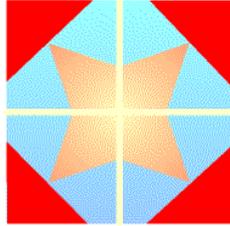


RADHAR® manager profile



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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Resources and Aptitudes Detector for Human Activities Review

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

Manager

A manager's mission is complex because he or she is required to simultaneously find the best compromise between sometimes conflicting requirements. Indeed, the manager must at the same time satisfy the demands of his hierarchy in terms of budgets, behave as a coach towards his team, interact positively with third parties, customers and suppliers, and comply with standards, regulations and laws.

When a manager analyses a situation or makes decisions, the processes he activates are conditioned by his personality. He tends to master aspects that are consistent with his worldview and to neglect others relatively.

The manager who strives for excellence, thinks and acts at 360°. They are able to develop an ambitious strategy based on innovation and autonomy, to constantly seek the best level of performance and profitability, to optimize quality and productivity and to show permanent empathy towards their various correspondents.

The efficient manager knows that know-how is necessary but not sufficient. It is by integrating the dimension of interpersonal skills that he will be identified as a potential to which trustworthy missions can be assigned.

However, depending on his personality, each manager consciously or unconsciously adopts a specific type of behaviour.

Depending on whether he is more or less rational, pragmatic, intuitive or attentive to others, he tends to behave as a manager, producer, innovator or animator and to lead his team as a technocrat, bureaucrat, autocrat or partner.

In terms of communication, the general attitude is to communicate in the same way regardless of the type of person you are talking to, whereas efficiency requires that you format your speech according to the profile of your interlocutor. In order to individualize his speech, the manager must learn to decode people and know the motivational factors that correspond to them.

Success benefits those who are prepared for it," Pasteur said. So why shouldn't managers apply Sun Tzu's wise precept of knowing oneself, discerning others and committing to personal development in order to express one's potential?

This RADHAR profile provides the manager with the opportunity to become aware of his or her mental mode of functioning, to understand the consequences and to adopt compensation mechanisms in order to strive for excellence, provided that he or she reads it carefully and periodically revisits his or her findings and suggestions.

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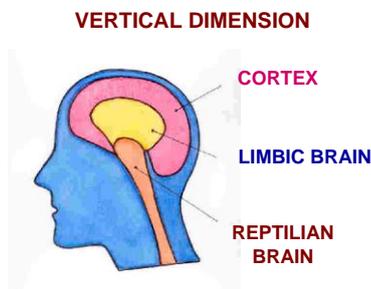
Information on the behavioural model of which RADHAR is based

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.

The behavioural model of cerebral typologies which underlies the RADHAR profile is based on the paradigm of complexity, the cognitive sciences taken in the broadest sense and the great theories of management. It makes reference to Jung's typologies associated with the structure of the organized human brain :

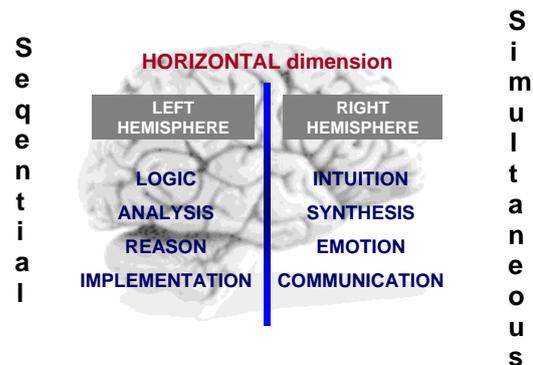
vertically, in superimposed and interconnected neural strata including:

- **The conscious and rational *cortical brain* (the thinking pole)**
abstraction- transcendence
- **The limbic brain** of emotions and memory **(the perception pole)**.
concretization-immanence (here and now)



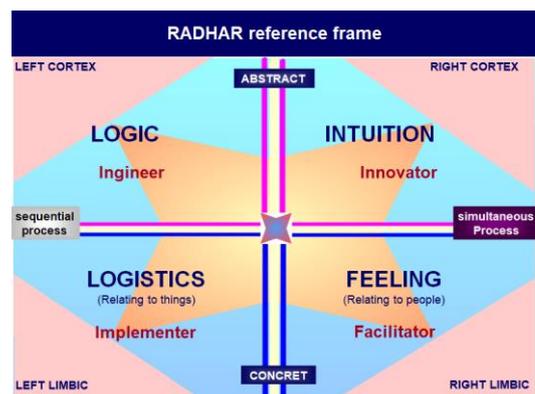
horizontally, in two paired cerebral hemispheres:

- **The left hemisphere**, endowed with speech, that of analysis, of rigor, operating according to a sequential process, representing reactive forces of adaptation to the world as it is.
- **The right hemisphere**, nonverbal, that of intuition, of communication, operating according to a simultaneous process, representing active forces acting without protecting themselves.



This structure segments human thought into four "types" of personality: logic, intuition, logistics and feeling. Each of these 4 major typologies has 8 personality traits. The level of intensity of which is taken into account :

- the "**logic**" functions cover rationality and technique. They are the dominant features of a "**Engineer**".
- the "**intuition**" functions concern creativity and autonomy. They are the dominant features of an "**Innovator**".
- the "**logistics**" functions control the respect of conventions and the ability to realise things. They characterise an "**Implementer**".
- the "**feeling**" functions gather relationship propensity. They are the dominant features of a "**Facilitator**".



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.

The behavioral model and the managerial theories underlying the RADHAR profile are presented in the book *Brain, communication and management*, Liaisons, 2005. See (<http://www.radhar.fr/ylivreOM.htm>)

RADHAR PROFILE

NAME : Mr Olive Bourgojne

REFLECTION POLE
(Cortex)

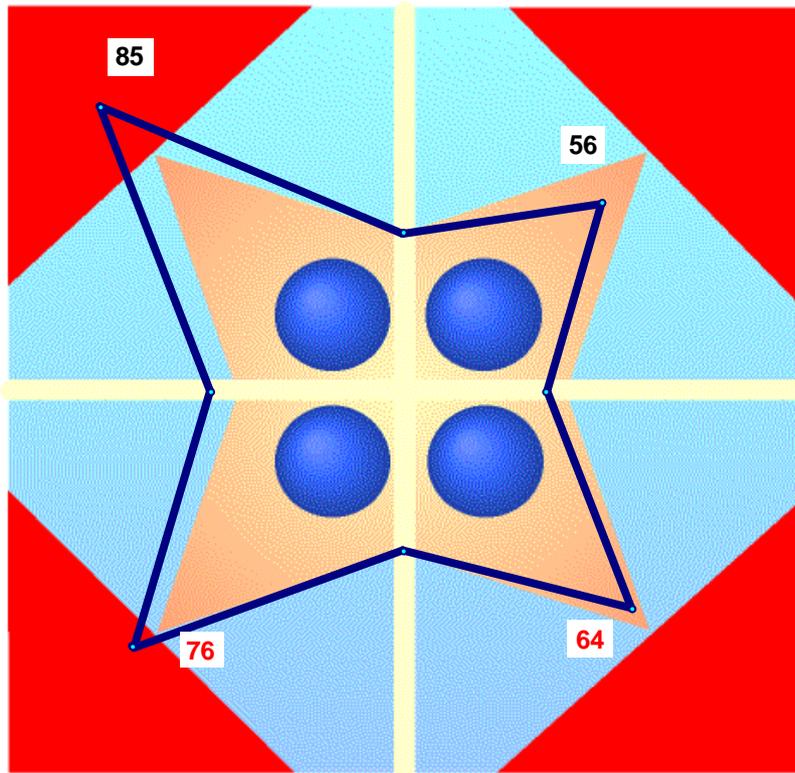
141

Type
Innovator
INTUITION
FUNCTIONS

56

Type :
Engineer
LOGIC
FUNCTIONS

85



SEQUENTIAL
PROCESS
(Left brain)

161

SIMULTANEOUS
PROCESS
(Right brain)

120

Type
Implementer
LOGISTICS
FUNCTIONS

76

Type
Facilitator
FEELING
FUNCTIONS

64

PERCEPTION POLE
(Limbic brain)

140

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	56
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	Ambivalence	X
Expertise	X	Independence	

Intensively activated in red

Activated in black

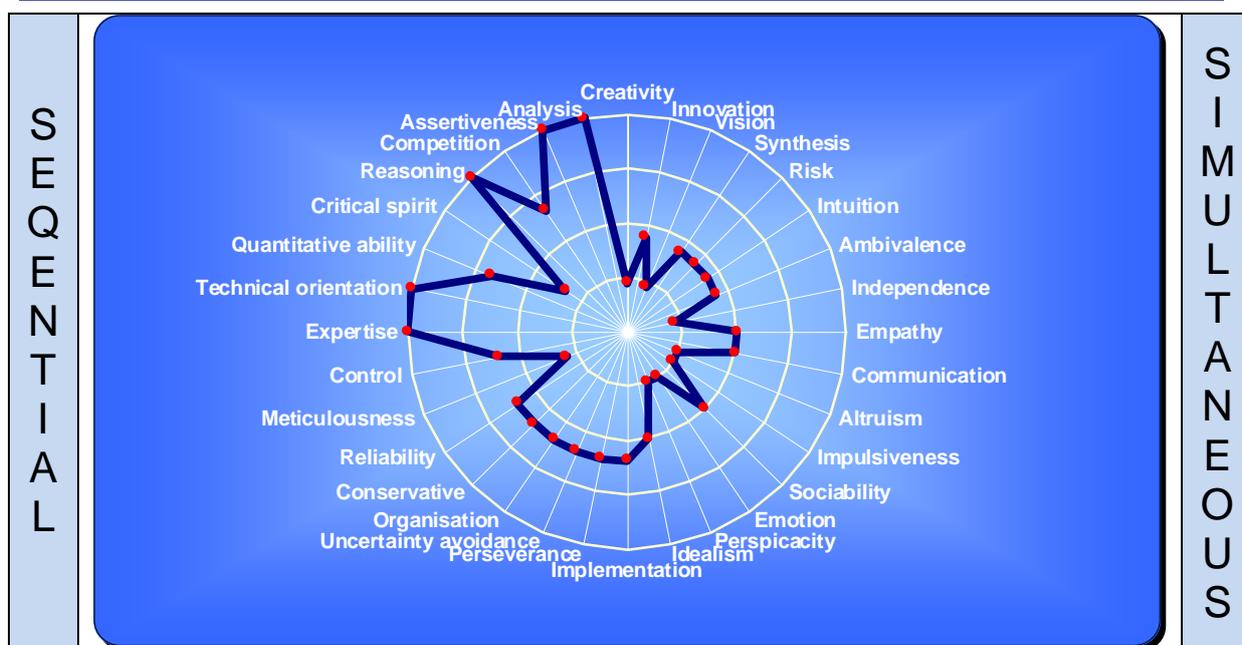
Not identified functions en grey

LOGISTICS TRAITS	76	FEELING 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.	Ambivalence	The fact of being attracted simultaneously by several competing attitudes and thus of being tempted to carry out several actions at the same time.
Expertise	The ability to think and reason based on observable and measurable facts.	Independence	The ability to think and act freely and independently of the norms and classical values of a group or culture, even sometimes circumventing the rules.

LOGISTICS TRAITS (Left Limbic)		FEELING 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 is a profile DOUBLE DOMINANT SEQUENTIAL PROCESS - LEFT BRAIN (LOGIC / LOGISTIC), "engineer / implementer" type.

Profile Characteristics

Mr Olive Bourgogne is introverted by nature, which implies a certain preponderance of the ego in his way of apprehending the external world. This subjective attitude pushes this person to reflect in his inner self, to take time to elaborate his ideas and to express them when he judges them worthy enough. Subjected to an internal tension and sensitive to objections, he can sometimes be responsive. What makes this person special at this level are : rigour and seriousness.

People with the left brain double dominant profile (sequential process) have a feeling of coherence with themselves because their two major dominances, being in the same hemisphere, complement and reinforce each other in their understanding of reality. This double dominance of the left brain gives a personality which combines all the rational qualities of the "logical functions" (left cortical): analysis, rigour to those of the "logistic functions" (left limbic), taste for the concrete, pragmatism, prudence, meticulousness and a sense of organisation. The advantage is that this gives a solid, well-structured personality, consistent in its choices in both reflection and action.

The disadvantage of this type of profile is that the person may have problems communicating with the more flexible and innovative dual dominant right brains. This type of person, who is analytical, technical and rational, but also respectful of rules, organised and concrete, easily takes action to realise his or her projects and then takes care of managing them. This profile is typical of technical professions in general and finance.

Global evaluation

Preference between consecutive and interactive approach of things

We can see a clear dominance of the sequential and rational process of information processing characteristic of the left brain over the simultaneous and intuitive process of the right brain: 161 against 120. Mr Olive Bourgogne has a strong tendency to perform one thing after another. He is strongly turned towards the history of things, the acquis, proven solutions, the organisation and making things happen. As a result, he is attracted by order and precision.

Predisposition to approach situations in an abstract or concrete way

It should also be noted, a good balance between the two poles of reflection and perception. The small difference between the two indicates a good relationship between immanence (here and now: perception pole) and intellect (the domain of ideas: reflection pole) : 141 against 140. He distinguishes between a concrete approach to things and an intellectual approach.

Dominant traits

If we now look at this profile quadrant by quadrant, we find, preferably strongly major, the quadrant of the 'logic' functions development and indicator of a person whose faculty of reasoning is highly developed. He has a strong competitive spirit. He is at ease to understand, assimilate and technically realize things. He has an excellent ability to grasp the meaning of figures whatever the field concerned - financial, technical, commercial - and their form: absolute value, deviation and

proportion. He sees himself as an intellectual reference for the soundness of its reasoning based on facts.

Keep in mind the high intensity of personality traits "analysis" and "expertise", the marked intensity of the personality trait "faculty of reasoning" and intensity of personality traits "assertiveness" and "affinity for technique".

This quadrant is reinforced and supplemented on the left side by that of the 'logistics'

functions, in strong dominance, which are the index of a person who strongly feels the need to control things in order to better master them. He is very reliable, well-organised mentally, naturally planning his tasks. He feels the need to master uncertain situations, to look for personal and professional security and to reassure himself by trusting institutions or by believing in so-called 'absolute' truths and he has a high propensity to continue his efforts to achieve his objectives. He is well rooted in the concrete and has a real capacity to transform his projects into reality. It should be noted that this person is conservative in the broadest sense. He very naturally respects values, standards and procedures.

The third feature of this profile, although not dominant, is represented by the quadrant of the 'feeling' functions which is the index of a sociable personality. He appears warm. He is endowed with a relative ability to listen. He seeks communication with others but with a

measured empathy, a certain reserve due to the permanent desire to always control what is happening. Sometimes this can lead the person to favour the organisational or technical aspect, financial and rational of things, to the detriment of the human and emotional aspect. He also likes to use pictorial and concrete representations of abstract notions for the messages they convey. He is also sensitive to the ecological and ethical aspects of things.

Although it is the least activated of the four quadrants, the quadrant of the 'intuition' functions is an indication of a person who is relatively innovative. He counteracts a certain attraction to the new, the unknown and the risky, through a constant concern to control things and sporadically uses his intuition to apprehend situations. It should be noted that sometimes he does not always follow his intuitions because he is also very rational. Although he does not generally proceed in this way, he can deal with several subjects at the same time in certain situations. Non-preponderant aptitude for synthesis and globalisation of things.

Inborn trait and acquired knowledge

Inborn traits (temperaments)

Mr Olive Bourgoigne's behavior appears like that of a person that is phlegmatic, few emotional,

Experienced knowledge (character)

Cooperation, a taste for collaboration and the desire to harmonize herself with others are not fundamentally part of this person's core concerns. She tends to censor her emotions and control her impulses. This person knows how to take into account the reality of the environment in her reflections. 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*

The foundations of the discourse of such a bi-dominant left-hemisphere person are objectivity, facts, figures and dates. Everything is technical, precise and justified. He demonstrates things rationally and tends to want to impose his point of view by developing each argument in the smallest detail. To do this, he follows a precise plan prepared in advance. He cites his sources and gives references.

As transmitter > *Communication format*

Olive Bourgogne goes straight to the point. Of a reserved naturalness, he can switch to a more expansive mode when he feels his incredulous interlocutor. He talks in a clear and unambiguous manner. He reinforces his speech by using numerical tables.

Suggestions

We tend to speak the same way to all our interlocutors whereas we would be more efficient by adapting our discourse to the behavioural profile of each of our interlocutors.

To increase the effectiveness of his communication, Olive Bourgogne should also think about making intuitive people dream by opening up new perspectives and illustrating his words with metaphors. He would likewise have an interest in personalizing contact with emotional people by creating affinities and a climate of trust.

Although the analysis spirit, the assertive character, the methodical approach, the understanding of the technical aspects and the objectivity are salient and positive aspects of his personality, Mr Olive Bourgogne may be perceived, in certain situations and in the eyes of certain people, in particular emotional and especially intuitive people as a being rather demanding, infatuated, enough complicated, technocrat and rather pedantic.

Be careful, it is not said that these adjectives characterize this person. It only means that a certain category of people, precisely emotional and especially intuitive people can sometimes see Olive Bourgogne as such one. He expects more from his interlocutor to be more accommodating, more humble, more understandable, more empiric and more affable.

Motivation and stress

The motivational factors that mobilize towards an objective are multiple and depend on the personality of each person. A manager who is aware of his or her interests and responsibilities must be aware of the expectations of his or her employees. Failure to meet them can lead to resignation, resignation and stress which can be counterproductive.

Mr Olive Bourgogne is part of this type of personality which wants to control things in detail, both in terms of concepts and realisation. He wants to prove his efficiency by highlighting his technicality and the intensity of his effort for maximum profitability. He wants to be recognised 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 arguments such as working conditions or job security wages and benefits in kind. But, he also

tends to self-determine himself based on the recognition he receives and the feeling of achieving quality work. He is self-censorship and self-discipline. He tends to set ambitious objectives that he wants to achieve at all costs. If his results do not reach the expected level, he may become tense and have a tendency to criticize others and look for someone to blame. The ensuing discomfort may generate annoyances that are internalized. The pressure that he imposes on himself can have physiologically damaging effects.

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 making process

Mr Olive Bourgoigne avoids taking decisions without first studying all the consequences. Most of the time, his decision-making process is carried out in a way that rational.

He seeks solutions through an objective and meticulous approach to the facts by preserving himself from all subjectivity and external influences.

Level of risk

Following an intense internal debate, he opts for quite secure solutions. He is quite cautious.

Questions under control

As far as the parameters are concerned, Mr Olive Bourgoigne likes thinking around the question of "what", for example: What are the components of the problem? - and the "How?", for example: How do we do it?

He seeks to identify all the parameters and to prioritize them without neglecting the details or the concrete implications of the decision to be taken.

Questions which may be rather neglected and potential consequences

He will focus to a lesser extent on the question of 'Who is affected'? And he can neglect the question of 'Where? where does it lead me?', what is the objective?

The most common cause of a reasoning bias that this person may be subject to is a possible imprecision in the definition of the objective.

Conflict resolution

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

When Mr Olive Bourgoigne is facing an opposition, divergence, dispute or disagreement, he tends to consider it is a question of a balance of power. He has a certain predilection for opting for strategies win/lose type with a zero-sum final result based on dominance. He favours the option of taking 'power over the other', which results in one person's hold over the other.

When he faces a challenger, he tries to demonstrate the reasons for his rightness, using multiple and appropriate methods to win. However, if he is facing people whose he does not agree the way of thinking, he may react vigorously. If he is opposed to an opponent whose tenacity is equal to his own, then the confrontation may become harder and its outcome is uncertain.

If his attacker is self-centred, demagogic and unrealistic, he had better avoid being seduced by false promises that are not very credible. He should reveal the misleading arguments put forward in order to return to a ground that is objectively more conducive to satisfying both parties.

When he feels violently assaulted, he may eventually allow himself to be invaded by criticism and counter-attack, sometimes leading to an unconstructive attitude that can penalise the outcome of the confrontation.

Mary PARKER FOLLETT : Creative Experience (Longman, London, 1924)

Negotiation

Negotiation is the art of getting the other party *to follow you**, but the attitude and purpose of the negotiator depends first and foremost on his or her personality. Everyone applies more or less consciously the principles recommended by negotiation theorists*, during the two phases of preparation and transaction. (See the two images below).

Attitude in negotiation

Mr Olive Bourgoigne tends to take an 'aggressive' attitude consisting of attacking, defending and possibly making some concessions in order to finally win the case. He may not hesitate to take a tough stance even if it means going to the breaking point.

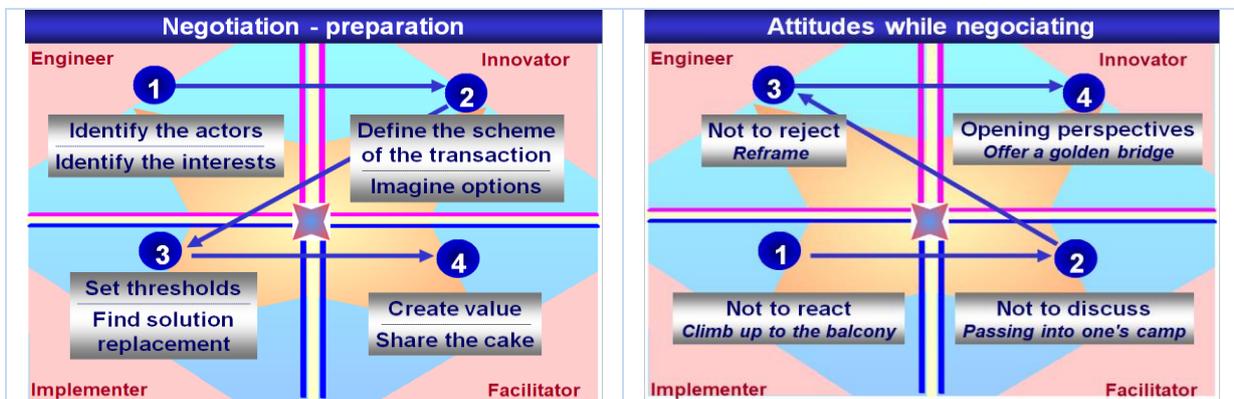
His approach is based on the search for pragmatic, prudent and objectively acceptable solutions for both parties without ever losing sight of the position he wants to prevail. He analyses the causes, anticipates and plans the consequences of disagreements, finds technical solutions and does not hesitate to put his fists on the table when opponents are illogical or unreasonable.

Advices

A well conducted negotiation is structured in two phases: the preparation phase and the actual negotiation phase.

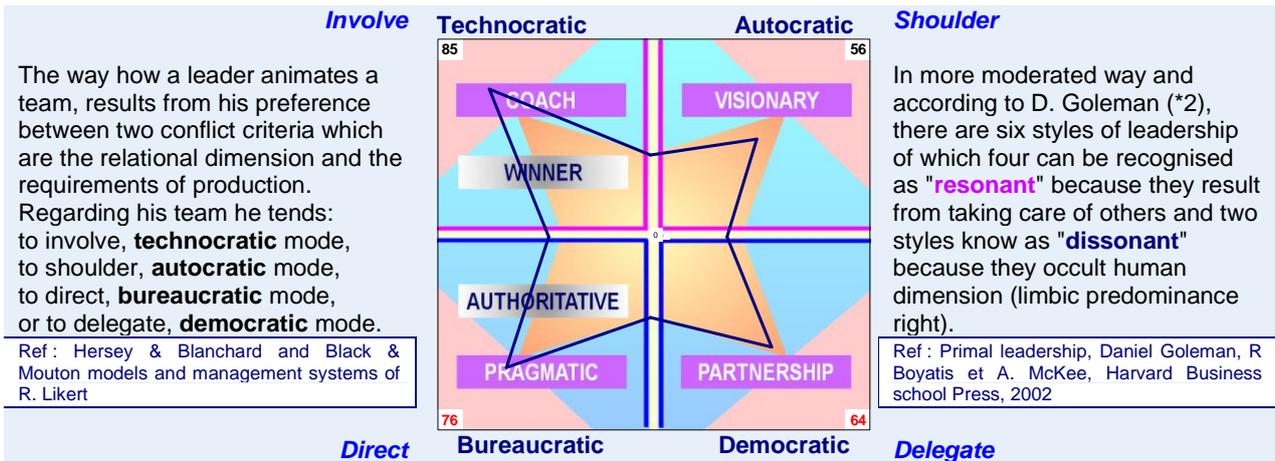
1° When he comes to preparing for a negotiation, he will have the ability to make a precise analysis of the situation, taking care to identify the actors and their interests. He also knows how to secure his positions by setting concession limits and alternative solutions. However, he may tend to omit define the scheme of the transaction and to imagine innovative options. He may also risk forgetting try to create value by improving each other's expected results.

2° During the negotiation itself, he may tend to reject the arguments of his interlocutor and break off the discussion without first trying to understand the logic of the other party. He may also react brutally by taking a firm stance blocking the situation. It is suggested that the effects of these natural trends be mitigated. And also to pay attention, when necessary, to demonstrate creativity by proposing solutions that open up attractive prospects that can be adopted by the person they are dealing with and stick to a positive if not friendly attitude by also looking at the situation from the other side's point of view.



• Daniele Vare, *Laughing Diplomat*
 David Lax et James K. Sebenius, *3-d Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*, Harvard Business School Press, sept. 2006
 William Ury, Roger Fisher, Bruce Patton, *Comment réussir une négociation*, Ed. Du Seuil, 1982

Leadership Styles



Resonant styles

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 in motivating collaborators, allowing them to assume their missions in the strict respect of standards and objectives to be reached.

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 support and interactions between everyone for establishing confidence in the group.

Dissonant styles

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.

Each one leads teams according to one's behavioural dominance. Here, we position the tendency of the person to lead a team in according the 2 types of theories described above.

Selon les approches théoriques N°1

Mr Olive Bourgogne is rather inclined to train his team members, by imposing results objectives and motivating them with rewards (technocratic mode).

According to theoretical approach N°2 (Goleman)

With this approach, it is considered that a manager spontaneously activates certain so-called resonant and/or dissonant leadership styles (see the table at the top of this page, right col.), but that in certain situations it might be useful to adopt a behaviour that is perhaps less natural but more adapted. (See below)

Natural leadership styles

1) Mr Olive Bourgogne profile is : "teaching" and "pragmatic", if their emotional sensitivity and empathy were more developed, his authority would be based on a certain capacity to develop a climate of mutual trust with his collaborators, without losing sight of the respect of standards, the objectives to be reached and the analysis of each person's performance. This type of leader would be able to act as an advisor, helping his staff to conceptualise their personal objectives and to surpass themselves by entrusting them with missions adapted to their abilities. However, by focusing on too high standards of performance and excellence, and wanting at all costs to reach and exceed the goal, there may be a risk that "voluntary" and "authoritarian" leadership styles will prevail.

Complementary styles of leadership to be practiced according to circumstances

But the ideal is to be able to use, within the possible range of leadership styles, the one that can be best suited to the situation the person is facing. This person who already has the ability to practice the following leadership styles: voluntary or authoritarian will be able to complete his tools box by adopting one or more that are not naturally familiar to him, notably styles: "teaching", "pragmatic", "visionary" and "partnership". In any case, he will always take care to implement the style best suited to each situation.

Personal development axis

Our personality, with its strengths and weaknesses, predetermines our behaviour in our personal and professional life. However, we can strive for excellence while remaining ourselves. It is enough not to limit ourselves to the vision of things that comes from our behavioral predispositions, but to want to think and act in a 360° perspective as if we were a perfect being.

In order to optimise their personal and professional potential, people with this profile will have to continue to develop their dominance. For maximum efficiency, we advise him/her to work on his/her strong points without neglecting the less activated resources and specifically the 'intuition' functions.

Reinforcement of strengths

With regard to the first area under consideration, logic, Mr Olive Bourgogne should strive to do not confuse self-confidence with certainties, not to be locked into a methodological straitjacket and also conceive that an effective solution can emerge from a certain wager and accept the unexpected. It would also be in his interest not to put too much pressure on himself. He should know how to take the risk of exceeding a reasonable objective and dare to face uncertainty.

Regarding his second field of predilection, pragmatism, he also should know that reliability comes at a cost and that sometimes he has to dare to experiment with new things in order to progress. He also should be concerned about doubting things because they may be more complex than he thinks and because not everything is controllable. It would be in his interest to adapt his efforts to his capacities and availabilities and to dare to imagine unconventional options and perhaps even to transgress customs. He should also to avoid the concern for planning being seen as rigidity. He should know how to let things rest, even if it means taking them up later, rather than persisting in wanting to finish them at all costs until they are exhausted.

Paths of progression

Even if it seems somewhat artificial, the awareness of the lesser importance given to relational and intuitive aspects and trying to remedy it, can help him to enrich his point of view.

Advice: put yourself in the place of a relational and intuitive being and look at situations this way, while remembering the following observations and recommendations.

He should conceptualize his impressions more intuitively. It would be in his interest to trust more in his intuition, make better use of his potential, take care to see solutions rather than problems, detect signs of change, question himself, tolerate ambiguity and be willing to take risks.

He could balance out his potential by taking care to be more on the lookout for original solutions to get out of tricky situations. It could also be useful for him to be more clear-sighted about the consequences of his actions. He would benefit from being more mentally autonomous, from disregarding conventions and from varying her behaviour if he deems it effective and necessary.

And concerning the taking into account of the situations ...

Olive Bourgogne tends to want to control everything and understand everything. He rejects the unknown and the fuzzy. While avoiding falling into unrealism, he would open up new horizons by anticipating events more effectively. Without becoming utopian, he would broaden field of investigation by taking a more idealistic position. He approaches situations in a way objective (in particular: financial and technical). He also tackles them in the following ways pragmatic (in particular: operational). On the other hand, he may have a tendency to underestimate the interest of the approaches such as prospective (in the broadest sense of the term) and related to the others (namely: emotional and instinctive). Likewise, and although it concerns one of his dominances, he can neglect the detailed approach.

In order to develop his potential, he would be inspired to think and act at 360°, i.e. to study situations from all angles, including and especially those which, as mentioned above, are not natural to him.

His managerial performance will be as more asserted as he will extend his natural inclination to meet the objective constraints related to his responsibilities that he assumes with a certain strength of character composed of assertiveness, integrity and determination on one hand and on another one to take care of the implementation of his know-how. And for this, he should also be concerned with finding personal fulfillment by seeking greater pleasure in the search for an aestheticism made of harmony, individual valorization and surpassing himself on one hand and on another one promoting the well-being of employees, customer satisfaction and the sustainability of suppliers..

*** **Summary** ***

NAME : Mr Olive Bourgogne

PROFILE : DOUBLE DOMINANT SEQUENTIAL PROCESS - LEFT BRAIN (LOGIC / LOGISTIC), "engineer / implementer" type.

REFLEXION - PERCEPTION : Good balance between the two poles of reflection and perception.

CEREBRAL PROCESS : Clear dominance of the sequential and rational process over the simultaneous and intuitive process

ACTIVATED TRAITS OF PERSONALITY

LOGIC : high intensity of personality traits "analysis" and "expertise" - marked intensity of the personality trait "faculty of reasoning" - Activated personality trait "assertiveness" and "affinity for technique". - **OTHERS :** "assertiveness" "competitive spirit" "evaluation capacity". "affinity for technique"

LOGISTIC : - "control" "reliability" "conservative mind" "organisation" "need for security" "perseverance" "implementation"

FEELING : - "empathy" "communication" "sociability" "idealism"

INTUITION : - "innovation" "synthesis" "risk" "intuition" "ambivalence"

DECISION MAKING : quite cautious.

DEVELOPPEMENT : Exploit the intuitive potential a little more.

COMMUNICATION : Behaviours predictable and therefore, easy to identify.

PREVAILING LEADERSHIP STYLES : voluntary and "authoritarian" and if empathy was more developed "pedagogical" and "pragmatic".