



Profile DISC^{p4} Pro

Luc Kennedy

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Summary

Luc Kennedy's report

Test date: 09/11/2024
 Report generation date: 01/08/2025
 Test duration: 17 minutes

	D	I	S	C
Adapted :	39 %	21 %	17 %	19 %
Natural :	33 %	18 %	22 %	22 %



Thierry's message: Indeed, your red side is quite marked and takes precedence over the other colors, which are relatively similar. This corresponds well to what we said during the last coaching session.

Introduction

Luc's report offers an overview of his/her personality, based on the DISC^{P4} model. It details his/her behavioral and communication styles, highlighting the ways in which he/she handles stress and deals with conflict. This analysis reveals how he/she acts as part of a team, his/her preferences for group work, and his/her specific needs in a professional setting. In addition, the report sheds light on how he/she reacts to news, both good and bad.

Luc's decision-making process is examined, offering insights into his/her approach and his/her preferences in different contexts. The report also explores when Luc is most effective and creative, as well as his/her relationship with time and the personal challenges he/she faces. Together, these elements provide an overview of how he/she functions at work.

Finally, the report puts forward strategies for working well with Luc. By identifying key characteristics in the way he/she communicates, for instance by email, and suggesting optimal approaches to interacting with him/her, it aims to improve synergy and team dynamics. It's a useful guide to understanding Luc better and maximizing his/her potential in his/her professional environment.

The DISC^{P4} model is based on a thorough statistical analysis of behavioral styles among the general public, identifying common characteristics and trends. This model is designed to describe the behavior of so-called "normal" people i.e. those who do not have specific pathologies such as insomnia, mental disorders or other conditions significantly affecting behavior. Thus, the DISC^{P4} provides a framework for understanding and interpreting different behavioral and communication styles in a daily context, outside of any specific medical or psychological considerations.

This report draws its conclusions from the analysis of population statistics and establishes Luc's profile based on that of people with a similar one. However, it is important to remember that each person is unique, including Luc, so some of his/her character traits may be slightly different from those presented here, depending on the context and circumstances.

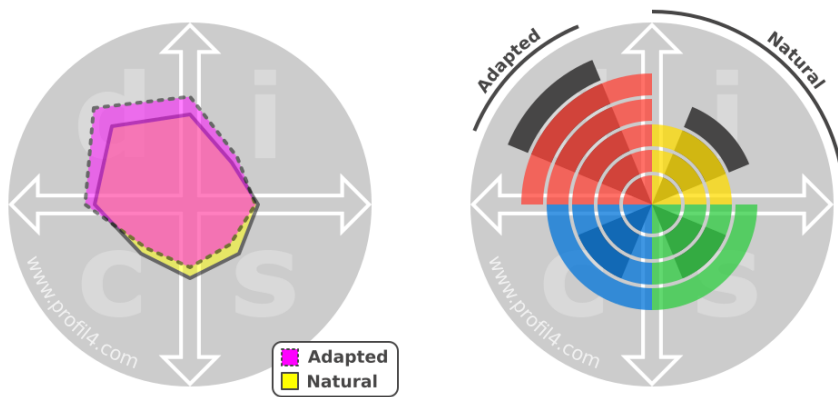


Results

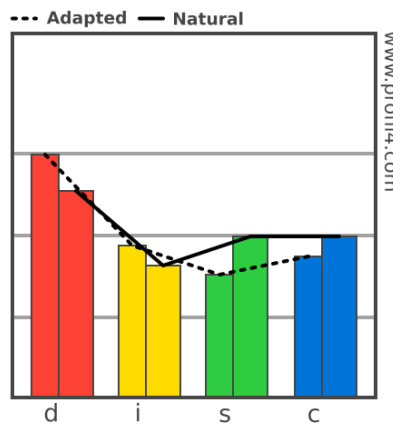
Overview

The DISC^{p4}, an acronym of Dominant, Influent, Stable and Conscientious, is a grid for interpreting and understanding how Luc reacts to and interacts with his/her environment. This report uses the DISC^{4p} model to decipher Luc's profile, examining how each component guides his/her actions, how he/she responds to different situations, and his/her mode of communication. Such an approach makes it easier to understand his/her personality in both professional and personal contexts.

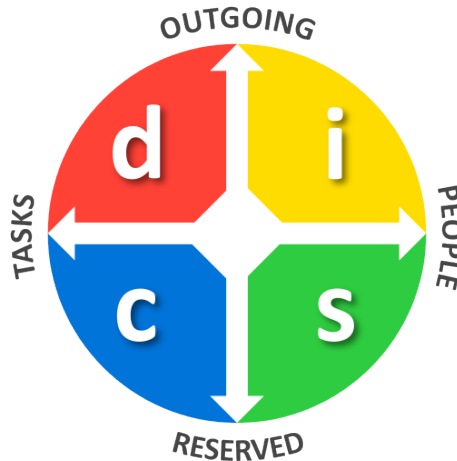
These graphs illustrate Luc's profile from complementary angles...



It's perfectly normal for one person to straddle several components of the DISC^{p4} model and to have similar scores in different categories. As Marston explained, Luc's profile is made up of the four colors to varying degrees of intensity. To interpret his/her profile each of these behavioral styles must be taken into account, reflecting the diversity and complexity of his/her personality.



DISC^{p4} profiles are presented on a color wheel divided into four quarters, each representing one of the components: Dominant (red), Influential (yellow), Stable (green) and Conscientious (blue). Each quarter has its own characteristics, but adjacent quarters share common traits. For example, the Dominant (D) and Influential (I) profiles are typically associated with extraverted traits.



The DOMINANT profile is characterized by an overflow of energy, a resolute focus on action, and constant dynamism. Naturally inclined to a positive, pragmatic attitude, although they may sometimes be perceived as aggressive, they are endowed with an extroverted temperament and great perseverance as well as a strong drive for achieving results. In their interactions, they adopt a direct and authoritative approach towards others.

The INFLUENTIAL profile places great importance on building strong, satisfying personal relationships. Typically positive and outgoing, they enjoy the company of others and believe that life should be a source of pleasure. With their warm, friendly attitude, they interact with others in a convincing, democratic way, radiating enthusiastic energy.

The CONSCIENTIOUS profile prefers to think before they act. This tendency can sometimes be misinterpreted as coldness or indifference. They have a strong inclination to seek knowledge and figure out their environment. They may find it difficult to deal with pressure from above and have a definite preference for written communication.

The STABLE profile is characterized by their seriousness and reliability. They value constancy in their lives, and can show great determination in defending a cause. They are often uncomfortable with impersonal structures and ambiguous situations. In their interactions, they come across as reserved or shy.

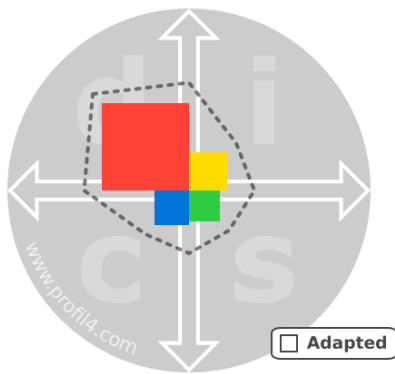
Looking at people with a profile similar to his/hers, at first glance*, we can say that Luc...

- is direct in what he/she says. This frankness, which is sometimes excessive, can occasionally embarrass people or even make them uncomfortable.
- may seem insensitive.
- gets straight to the point with neither tangents nor embellishments.
- is direct in his/her actions; he/she makes decisions, initiates projects and moves forward without hesitation.
- does what it takes to achieve his/her goals. If there are obstacles in the way, he/she will find ways to overcome them. When faced with a challenge, he/she finds strategies to meet it successfully.
- expresses him/herself with a loud voice and speaks fast.
- exudes an aura of confidence and self-assurance.
- holds themselves upright, shakes hands vigorously and has a direct, even confrontational gaze.
- is uncomfortable with pauses in conversation and (often) interprets them as a signal to intervene, which may lead them to interrupt.
- likes to see the big picture, and prefers to adopt a global perspective.
- has a logical, rational approach when making decisions.
- avoids details, regarding them as superfluous and tedious.
- is stimulated by trials and challenges.
- finds little interest in monotonous activities and repetitive tasks.
- is action-oriented, preferring dynamic situations in which things progress and evolve rapidly.
- is happy to own up to his/her mistakes, with no fear of failure. Prefers action to inaction, even at the risk of getting something wrong.
- is able to decide quickly, even without all necessary information.

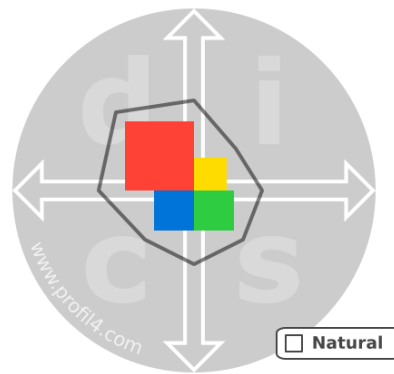
► *Please check the propositions that correspond to you best and then indicate how they may differ from the way your contacts perceive you...*

Adapted vs Natural

In addition to defining how Luc's profile corresponds to the DISC^{P4} components, the model indicates his/her "adapted" and "natural" profiles.



39-21-17-19



33-18-22-22

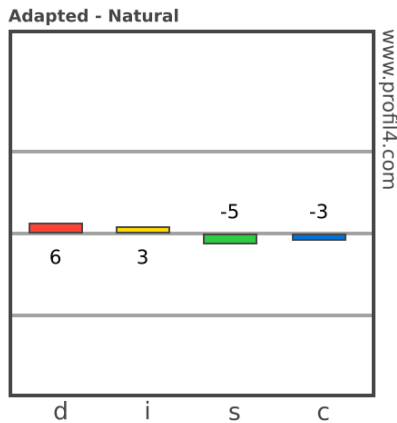
The **Adapted** style represents his/her "public self", i.e. the facets of Luc's personality that he/she presents in response to his/her environment. Described by Carl Jung as "the mask", it's the side of him/herself that he/she shows to others, reflecting the way he/she "appears" and adapts to external situations.

The **Natural** style embodies his/her "private self", revealing the aspects of his/her behavior that are most stable and least subject to variation. It corresponds to the facets of Luc's personality that he/she has unconsciously adopted, and which remain the least influenced by the expectations of those around him/her.

In other words the natural style highlights Luc's "true self", the one to which he/she instinctively returns when he/she struggles to keep up the appearance he/she has adopted in reaction to his/her external situation.

► *Do you feel the need to adapt in a professional context? In what way is this a source of stress for you?*

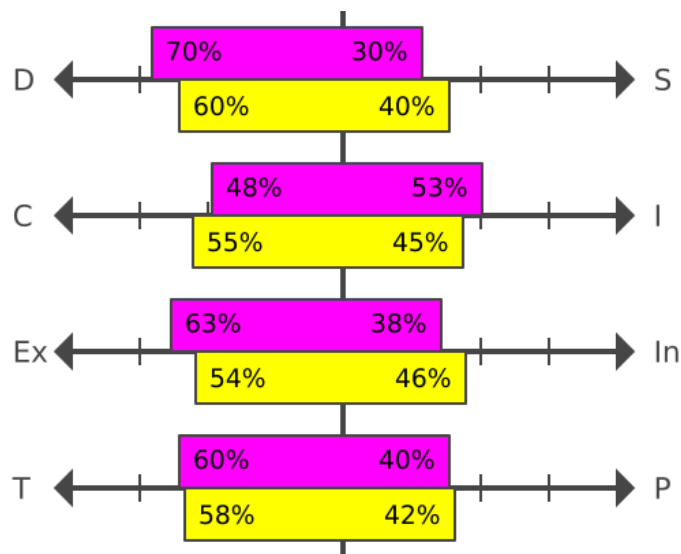
Discrepancies between the adapted profile and the natural profile are common. They indicate that the person concerned consciously or unconsciously feels the need to adjust to their environment, whether this means their team, their constraints, their task, etc. For example, an accountant may accentuate their conscientious side and a salesperson may seek to be more sociable, while a team leader may adopt a more authoritarian attitude. However, excessive discrepancies could suggest that Luc has over-analyzed the test questions. In this case, it may be wise to repeat the test at a later date, answering as spontaneously as possible, in order to obtain more reliable results.



	D	I	S	C
Adapted:	39 %	21 %	17 %	19 %
Naturl:	33 %	18 %	22 %	22 %
Diff:	6	3	-5	-3

Distance: 18

It's also interesting to examine how Luc's profile is positioned in terms of the dominant-stable and conscientious-influential diagonals and the extravert-introvert and task-people oriented axes...



D: Dominant / I: Influential / S: Stable / C: Conscientious / Ex: Extraverted / In: Introverted / T: Tasks / P: People
 Purple: adapted / Yellow: natural

Here are some general characteristics* found in people with a profile similar to Luc's...

Adapted...

- Comes across as a confident and assertive leader.
- Can be perceived as direct and results-oriented.
- Tends to make quick decisions.
- Can appear impatient or demanding.
- Dominant in his/her interactions.

Natural...

- Independent and autonomous.
- Competitive and goal-oriented.
- Direct in his/her communication.
- Prefers control and autonomy.
- Enjoys challenges.

(*) Logically, and depending on variations in his/her profile, Luc won't completely correspond to all of these points, which remain general. And it's worth remembering that Luc's adapted profile and natural profile are not necessarily identical. His/her profile is discussed in more detail below.

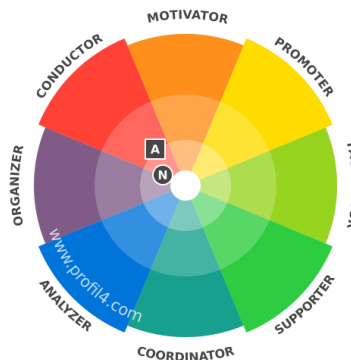
► *Please check the propositions that correspond to you best and then indicate what may cause differences between your natural style and your adapted style...*

Trends and details

The four components of DISC^{P4} are represented on an easy-to-understand disc. For a more detailed analysis, particularly in a team context, it is useful to refine these results. By doing so, the eight DISC^{P4} tendencies - Conductor, Motivator, Promoter, Facilitator, Supporter, Coordinator, Analyzer, Organizer – will offer a more precise vision of Luc's profile.

On this disc (wheel of tendencies), his/her profile, represented by a square for his/her adapted style and a circle for his/her natural style, can be positioned near or far from the edges. The closer his/her symbols are to the edges of the disc, the more pronounced Luc's corresponding tendency is.

The trend wheel, below, locates* Luc's profile more precisely...



Conductors are motivated by getting results and enjoy being tested. They stand out for their ability to take firm, swift decisions, and fully accept their responsibilities. Passionate about challenges, they are bold and determined. Demanding a lot of both themselves and others, they can sometimes appear abrupt in their interactions.

Promoters are naturally people-oriented and have a wide social network. Their optimism and warmth enable them to positively influence those around them. Proactive and articulate, they can sometimes be quite talkative.

Motivators are characterized by their extroverted nature and their communication skills, which instil enthusiasm among the members of their teams and their family. Future-oriented, they rely on their intuition to launch new projects and don't hesitate to take risks.

Facilitators prioritize human relations, encouraging teamwork and the creation of a harmonious work environment. Attentive and tuned-in to others, they make a point of valuing the human element in any interactions.

Supporters are guided by their desire for harmony and focus on helping others before they help themselves. They value emotions and communicate calmly, constantly seeking consensus. Their attitude is paternalistic and protective. However, they can be prone to strong emotional reactions when under pressure.

Analyzers are naturally drawn to rules and procedures, demonstrating prudence and caution in their decision-making. They focus on the rational analysis of facts and quantitative data, while setting and adhering to high quality standards. Their approach can sometimes appear methodical or mechanical.

Coordinators are characterized by their introverted nature and their ability to adapt to their environment. They play an active role in coordinating tasks and are renowned for their reliability. Advocates of diplomacy and cooperation, they place great importance on individual roles and respecting procedures.

Organizers focus on getting things done, approaching situations and problems with an analytical, result-oriented approach. They stand out for their remarkable organizational skills.

(*) In concrete terms, the further the square and/or circle symbols are from the center of the wheel, the more pronounced the corresponding tendencies are.

What we see and hear from Luc

From the very first conversation, we can pick up clues revealing Luc's DISC^{P4} profile. The way he/she speaks, his/her body language and even the way he/she structures his/her thoughts offer valuable insights into his/her personality.

Whether through his/her confidence and determination, his/her enthusiasm and openness, his/her stability and attentiveness, or his/her precision and attention to detail, Luc displays characteristics that give us a glimpse into his/her inner world. These first impressions provide keys to understanding how he/she navigates his/her relationships and projects.

Vocal...

Manner of speaking: direct and confident

Volume: loud

Rhythm: fast

Tone: firm and confident

Verbal...

Sentence construction: direct and action-oriented

Interruptions: frequent

Listening style: listens with a focus on results

Visual...

Gestures: very decisive (assertive and categorical)

Handshake: very firm

Gaze: sustained

Facial expressions: expressive

General difficulties (limits)

These difficulties highlight the specific challenges and issues Luc may face. Acknowledging these difficulties makes it possible to identify strategies for overcoming them and making the most of his/her strengths.

Balance between assertiveness and aggressiveness...

finding the right balance between being assertive without being perceived as aggressive can be a challenge.

Leadership...

can sometimes push too hard to achieve results, at the risk of neglecting relationships.

Responsiveness to change...

although able to adapt, he/she can sometimes show resistance to changes he/she didn't personally initiate.

Competitiveness...

his/her competitive streak can sometimes create unnecessary tensions.

High standards...

expects a lot from him/her self and others, which can sometimes lead to disappointment.

► *Please select the difficulty that limits you the most and then indicate the solutions you could come up with to overcome it...*

His/her fears

Exploring Luc's fears reveals deeply rooted aspects of his/her character and psyche. Understanding what worries him/her or makes him/her anxious gives us a glimpse not only of his/her vulnerabilities, but also of the assets he/she mobilizes to face them. This knowledge can enable Luc to prepare for challenges better, to optimize his/her strategies and to strengthen his/her personal development.

By clearly identifying his/her fears, Luc can work to overcome them, transforming his/her worries into sources of growth and opportunities for evolution.

- Discomfort with a slight loss of control.
- Slight apprehension of not being totally effective.
- Slight fear of being seen as unassertive.
- Moderate fear of not achieving expected results.
- Minor concern about being dependent on others.

Relationship to time

Understanding someone's relationship with time is essential for optimizing teamwork and productivity. Coaches, managers and co-workers can use these insights to better align expectations, work methods and time management strategies with Luc's natural preferences.

Impatient for progress...

may feel impatient if he/she perceives progress toward goals as slow and push for more rigorous time management.

Action-oriented...

prioritizes quick actions and decisions, with a strong inclination to minimize delays and maximize time use.

Directs team members...

when working as part of a team, he/she can firmly direct the pace and the agenda to ensure that team efforts are well aligned with deadlines.

► Focus on results and efficiency, influencing how he/she plans, executes, and demands the completion of tasks.

Ideal career*

Luc's job selection highlights roles that make the most of his/her distinct skills, listed here by way of example. This list is not exhaustive, emphasizing the fact that Luc has the potential to excel in a variety of fields. His/her unique personality can become an asset in terms of its diversity, enabling him/her to shine in jobs beyond those suggested, enriching any professional environment with his/her specific qualities.

Project Manager...

manages projects with a balanced approach, keeping track of objectives while remaining responsive to team needs.

Management Consultant...

uses an analytical approach to solve business problems, with the ability to work independently.

Team Manager...

manages a team by balancing performance objectives with a harmonious working environment.

Operations Manager...

oversees day-to-day operations, maintaining efficiency while remaining open to ideas for improvement.

Entrepreneur...

launches and manages small businesses or start-ups, using a pragmatic, result-oriented approach.

(*) These jobs require qualities that Luc possesses, but this does not mean he/she couldn't excel and flourish in other fields.

Please note: this list is intended to help determine the ideal environment for Luc and should not be used for recruitment purposes.

► Career choices are guided by a strong focus on action, leadership and the ability to lead strategies and teams, with variations in the level of authority, decision-making and operational management.

Communication and behavior

The way Luc communicates and behaves gives us valuable clues about his/her personality. Careful observation reveals not only how they interact with others, but also how he/she perceives the world around him/her. This in-depth knowledge facilitates more harmonious interactions and a collaborative environment where Luc can truly thrive.

His/her style

Understanding Luc's communication style helps to interact with him/her better, highlighting how he/she expresses his/her ideas and connects with others.

Communication...

- Very direct, with a tendency to dominate conversations.
- Communicates with confidence and authority, but without being oppressive.
- May sometimes be perceived as abrupt or too direct by some.
- Uses arguments based on logic and efficiency.
- May occasionally be open to alternative ideas, but remains focused on results.

Behavior...

- Strong focus on achieving objectives, with a high degree of autonomy.
- Shows greater impatience with delays or inefficiency.
- More risk-prone than low intensity profiles.
- Focuses on concrete actions and tangible results.
- Can show strategic flexibility but remains focused on process control and results.

► *Please check the communication and behavioral styles that most resemble yours and then indicate how this affects your work...*

His/her emails

The way Luc writes his/her emails, in terms of how long they are, whether he/she adds attachments or a polite sign-off and how he/she constructs them, is a direct reflection of his/her personality, expectations and priorities...

Length...

relatively short but detailed enough to clarify the objective.

Attachments...

includes attachments if they are essential to understanding or for the action required.

Signature...

professional, including essential contact information without any superfluous elements.

Sign-off...

direct but with a polite touch, such as best regards.

Greeting...

simple, direct, often uses first names if the relationship allows it, otherwise more formal.

Structure...

structured with a clear purpose, highlighting the actions expected without too much irrelevant detail.

Talking to Luc

Talking to Luc means paying particular attention to his/her unique communication style. By adjusting your approach to respect his/her preferences, you'll foster more effective and enriching exchanges, strengthening the quality of your relationship.

What to do...

- Be direct and to the point, but not too abrupt.
- Present facts and data to support your arguments.
- Be prepared to discuss goals and expected results.
- Show respect for his/her autonomy and need for speed.

What to avoid...

- Avoid being too vague or providing superfluous information.
- Don't defy his/her authority or unnecessarily challenge his/her leadership.
- Avoid forcing him/her into a position where he/she feels controlled or limited.

Breaking news

Delivering news, good or bad, is a key communication skill. It's important to share good news to strengthen bonds, while bad news requires using tact and empathy. In both cases, clarity and honesty are essential, and you must remain attentive to the listener's reaction and ready to provide the necessary support.

Good news...

Be direct and concise, highlighting the practical benefits of the news.

- ▶ Encourage him/her to consider how this news can help him/her achieve his/her goals.

Bad news...

Tackle the topic directly, but provide context to understand the situation.

- ▶ Suggest strategies to manage or mitigate negative consequences.

Decision-making

Decision-making is an essential part of everyday life. It involves analyzing the options, assessing their risks and benefits, and is influenced by information, experience and personal values. Effective decisions lead to professional success and reinforce confidence in your company's strategy.

Process...

- Balancing options:** May consider different options before making a decision, seeking a balance between effectiveness and effects on relationships.
- Receptiveness to advice:** Open to the suggestions and opinions of others, but doesn't blindly follow them.
- Pragmatic decisions:** Favors choices that combine practical benefits with strategic vision.

▶ Decision-making ranges from a balanced and responsive approach to a more directive, action-oriented trend.

▶ *Please check the proposition that applies to you best and then indicate what helps you and what hinders you in your decision-making...*

▶ *Please indicate how your decisions are usually received by your contacts, as far as you can tell...*

Help...

- Present clear options: Put forward well-defined choices with clearly established benefits and consequences, avoiding too much complexity or unnecessary detail.
 - Encourage independence: Allow him/her to make decisions independently, while remaining available for advice or support if needed.
 - Value efficiency: Highlight how each option can lead to effective and practical outcomes.
- ▶ Respect individual preferences and needs for effective support.

What to avoid*...

- Avoid pushing him/her unnecessarily: Don't pressure him/her to make decisions too quickly, as he/she may require more time than others to think things over.
- Avoid unnecessary details: Don't overwhelm him/her with too detailed information that is not directly relevant to the decision.
- Avoid limiting his/her autonomy: Don't try to make decisions for him/her or push him/her too hard in a particular direction.

(*) To be avoided, otherwise they'll be unable to decide.

Managing stress

Knowing how to deal with stress is important for well-being and performance at work. Everyone reacts to stress in different ways, depending on their personality. Understanding these reactions helps us to find effective ways of managing stress, thereby improving comfort and efficiency.

Cause of stress...

- Lack of control
- Inefficiency
- Opposition from others
- Restrictive environments
- Lack of challenges

Mild stress*...

- Can show impatience
- Is slightly bossy
- Is slightly critical
- Wants to speed things up
- Shows some inflexibility

Major stress*...

- Risks becoming very dominant
- Highly critical
- Insensitive to the needs of others
- Makes hasty decisions
- Shows anger or aggression

(*) When under stress, can, tends to...

(*) And also, in general and to a lesser extent...

Although moderate stress is not intrinsically worrying, it is important to ensure that it does not persist and, above all, that it does not get any worse.

► Recognize signs of stress and adjust the environment or management style to mitigate these reactions and maintain effective performance and teamwork.

► It is usually enough to put things straight simply, with no frills.

► *In each block, please check the proposition that corresponds to you best and then indicate whether you are prone to stress and how this shows...*

When under mild stress, people modify their behavior in response to external circumstances. Generally, stress tends to exacerbate their habitual traits. However, if what's causing their stress gets worse, their behavior can undergo drastic changes. In general, stress is harmful. This said, a low level of stress can help in some situations, provided it is used sparingly and not abusively, although this is generally not recommended.

What to do to help Luc...

- Provide stimulating challenges: assign tasks that allow him/her to take initiatives and use his/her leadership skills, while ensuring they are achievable.
- Autonomy in decision-making: allow him/her to have control over his/her work and decisions, which can reduce feelings of helplessness and frustration.
- Constructive feedback: provide clear and objective feedback on his/her performance, highlighting successes to build confidence.

What to avoid*...

- Avoid overloading him/her with fastidious or repetitive tasks that hinder his/her autonomy.
- Don't place him/her in situations where he/she feels powerless or unable to influence the results.
- Avoid minimizing or ignoring his/her ideas and contributions, as this can hinder his/her need for recognition and respect.

(*) To avoid, or Thierry will feel even more stressed.

Managing mistakes

The way Luc handles mistakes provides valuable insights into his/her personality and resilience skills. Understanding his/her approach to failure and correcting it sheds light on his/her coping strategies. These play a key role in his/her personal and professional development, while helping to strengthen his/her relationships through the acknowledgement and appreciation of people's diverse responses to mistakes.

State of mind...

- may experience some frustration, but is generally able to manage without it becoming overwhelming.
 - tends to quickly rationalize mistakes and look for practical ways to correct them.
 - action-oriented, even at a less intense level, and will quickly seek to move on.
- ▶ Reaction to mistakes is influenced by his/her focus on action and results.

What to do to help Luc*...

- even at low intensity, people with a similar profile appreciate autonomy. Encourage him/her to take the initiative and rectify mistakes him/herself.
 - put forward straightforward, practical solutions, but leave room for him/her to adapt them in his/her own way.
 - acknowledging his/her efforts to overcome mistakes can help maintain his/her confidence and motivation.
- ▶ Recognize and support his/her need for action, leadership and effectiveness in managing mistakes. Adjusting your support to his/her profile intensity can help him/her overcome mistakes more effectively and confidently.

What to avoid...

- Don't ignore mistakes: avoid ignoring or minimizing mistakes. Although his/her profile intensity is low, he/she appreciates a direct and honest approach.
- Avoid overly directive solutions: He/she always prefers to have some degree of control. Offer suggestions rather than strict guidelines.
- Don't underestimate his/her need for action: avoid preventing him/her from acting or taking steps to correct mistakes.

(*) To help Luc overcome his/her mistakes.....

For Luc, every mistake can become an opportunity for growth, guiding him/her towards a better understanding of him/herself and his/her interaction with the world around him/her.

In contrast, here's how Luc reacts to other people's mistakes...

Reaction...

- Constructive approach: tends to approach others' mistakes in a constructive way, providing helpful advice to avoid repeating the mistake.
- Direct but moderate communication: is direct in pointing out mistakes, but does so in a measured way, without being too harsh or authoritarian.
- Favors action: encourages others to take corrective action, but without undue pressure.

▶ Reaction to others' mistakes is generally direct and result-oriented.

▶ *Please indicate what annoys you most about other people's mistakes and how this relates to your own doubts...*

Managing conflicts

Conflict management is vital for resolving disagreements constructively, both in people's personal and professional lives. It requires active listening, mutual understanding and effective communication, leading to solutions that strengthen relationships and create a collaborative environment.

What you need to know...

- May approach conflicts directly but with some openness to discussion.
- Displays a tendency to be pragmatic and solution-oriented rather than getting hung up on problems.
- May be impatient but is generally respectful in expressing disagreement.
- Prefers to clarify things quickly, avoiding lengthy negotiations.
- May sometimes seem insensitive to other people's emotional concerns.

What to do*...

- Direct but respectful communication: be clear and concise in your communication, while remaining respectful.
- Action-oriented solutions: suggest concrete, practical actions to solve problems quickly.
- Recognize his/her authority: validate his/her role as leader while expressing your point of view.
- Factual arguments: use data and facts to support your arguments.
- Manage his/her emotions: avoid emotional confrontations; focus on goals and outcomes.

What to avoid*...

- Avoid strong emotional responses: don't overreact or get emotional, as this may cause him/her to back off.
- Don't challenge his/her authority without reason: don't question his/her leadership without solid, factual arguments.
- Avoid unnecessary details: don't lose yourself in complicated details or explanations.
- Avoid pressuring him/her for a decision: don't force him/her to make instant decisions without giving him/her time to think things over.
- Don't underestimate his/her need for efficiency: don't neglect his/her desire to achieve effective, quick results.

(*) To do, to reduce or resolve conflicts...

(*) To avoid, or the conflict will escalate...

Manager Tools*

Management is a determining factor in company success, combining the use of strategic tools and a variety of skills to plan, organize and direct resources. In addition to achieving corporate objectives, good management plays an essential role in retaining talent.

By mobilizing technical skills and leadership qualities, it creates an environment in which employees feel valued and motivated, thus contributing to their fulfillment and to company stability. This holistic approach is the key to a harmonious and productive workplace, where objectives are achieved and the right people remain committed and loyal to the company.

The OoM method grew out of observing the behavior of top managers, i.e. those who achieve two results: Outstanding performance, and Team loyalty. These observations then gave rise to a number of principles, in particular the importance of developing an exceptional level of communication with employees, and of using a management style based on influence rather than hierarchical power or expert authority.

(*) to help manage Luc.

One-to-one meetings

One-to-one meetings are crucial for direct communication between a manager and their co-workers. These regular sessions provide an opportunity to discuss performance, objectives and personal concerns, offering precise follow-up on projects and strengthening professional relationships. They foster a transparent and motivated work environment, aligned with team and company objectives.

The one-to-one meeting is a manager's fundamental tool for building a trusting relationship with their co-workers. It's a condensed management meeting that makes management visible and measurable. Ideally, managers should schedule weekly 30-minute 1-1 meetings with each of their subordinates throughout the year, and make a ritual of it. The time that the manager spends on their co-workers is an investment. It's worth it, because it will reduce interruptions during the week and create greater performance and autonomy.

The basics of a successful 1-to-1 meeting:

- It's a face-to-face conversation with Luc, during which he/she must be able to say whatever he/she wants
- It must be weekly and compulsory
- It lasts 30 minutes and is scheduled in advance, always at the same time of the week.
- The manager takes notes to favor listening and asking questions.v

It's a 3-part interview:

1. The manager lets Luc speak without interrupting (this is their top priority).
2. The manager asks questions (without stepping in to solve problems), provides information, passes on messages from above and gives feedback.
3. It's the right time for delegating tasks, enabling autonomy and for the occasional career discussion.

Listening to Luc (10 mins)...

Encourage him/her to share his/her current ideas and challenges. He/she can be direct, but may appreciate a moment to think aloud about his/her goals.

Managerial interaction (10 mins)...

Ask thought-provoking questions on strategies and long-term goals. Offer constructive feedback that recognizes his/her efforts and challenges.

Task delegation and career discussion (10 mins)...

Discuss leadership opportunities or projects that require initiative. Encourage autonomous decision-making.

► In tailoring the 1-to-1 to his/her profile, the goal is to channel his/her energy towards achieving ambitious goals while recognizing his/her need for challenges and leadership. This will maximize his/her contribution to the team while supporting his/her professional growth.

Feedback

Feedback is a gift a manager gives to their co-worker. Giving Luc feedback means telling them what's going well and what's not. Feedback comes in two main forms: positive feedback, which aims to reinforce existing behavior, and negative feedback, which aims to correct it. It's an essential tool, enabling awareness and continuous improvement in terms of skill and behavior. When adapted to Luc's personality profile, it can transform his/her perspectives and encourage significant growth. Whether positive or negative, feedback must be factual, i.e. based on observable behavior that can be seen, heard, measured and described, and non-judgmental, as it is not aimed at the person but at the way they act.

The basics of successful feedback in 4 steps:

1. Invite Luc to receive feedback.
2. Describe his/her behavior factually.
3. Describe the impact, results and consequences of this behavior.
4. Ask for the behavior to be adjusted or reinforced.

When for Luc?

Preferably during the morning.

Negative or corrective feedback

Negative feedback, when presented constructively, identifies areas requiring improvement. It is not intended to discourage, but provide guidance towards better performance by highlighting areas that require attention and adjustment.

Presentation of the facts

Communicate directly but in a measured way. Explain mistakes or problems clearly, avoiding personal criticism.

Consequences

Highlight negative impacts on objectives or effectiveness, showing how this has affected things overall.

Corrective actions

Suggest pragmatic solutions and discuss improvement strategies. Encourage him/her to take the initiative in resolving problems.

Please note: this should be adapted to the specific context...

- Balance effective decision-making with consideration of team needs and contributions.

Positive or reinforcing feedback

Positive feedback recognizes and values effective actions and behavior, reinforcing motivation and commitment. It plays a crucial role in encouraging the repetition of positive behavior.

Presentation of valued behavior

Emphasize his/her ability to take the initiative and lead others, while remaining receptive to his/her ideas.

Benefits

Highlight how this type of behavior promotes both results and collaboration.

How to capitalize

Encourage him/her to continue to lead with confidence, while maintaining a collaborative approach.

Please note: this should be adapted to the specific context...

► Acknowledge his/her ability to lead and make decisions, while encouraging him/her to balance effectiveness and collaboration.

Delegation

Delegation is a management tool that involves entrusting team members with tasks and responsibilities, while encouraging employee development. It encourages trust, autonomy and efficiency within the team, contributing to greater productivity and a dynamic work environment.

Any task that can be delegated should be delegated! Delegation is essential, because there's only so much work a manager can do on their own. By shunting tasks down the hierarchy, a manager can concentrate on managing people and focus on high value-added tasks.

A delegation process must be put in place to delegate complex and risky tasks:

- Define the minimum requirement, i.e. the expected result
- Set a precise deadline
- Identify the risks of possible mistakes and take the necessary steps to help co-workers avoid them
- Detail the progressive steps required to achieve results. Each step must have a specific objective and a date
- Hold a delegation meeting to ask the co-worker to accept their new tasks and explain the process.
- Monitor the delegation progress by means of 1-to-1 meetings (see above). At each stage, check the date and whether the objective has been achieved.

Challenge and autonomy...

suggest tasks that represent a moderate challenge, encouraging personal initiatives while providing a clear framework. This stimulates his/her competitive nature without overwhelming him/her.

Clear objectives...

set specific and measurable goals. He/she likes to know exactly what is expected of him/her.

Direct feedback...

provide direct and concise feedback on his/her performance, focusing on results rather than processes.

► Maximize commitment and performance, leveraging his/her focus on action, need for autonomy and desire for quick results.

Focus

Be careful not to overwhelm him/her with unnecessary details; stay focused on results.

Risk

Risk of overlooking details or neglecting the relational aspects of the task, focusing too much on quick action.

Finalization

Ask for a summary of the results achieved and how they contribute to overall objectives. He/she will appreciate this recognition of the impact of his/her work.

► *What are the main difficulties you encounter when delegating a task?*

At work and as part of a group

The way Luc positions him/herself in the company and within a group is essential to understanding his/her impact on teamwork and collective dynamics. This perspective highlights his/her role in promoting harmony, innovation and the achievement of common goals, thus enriching the professional environment.

Making Luc comfortable

- He/she needs challenges and variety in his/her tasks
- He/she knows how to show initiative
- He/she readily accepts stress and challenges that reinforce his/her interest

Motivating him/her

- Highlight the challenges
- Promote opportunities for success
- Give him/her additional responsibilities
- Explain why more than how
- Give him/her an opportunity to question the plan or situation

Working with Luc

- Use a clear, concise and direct message, with no frills
- Feel free to negotiate for an agreement
- Set goals and limits, let him/her manage the means
- Be demanding
- Focus on the tasks in progress, save chatter for the coffee break

► *In each block, please check the proposition that corresponds to you best and then indicate what helps you to resolve conflicts...*

His/her added value

- Adaptability: able to adjust quickly to changes while maintaining a certain degree of determination.
- Objectivity: makes decisions based on facts, without being overly dominant.
- Efficiency: focuses on results without being too inflexible in his/her approach.

What to avoid

- Avoid unnecessary constraints: his/her need for efficiency and rapid results is hampered excessive rules or procedures.
- Don't ignore his/her contributions: even with a low intensity profile, he/she contributes valuable ideas that deserve to be considered.
- Avoid non-constructive criticism: giving negative feedback without any solutions or guidelines can frustrate him/her.
- Don't underestimate his/her desire for independence: he/she seeks a certain degree of autonomy in his/her tasks.
- Avoid limiting his/her leadership potential: he/she has leadership potential and this can be cultivated.

► *Please check the proposition that corresponds to what people must absolutely avoid doing with you and then specify what this implies...*

Chronoplanning

Chronotypes refer to the different natural biological rhythms that influence our sleep and activity preferences throughout the day. They explain why some people are more energetic in the morning, while others reach their peak performance in the evening.

Understanding our own chronotype can be key to optimizing productivity, health and overall well-being, as it helps align our daily activities with our natural biological rhythms. Taking chronotypes into account in work environments and personal life enables better time management and greater efficiency in tasks and interactions.

Here's Luc's information...



Getting up time
5am - 7am



Optimal bed time
10pm



Creativity zone
12am - 3pm



Productivity zone
8am - 12am



Quiet zone
After 3pm



Training zone
4pm - 6pm

► *Can you reconcile your schedule with your chronotype? If not, what simple corrective actions could you envisage?...*

Description

- May take on a major project requiring his/her full concentration early in the morning.
- Has trouble staying focused at the end of the day.

Tips

- Reserve afternoons for activities requiring little concentration, and for team meetings to help him/her draw energy from the group.
- Prioritize reading or training at the end of the day.
- Follow the precepts of the Miracle Morning...

► *Cochez le conseil qui vous semble le plus difficile à suite, puis essayez de trouver une façon de le rendre accessible. Quelles sont les implications ?...*

State of mind / emotions

Our state of mind and our emotions play a crucial role in how we approach our daily challenges and successes. For Luc, understanding his/her own mindset gives us a glimpse into his/her reactions to obstacles, his/her openness to change and learning, and his/her ability to keep going when faced with adversity. It also reveals how he/she perceives the potential for personal and professional growth, directly influencing his/her approach to life and interactions with others. The colored boxes below indicate the states of mind and emotions that Luc is most likely to feel...

<i>Pleasant</i>			
Powerful	Seen	Altruistic	Confident
Victorious	Grateful	Warm	Serene
Honorable	Bold	Cheerful	Useful
Distant	Liable	Good	Modest
Proud	Crafty	Lenient	Dedicated
Determined	Likeable	Sympathetic	Calm
Motivated	Smiling	Kind	Serious
-	-	-	-
Offended	Disappointed	Tired	Confused
Annoyed	Upset	Sad	Worried
Angry	Grumpy	Guilty	Concerned
Disengaged	Mistreated	Reprehensible	Bothered
Insubordinate	Dismayed	Unfair	Useless
Defeated	Resentful	Passive	Ridiculed
Humiliated	Bitter	Apathetic	Unworthy
<i>Unpleasant</i>			

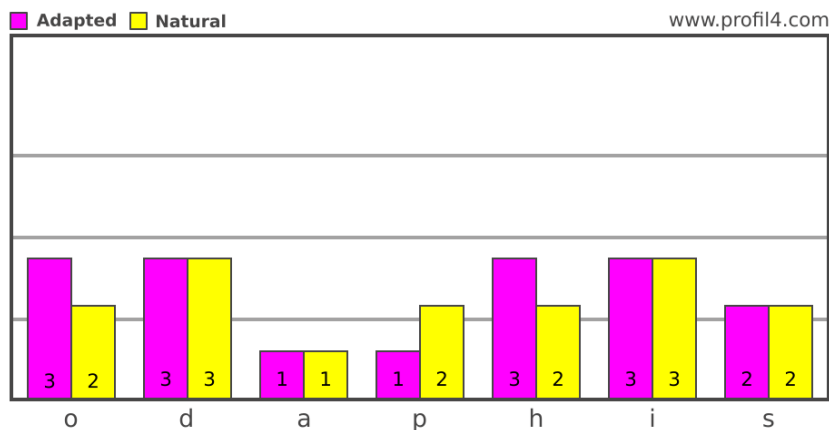
► Please circle the 3 pleasant and 3 unpleasant emotions you experience the most often and then describe what triggers the main emotions you have circled...

Motivations

Understanding what motivates Luc in his/her actions and decisions is essential to grasping the full extent of his/her personality and potential. The ODAPHIS index, an acronym for Objective, Deliberation, Altruism, Pleasure, Harmony, Influence and Security, serves as a guide to explore the various forces that drive Luc.

Each component of this index highlights different aspects of his/her motivation, from his/her desire to achieve meaningful goals, to his/her need for security and stability, to his/her pleasure in interacting with others and his/her commitment to the collective well-being. Together, these elements offer a comprehensive view of the invisible drivers that cause Luc to act in specific ways in various circumstances.

Luc's numeric ODAPHIS*: Adapted 3-3-1-1-3-3-2 / Natural 2-3-1-2-2-3-2
 (*) Each component is represented by a number between 0 and 7.



Objective

The person is motivated by the need to surpass and fulfill themselves. Detached from the approval of others, they seek personal success.

Strength: surpassing themselves
 Risk: Individualism

Deliberation

The person is motivated by the search for objective truth based on facts and the need to understand and analyze things as a whole.

Strength: the search for truth
 Risk: lack of flexibility

Altruism

The person is motivated by the desire to help others develop their potential, in a selfless way. They want to contribute to social justice.

Strength: dedication
 Risk: slow decision-making

Pleasure

The person is motivated by the search for pleasure, fun, diversity, and action in a relaxed and joyful context.

Strength: freedom of action
 Risk: emptiness or ephemerality

Harmony

The person is motivated by the search for harmony and coherence in all its forms. They need aestheticism in their lives.

Strength: the quest for well-being
Risk: fear of conflict

Influence

The person is motivated by a quest for power and control. They value efficiency and returns on investment.

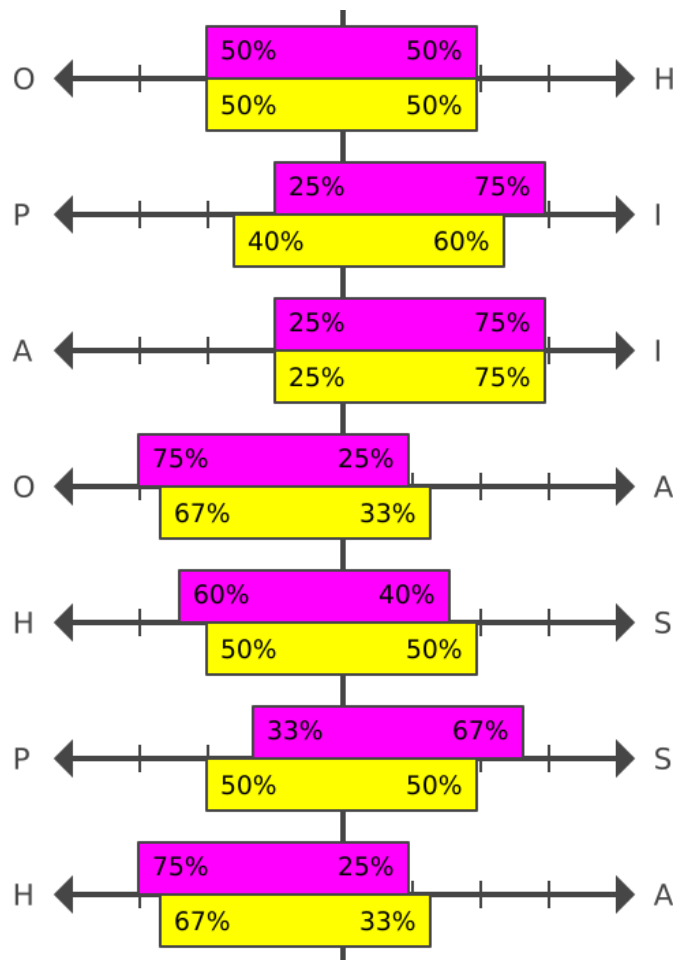
Strength: commitment and determination
Risk: insensitivity and bossiness

Security

The person is motivated by a profound need for security and a framework. They need to control their environment and feel reassured.

Strength: respect for rules
Risk: fear of change

The following graphs contrast certain ODAPHIS characteristics to refine Luc's profile and the importance of each type of motivation.





General documentation

Documentation

Origins

In 1928, William M. Marston, a contemporary of Jung and Freud and also the creator of Wonder Woman and the polygraph, published "Emotions of Normal People". In it, he presents four behavioral typologies that emerge from self-perception and interaction with the environment.

Eduard Spranger is famous for his research into the different ways in which people perceive the world. In the late 1920s, he published "Types of Men", a book in which he identified six personality types based on fundamental values: Theoretical (discovery of truth), Economic (what is useful), Aesthetic (form and harmony), Social (love of people and benevolence), Political (power) and Religious (unity).

NB: "Emotions of Normal People" and "Types of Men" were published during the same period. These two works laid the foundations for pedagogy and behavioral psychology, and remain a reference a century later.

A few years after this, Walter V. Clarke developed the first assessment tool based on Marston's theories. Initially designed for selecting staff, this tool evaluates four criteria: aggressiveness, sociability, emotional control and social adaptability. In 1956, he published "The Activity Vector Analysis" (AVA), an inventory of adjectives from which people select those that best describe their personality traits.

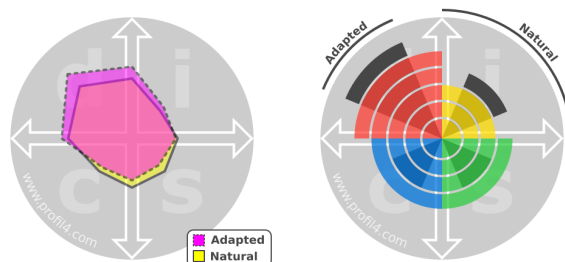
Abraham Harold Maslow, who is seen as the forefather of the humanist approach, and Frederick Herzberg, who is famous for his work on job enrichment, in turn contributed to enhancing the model. Since then, the tool has continued to evolve...

Dominant

Dominant profiles are often associated with the color red: fire, emergency, firefighter, etc. Luc is 39% dominant in his adapted profile and 33% dominant in his natural profile. Dominant profiles are at the top left of the disc, so he's fairly extroverted and task-oriented.

► *Please check the 3 propositions which correspond to you best...*

- Dominant profiles prefer to take a global perspective, focusing on the big picture rather than getting bogged down in details, which tend to bore or even intimidate them.
- Dominant profiles are frank. They don't beat around the bush to say what they have to say. They adopt a straightforward, no-nonsense approach that can, if taken too far, make people uncomfortable.
- Dominant profiles are direct in their communication. They get straight to the point, with neither tangents nor embellishments, and this, if taken to extremes, can sometimes destabilize their contacts.
- Dominant profiles are action-oriented and always aim for their goals. They don't let obstacles, whether technical or human, stand in their way, and come up with ways to get around them. Naturally competitive, they can sometimes be perceived as aggressive by others.
- Dominant profiles tend to speak loudly, which can make them seem like they're shouting, especially when interacting with other Dominant profiles. Their discussions, even if these are simply animated, can be perceived as arguments by those around them, especially by people with different profiles.
- Dominant profiles speak fast and tend to fill in the pauses in a conversation, often interrupting the person they're speaking to as soon as they take a breath.
- Dominant profiles don't hesitate to take risks, preferring to make mistakes rather than remain passive. They're capable of making decisions even with limited information, and perfectly willing to admit to mistakes when they occur.

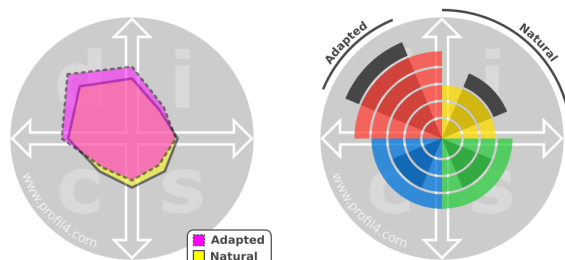


Influent

Influential profiles are associated with the color yellow: sunshine, joy, etc. Luc is 21% influential in his adapted profile and 18% in his natural profile. Influential profiles are at the top right of the disc, and therefore fairly extroverted like Dominant profiles, but more people-oriented.

► Please check the 3 propositions which correspond to you best...

- Influential profiles are brimming with enthusiasm and are quick to embrace new things, showing a great capacity to acquire new skills. They excel at passing on their motivation to those around them, inspiring others to follow them.
- Influential profiles enjoy working with others. They're easy to talk to, articulate and interested in others. They shun solitude. You'll often find them at the coffee machine, chatting with co-workers about anything and everything.
- Influential profiles value teamwork and have a natural talent for making new contacts. Communicative and attentive to others, they prefer not to be alone. You'll often find them engaged in a wide variety of conversations with co-workers, especially over coffee.
- Influential profiles draw their energy from interaction with others, and like to be the center of attention. They find it hard to stand loneliness or indifference. If left to their own devices for too long, they can take it badly and feel diminished. Compliments, even for something unimportant, greatly stimulate and motivate them.
- Influential profiles quickly become enthusiastic about new tasks and rapidly learn how to do them. However, their enthusiasm can also be a drawback: they tend to abandon ongoing projects as soon as a new opportunity arises. It's a good idea to assign their tasks sequentially to ensure they reach completion.
- Influential profiles are very attentive to style and like to keep up with recent trends, often owning the latest gadget. Always elegantly dressed, they adapt their look to the context so they can stand out, oscillating between daringly colorful or off-beat – but still sophisticated - outfits, and extremely chic suits by top designers.

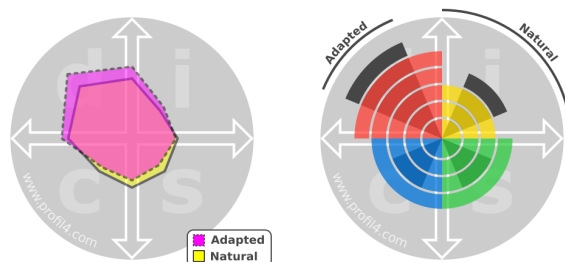


Stable

Stable profiles are associated with the color green: calm, grass, nature, etc. Luc is 17% stable in his adapted profile and 22% in his natural profile. Stable profiles are at the bottom right of the disc, and therefore people-oriented, like Influential profiles, but fairly introverted.

► Please check the 3 propositions which correspond to you best...

- Stable profiles are soft-spoken, so much so that it's often necessary to ask them to talk louder on the phone. They rarely speak up, but their contributions are always relevant. When they do speak at meetings, their calm demeanor calls for silence and captures the attention of the other participants.
- Stable profiles have difficulty handling stress and prefer a more measured pace, unlike Dominant profiles, who are constantly in action and like to move fast. Stable profiles need time to assimilate information before they can react. Rushing them can therefore be counter-productive and risk paralyzing them.
- Stable profiles often put the needs of others before their own, like Mother Teresa or a devoted parent. They find it hard to refuse to help when asked, and they don't hesitate to put aside their own activities to help those close to them.
- Stable profiles are calm, measured and even-tempered. They speak in a steady voice, with no excessive gestures, often keeping their hands on the table or in their pockets. Although they don't let their reactions to stress show, they feel it deeply.
- Stable profiles are modest and prefer to avoid the spotlight or receive praise in public. Congratulating them in private is more appropriate. However, they are happy when their team receives compliments and public recognition.
- Stable profiles are naturally calm and helpful, but tend to keep criticism or unpleasant situations to themselves. This can lead to the build-up of internal tensions. If they are put under more stress, or a comment is made about someone in their team or family, this can provoke a sudden, intense reaction, like the straw that broke the camel's back.
- Stable profiles, usually the image of moderation, can sometimes react with surprising intensity. When they reach breaking point, their reactions may be excessive, and they may say things they'll regret later. For example, a conflict may erupt over a seemingly minor issue, without anyone realizing that this explosion is the result of a combination of tensions, both professional and personal.

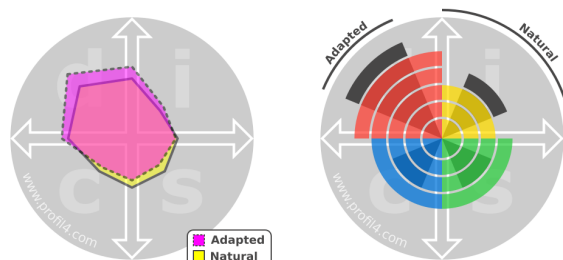


Conscientieux

We associate conscientiousness with the color blue: sea, calm, the police, etc. Luc is 19% conscientious in his adapted profile and 22% in his natural profile. Conscientious profiles are at the bottom left of the disc, so they are fairly introverted like Stable profiles, but task-oriented.

► *Please check the 3 propositions which correspond to you best...*

- Conscientious profiles prefer to work alone, often finding that working with others can slow them down. If they have a private office, they are likely to choose to work behind closed doors to maximize their concentration.
- Conscientious profiles are methodical and seek to understand the logic behind a decision before adopting it. They are open to different logical explanations, but are particularly convinced when their own logic provides an answer.
- Conscientious people excel at identifying flaws; they have a particular talent for noticing what's not working in a system, even if they don't always know precisely what it is. Their ability to spot inconsistencies is a real strength worth taking seriously.
- Conscientious profiles are passionate about details. Their emails are often long and well-structured with an introduction, detailed arguments and counter-arguments and a conclusion and they frequently include numerous attachments which they recommend consulting. When they are allocated a task, they prefer to receive a multitude of details in order to carry the work out meticulously, unlike Dominant profiles who find details tedious.
- Conscientious profiles dread mistakes, a prospect that can paralyze them. Their fear of making mistakes means they are reluctant to make decisions. They prefer to have all the necessary information before feeling confident to act, and may tend to postpone a decision as long as some things remain uncertain.
- Conscientious profiles are characterized by their strict adherence to rules and procedures, making them ideal candidates for roles such as accountant or administrator. However, this does not prevent them from excelling in other fields, thanks to their thoroughness and attention to detail.



Summary of profiles

Key points

	Dominant	Influential	Stable	Conscientious
Color	Red: blood, iron, firefighter.	Yellow: sun, warmth, good mood, relaxed atmosphere.	Green: calm, nature, meadow, soothing, reassuring.	Blue: police, security, sky, sea.
Animal	Elephant, bull.	Rooster, lion, peacock.	Dog, wolf, rat.	Owl, beaver, squirrel.
Emotion	Anger	Joy	Sadness	Fear
Profession type		Sales, marketing.	Computer science, Mother Teresa.	Accountant, administrative.
Question	What/when?	Who?	How?	Why?
Force	Focused on goals, strong ability to carry out projects.	Optimistic, energetic, good speaker, good interpersonal skills.	Loyal, concrete.	Precise, analytical.
Limit	Impatient	Disorganized	Cleared	Too critical.
Engine	Personal challenges, responsibilities, challenge, competition.	To be recognized by others.	To serve, to be useful (cannot resist when asked for help).	The right way to act.
Need	Action	From the assent of others.	Regularity, harmony.	
Fear	Be taken advantage of by posing challenges to him.	Being rejected by others (loss of confidence)	Lose stability (change of environment, acceleration).	Criticism of his work.
Change	Very comfortable.	Moves from one task to another without necessarily having finished the previous one.	Prefers slow, prepared changes.	Don't like it because it's a risk.
Details	Uncomfortable (hate).	Get lost there, risk drowning there.	Needs it to fully understand the subject, but not necessarily all of them.	Loves data (accumulator).
Decisions	Easily makes decisions without having all the data.		Having trouble deciding.	Warn him in advance when there is a decision to be made. Consult him for decisions, otherwise he may reject them.
Talent	Decide	Influence	Advise	Analyze the problems.
Welcome	Not very friendly.	Very friendly.	User-friendly	Not very user-friendly.
Have his opinion	What are your recommendations?	What are your impressions?	What does the team think?	What conclusion do the facts lead you to?
Warning	Crush everything in his path to achieve his goals.	Defends his territory.	The straw that broke the camel's back. Defends his team.	Thinks it will be fine if we follow the rules. Punctual.

Verbal

	Dominant	Influential	Stable	Conscientious
Wants	Factual.	The news, the rumors.	Listening to people's stories	Facts, ideas must have logical validation.
Listen	Talks more than he listens.	Talks a lot. Likes discussions. It's mostly the process he likes, more than the content.	Listens more than he speaks, speaks little, great listening skills.	Listens more than he talks. Prefers emails.
Ask	Orders more than he asks.	A bit manipulative.	Asks questions more than he asserts.	Asks questions, can turn into a denier if cut off.
Analysis	Separate strengths from weaknesses.	Express your feelings, think out loud.	May seem slow but has deep thinking.	Needs to think before responding. Can be paralyzed by analysis.
Opinion	Gives direct opinions.	Gives his opinion without being asked	Gives his opinion only if asked	Give data, not opinion.
Construction	Give the conclusion without indicating the steps of the reasoning.	Uses young, fashionable expressions	Expects others to guess what he is thinking without having to explain. Checks the impact of what he says.	Explains all the steps before giving conclusions. Has difficulty summarizing.
Interruptions	Cut people off. Speak whenever there is a pause.	Cuts people off. Always has something to say.	Stops when someone else is talking or shows that he wants to talk.	Stops talking if interrupted.

Visual

	Dominant	Influential	Stable	Conscientious
Handshake	Fast, firm.	Firm (likes to shake hands).	Moderately strong.	Not automatic.
Glance	Look into the eyes.	Look into the eyes.	Doesn't like to be stared at, breaks eye contact.	Avoids eyes, looks at the table, doesn't say hello naturally.
Facial	Yawns when it's been too long since he last spoke.	Lots of expressions.	Placid face.	Neutral, inexpressive attitude. Hides his feelings.
Gestures	Big gestures outside the normal zone.	Speaks with hands, outside the normal range.	No big gestures, move little, walk slowly, normal area.	Small gestures, within the normal range.
Look	Sensitive to branded/luxury clothing and accessories	Fashionable (clothing, technology), knows how to adapt his outfit to his environment.	Sober/dark clothing, blends into the crowd.	Classic, sober.
Sat	Stretches out on the back of his chair.	Prefers to be standing.	Doesn't stay still	Focused
Miscellaneous	Occupy space, take possession of it, enter private space.	Invasive, tactile, even too much.	Calm but can explode if he gets angry.	May become angry, cry without warning.

Vocal

	Dominant	Influential	Stable	Conscientious
Volume	Strong	Wide vocal range: high/low.	Very weak (we have to ask him to speak louder on the phone).	Weak
Rhythm	Fast	Lots of variations: fast/slow.	Slow, gently, take breaks.	Slow
Tone	Authoritarian, oppressive.	Lots of variations.	Few variations.	Few variations, monotonous.
Emotions		Laughed loudly.	Calm	Under control.

Email

	Dominant	Influential	Stable	Conscientious
Like	When it's fast, efficient, practical.	No. Finds emails impersonal and boring.	Prefers voice communication.	Love it. Very comfortable with computer tools
Nominative salutation	No	Yes (with nickname).	Yes (dear).	No
Greeting	No	Yes	Yes	No
Signature	No	In color and very complete.	Yes, with contact info.	Complete but sober.
Length	In short, one or two paragraphs of three sentences.	Longs (the ones he writes)	Moderately long	Long, complete, detailed, exhaustive (scroll bar).
Decoration	No	Smileys, various punctuations, background image, music.	No	No
Content	Give the conclusion first.	Mix of personal and work, important points and anecdotes.	Don't ask directly what he wants. Don't get straight to the point.	Give all the explanations before the conclusion.
Get news	No	Yes and also indicate how he is doing.	Yes	No
Attachments	No	Photos/illustrations	No, but he doesn't mind the attachments.	Yes, a lot, and he expects us to read them.
Miscellaneous	Use emails like chat.	Often sends jokes, PowerPoint. Doesn't read long emails.	May take a long time to respond for the sake of doing things properly.	Slow to respond to give a complete and accurate answer.

Speaking to him/her

	Dominant	Influential	Stable	Conscientious
Reviews	You can be hard on him without him taking it badly.	Tends to take them personally	Needs time and perspective to absorb.	Risk of getting stuck.
To avoid	Going (too) into detail	Never forget to say hello, to ask how he is, otherwise he will imagine that something is wrong. Do not rush the discussion.	Doesn't like public recognition and rewards. Never (especially) attack his team.	attacks.
To do	Get to the point. He likes it when you are direct, frank and brief. Support his goals/objectives. Set boundaries. Sometimes you have to push him around to get his attention.	Be relaxed when talking to him. Start by talking about the weekend. Direct the communication towards him.	Take your time and be gentle, otherwise he may see it as aggression. Stop everything and listen to him when he speaks.	be direct. Don't sugarcoat it. be precise, organized. Make him consider the consequences (small/big) of a bad decision: is it so serious?
Wants	Clear answers without the details. Know the bad news as soon as possible, with a plan B if possible.	Places a lot of importance on tone/intonation, you have to be lively and show enthusiasm otherwise he won't listen.	Trust in relationships	Objectivity in the words
Conflict	Indifferent	To defuse as quickly as possible.	It makes him very uncomfortable.	To defuse calmly and slowly.
Compliments	Sensitive to congratulations on his accomplishments.	Likes to be praised, even for unimportant things.	Prefers to have his team congratulated.	Talk about your reasoning.
Feedback	Talk about results, about the ability to achieve one's objectives.	Focus on his personality, prestige, judgment of others. Negative feedback must be quick. He risks being on the defensive.	To be done exclusively in private. Highlight the impact for the team.	In private. Be calm. Don't force it. Talk about efficiency.
Delegation	You just have to tell him the end goal.	Start with brainstorming.	Take the time to explain a task to him and clarify why you are giving it to him.	Tell him the main steps and expect questions about the details.
Time limit	He will do anything to achieve his goals on time. He likes people who achieve their goals at the right time.	Tends to miss deadlines. Emphasize deadline requirements. Help him prioritize, one task at a time. Ask him regularly how he is doing.	Analyzes what is said and comes back (later) with questions. Likes to set the stage with people.	Needs deadlines because he tends to accumulate data indefinitely and never make up his mind. Insists on having answers, even if there is still missing data.
Contact (proxemics)	He doesn't hesitate to make contact, and can be brutal.	We can be physically close to him.	Do not enter his personal space.	Don't touch him.



Conclusions

Conclusions

About yourself

▶ *What have you learned about your strengths?...*

▶ *And your limits?...*

▶ *How about your motivations?...*

► *Make a note of what surprised you, but which you nevertheless agree with on reflection...*

► *Are there any points with which you strongly disagree, and why?...*

Your contacts

The strength of the DISC comes from discussing it with others.

▶ *Share the results presented in this report with your contacts (co-workers, friends, family, etc.) then make a note of what they agree with...*

▶ *Then make a note of what they disagree with...*

▶ *You can then identify the things you can work on...*

At work

► *In what ways are the characteristics of your profile strengths in your field/in your job?*

► *How might they limit you?*

As part of a team

▶ *What simple actions could you take to communicate more effectively with your co-workers?...*

▶ *Describe how your team's habits and rules impact you...*

▶ *In the context of working from home, how can you adapt the way you work with your team?...*

Appendices

Online documentation

In addition to this report, please feel free to consult our mementos, [free media resources](#) and online [documentation](#) at [profil4.com](#).

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