

Thank you for taking the test. We hope it meets the purpose.
Your report is presented in multiple sections as given below:

Menu

The Graph

Your results on major dimensions

The inverted graph

Your results for the opposing aspects

The Detailed Table (Profile Chart)

Tabular presentation of your results on the principal factors/opposing factors axis

The Comments

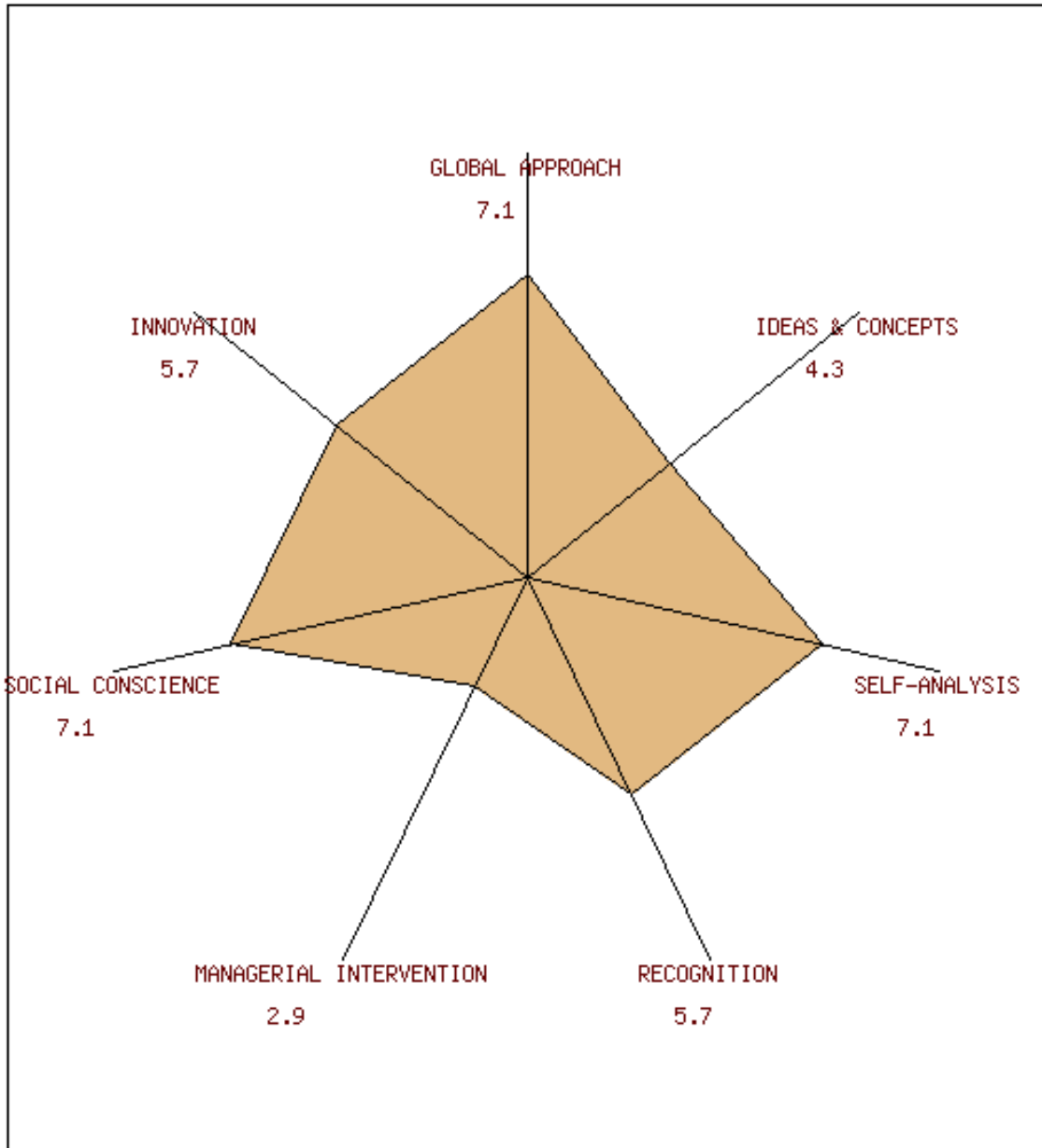
Description of the factors

How different professions suit your profile

Complementary analysis for better assessing your abilities

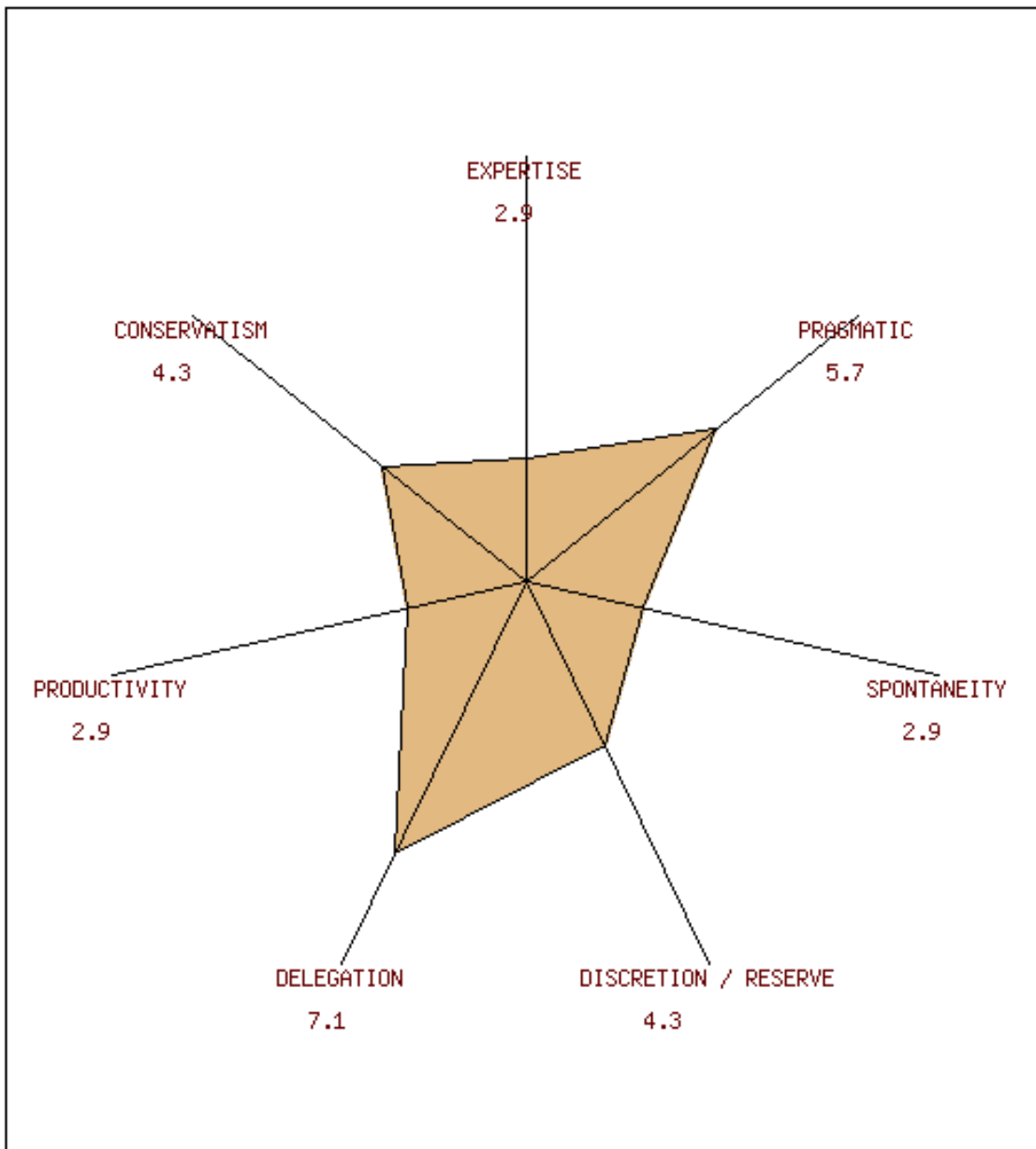
The Graph

Your principal results (score out of 10)



The inverted graph

Opposing factors



The Detailed Table (Profile Chart)

The following table summarizes your results from the questionnaire.

The column on the right describes the principle factor. The column on the left describes the opposing factor. The "X" represents where you stand in relation to the dimension.

Therefore the farther the "X" is to the right, the stronger your tendency for the principal factor. The farther the "X" is to the left, the stronger your tendency for the opposite factor. A score in the middle would imply a yet unpronounced tendency.

| OPPOSING FACTOR | A | B | C | D | E | F | G | H | I | J | K | MAIN FACTOR |
|---|---|---|---|---|---|---|---|---|---|---|---|--|
| EXPERTISE | | | | | | | | | X | | | GLOBAL APPROACH |
| Analytical and specific approach / Focus on technical feasibility | | | | | | | | | | | | General and functional reasoning / Management by objective |
| PRAGMATIC | | | | | X | | | | | | | IDEAS & CONCEPTS |
| Interested in concrete facts and operating results | | | | | | | | | | | | Interested in models and concepts / Tends to look at the long term |
| SPONTANEITY | | | | | | | | | X | | | SELF-ANALYSIS |
| Reactiveness / Intuition and tendency to be impulsive / Can be influenced | | | | | | | | | | | | Self-control / Level-headed and patient / Acts with objectivity |
| DISCRETION / RESERVE | | | | | | | X | | | | | RECOGNITION |
| Quietly effective / Only seeks recognition when necessary | | | | | | | | | | | | Tries to gain recognition for the team and himself (herself) / Enthusiasm |
| DELEGATION | | | X | | | | | | | | | MANAGERIAL INTERVENTION |
| Participatory discussion method / Validating content / Lack of authority | | | | | | | | | | | | A tendency to impose his (her) choices or intervene in other people's work |
| PRODUCTIVITY | | | | | | | | | X | | | SOCIAL CONSCIENCE |
| Focuses on results and products / Optimises resources | | | | | | | | | | | | Puts priority on the human aspects / Seeks to cement the team |
| CONSERVATISM | | | | | | | X | | | | | INNOVATION |
| Prefers validated methods / Likes reliability | | | | | | | | | | | | Proponent of change / Likes risk and novelty |
| OPPOSING FACTOR | A | B | C | D | E | F | G | H | I | J | K | MAIN FACTOR |

The Comments

EXPERTISE



GLOBAL APPROACH



You take on a more generalist approach and focus on the functional aspects and established goals of a project. It may be beneficial for you to work with other people who are detail oriented in order to take all the technical issues into account.

Global Approach:

The manager approaches situations from a generalist angle. First, he (she) looks at the objectives before assessing the technical, financial or human resources. His (her) priority is to develop a response, integrating the overall parameters. Points to develop: The manager needs to know how to surround himself (herself) with qualified specialists and take a better look at the technical data (issues, feasibility, deadlines, etc.). -->

Expertise:

This management style relies on knowledge and technical ability. Priority is put on a focused approach and an analytical method of problem-solving. An "expert" manager, considered to be meticulous and demanding, is more interested in "how" than "why".

Points to develop: He (she) should ensure that other factors are taken into account, not just expertise, and should pay more attention to other people's points of view.-->

PRAGMATIC



IDEAS & CONCEPTS



XCANDprenomX Rather pragmatic and realistic, you prefer concrete and operational data. Your approach tends to emphasize groundwork, and you may neglect to consider the longer term.

Ideas & concepts:

Theoretical concepts and analytical models are fundamental under this approach. The manager likes strategy and willingly takes a "marketing" approach; he (she) knows how to prepare for the future, plan for tomorrow and thereby anticipate problems.

When objectivity is needed, you should still not lose sight of the realities everyone has to deal with. -->

Pragmatic:

The manager has a definite interest in production and the operations side (sales, management controls, output, etc.). He (she) is more interested in productive thinking, that is, solving problems based on concrete facts. After coming to a realistic conclusion, he (she) initiates action geared toward pertinent, immediate and quantifiable results.

(SAMPLE REPORT) JODIE's profile

A pragmatic vision, that may often be focused on the present moment, could lead you to neglect the longer-term perspective. -->

SPONTANEITY



SELF-ANALYSIS



Poised, you are always composed and patient. Although your self-control is an asset, you should also rely on your instincts when necessary.

Self-Analysis:

Calm and collected, the manager is appreciated for his (her) cool-headedness and equanimity. Since controlling the emotions is one of the keys to successful negotiations, the manager who is in the Introspection dimension sets a good example. He (she) inspires others to do the same. This manager's humane qualities, especially being patient and available, give him (her) a certain authority in the eyes of his (her) associates. However, his (her) ability to listen may be based more on tactical motives than sincerity.

Spontaneity:

Describes a manager who is enthusiastic and a go-getter. Drive and the ability to react are two qualities that are well regarded and often actively sought. A manager who is "spontaneous" is good at sizing up people and situations. This manager's strong sense of intuition causes him (her) to act quickly and almost instinctively. This may mean he (she) lacks objectivity, and even diplomacy.

Points to develop: Impulsiveness and impatience can lead to taking uncalculated risks. Better to be safe than sorry.-->

DISCRETION / RESERVE



RECOGNITION



Enthusiastic by nature, you inspire a certain spirit in your co-workers. You are generally able to gain recognition for your team .

Recognition:

Endowed with a spirit of openness and a certain charisma, the manager needs to be noticed. He (she) has the capacity to generate enthusiasm and a work dynamic, and knows how to motivate the troops. Seizing the right opportunities, he (she) wants recognition for the team, not just himself (herself). The manager may also feel uncomfortable in situations where he (she) is not given enough consideration. Points to develop: The manager needs to learn to control his (her) ego. He (she) has a tendency to favour and pay attention to people who can sell themselves, like he (she) can-->

Discretion / Reservation:

The manager is not looking for recognition or to be in the limelight. Most often, he (she) is reserved and low-key, and waits to be approached by others. People like his (her) humane qualities, especially sensitivity, sincerity and the capacity to really listen. Focused on his (her) actions, this manager is more independent and perseverant than a "Recognition" type of manager, who is mainly looking for reassurance.

Points to develop: Being too self-effacing can cause rumours or lead to a certain isolation. He (she) would do well to be

more assertive. . -->

DELEGATION



MANAGERIAL INTERVENTION



You are like to participate in discussion and dialogue. A supporter of collaborative processes, you face no difficulties delegating responsibilities and tasks.

Managerial Intervention:

A tendency to work and make decisions independently and/or managerially. When working with a team, the manager prefers his (her) own choices, even if he (she) has to impose them on associates. He (she) keeps a close watch on the overall objectives and the means used to achieve them. Unless he (she) is careful, the content of the assignments he (she) delegates to co-workers may tend to be rather boring. He (she) may be perceived as authoritarian. This type of supervision is perfectly suited to projects in their early stages, or in the event of structural changes or a crisis.

Points to develop: Over-interference in other people's responsibilities may cause the team to be less cohesive, and creativity will suffer. -->

Delegating:

The manager delegates intelligently, knowing how to assign his (her) employees to motivating and responsible tasks. The manager then uses an empirical quality-control method by instituting management indicators. He (she) will readily place his (her) trust, but can also revoke it if necessary. Being based on discussion, his (her) management style emphasizes dialogue in an attempt to reach a consensus.

Points to develop: He (she) should watch out not to lose his (her) authority and power to make decisions.-->

PRODUCTIVITY



SOCIAL CONSCIENCE



You emphasize employee satisfaction and team harmony as crucial factors to the success of a project or organization. It is important that you do not lose sight of financial gains and productivity.

Social Conscience:

A manager who is in the "Social Conscience" dimension places on priority the satisfaction of his (her) employees, team harmony, individual progress and, in general, the integration of a certain code of ethics in the enterprise. Having humanistic tendencies, the manager wants to give meaning to his (her) actions and the assignments given to his (her) subordinates, who are usually very appreciative. Taking all of these human objectives into account can sometimes impede productivity.

Productivity:

A manager who is in the Productivity dimension will focus his (her) attention on output and optimising the committed resources. To him (her), proven and objective profitability is the best success indicator. Social factors (motivation, atmosphere, training, etc.) are viewed more as a means than an end.

(SAMPLE REPORT) JODIE's profile

CONSERVATISM



INNOVATION



You like challenge and innovation and do not hesitate to suggest new working methods, provided they seem reliable. You tend to avoid things that are routine.

Conservatism:

Prudent approach intended to guarantee stability, and reliance on proven methods. The manager looks for dependability as much as efficiency. He (she) will have a tendency to impose this view on colleagues. This attitude may lead to a type of routine, and even resistance to change. But it is also a sign of clear-thinking. The manager's motto could be "If it's not broken, don't fix it"! Points to develop: The manager should always be on the lookout for progress.

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Innovation:

The manager loves novelty and change, which are his/her key proponent. The manager is always coming up with new and stimulating challenges for his (her) teams and rallying the employees around him (her). Although he (she) makes an effort to assess the risks, he (she) should learn to trust methods that work, and not systematically try to overhaul everything.

Points to develop: The manager should be more patient and ensure that he (she) takes the human factor (resistance to change) into account.-->

How different professions suit your profile

The analysis of your profile compared with different management styles.

A perfect correlation corresponds to a rate of 100%.

Adequacies generally fall somewhere between 50 and 100%.

To visualize the reference grid of the management functions, click on "details" (html version of your report).

MANAGEMENT PROFILES

| | | |
|---|-----------------|-----|
| 1 | MOTIVATOR | 96% |
| 2 | PROJECT MANAGER | 77% |
| 3 | STRATEGIST | 76% |
| 4 | MANAGER | 64% |
| 5 | ENTREPRENEUR | 61% |
| 6 | CHIEF EXECUTIVE | 58% |
| 7 | EXPERT | 52% |

1 MOTIVATOR

96%

Human resources or training department, association or consulting sector, etc...

Your motto could be: one cannot manage without subordinates. Endowed with a great sense of service and how to organize teamwork, you believe that being a motivator is a fundamental aspect of the manager's role. You find it essential that your co-workers all pull together in the same direction. Success depends on the team dynamics.

A believer in dialogue, with a keen sense of relations and a good aptitude for negotiation, you know how to encourage the discussion of ideas, generate enthusiasm and get your teams involved. You do not hesitate to share all of the information at hand with your subordinates or co-workers, in order to motivate them and get them more involved in the life of the enterprise.

To you: A man who is motivated is worth a hundred others!



(SAMPLE REPORT) JODIE's profile

2 PROJECT MANAGER

77%

IT / production / logistics / pre-sales manager or strategist, managing a product line, etc.

You view management as the supervision of projects, from beginning to end. Knowing how to analyse and anticipate requirements, you delegate tasks based on your co-workers' profiles, not forgetting your main objective, which is to achieve results.

A real "maestro", both organised and adaptable, you succeed in overseeing your team and attaining harmony and efficiency, while taking into account each person's susceptibilities. You have a definite interest in responsibilities and novelty.

To you: To each person his own task. Everybody to work.



3 STRATEGIST

76%

Marketing/communications/art department, R&D, executive management, management consulting, etc...

As a strategist, you focus on the project development stage. You are more interested in designing and launching projects than following-up on them. You set yourself apart through your bold thinking and great foresight. Resolutely looking to the future, you are continuously striving to improve your working methods.

Developing commercial strategies or planning a business expansion, reinforcing a brand, establishing investment policies, all these are activities that fall under strategic management. They demand a keen spirit of analysis and determination, qualities that you possess. To you: Being in charge means anticipating.



4 MANAGER

64%

Accounting and finance, management control or purchasing department, executive office, administration, etc.

An executive manager, you believe that being strict is the primary quality of any good executive. Primarily conscious of fulfilling your profit targets, you are not a manager who could be described as social or humanistic.

Versatile by nature, you are primarily in charge of daily supervision and follow-up. The technical aspects are referred to specialists. Thus, as a motivator, you know how to delegate tasks and believe that is the best way to give each person a sense of responsibility.

Your main assets are your sense of organisation and stern approach, and you excel in all mandates involving administrative organisation.

To you: Talent needs to be managed.



(SAMPLE REPORT) JODIE's profile

5 ENTREPRENEUR

61%

Business management, development of new services, innovative companies, regional or export development, etc.



You believe that management is field work. You're considered to be operational. Indeed, being well informed about your company and its market, you know how to implement the means for reaching your goals. You also know how to adapt them in short order. You think that good results are not so much the product of closely following a predefined strategy than the ability of the team you are managing to adapt to constraints.

A born leader, you distinguish yourself through your dynamic temperament. Your charisma and the ability to motivate your team make you the ideal manager in charge of a sales force or a team negotiating a major contract.

You may sometimes disagree with more reserved profiles, like the manager or expert. But your points of view are usually complementary.

To you: An ingenious idea is one that materialises.

6 CHIEF EXECUTIVE

58%

Executive management, leadership and supervision of teams, management of a profit-oriented business, etc...



You support and stimulate your team, putting priority on maximum efficiency and the attainment of your objectives, which sometimes leads you to neglect the relationship aspects.

Being enterprising and stimulating, you know where you're going. Demanding as much of yourself as of others, you adhere to the rules and never lose sight of your objectives and how to achieve them.

An individualist by nature, you like to work with total autonomy, which can lead you to act in a managerial fashion. Learn how to smooth over the rough edges once in awhile – you will be all the more appreciated.

The leader's motto: "I came, I saw, I conquered" (Caesar).

7 EXPERT

52%

Supervision in production or education, managing specific projects or an SME, business consultant, etc.



To you, managing essentially consists in deploying professional expertise. Like a craftsman, you need to feel passionate about your activities. You believe that it's experience that leads to recognition. Above all, you are a technical leader and a producer. Therefore, functional tasks (team management, reporting, etc.) represent administrative chores for you and don't stimulate you at all.

You are interested in technical management. Once in your element, you are a pragmatic and very perseverant worker. Having a low-key and cautious nature,

Taken on 21/10/2008

(SAMPLE REPORT) JODIE's profile

you are not very adventurous, and place your trust in proven methods.

Your belief: One learns by doing.