the practical questions don't appeal sufficiently to you, be sure to choose a team with complementary strengths and which is more in touch with daily reality; this is particularly important if you have to succeed in the commercial sector. It is on your efficiency that you will be judged. Otherwise, you'll be seen as a leader who has good ideas but who is not really competent in their implementation.

Subject to what is said about your related roles in the following pages, a team with a wider range of skills is likely to help you succeed in promoting your ideas, evaluating projects, and in commercial achievements.

In the light of your preferences for intellectual work, you should choose people who have a marked preference for the Realisation or Organisation functions and who have a liking for a more structured approach. These colleagues will be able to assist you and will be able to put your ideas into practice giving full consideration to action plans, systems or time schedules etc.; take great care to explain to them in detail what you expect of them.

If you prefer working with people belonging to the Promotion and Information functions, which are closer to your own ideas, this doesn't necessarily mean that you'll have a lot in common with them; it is quite clearly colleagues who belong to the Realisation and Organisation functions who will support you most efficiently.

4. YOUR SECONDARY PREFERENCES

Your principal preferences and your secondary preferences situate you in adjacent sectors on the systemic model. Therefore, you feel at ease in this domain and your secondary preferences reinforce the assets of your principal preference.

ENFS PROMOTER

Your talents in the Innovation function are well supported by your resources in the Promotion function. If you are convinced of the validity of a project and if it concerns your professional field, you are well able to promote it. You are then keen to win others over to your ideas. You know how to convey your own enthusiasm and in this way you inspire your colleagues to go ahead. You act quickly and organise your work in a more structured way. You 'feel' what needs to be done and which means are required to accomplish it in an orderly and methodical way. You expect others to keep up with you. On the other hand, you do not always take the time to see that your schedules and plans are followed correctly: it could be that discrepancies develop between your expectations and what is actually achieved. To ensure the success of your projects, it would be very useful for you to collaborate with a person belonging to the Verification function.

ENAO PROMOTER

Your talents in the main function Innovation are well supported by some resources in the Promotion function. You look for change and novelty: you seize opportunities and you know where to find information to support your ideas. You have probably built up a good network of contacts and know how to make use of it in case of need.

It is right in the Promotion function that your creativity can be best expressed. The skills attributed to you by the results obtained enable you to build up contacts and find resources for your company. You do not seem to have much difficulty in managing several projects at the same time, and you take pains to implement them with a concern for continuity and organisation. You know how to communicate your enthusiasm to the members of your team, who recognise your talents and your company spirit. You set out a convincing argument in support of your ideas, and make good use of the remarks and suggestions of your colleagues. Your participative style encourages cooperation and involvement.

Other people, however, may sometimes have the impression that you have too much on your plate and that you have difficulty seeing your projects through. Collaboration with people who have preferences in the Development, Organisation or Realisation functions would be a help to you in evaluating and establishing the aims of your projects. You need to be careful, though, about the quality of your personal relationships, as people who have their main preference in these functions have a different approach from yours: they need to be kept regularly informed and do not like too frequent changes.

5. SELF-ASSESSMENT OF YOUR SKILLS

Do you have the competencies which relate to your preferred roles? The self-assessment which follows will put you in a better position to evaluate your possible needs for development and training in order to make best use of your preferred functions.

Mark your competence rating below on a scale from 1 to 10 (1 = strong need for development/training, 10 = competence firmly established)

For your main preference

The most important competencies of an innovator are:

- (...) the ability to use various creativity techniques (meta-planning, brainstorming, retreat and meditation, lateral thinking, breaking paradigms).
- (...) an in-depth knowledge of their area of specialisation.
- (...) comparing the methods and practices used by their own organisation to those used by their competitors.

For your second preference

The most important competencies of a promoter are:

- (...) preparing presentations, brochures, and other advertising material.
- (...) expressing themselves eloquently in front of various audiences.
- (...) communicating visions and motivating colleagues.
- (...) the capability to use various presentation software.
- (...) constructing visions of the future.
- (...) to have a good grasp of negotiation techniques.

For your third preference

The most important competencies of a promoter are:

- (...) preparing presentations, brochures, and other advertising material.
- (...) expressing themselves eloquently in front of various audiences.
- (...) communicating visions and motivating colleagues.
- (...) the capability to use various presentation software.
- (...) constructing visions of the future.
- (...) to have a good grasp of negotiation techniques.

What conclusions can you draw?

Are your competencies at the same level as your preferences?

Can you identify any need for training?

6. STRESS/STIMULUS AND EQUILIBRIUM

Your main preference corresponds to a comfort zone where you feel at ease. Taking on any of your secondary preferences roles is like travelling through familiar zones which can change into challenge zones as you approach the boundaries.

On the other hand, having to take on other functions, particularly the one for which you obtained the lowest score, would cause you stress you would find difficult to bear.

Some people have the same behaviour style in professional situations as they do in their private life. Their life evolves through abrupt changes following reappraisal or some crisis. These lead up to a new 'state', which lasts until the next crisis: this is called diachronic equilibrium. Other people change gear markedly between work and leisure time, even showing totally opposite behaviour styles. Their life evolves in a more fluid way, in small steps, smoothly. This is called synchronic equilibrium.

If your equilibrium is more of the synchronic type, you will be better prepared to face a variety of different stimuli: you are probably more patient and more tolerant in situations of conflict. If this is the case, you may have different styles of behaviour in your private and your professional life. You can gain benefit from it when you have to interact with people who have that preference in their professional life. The disadvantage of synchronic equilibrium is that the preferences are often less marked and the competencies which correspond to them less developed.

On the other hand, if you have a tendency to find a diachronic style of equilibrium, you live the corresponding behaviour styles to the full, which gives them an extraordinary power. You will go faster and further, but you risk more serious stress as soon as you leave your comfort zone. Relationships with your colleagues, your health, your well-being and your effectiveness could suffer in the long term.

Gaining control of these rhythms means knowing how to go to the full in one direction, but also learning to stop before reaching the point where you would go to pieces. This control enables you to confirm your preferences and at the same time avoid painful phases. In order to acquire it, you first need to recognise your tendency.

Make a note below of various situations in your life and analyse your method of creating equilibrium (rather synchronic or diachronic):

7. CHANGING AND LEARNING

Changing and learning mean leaving a stable environment in order to target one of a higher level.

For you, an innovator who is 58 years old, changing and learning is part of your way of life. During the learning phase you can easily go from the general to the particular: you have no fear of abstract concepts and generalisations. Hence, books are good companions to you. Your difficulties begin, however, when you are asked to demonstrate your mastery of a particular skill in the field: your feeling of intellectual clarity fades quite quickly if you haven't accumulated enough concrete experience. In defining your areas of interest, you tend to reject concepts for which you have an aversion: you simply forget their existence.

Although you seek to make the most of what you have already acquired, changes of function or rather of paradigm do not worry you: some will say that you are capable of questioning everything or to start from zero. Uncertainty, even if prolonged, and global change are for you a source of excitement. In such situations you only start worrying when, the daily reality gets out of control bringing you abruptly back down to earth.

In fact, the usefulness of all innovation may be measured in relation to the advantages which it brings day after day, that is to say, in a stable situation. If you take account of this your contributions will be better appreciated and more satisfying for you.

8. COMPLEMENTARITY... YOUR WEAKEST PREFERENCE

You gave the lowest score to the Realisation function (ITAS). In fact, it is very likely that you quickly become bored with the monotony of daily routine. You have the impression that such repetitive activities don't stimulate you sufficiently and offer you very little to learn. You are much more interested in concepts, the whys and the wherefores of things and everything which can be a source of learning and will give results in the longer term.

It is also quite likely that you sometimes have difficulty in finding common ground with realisers unless, in the interest of establishing a synchronic balance, you have chosen such a role for your free time. It may well be also that the other type of realiser (EFTS) is more in keeping with you (see the permutation hierarchy on the penultimate page).

But it is with realisers (ITAS) that complementarity is at its most pronounced as:

- such people willingly take charge of work which you would only be able to manage with great effort
- such people adopt other essential functions, equally vital to the survival of the company.

In any case, you should be grateful to them: they derive pleasure from the maintenance of daily tasks, in particular those which you find repetitive and which would give you no pleasure whatsoever.

So it would be useful for you to make an effort to understand their point of view and their needs and, if possible, include them in your approach. Regular contact and exchanges of views will create relationships of mutual confidence, respect and gratitude.

9. THE DEVELOPMENT PATH

The stability of preferences over time varies greatly between one individual and another. The average is around 36 months – the minimum is around 12 months – for preferences to move into an adjoining section of the systemic octagon. From a certain age this stability becomes more marked and you take longer to develop different preferences; especially so if you derive a great deal of satisfaction from your current work.

At the age of 58 , you have perhaps already moved through several of these sections and developed competencies in various functions. It could be interesting for you to reflect on which direction you wish your career to take. In which areas of interest do you wish to develop competencies?

You will see on the following page how your preferences are ranked (with a theoretical maximum of 160 points). This should give you some useful pointers for reflection.

- 1. ENFO = 136
- 2. ENFS = 128
- 3. ENAO = 116
- 4. ETFO = 110
- 5. ENAS = 108
- 6. INFO = 104
- 7. ETFS = 102
- 8. INFS = 96
- 9. ETAO = 90
- 10. INAO = 84
- 11. ETAS = 82
- 12. ITFO = 78
- 13. INAS = 76
- 14. ITFS = 70
- 15. ITAO = 58
- 16. ITAS = 50

Make a note below of the functions you have carried out in your previous jobs and the degree of satisfaction derived:

Make a note below of the function you would like to carry out in the next 3 to 5 years:

10. YOUR EVALUATION OF THIS PROFILE

Does the profile describe you accurately?

(...) Give marks from 1 – 10 for accuracy (1 = disagree totally, 10 = agree totally)

List the particularly accurate points in the description of your behaviour style:

List the points with which you disagree:

Have the contents of your profile given you useful food for thought?

(...) Give marks from 1 – 10 (1 = not at all, 10 = yes, definitely)

Leonardo 3.4.5

Development profile

John Doe

58 years old

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Project

Découvrez vos préférences au travail

at 28/02/2023

Profile established by

Intercom SA

Vaucher Yann

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