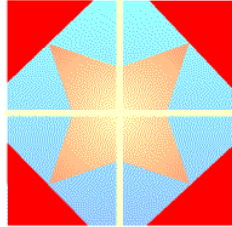


Profile RADHAR[®] manager



of

Olive Bourgogne

Your profile, based on cognitive sciences, describes your personality and its suitability for certain professional fields in order to suggest avenues of personal development. It does not claim to reflect your full potential or to be exhaustive.

It gives you the opportunity to re-evaluate yourself. However, during this process do not confuse the person you would like to be with the one you are.

HRI

HUMAN RESOURCES INVESTMENTS

The personality and management link

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If you are sometimes unaware of your antagonist and yourself, you will count your fights with your defeats.
If you are ignorant of your antagonist but aware of yourself, the chances of losing or of winning are the same.
If you know both your antagonist and yourself, you always will be victorious.

SUN TZU

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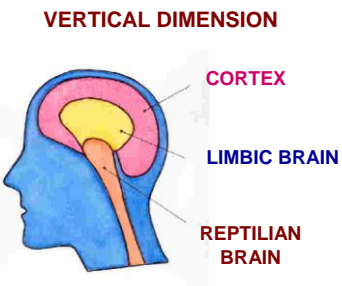
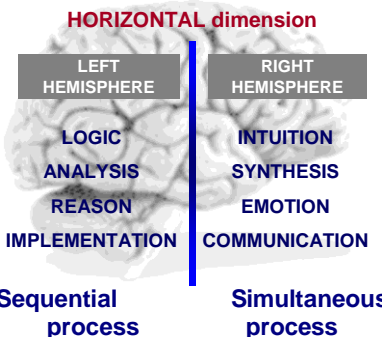
Information on the behavioural model of which RADHAR is based

This document has been established according to the results of the computation of the questionnaire **RADHAR profile**, which you have just completed.

It aims to help you to structure the knowledge, which you have of yourself, and to better understand the way in which you generally approach situations in life.

Before revealing your personality to you, here is some general information on the way our brain works. Each human being makes use of his brain for acting and communicating.

Each human being makes use of his brain for acting and communicating.

<p>Human brain is made of 3 brains overlaid and interconnected :</p> <ul style="list-style-type: none"> - The reptilian brain is that of the vital functions: drinking, eating, and reproducing... - The limbic brain is the brain of emotions and affective life (<i>Perception pole</i>) - The cortical brain is that of the logical and concrete thinking (<i>Evaluation pole</i>)  <p>VERTICAL DIMENSION</p> <p>CORTEX LIMBIC BRAIN REPTILIAN BRAIN</p>	<p>Besides this, the limbic and cortical brains are dividing in two hemispheres</p> <ul style="list-style-type: none"> - The right hemisphere, that of intuition and feeling (<i>Simultaneous process</i>) - The left hemisphere that of analysis and rigor (<i>Sequential process</i>)  <p>HORIZONTAL dimension</p> <p>LEFT HEMISPHERE RIGHT HEMISPHERE</p> <p>LOGIC INTUITION ANALYSIS SYNTHESIS REASON EMOTION IMPLEMENTATION COMMUNICATION</p> <p>Sequential process Simultaneous process</p>
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Neuro physiology, recently helped by the neuro imagery technologies, highlighted that each cerebral function activates identical networks of neurons implying various cerebral areas.

Mixing Jung's psychological type theories and current neuropsychological knowledge, we come to a model in 3 dimensions:

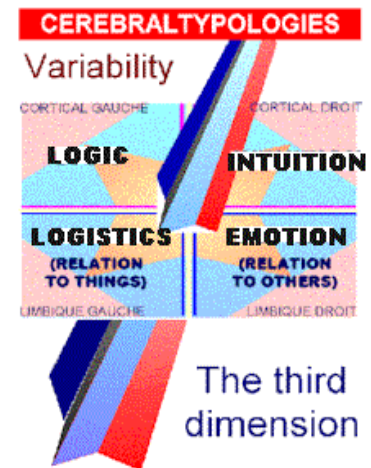
The vertical axis and the horizontal axis cross each other splitting human thought in four " types " of personality : logic, intuition, logistics and emotion, each one being characterized by eight specific functions. We can say that :

- the functions of the **type "logic"** cover rationality and technique. They are the dominant features of a **"Manager"**.
- the functions of the **type "intuition"** concern creativity and autonomy. They are the dominant features of an **"Innovator"**.
- the functions of the **type "logistics"**, control the respect of conventions and the ability to realise things. They characterise a **"Producer"**.
- the functions of the **type "emotion"**, gather relationship propensity. They are the dominant features of an **"Organizer"**.

While the third dimension illustrates the complexity of human being by putting ahead the interconnection between the cerebral functions mentioned above and what scientists call " variability " and " plasticity " of the brain.

According to the innate part of our personality, of our socio-cultural environment and our own learning experience, each one of us privileges specific cerebral resources over others by combining them to a greater or lesser degree. Consequently, it induces a behavioural tendency of mono-dominating, bi-dominating, tri-dominating or quadri-dominating type.

This is why each one of us is unique.



RADHAR PROFILE

NAME : Mr. Olive Bourgogne

EVALUATION POLE
(Cortex)

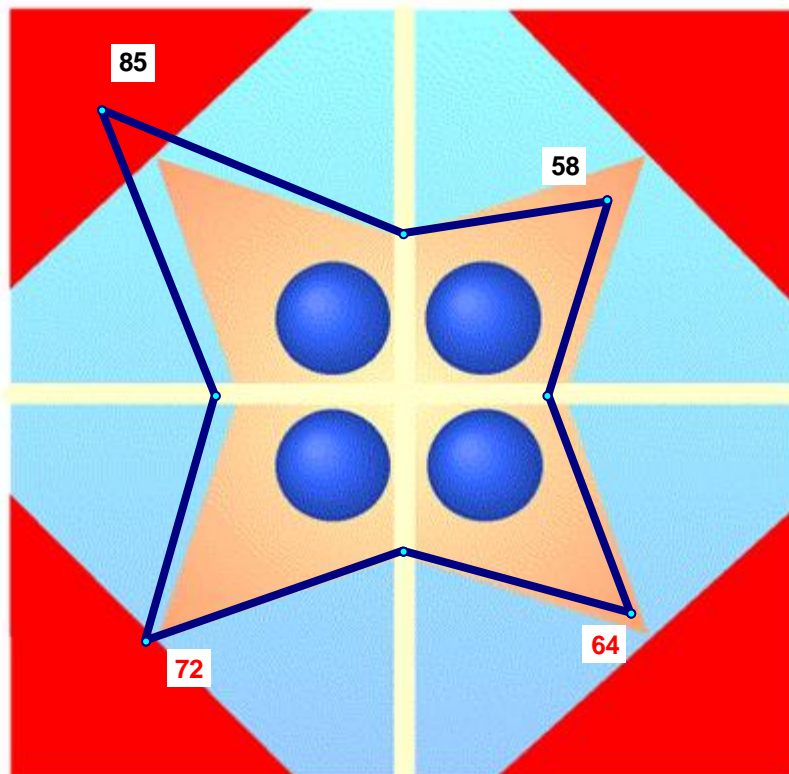
143

Type
Visionary
INTUITION
FUNCTIONS

58

Type :
Manager
LOGIC
FUNCTIONS

85



**SEQUENTIAL
PROCESS**
(Left brain)

157

**SIMULTANEOUS
PROCESS**
(Right brain)

122

Type
Implementer
LOGISTICS
FUNCTIONS

72

Type
Leader
EMOTION
FUNCTIONS

64

PERCEPTION POLE
(Limbic brain)

136

Dominance by
QUADRANT
LIMBIC and
CORTICAL
Strong = > 70

How to read the diagram :

The profile analysed is represented by a transparent and blue bordered four-branched star.
This star is laid down on a blue square with red corners.
The length of each branch of the star is proportional to the value of the corresponding quadrant.
When the value reaches or exceeds 70 the end of the branch of the star enters the red corner indicating domination for the corresponding criteria analysed.
In the middle of the square, on a blue background a fixed-dimension beige star represents perfect balance between the 4 quadrants.
On top of the dominances, the mobile and blue-bordered star shows the tendencies of the profile in terms of right or left brain, and cortical or limbic brain by comparison with the beige star.

Dominance by
HEMISPHERE
and cortical and
limbic
strong = >14

Red Zone (> 70) = dominance

PERSONALITY TRAITS

NAME: Mr. Olive Bourgoigne

EVALUATION POLE

LOGICAL TRAITS	85	INTUITION TRAITS	58
Analysis	X	Creativity	
Assertiveness	X	Innovation	X
Competition	X	Vision	
Reasoning	X	Synthesis	X
Critical thinking		Risk making	X
Quantitative evaluation	X	Intuition	X
Technical orientation	X	Multi-tasking	X
Expertise	X	Open mind	

Intensively activated in red

Activated in black

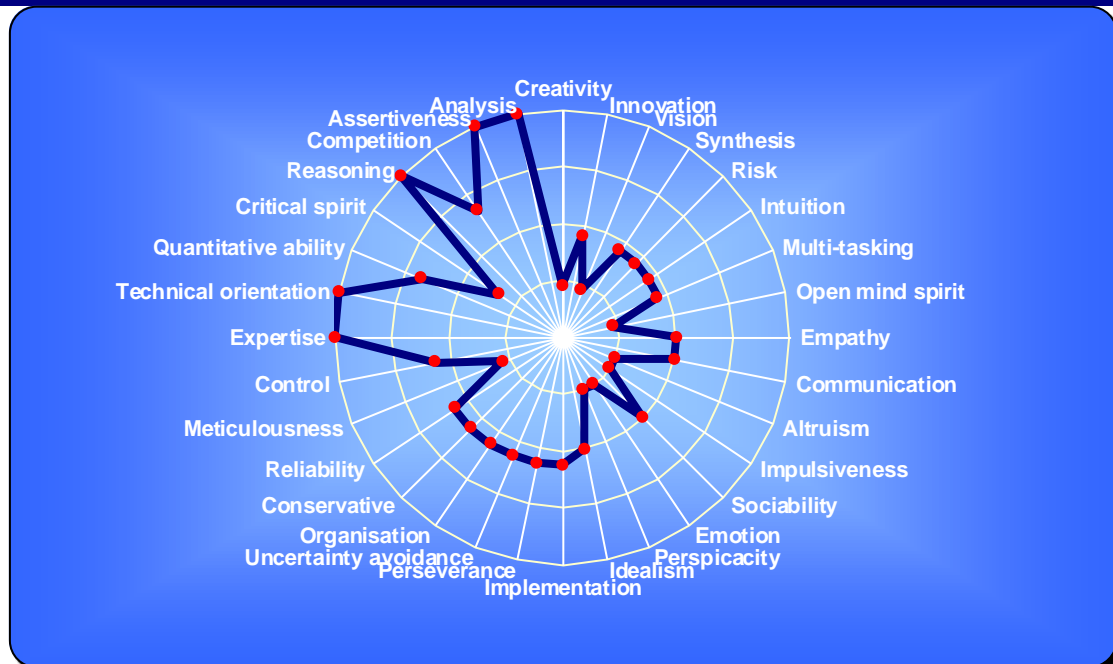
Not identified functions en grey

LOGISTICS TRAITS	72	EMOTION TRAITS	64
Control	X	Empathy	X
Meticulousness		Communication	X
Reliability	X	Altruism	
Conservative spirit	X	Impulsiveness	
Organisation	X	Sociability	X
Uncertainty avoidance	X	Emotion	
Perseverance	X	Perspicacity	
Implementation	X	Idealism	X

PERCEPTION POLE

personality traits activity

ABSTRACT



CONCRET

With his diagram, you can visualise 3 levels of intensity for the 32 traits of personality (strong, normal and light)
The more the red point is far from the centre the stronger is the intensity.

Glossary of personality traits

LOGIC TRAITS (Left Cortical)		INTUITION TRAITS (Right Cortical)	
Analysis	Breaking up things or ideas into parts and examining them to see how they fit together.	Creativity	The ability to have unusual or original ideas and imaginative thoughts. Able to combine things in new ways.
Assertiveness	This is the ability to carry out discussions without being distracted from goals. When self assertion, lies on self-respect, without turning around, but with consideration of others, it is called assertiveness.	Innovation	The ability to introduce new ideas, methods or devices into a possible choice of solutions or an established system. It is also the art of bringing about change in management.
Competition	This is the permanent desire to come up with a challenge, to achieve and exceed objectives. It is the willingness to surpass oneself. With respect to others, it is the desire to be the best.	Vision	The ability to project oneself over a large temporal horizon while keeping clear sight of the future.
Reasoning	The ability to make choices on the basis of reason as opposed to emotion.	Synthesis	The ability to unite separate ideas, elements or concepts into a new whole.
Critical thinking	The ability to judge the feasibility of an idea or product while looking for faults.	Risk making	The desire to face a foreseeable danger in the hope of reaping greater profits.
Quantitative evaluation	Competent in monitoring and handling of quantitative matters such as costs, budgets and investments. Oriented towards numerical concepts.	Intuition	The ability to know something without thinking it through and to have an instant understanding without needing facts or proof.
Technical orientation	The ability to understand and apply engineering and scientific knowledge.	Multi-tasking	The ability to process and make sense of two or more inputs at the same time. It is also the ability to attend to several activities at once.
Expertise	The ability to think and reason based on observable and measurable facts.	Open mind	The ability to think independently in spite of norms that may exist concerning established standards and traditional values of a group or a culture.

LOGISTICS TRAITS (Left Limbic)		EMOTION TRAITS (Right Limbic)	
Control	The ability to master emotional reactions. Also the desire or wish to verify status so as to always be in charge.	Empathy	The skill needed to adapt to others and to perceive how they feel without them having to say anything explicitly.
Meticulousness	The ability and the will to pay attention to details.	Communication	The ability to develop and maintain meaningful and pleasant relationships with different kinds of people.
Reliability	The ability to avoid over-commitment.	Altruism	The tendency to take care of others without a profit motive..
Conservative spirit	The ability to maintain traditional and proven views, conditions, institutions and culture. It is also a belief and respect of values transmitted in the past by an established culture.	Impulsiveness	The tendency to react spontaneously.
Organisation	The ability to put people, concepts, objects, and elements into a coherent relationship and then devise methods or means of achieving a desired objective and to take appropriate actions during the process of implementation.	Sociability	A natural desire to seek out people.
Uncertainty avoidance	This feature illustrates how people face dubious situations and the future in general. According to their level of anxiety, people use excuses to fight uncertainty. They also tend to reassure themselves by referring to truths known as "absolute", by trusting official institutions and subjecting themselves to authority.	Emotion	The ability to express feelings.
Perseverance	The ability to maintain, voluntarily and regularly, an activity.	Perspicacity	The non-rational ability to understand, judge and evaluate people or feelings with insight.
Implementation	The ability to carry out an activity and to ensure its fulfilment through concrete measures and results.	Idealism	It is a desire to embrace the ecological, ethical and spiritual aspects of things. It is also the propensity to use graphic and concrete representations of abstract notions.

Intensive functions in red.

Activated functions in black

Non identified functions en grey

PROFILE of Mr. Olive Bourgogne

This cerebral profile is "LOGISTICS" and "LOGIC" double dominant profile, type "Manager" and "Implementer"

Profile characteristics

Persons having a double dominant profile in the left brain, have a consistent attitude towards themselves, because in each side of the brain, the left as well as at right one, the dominant trait couples are mutually supporting. Here, the two dominants of the left brain are combining in the perception of reality; the person is logical, analytical and rational, but also organised, planned and self-controlled. This profile is typical of technical, financial and middle management activities.

Whenever the two major dominant traits of a profile are situated in the same hemisphere, the main advantage of this dual cerebral ascendancy is in their complementarities. This generates a sound and well-structured personality. These people make consistent choices both from the point of view of action and conceptualisation. One inconvenient aspect of this type of profile is that it can result in communication problems with dual ascendancy right-brained people. Dual ascendancy in the left brain results in a personality that combines all rational qualities of the left cortical, who likes to deal with facts, concrete items and well defined situations, with the pragmatic, prudent, precise and organised approach of the left limbic. Moreover this type of profile generates a personality with a bias for action, where management and administrative skills are favoured.

Global evaluation

Preference between consecutive and interactive approach of things

One can notice a clear domination of the left rational brain as opposed to the right intuitive brain: 157 against 122. Such a person has a great tendency to carry out one thing after the other. He is fairly oriented towards : the past and possessions, tested solutions, organisation and concrete realisations. This is the reason why this person is attracted by order and precision. .

Predisposition to approach situations in an abstract or concrete way

Note also a sound balance between the two upper stages of the cortical and limbic brain. The small difference between the two indicates a satisfactory ratio between the affective (limbic) and the intellect (cortical): 143 against 136. It appears that this person finds a certain balance between abstraction and concrete approach of things. However, he has a light tendency to consider rather : he has a light tendency to relativize events.

Dominant traits

If we now analyse this profile, quadrant by quadrant, we find a major dominant trait for the "Logic" functions (Left Cortical), which is indicative of an individual who is precise, rational, analytical and methodical. He has a good capacity for quantitative evaluations. He also likes a scientific approach and has

superior technical skills. Logical minded. He is a practical thinker, as he likes to rely on facts. Let's notice the important intensity of the functions of analysis and expertise, the significant intensity of the function of reasoning and the intensity of the functions of assertiveness and technical orientation.

This quadrant is supported and completed to the left by the "Logistics" functions (Left Limbic), in a strongly dominating position, indicating an individual who can be described as self-controlled and willing to be in charge and reliable. It must be observed that this person tends to be conservative. He respects laws, traditions and inherited cultural values. Such an individual is well organised and a natural planner. He has a need to control ambiguous situations and to secure issues both on a personal as well as on the professional level. He seeks to reassure himself by ascribing to 'absolute' truths and by trusting official institutions. He likes administrative tasks and is ideally suited for action. A down to earth person.

The third preference of this profile, which is less called upon, is represented by the "Emotion" functions (Right Limbic) quadrant indicating a person who is sociable. He is hearty and gifted with perspicacity for both

people and situations. He looks for communication but with a measured empathy, a certain reserve due to the standing need of always being in charge of what is going on. In certain cases this can cause the person to over-value the organisation or technical, financial and rational aspects of things at some cost to their human and emotional aspects. He also likes to use symbols and concrete representations of abstract concepts for the meanings which they are carrying.

Finally, the least used of the four quadrants, the "Intuition" functions (Right Cortical) quadrant reveals a person endowed with a mind open to innovation creativity. Such a person has a strategic way of thinking and uses his intuition as far as ideas are concerned. It must be noted that this person sometimes does not follow his intuition at the level of ideas, because on the other hand he is very rational.. He likes thinking and doing several things simultaneously and also possesses ability for combining separate ideas, elements or concepts into something new and for grasping the total picture of things.

Inborn trait and acquired knowledge

Inborn traits (temperaments)

By extension, Mr. Olive Bourgoigne's behaviour appears like that of a person who is phlegmatic, active, not very emotional and regarding the law, seeks finding balance between thought and action, reflection and method. This type of person tackles life with relativity and humour. With an active social life, this type of person is rather reliable, conformist, modest, impassive and willing.

Experienced knowledge (character)

Co-operation, taste for collaboration, synchronisation with others are not essential concerns of this person. This person can sometimes let emotion and impulses get the run on him. He knows how to take into account reality. Abstraction and pragmatism are well balanced.

Interpersonal communication

Interpersonal communication is a complex and interactive transaction, activating verbal and nonverbal parallel channels, between the transmitter of a message which anticipates the reaction of a receiver which returns indices on what he gets .

We manage our relations with others and thus also our mode of management through this basic process.

As transmitter

Communication mode

Such a rational and pragmatic bi dominant person founds his communication on objectivity, facts, figures and dates. His arguments are technical, precise and justified. He demonstrates things rationally and tends to want impose his point of view by developing each argument in detail. For that, he follows a rigorous plan, quotes his sources and gives references.

Communication form

He goes right to his goal. Little talkative, he can pass on to a more expansive mode when he feels his interlocutor suspicious. He expresses himself in a clear way and without any possible ambiguity. He consolidates his speech by using quantified tables.

Suggestions

In order to increase the efficiency of his communication, Mr. Olive Bourgoigne should also think of envisioning intuitive persons by opening new overviews and by illustrating his talks with metaphors. He should think of personalising the contact with affective persons by finding affinities and creating a climate of trust.

Motivation and stress

Such a person wants to control everything in detail on the conceptual level as well as that of achievements. He wants to be appreciated for the quality of his contribution. He is sensitive to criticism and appreciates signs of admiration for his intellectual rigour. He is relatively motivated by external factors like working conditions or guarantee of employment, salary and other advantages. But, he has a tendency to make up his mind according to the marks of consideration that others express to him and according to his feeling of completing well done work well done. This is a personality of self-censorship and self-discipline. He tends to lay down ambitious objectives that he wants to achieve at all costs. If his results do not reach the target, he can be inhibited, tends to criticise others and to seek a culprit. The resulting interiorised frustration, risks generating detrimental effects on the physiological level.

It should be noted that under the pressure of stress, Mr. Olive Bourgoigne can appear, in certain situations and in the eyes of some

people, particularly affective and mainly intuitive personspeople as a person tolerably disparager, inflexible, rather arguer, technocrat and tolerably self-satisfied.

Attention, this sentence does not state that the used qualifiers characterize this person. That means only that certain categories of persons, precisely affective and mainly intuitive personspersons sometimes may perceive Olive Bourgoigne as such.

Decision making

Decision-making which is one of the essential tasks of a manager, consists in evaluating all the parameters of a situation and finally in taking risk.

Predisposition to take risks and decision taking process

Mr. Olive Bourgoigne avoids taking decisions before analysing all possible consequences. His decision-making process follows most of the time a rational mode.

He tries to find his solutions from an objective and meticulous approach to facts while protecting him from subjectivity and external influences.

Level of risk

Following an inner personal conflict, He chooses fairly secured solutions. He is fairly careful.

Questions under control

Regarding the parameters to be taken into account, Mr. Olive Bourgoigne asks himself the questions "what are the components of the problem ?", "what is the cost ?" and "How ?", "how to do ?"

He seeks to identify all the parameters of a situation and to rank them without neglecting details and the concrete implications of the decision to be taken.

Questions which may be rather neglected and potential consequences

And he can neglect the question - Who is concerned ? -

The most current cause of such a skew of reasoning whose this person can be victim, is possible inadequacy in the definition of the objective.

Conflict resolution – Negotiation

According to the postulate of « circular reaction », by our behaviour, we contribute to create the situation to which we are reacting.

Behaviour in conflict situation

Taking into account the ratio left hemisphere to right hemisphere, this person tends to consider that conflict situation can end only by the victory of the strongest party. He has a certain predisposition to opt for "winner / loser" strategy with a null final result, founded on domination, «power-on», which must lead to the triumph of one and the defeat of the other.

When he feels violently, this person can be led into criticism and counter-attack, adopting sometimes a non constructive behaviour which can penalize the issue of the negotiation.

Behaviour in negotiation

This person tends to behave «aggressively» which consists in tackling, defending and possibly accepting some concessions for finally gaining the business. He can sometimes adopt a firm position even if this leads to the breaking off of the deal.

His process is based on the seeking pragmatic and prudent solutions, objectively acceptable for all parties but never forgets the position that he wants to defend. He analyses causes, plans the consequences of dissensions, finds technical solutions and does not hesitate to react when his adversaries are illogical or unreasonable.

Personal development axis

In order to optimise his personal and professional potential, the person possessing this profile should continue to develop his dominances for a maximum effectiveness. However, he should have to surround himself with people having complementary dominances and he should endeavour to exploit a little more his less activated resources, which is and particularly those of intuition functions.

Reinforcement of strengths

This person should make an effort not to set himself under too strong a pressure, not to be locked in a methodological yoke and to accept to take risks. He would also have an interest in conceiving that an effective solution can emerge from certain gambles. He should rather know how to take risks in order to exceed a reasonable goal and dare to face uncertainty.

He also should have to doubt because things can be more complex than they appear and because all is not controllable, to know that reliability has a cost which must be appreciated and to avoid planning needs passing for rigidity. He would have also interest in matching efforts to his capacities and availabilities and daring to imagine no conventional options and to even transgress the customs.

Working on weakness

This person should more convert intuitions into ideas. He should try getting a little more confidence in his intuitions, thinking more in terms of solutions rather than difficulties, looking for signs of change, questioning himself, tolerating ambiguity and taking a few more risks.

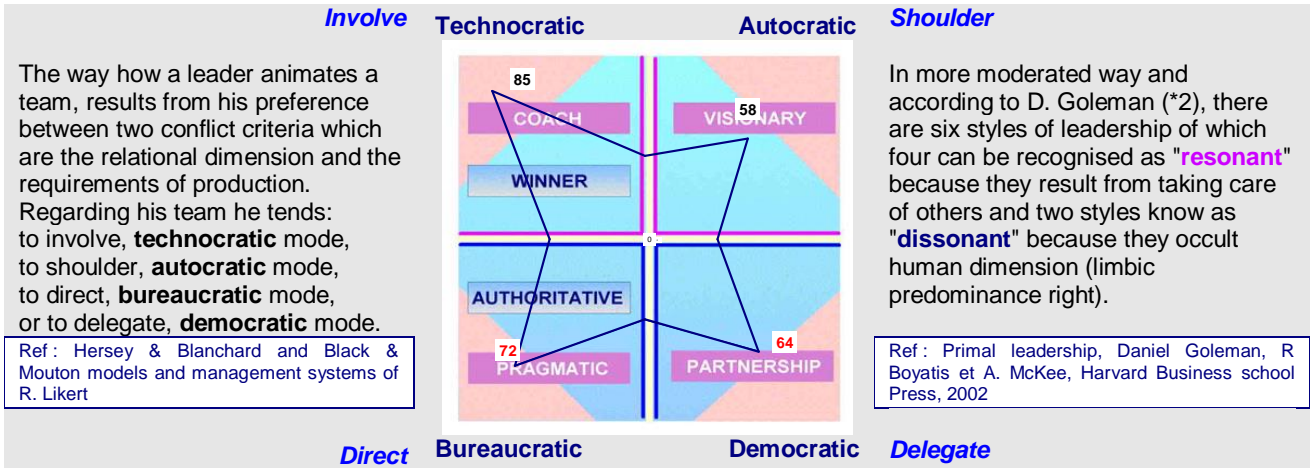
For balancing his potential, he should try seeking original solutions in order to leave delicate situations. He could also gain by appearing more clear-sighted with regard to the consequences of his acts. He would mentally profit to be more autonomous, not to always follow rules and conventions and to vary his behaviour when he considers it as necessary and effective.

Synthesis

A person who could develop his potential by adapting his mode of communication to the persons he is speaking to, especially towards the affective persons who attach a great importance to human matters and towards the intuitive persons who globally grasp things and foresight the future. Indeed, affective and mainly intuitive persons have difficulties of easily getting on with people having this type of profile.

In a general way, the persons having such a profile as Mr. Olive Bourgoigne, have predictable behaviour and are easy to encircle.

Leadership



Styles résonnants

The **coaching** style consists of the capacity to help one's collaborators to progress by listening to them and by assigning to them missions adapted to their capacities.

The **pragmatic** style consists of the capacity to motivate collaborators allowing them to assume their missions in the strict respect of the standards and the objectives to be reached.

Styles dissonants

The **visionary** style consists of the faculty to create collective engagement on joint projects by giving meaning to the contribution of each person.

The **partnership** style consists of the ability of creating atmosphere, supporting interactions between everyone and finally establishing confidence in the group.

Styles to be used very carefully

The **winner** style focuses on standards of exceptionally high performances and excellence.

The **authoritative** style consists of imposing authority by injunctions, which are not subject of discussion.

Global leadership tendency

Everyone naturally practices the style of leadership, which corresponds to his behavioural dominances. Mr. Olive Bourgogne has a tendency to involve team-members, pointing objectives of results and motivating them by rewards (tendency technocratic mode)

Natural styles of leadership

If Mr. Olive Bourgogne was in a position of involving people in a joint project, as leader or manager, his dominating styles of leadership would be "coaching" & "pragmatic", if his emotional sensitivity and his empathy were more developed. His authority would be based on a real capacity to create a climate of mutual confidence with his collaborators, without losing respect for standards, objectives to be reached and control of the performance of each person. This type of leader could behave as a coach by helping his collaborators to conceptualise their personal objectives and to surpass themselves in assigned missions adapted to their capacities. However, while being focused on too high standards of performance and excellence and by willing to reach and to exceed objectives at any cost, there can be a risk that the 'willing' and 'authoritative' styles of leadership dominate.

Complementary kinds of leadership to be applied according to circumstances

This person, who already has the capacity to practice the following styles of leadership : "winner" or "authoritative" and possibly "coach" or "pragmatic", will be able to improve his capabilities by adopting those which are not naturally familiar to him such as the "visionary" and "partnership" styles. In all cases, he will need to activate the style most adapted to each situation.

*** Summary ***

NAME : Mr. Olive Bourgogne

PROFILE TYPE : "LOGISTICS" and "LOGIC" double dominant profile, type "Manager" and "Implementer"

EVALUATION - PERCEPTION : Good balance between pole "evaluation" and pole "perception".

GLOBAL EVALUATION : Clear predominance of the sequential and rational processes over the simultaneous and intuitive processes.

ACTIVATED FUNCTIONS

LOGIC : great intensity of functions analysis and expertise - noticeable intensity of the function reasoning - intensity of functions assertiveness and technical orientation. - **OTHERS :** " Assertiveness" " Competition" " Quantitative ability" " Technical orientation"

LOGISTICS : - " Control" " Reliability" " Conservative" " Organisation" " Uncertainty avoidance" " Perseverance" " Implementation"

EMOTION : - " Empathy" " Communication" " Sociability" " Idealism"

INTUITION : - " Innovation" " Synthesis" " Risk" " Intuition" " Multi-tasking"

DECISION TAKING : fairly careful.

DEVELOPMENT : Exploit a little more your potential of intuition .

COMMUNICATION : Behaviour predictable and for this reason, easy to categorise.

DOMINANT STYLES OF LEADERSHIP : "winner" and "authoritative" and if emotion and empathy were more developed "coaching" & "pragmatic"