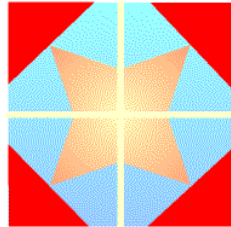


# RADHAR® manager profile



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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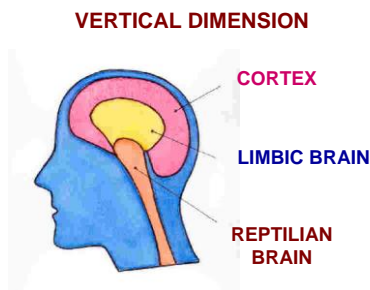
**Information on the behavioural model of which RADHAR is based**

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 behavioral 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 :

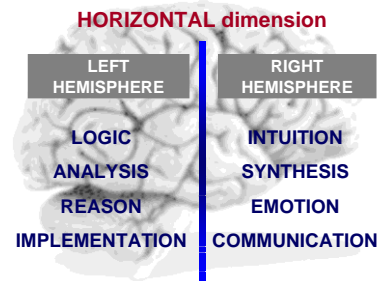
vertically, in superimposed and interconnected neural strata including:

- **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)*



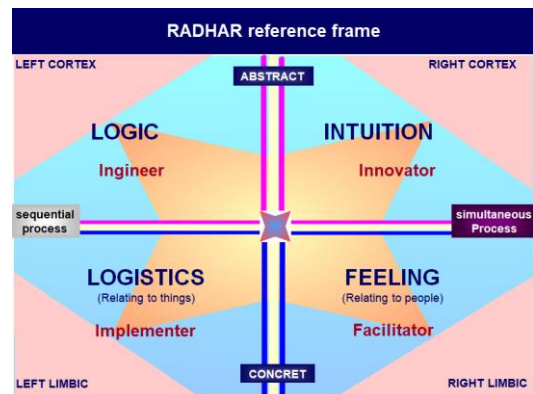
horizontally, in two paired cerebral hemispheres:

- **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

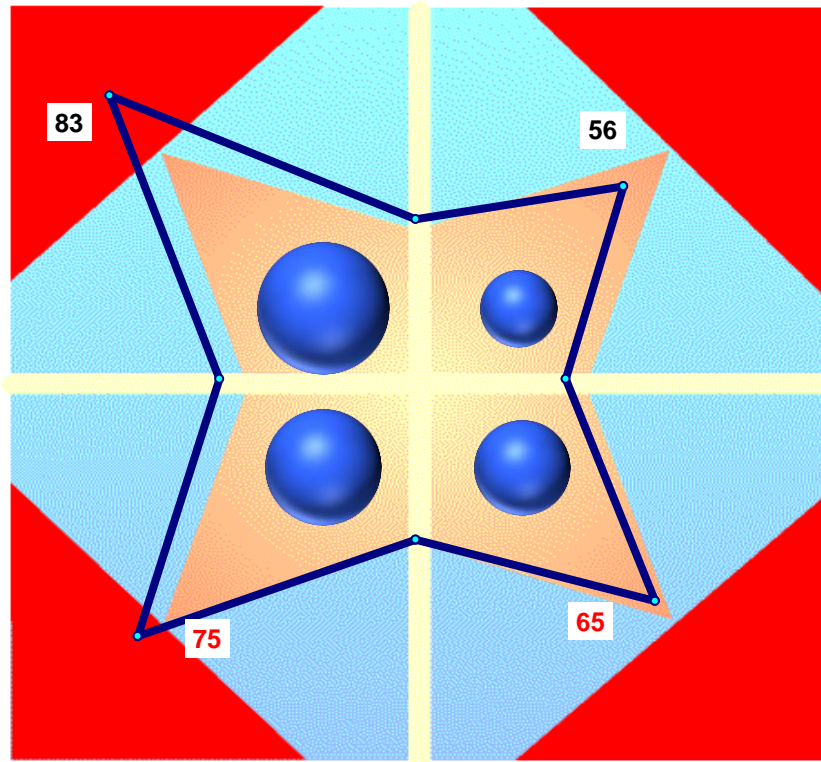
NAME : Olive Bourgogne

**POLE REFLEXION**  
(Cortex)

**139**

Type  
**Innovator**  
INTUITION  
FUNCTIONS

**56**



**POLE PERCEPTION**  
(Limbique)

**140**

Type  
**Facilitator**  
FEELING  
FUNCTIONS

**65**

TYPE :  
**Engineer**  
LOGIC  
FUNCTIONS

**83**

SEQUENTIAL  
PROCESS  
(Left brain)

**158**

Type  
**Implementer**  
LOGISTICS  
FUNCTIONS

**75**

PROCESSUS  
**SIMULTANE**  
(Cerveau droit)

**121**

**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.

Par PROCESSUS  
et POLES  
Dominance forte  
= >140

Par QUADRANT

Valeur faible < 60

Dominance forte  
= > 70

**Red Zone (> 70) = dominance**

# PERSONALITY TRAITS

NAME: Mr Olive Bourgoigne

## EVALUATION POLE

<b>LOGICAL TRAITS</b>	<b>83</b>	<b>INTUITION TRAITS</b>	<b>56</b>
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	

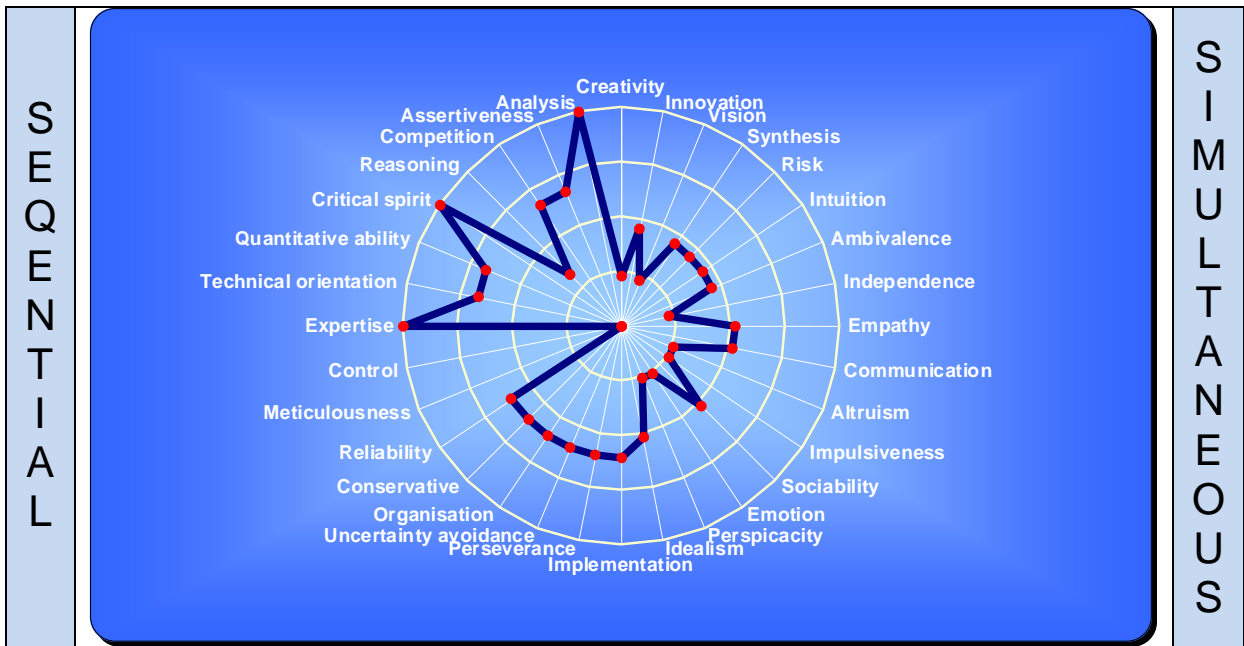
Intensively activated in red      Activated in black      Not identified functions en grey

<b>LOGISTICS TRAITS</b>	<b>75</b>	<b>FEELING TRAITS</b>	<b>65</b>
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)	
<b>Analysis</b>	Breaking up things or ideas into parts and examining them to see how they fit together.	<b>Creativity</b>	The ability to have unusual or original ideas and imaginative thoughts. Able to combine things in new ways.
<b>Assertiveness</b>	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.	<b>Innovation</b>	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.
<b>Competition</b>	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.	<b>Vision</b>	The ability to project oneself over a large temporal horizon while keeping clear sight of the future.
<b>Reasoning</b>	The ability to make choices on the basis of reason as opposed to emotion.	<b>Synthesis</b>	The ability to unite separate ideas, elements or concepts into a new whole.
<b>Critical thinking</b>	The ability to judge the feasibility of an idea or product while looking for faults.	<b>Risk making</b>	The desire to face a foreseeable danger in the hope of reaping greater profits.
<b>Quantitative evaluation</b>	Competent in monitoring and handling of quantitative matters such as costs, budgets and investments. Oriented towards numerical concepts.	<b>Intuition</b>	The ability to know something without thinking it through and to have an instant understanding without needing facts or proof.
<b>Technical orientation</b>	The ability to understand and apply engineering and scientific knowledge.	<b>Ambivalence</b>	The fact of being attracted simultaneously by several competing attitudes and thus of being tempted to carry out several actions at the same time.
<b>Expertise</b>	The ability to think and reason based on observable and measurable facts.	<b>Independence</b>	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)	
<b>Control</b>	The ability to master emotional reactions. Also the desire or wish to verify status so as to always be in charge.	<b>Empathy</b>	The skill needed to adapt to others and to perceive how they feel without them having to say anything explicitly.
<b>Meticulousness</b>	The ability and the will to pay attention to details.	<b>Communication</b>	The ability to develop and maintain meaningful and pleasant relationships with different kinds of people.
<b>Reliability</b>	The ability to avoid over-commitment.	<b>Altruism</b>	The tendency to take care of others without a profit motive..
<b>Conservative spirit</b>	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.	<b>Impulsiveness</b>	The tendency to react spontaneously.
<b>Organisation</b>	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.	<b>Sociability</b>	A natural desire to seek out people.
<b>Uncertainty avoidance</b>	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.	<b>Emotion</b>	The ability to express feelings.
<b>Perseverance</b>	The ability to maintain, voluntarily and regularly, an activity.	<b>Perspicacity</b>	The non-rational ability to understand, judge and evaluate people or feelings with insight.
<b>Implementation</b>	The ability to carry out an activity and to ensure its fulfilment through concrete measures and results.	<b>Idealism</b>	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 ego in his approach to the outside world. This subjective attitude drives this person to think deep down inside, to take the time to elaborate his ideas and express them when he deems them worthy enough. Subjected to internal tension and sensitive to objections, he can sometimes be reactive. What sets this person apart at this level are rigor and seriousness.

People with a double left-brain dominant profile (sequential process) have a sense of coherence about themselves, because their two major dominances, located in the same hemisphere, complement and reinforce each other to apprehend reality. This double left-brain dominance results in a personality that combines all the rational qualities of the logical functions (analysis, rigor), with those of the logistical functions (a taste for the concrete, pragmatism, prudence, meticulousness and a sense of organization). The advantage is that the result is a personality that is solid, well-structured and consistent in its choices, both in reflection and in action.

The consequence of this type of profile is that the person may have communication problems with the more flexible and innovative double dominant right brains. This type of person is at once analytical, technical and rational, but also respectful of rules, organized and concrete. They easily take action to realize their projects, and then worry about managing them. This profile is typical of technical professions in general and finance in particular.

### Global evaluation

#### Preference between consecutive and interactive approach of things

There is a clear dominance of the sequential, rational process of information processing characteristic of the left brain over the simultaneous, intuitive process of the right brain: 158 versus 121. This person has a strong tendency to execute one thing after another. They are strongly oriented towards: the history of things, what has been learned, proven solutions, organizing and getting things done. As a result, this person is attracted to order and precision.

#### *Predisposition to approach situations in an abstract or concrete way*

There is also 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 realm of ideas: reflection pole): 140 vs. 139. This person makes the distinction between a concrete approach to things and an intellectual approach.

### Dominant traits

If we now look at this profile quadrant by quadrant, we find, as a strong preference, the Logical Functions quadrant developed and indicative of a person who is positively assertive while respecting others, and whose reasoning faculty is highly developed. She has a strong competitive spirit. They are at ease understanding, assimilating and technically implementing things. This person has an excellent ability to grasp the meaning of figures, whatever the field concerned - finance, technical, commercial - and their form:

absolute value, deviation and proportion. They see themselves as an intellectual reference for the soundness of their reasoning, which is based on facts.

Note the high intensity of the analysis and expertise personality traits, and the marked intensity of the reasoning ability personality trait.

This quadrant is reinforced and completed on the left by the logistical functions, in strong dominance, which are indicative of a person who strongly feels the need to control things in



order to better master them. They are highly reliable, well organized mentally, and naturally plan their tasks. This person feels the need to master uncertain situations, to seek elements of security both personally and professionally, to reassure themselves by trusting institutions or believing in so-called absolute truths, and has a strong propensity to pursue their efforts to achieve their goals. They are firmly rooted in the concrete and have a real ability to turn their projects into reality. It should be noted that this person is conservative in the broadest sense. They naturally respect values, standards and procedures.

The third characteristic of this profile, though not the dominant one, is represented by the sentimental functions quadrant, which indicates a sociable personality. This person appears warm-hearted. They are good listeners. They seek communication with others, but with measured empathy and a certain reserve due to a constant desire to control what happens. At times, this can lead

the person to give priority to organization or to the technical, financial and rational aspects of things, to the detriment of the human and emotional aspects. She also likes to use pictorial and concrete representations of abstract notions for the messages they convey. She is also sensitive to the ecological and ethical aspects of things.

Although it's the least used of the four quadrants, the Intuition quadrant is the sign of a person who is relatively innovative. They counteract a certain attraction to novelty, the unknown and risk, with a constant concern for mastering things, and sporadically use their intuition to apprehend situations. It should be noted that this person may not always follow their intuition, as they are otherwise very rational. Although they don't generally proceed in this way, they may deal with several subjects at the same time in certain situations. Non-preponderant aptitude for synthesis and globalization.

## Inborn traits and acquired knowledge

### *Inborn traits (temperaments)*

Mr. Olive Bourgogne's behavior appears to be that of a reactive, active, relatively unemotional person, fueled by intense energy and driven to act for the sake of acting. This profile is that of vigorous people with strong vital needs, driven by action, outward-looking. They tend to enjoy life, which they approach with confidence, acting when they feel an end is possible or good. They are inclined to generosity and the desire to lead others. They tend to act quickly, improvising for a close result in time.

### *Experienced knowledge (character)*

Cooperation, the desire to work together and the desire to harmonize with others are not fundamental concerns for this person. This means that this person manages the balance between taking into account and controlling emotions, without favoring either of these two aspects. This person knows how to take into account the reality of the environment in their thinking. Abstraction and pragmatism are well balanced.

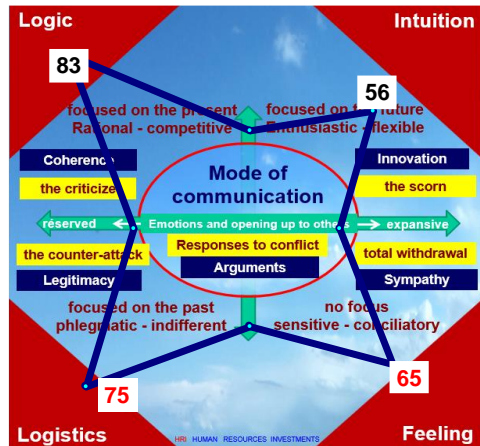
## Interpersonal communication

Interpersonal communication is a complex, interactive transaction, activating parallel verbal and non-verbal channels, between the sender of a message who anticipates the reaction of the other and a receiver who returns a certain number of clues about his or her feelings. This basic process determines the way we manage our relationships with others and therefore also our management style.

### Communication mode

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

This person gets straight to the point. Naturally reserved, they can switch to a more expansive mode when they feel their interlocutor is incredulous. They express themselves clearly and unambiguously. They back up their statements with numerical tables.



### Recommandations

We tend to speak in the same way to everyone we meet, whereas we would be more effective if we adapted our discourse to the behavioral profile of each of our interlocutors.

To increase the effectiveness of his communication, Olive Bourgogne should also think about inspiring intuitives by opening up new perspectives and illustrating his words with metaphors. He would also do well to personalize contact with affective people by creating a climate of affinity and trust.

Although analytical, methodical and objective are salient and positive aspects of his personality, Monsieur Olive Bourgogne can be perceived, in certain situations and in the eyes of certain people, particularly the emotional and especially the intuitive, as rather demanding, rather complicated and rather smug.

Mind you, it doesn't say that these qualifiers characterize this person. It only means that a certain category of people, precisely the affective and especially the intuitive, can sometimes perceive Olive Bourgogne as such.

## Conflict resolution

**According to the postulate of circular reaction\*, our behaviour helps to create the situation to which we are reacting.** \*Mary PARKER FOLLETT : Creative Experience

When Monsieur Olive Bourgogne is confronted with opposition, divergence, dispute or disagreement, he tends to see it as a power struggle. This person has a certain predilection for opting for a win-lose strategy with a zero-sum end result, based on domination. They prefer the option of taking power over the other, which results in one person holding sway over the other.

When confronted with a challenger, she tries to demonstrate why she is right, using a variety of appropriate methods to win the argument. However, if the other party doesn't agree with her reasoning, she may react vigorously. If she is up against an adversary whose tenacity is equal to her own, the confrontation may become tougher, and the outcome uncertain.

If the aggressor is egocentric, demagogic and unrealistic, it's in his or her interest to avoid being seduced by false promises with little credibility, and to expose the misleading arguments put forward, in order to return to a terrain that is objectively more conducive to satisfying both parties.

When they feel violently attacked, these people can become overwhelmed by criticism and counter-attack, sometimes adopting a non-constructive attitude that can penalize the outcome of the confrontation.

**Decision making**

Decision-making, which is one of the essential tasks of a manager, involves understanding all the parameters of a situation and ultimately taking a risk.



**Preparedness to make decisions and the decision-making process**

Mr Olive Bourgogne avoids making decisions without first considering all their consequences. Most of his decision-making is rational.

It seeks solutions through an objective and meticulous approach to the facts, free from all subjectivity and outside influences.

**Niveau de risque**

Following intense internal debate, he opts for fairly secure solutions. He's quite cautious.

**Questions that are mastered**

When it comes to taking parameters into account, Mr. Olive Bourgogne asks what - for example, what are the components of the problem - and how - for example, how do we do it? - and of the How, e.g.: How do we do it?

It seeks to identify all the parameters and prioritize them, without neglecting the details or concrete implications of the decision to be made.

**Questions that tend to be neglected and their potential consequences**

The question of Who is involved? is addressed in a second step, but is not strictly neglected. And it may neglect the question of Where, Where is this leading me, What is the objective?

The most common cause of a reasoning bias to which this person may fall victim is imprecision in the definition of the objective.

**Motivation and stress**

There are many motivating factors that drive people towards an objective, and these depend on the personality of each individual. Managers who are aware of their own interests and responsibilities must be aware of their employees' expectations. Failure to meet these expectations can lead to resignation, resignation and stress, all of which are counterproductive.

Mr. Olive Bourgogne is the type of person who wants to control things in detail, both in terms of concept and execution. He wants to prove his efficiency by emphasizing his technical skills and the intensity of his efforts to achieve maximum profitability. He wants to be recognized for the quality of his contribution. He is sensitive to criticism and appreciates signs of admiration for his intellectual rigor. He is relatively motivated by external arguments such as working conditions or job security, salary and benefits in kind. But they also tend

to be self-determined by the recognition they receive and the feeling that they are doing a good job. He is self-censoring and self-disciplined. He tends to set ambitious goals that he wants to achieve at all costs. If his results fall short of expectations, he may become tense and tend to criticize others and look for someone to blame. The resulting discomfort is likely to generate internalized annoyance. The self-imposed pressure can have damaging physiological effects.

## 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

This person tends to take an aggressive attitude, attacking, defending and eventually making concessions to win the argument. They may not hesitate to take a hard line, even to the point of breaking.

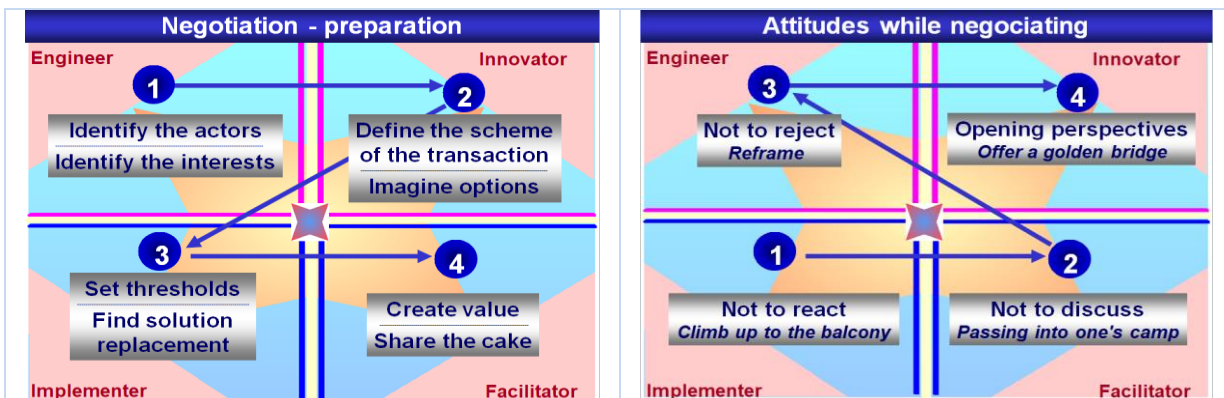
Her approach is based on the search for pragmatic, prudent solutions that are objectively acceptable to both parties, without ever losing sight of the position she wants to prevail. It analyzes the causes, foresees and plans the consequences of disagreements, finds technical solutions and does not hesitate to put its fists on the table when adversaries prove to be illogical or unreasonable.

### Advices

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

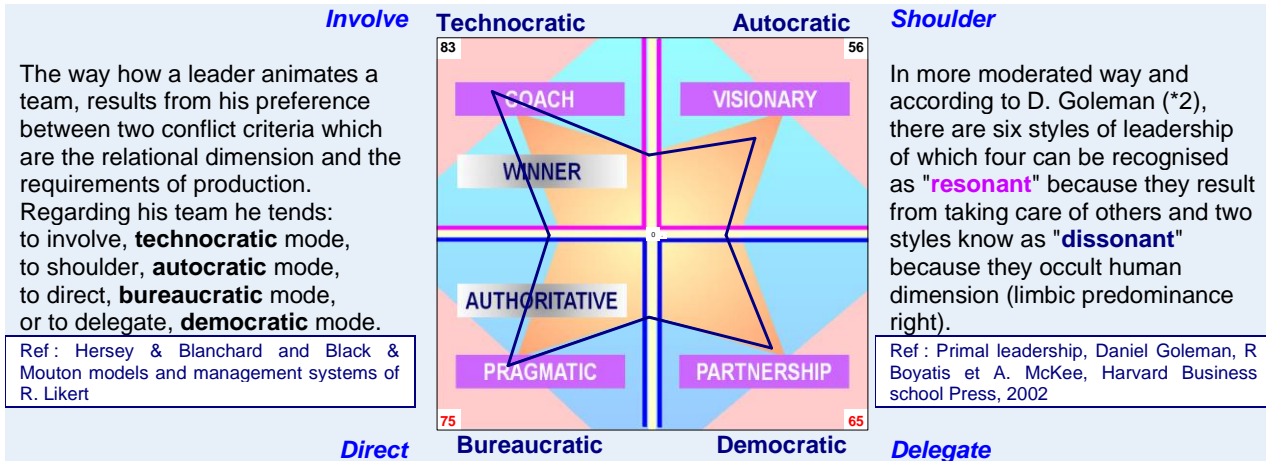
1° When it comes to preparing a negotiation, this person has the ability to make a precise analysis of the situation, taking care to identify the players and their interests. They also know how to secure their positions by setting limits on concessions and alternative solutions. However, they may tend to neglect to define the transaction's schema and to imagine innovative options. It also runs the risk of forgetting to try and create value by improving the outcome expected by both parties.

2° During the negotiation itself, she may tend to reject her interlocutor's arguments and break off the discussion without first trying to understand the other party's logic. She may also react brutally, taking a firm stance and blocking the situation. We suggest that you mitigate the effects of these natural tendencies. And, when necessary, to show creativity by proposing solutions that open up attractive perspectives likely to be accepted by the other party, and to maintain a positive, if not friendly, attitude by also studying the situation from the other party'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.**

#### According to theoretical approaches N°1

Mr. Olive Bourgogne tends to manage his team members in an authoritarian way, in order to obtain concrete results (bureaucratic style).

#### According to theoretical approach N°2 (Goleman)

With this approach, we consider that a manager spontaneously activates certain leadership styles, known as resonant and/or dissonant (see box at the top of the page, right-hand column), but that in certain situations, it might be useful to adopt a behavior that is perhaps less natural but more adapted to him or her. (See below).

#### Natural leadership styles

If, as a leader, manager or executive, Mr. Olive Bourgogne found himself in the position of having to involve people in a common project, his dominant leadership style would be pedagogical and pragmatic, if his emotional sensitivity and empathy were more developed. His authority would be based on a certain ability to develop a climate of mutual trust with his collaborators, without losing sight of compliance with standards, the objectives to be achieved and the analysis of each person's performance. This type of leader would act as an advisor, helping employees to conceptualize their personal objectives and to surpass themselves by entrusting them with missions adapted to their abilities. However, by focusing on excessively high standards of performance and excellence, and striving to meet and exceed targets at all costs, 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, from the range of possible leadership styles, the one that may be best suited to the situation the person is facing. For example, a person who already has the ability to practice the following leadership styles: voluntary or authoritarian, can complete his or her system by adopting one or more that are not naturally familiar to him or her, in particular the following styles: pedagogical, pragmatic, visionary and partner. In all cases, you'll be sure to use the style best suited to each situation.

**Personal development axis**

Our personality, with its strengths and weaknesses, predetermines our behavior 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.

To optimize their personal and professional potential, people with this profile will need to continue developing their dominances. For maximum efficiency, we advise you to work on your strengths without neglecting less-activated resources, particularly those of the intuition function.

**Reinforcement of strengths**

With regard to the priority area, logic, this person should try not to confuse self-confidence with certainty, not to lock themselves into a methodological straitjacket, and also conceive that an effective solution can emerge from a certain gamble and accept the unexpected. She should also be careful not to put too much pressure on herself. It should know how to take the risk of exceeding a reasonable objective and dare to face uncertainty.

With regard to her second favorite area, pragmatism, she should also know that reliability comes at a cost, and that sometimes you have to dare to experiment with new things in order to make progress. She should also make a point of doubting things, because they may be more complex than she thinks, and because not everything is controllable. She should adapt her efforts to her capacities and availability, and dare to imagine unconventional options, perhaps even breaking with custom. It should also avoid making planning seem inflexible. She should know how to let things rest, even if it means resuming them later, rather than stubbornly insisting on completing them at all costs, to the point of exhaustion.

**Paths of progression**

Even if it seems somewhat artificial, being aware of the lesser importance given to relational and intuitive concerns, and striving to remedy this, may enable Monsieur Olive Bourgoigne to enrich his point of view.

Tip: put yourself in the place of a relational and intuitive being and see situations in your own way, while memorizing the following findings and recommendations. .

This person should conceptualize his impressions more intuitively. It would be in their interest to trust their intuition more, to make better use of their potential, to take care to see solutions rather than problems, by detecting signs of change, questioning themselves, tolerating ambiguity and accepting risks.

Olive Bourgoigne could balance her potential by being more on the lookout for original solutions to tricky situations. She could also benefit from being more clear-sighted about the consequences of her actions. She could benefit from being more mentally autonomous, disregarding conventions and varying her behavior if she feels it's effective and necessary..

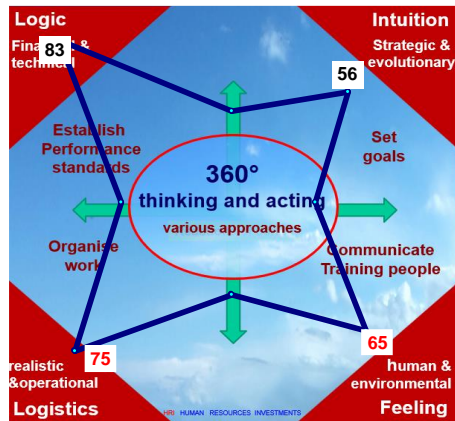
**And concerning the taking into account of the situations ...**

This person tends to want to master and understand everything. They reject the unknown and vagueness. While avoiding unrealism, they would open up new horizons by anticipating events. Without becoming utopian, they would broaden their field of investigation by taking a more idealistic stance.

It approaches situations objectively (in particular: financially and technically). It also approaches them pragmatically (in particular: operationally). On the other hand, it may tend to underestimate the value of forward-looking (in the broadest sense of the term) and supportive (i.e. emotional and instinctive) approaches. Likewise, and although this is one of its dominances, it may neglect the detailed approach.

To develop her potential, she would be inspired to think and act at 360°, i.e. to force herself to study situations from all angles, including and especially those that are not natural to her.

Mr. Olive Bourgoigne's managerial performance will be all the more assertive if he broadens his natural inclination to meet the objective constraints of his responsibilities, which he assumes with a certain strength of character imbued with self-confidence, integrity and determination, on the one hand, and to care about the implementation of his know-how, on the other. And to do this, he or she should also be concerned with personal fulfillment, finding greater pleasure in the pursuit of aesthetic harmony, individual enhancement and self-improvement, on the one hand, and ensuring the well-being of employees, the satisfaction of customers and the longevity of suppliers, on the other.



## Summary

A profile that could develop its potential even further by adapting its communication to its interlocutors, in particular to affective people who attach great importance to the human dimension of contacts, and even more so to intuitive people who have a global grasp of things and project themselves into the future. Indeed, affective people, and especially intuitive people, find it difficult to get on well with a person with this type of profile.

Generally speaking, people with a profile similar to Mr. Olive Bourgogne's have predictable behaviors and are therefore easy to identify.

This means that this person, whose vision of things seems self-evident, clearly favors a certain way of approaching the world. They seek certainty and tend to want to impose their truths. For them, rigor is a must, with all its consequences. If you understand her recurring mental patterns, you can deduce that it's possible to predict her future behavior.

**NAME: Monsieur Olive Bourgogne**

**PROFILE: DOUBLE DOMINANT SEQUENTIAL PROCESS - LEFT BRAIN (LOGIC / LOGISTIC) managerial / productive type.**

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

**INFORMATION PROCESSING: clear dominance of sequential, rational processes over simultaneous, intuitive processes**

**ACTIVATED PERSONALITY TRAITS**

**LOGIC: high intensity of analytical and expert personality traits - high intensity of reasoning personality trait. - OTHER: assertiveness competitive spirit ability to evaluate affinity for technique**

**LOGISTICS: - control reliability conservative spirit organization need for security perseverance concretization**

**FEELING: - empathy communication sociability idealism**

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

**DECISION MAKING: fairly cautious.**

**DEVELOPMENT: Exploiting a little more of your intuitive potential.**

**COMMUNICATION: Predictable behaviors that are easy to identify.**

**DOMINANT LEADERSHIP STYLES: voluntary and authoritarian, and if empathy were more developed pedagogical**