



# Profile DISC<sup>p4</sup> Pro

Pierre-Yves ZENTAR

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# Summary

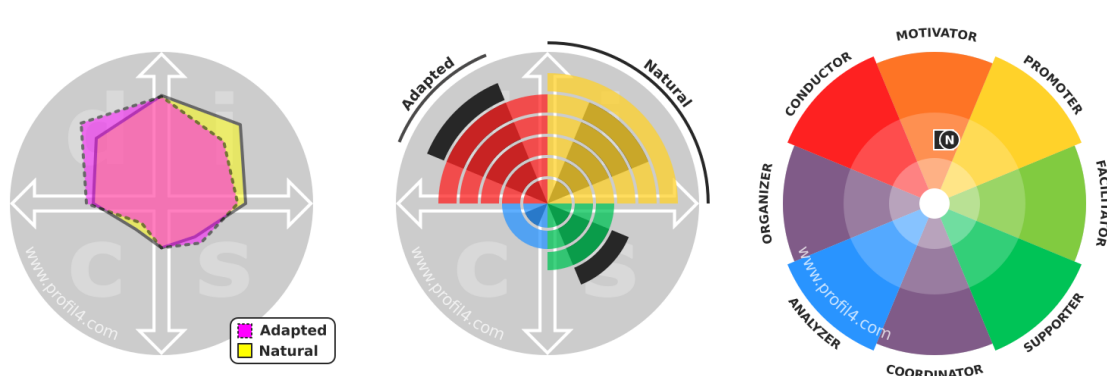
Pierre-Yves ZENTAR's report (Reynaers)

Test date: 06/29/2026

Report generation date: 06/30/2026

Test duration: 20 minutes

|           | D    | I    | S    | C    |
|-----------|------|------|------|------|
| Adapted : | 39 % | 32 % | 21 % | 8 %  |
| Natural : | 33 % | 38 % | 17 % | 12 % |



# Introduction

Pierre-Yves's report offers an overview of his personality, based on the DISC<sup>p4</sup> model. It details his behavioral and communication styles, highlighting the ways in which he handles stress and deals with conflict. This analysis reveals how he acts as part of a team, his preferences for group work, and his specific needs in a professional setting. In addition, the report sheds light on how he reacts to news, both good and bad.

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

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

The DISC<sup>p4</sup> 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<sup>p4</sup> 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 Pierre-Yves's profile based on that of people with a similar one. However, it is important to remember that each person is unique, including Pierre-Yves, so some of his character traits may be slightly different from those presented here, depending on the context and circumstances.

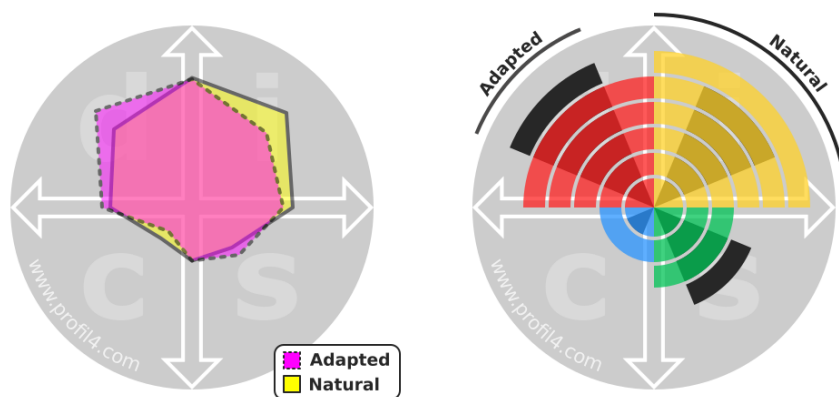


# Results

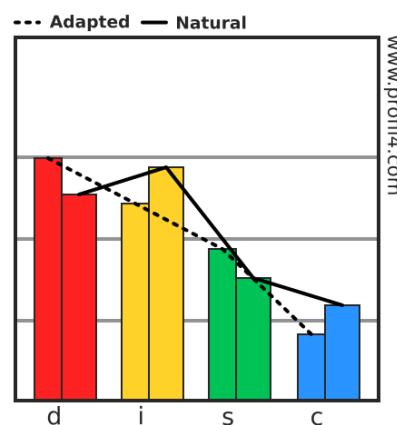
# Overview

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

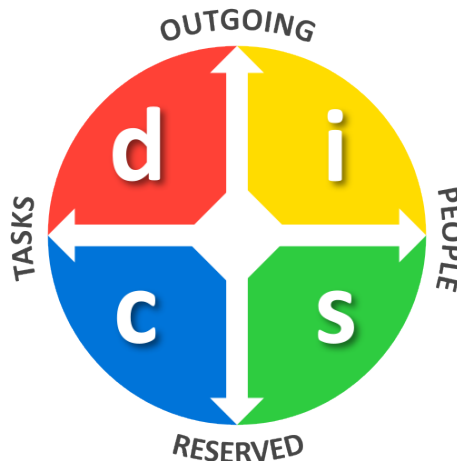
These graphs illustrate Pierre-Yves's profile from complementary angles...



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



DISC<sup>p4</sup> 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, at first glance\*, we can say that Pierre-Yves...

- ☐ tends to monopolize conversations rather than listen.
- ☐ has an audible, distinct voice and speaks at a steady pace.
- ☐ maintains direct eye contact with those Pierre-Yves is addressing.
- ☐ is uncomfortable with pauses in sentences.
- ☐ is dynamic and full of energy, drive and enthusiasm.
- ☐ connects easily, speaks fluently and smoothly.
- ☐ communicates his excitement, enthusiasm and motivation to others.
- ☐ knows how to federate, bring people together and mobilize them.
- ☐ has an innate gift for leading and guiding others.
- ☐ prefers to maintain a broad, global perspective and look at the big picture.
- ☐ finds challenges motivating.
- ☐ likes kicking off new activities and having others follow on.
- ☐ dislikes routine activities and repetitive tasks.
- ☐ is action-oriented. Likes to get things done.
- ☐ finds satisfaction in collaborating with others.
- ☐ is enthusiastic, even passionate, about new things.
- ☐ has a notable aptitude for rapidly acquiring skills in areas of interest.

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

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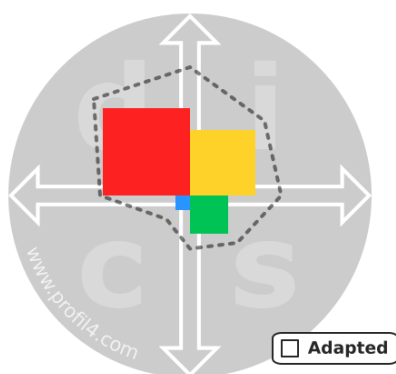
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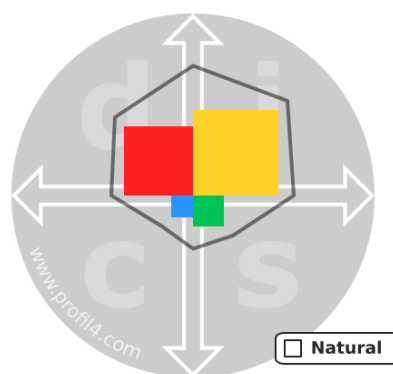
## Adapted vs Natural

In addition to defining how Pierre-Yves's profile corresponds to the DISC<sup>p4</sup> components, the model indicates his "adapted" and "natural" profiles.



39-32-21-8

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



33-38-17-12

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

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

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

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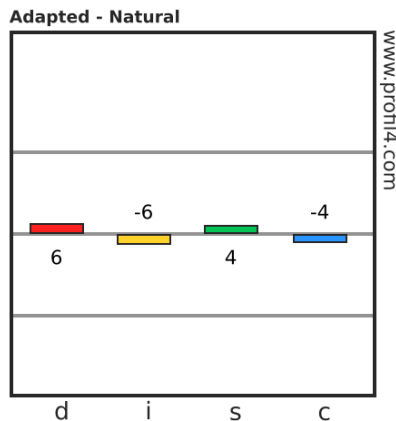


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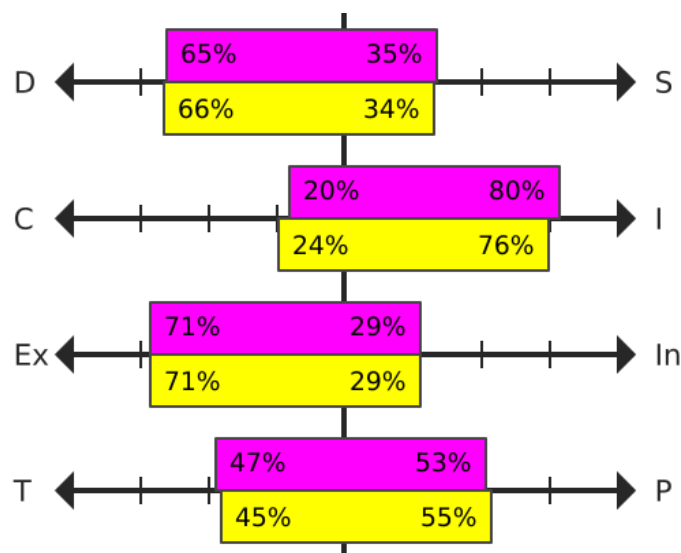
Discrepancies between the adapted profile and the natural profile are common. They indicate that the person concerned consciously or unconsciously feels the need to adjust to their environment, whether this means their team, their constraints, their task, etc. For example, an accountant may accentuate 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 Pierre-Yves 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 % | 32 % | 21 % | 8 %  |
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| Diff:    | 6    | -6   | 4    | -4   |

Distance: 4

It's also interesting to examine how Pierre-Yves'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 Pierre-Yves's...

**Adapted...**

- ☐ Extremely dynamic and engaging.
- ☐ Highly persuasive and people-oriented.
- ☐ Can lack detail, focusing on the big picture.
- ☐ Likes to inspire and motivate others.
- ☐ Adapts quickly and easily to change.

**Natural...**

- ☐ Outgoing, energetic and enthusiastic.
- ☐ Likes to interact socially and be the center of attention.
- ☐ Optimistic and future-oriented.
- ☐ Can be impulsive and spontaneous.
- ☐ Enjoys fun and variety.

(\*) Logically, and depending on variations in his profile, Pierre-Yves won't completely correspond to all of these points, which remain general. And it's worth remembering that Pierre-Yves's adapted profile and natural profile are not necessarily identical. his 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...*

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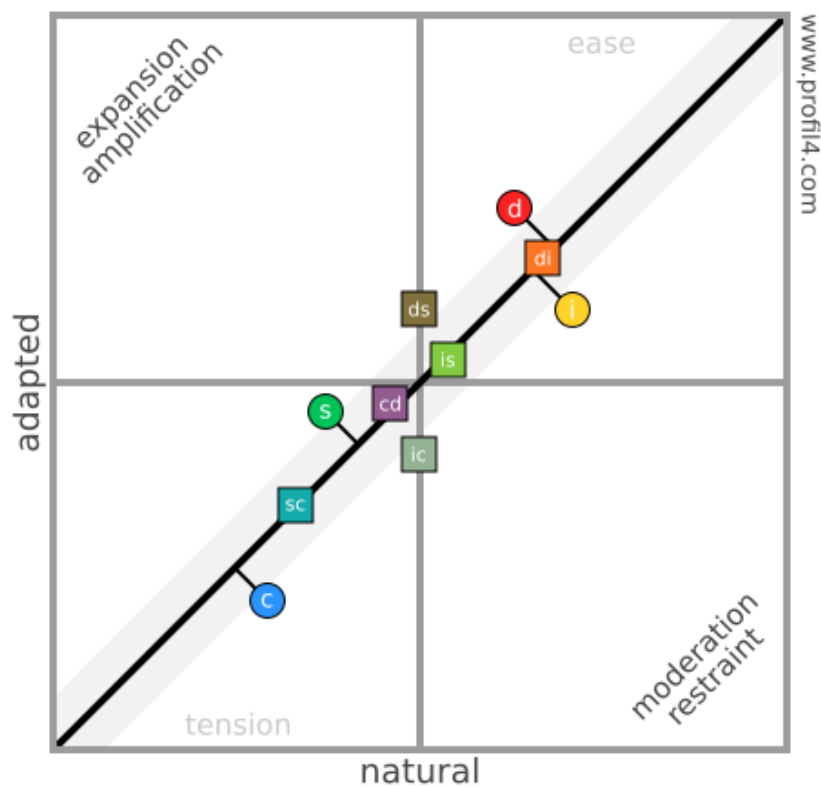
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The following chart illustrates Pierre-Yves's level of expression across the four DISC energy dimensions. The components that fall below the diagonal are being expressed below their full potential, while those above the diagonal are more heavily mobilized and require greater effort to sustain.



# Trends

The four components of DISC<sup>p4</sup> 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<sup>p4</sup> tendencies (Conductor, Motivator, Promoter, Facilitator, Supporter, Coordinator, Analyzer, Organizer) will offer a more precise vision of Pierre-Yves's profile.

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

The trend wheel, below, locates\* Pierre-Yves'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.

**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.

**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.

**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 Pierre-Yves

From the very first conversation, we can pick up clues revealing Pierre-Yves's DISC<sup>p4</sup> profile. The way he speaks, his body language and even the way he structures his thoughts offer valuable insights into his personality.

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

### Vocal...

Manner of speaking: energetic and persuasive

Volume: high

Rhythm: fast

Tone: very enthusiastic

### Verbal...

Sentence construction: very inspiring and direct

Interruptions: frequent

Listening style: listens primarily to influence others

### Visual...

Gestures: very expressive and animated

Handshake: very confident and warm

Gaze: direct and engaging

Facial expressions: very smiling and expressive

## 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 Pierre-Yves's natural preferences.

### **Optimistic tendencies...**

Pierre-Yves may be optimistic about the time it takes to complete tasks, which can sometimes lead to an overestimation of his ability to manage multiple commitments simultaneously.

### **Prioritization of relationships and outcomes...**

Pierre-Yves tries to prioritize both outcomes and relationships, but may end up juggling the two, affecting his time management.

### **Responsiveness and flexibility...**

Pierre-Yves is very responsive to the needs of others while trying to stay focused on his own objectives, which requires flexible time management.

► Manages time by balancing his desire to achieve goals quickly and his need for social interaction.

## Ideal career\*

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

### **Marketing Director...**

manages marketing campaigns using both analytical and creative skills, inspiring and motivating his team.

### **Management Consultant...**

works with companies to improve their performance, using an energetic and persuasive approach to influence change.

### **Television or Radio Host...**

uses his charisma and energy to captivate audiences and present content in an engaging manner.

### **Business Development Manager...**

identifies and exploits new business opportunities, using a combination of persuasion and strategy.

### **Innovation Leader...**

leads innovations within an organization, motivating teams to think creatively and strategically.

(\*) These jobs require qualities that Pierre-Yves possesses, but this does not mean he couldn't excel and flourish in other fields.

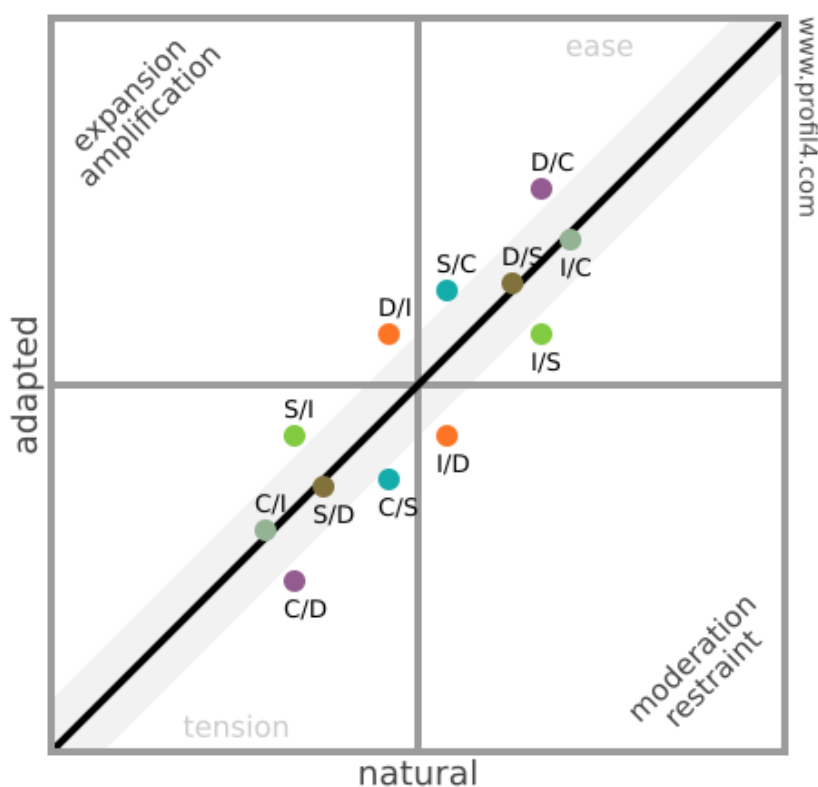
Please note: this list is intended to help determine the ideal environment for Pierre-Yves and should not be used for recruitment purposes.

► Career choices are influenced by a combination of leadership, charisma and the ability to motivate and inspire others, with variations in the degree of energy, dynamism and influence exercised.

## Behavioral dimensions

The four DISC dimensions describe Pierre-Yves's behavioral preferences and the way he draws upon the corresponding DISC energies, with varying degrees of ease. The 12 behavioral dimensions complement this analysis by exploring the interactions between pairs of DISC dimensions. They provide deeper insight into how Pierre-Yves makes decisions, communicates, collaborates, takes action, and organizes his work.

For each of these dimensions, the report distinguishes between Pierre-Yves's natural style, which reflects his spontaneous preferences, and his adapted style, which shows how he adjusts his behavior to the context in which he operates. Some dimensions remain very close to his natural style, while others reveal a more pronounced level of adaptation depending on the situations he encounters.



**TAKING A STAND (D/I)** describes how a person expresses their convictions, defends their ideas, and contributes to decision-making. A high score reflects a tendency to take a position quickly, express opinions clearly, and defend choices with confidence, even in complex situations or when decisions are difficult.

**AUTONOMY (D/C)** reflects the degree of freedom a person wishes to maintain in the way they work, organize their activities, and achieve their objectives. A high score indicates a preference for substantial autonomy in decision-making, along with a willingness to adapt rules or methods whenever doing so improves effectiveness.

**SELF-EXPRESSION (I/C)** describes how a person communicates ideas, shares opinions, and expresses their personality in interactions. A high score reflects a preference for spontaneous, lively, and natural expression, with ease in sharing ideas and responding in the moment.

**TEAM ORIENTATION (S/C)** describes how a person takes the needs of the group into account in their decisions and working relationships. A high score reflects a preference for decisions that preserve positive relationships, encourage cooperation, and consider the human impact on those involved.

**REFLECTION TIME (S/I)** represents the amount of time a person prefers to take before making a decision or taking action. A high score reflects a preference for individual reflection, careful analysis of the situation, and consideration of the consequences before deciding.

**ANALYTICAL THINKING (C/I)** describes how a person processes information before making a decision. A high score reflects a preference for gathering information, analyzing data, verifying facts, and seeking solutions based on objective evidence.

**ACTION PACE (D/S)** represents the natural pace at which a person prefers to act, make decisions, and move activities forward. A high score indicates a preference for a fast pace, quick decision-making, and immediate action when circumstances require it.

**SOCIAL ENGAGEMENT (I/S)** represents the way a person naturally invests in relationships and participates in their social or professional environment. A high score reflects a preference for frequent interactions, meeting new people, exchanging ideas, and working in a dynamic environment.

**INFLUENCING OTHERS (I/D)** describes how a person engages and inspires others around their ideas, projects, or objectives. A high score reflects a preference for influencing through relationships, the quality of interactions, and the creation of a positive climate that encourages commitment and buy-in.

**PERSEVERANCE (S/D)** describes how a person sustains their commitment over time to achieve their goals. A high score reflects a preference for steady progress, long-term commitment, and the ability to maintain effort despite difficulties. Such individuals often value stability, cooperation, and the pursuit of lasting solutions.

**NEED FOR STRUCTURE (C/D)** describes the degree of structure a person prefers in their work environment in order to perform effectively. A high score reflects a preference for clear guidelines, well-defined procedures, and an organized framework that supports decision-making and minimizes the risk of errors.

**ATTENTION TO DETAIL (C/S)** represents the importance a person places on quality, level of detail, and the reliability of information before taking action. A high score reflects a preference for carefully prepared decisions based on reliable, verified information, with a strong focus on reducing uncertainty.

## General difficulties (limits)

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

### **Balance between action and thought...**

his tendency to act on impulse can sometimes outstrip sufficient planning or thinking.

### **Optimism v. realism...**

his excessive optimism can sometimes eclipse his realistic assessment of situations, leading to unrealistic expectations.

### **Maintaining commitment...**

maintaining commitment and focus on long-term projects without getting carried away by bright, new ideas can be a challenge.

### **Social and professional balance...**

balancing his need for social interactions with work requirements can be challenging.

### **Leadership and consistency...**

provides consistent, stable leadership to a team while embracing change and adaptability.

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

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## his fears

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

By clearly identifying his fears, Pierre-Yves can work to overcome them, transforming his worries into sources of growth and opportunities for evolution.

- ☐ Pronounced fear of being rejected or unappreciated.
- ☐ Fear of isolation or loss of social connections.
- ☐ Significant apprehension of losing influence or becoming inaudible.
- ☐ Significant concern about boredom or stagnation.
- ☐ Marked fear of not being the center of attention.

# Communication and behavior

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

## his style

Understanding Pierre-Yves's communication style helps to interact with him better, highlighting how he expresses his ideas and connects with others.

### Communication...

- ☐ Effectively combines assertiveness and persuasion in his communication.
- ☐ Uses a combination of enthusiasm and logic to engage with others.
- ☐ Open to discussions and feedback, while maintaining a goal-oriented focus.
- ☐ Prefers dynamic and stimulating interactions.
- ☐ His/her communication can vary from direct to inspiring depending on the context.

### Behavior...

- ☐ Displays self-confidence and determination while remaining accessible.
- ☐ Seeks to influence and motivate others to aim for the achievement of common goals.
- ☐ Can be seen as a team leader who can drive creativity and innovation.
- ☐ Values collaboration and dynamism in teamwork.
- ☐ Balances pursuing results and building strong relationships.

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

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## his emails

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

### **Length...**

long enough to detail ideas while keeping the reader interested, using anecdotes or examples when useful.

### **Attachments...**

actively uses attachments to add value to the message, such as presentations or brainstorming documents.

### **Signature...**

includes elements that reflect a dynamic and open personality, such as links to personal projects or initiatives.

### **Sign-off...**

expresses sincere gratitude and enthusiasm at the prospect of working together, strengthening positive relationships.

### **Greeting...**

engaging and personalized, may include a reference to a recent interaction to strengthen the link.

### **Structure...**

structured to highlight creative ideas and encourage open discussion, with a motivating tone.

## Talking to Pierre-Yves

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

### What to do...

- ☐ Engage him with dynamism, sharing his enthusiasm for projects and ideas.
- ☐ Offer stimulating challenges that allow him to demonstrate his ability to inspire and lead.
- ☐ Recognize and celebrate his achievements in front of others, acknowledging his role as a motivating leader.
- ☐ Encourage open discussions in which Pierre-Yves can express his thoughts and opinions in a constructive way.

### What to avoid...

- ☐ Avoid placing him in an environment that is too strict or monotonous, as this curbs his creativity.
- ☐ Don't underestimate his need for variety and change in his work.
- ☐ Avoid minimizing the importance of his achievements or not recognizing their impact on the team.

## 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 proactive and emphasize the positive aspects and social impact of the news.

- ▶ Suggest ways to use this news to strengthen relationships and improve team morale.

### Bad news...

Present the news so as to maintain confidence, recognizing challenges while remaining optimistic.

- ▶ Provide support and encourage a perspective that values resilience and adaptability.

# 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...

- ☐ Quick, charismatic decisions: Decision-making is often fast, focused on the social impact and group dynamics.
- ☐ Influence of relationships: Decisions are strongly influenced by social interaction and the need for recognition.
- ☐ Balance between dynamism and reality: Although motivated by enthusiasm, there is an effort to consider practical consequences.

► Decision-making is based on a unique balance between dynamism, social commitment and the consideration of practical aspects.

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

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

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**Help...**

- ☐ Promote innovative solutions: Provide options that stimulate creativity and offer opportunities for leadership and influence.
  - ☐ Balance enthusiasm and pragmatism: While supporting his natural enthusiasm, help him to consider the practical and logistical aspects of his decisions.
  - ☐ Foster commitment and collaboration: Encourage choices that strengthen relationships and promote collaboration, while remaining achievable.
- Respect individual needs for effective support, balancing dynamism, innovation and realism.

**What to avoid\*...**

- ☐ Avoid constraining him in any rigid structures: Don't confine him in any overly rigid or formal framework that could curb his natural enthusiasm.
- ☐ Avoid underestimating his need for recognition: Don't minimize his desire to be acknowledged and valued for his contributions.
- ☐ Avoid turning him away from his innovative ideas: Don't discourage his propensity for exploring bold new ideas.

(\*) 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 dynamism
- ☐ Rigid environments
- ☐ Lack of freedom of action
- ☐ Monotonous routines
- ☐ Lack of social interaction

## Mild stress\*...

- ☐ Can become more talkative
- ☐ Seeks stimuli
- ☐ Is slightly disorganized
- ☐ Shows impatience
- ☐ Looks for novelty

## Major stress\*...

- ☐ May show great impulsiveness
- ☐ Is disconnected from reality
- ☐ Ignores critical details
- ☐ Takes unnecessary risks
- ☐ Shows emotional instability

(\*) 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 provide a stimulating environment and appropriate recognition to mitigate these reactions and maintain commitment and productivity.

► 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...

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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 Pierre-Yves...

- ☐ Set stimulating challenges: set goals and challenges that are both stimulating and achievable to keep him committed and motivated.
- ☐ Work-life balance: encourage a healthy work-life balance to prevent burnout and maintain his energy.
- ☐ Develop his time management skills: help him to manage his time effectively, avoiding overload and distraction.

#### What to avoid\*...

- ☐ Don't deprive him of the opportunity to take initiatives or explore new ideas, as this may hinder his natural dynamism.
- ☐ Avoid confining him to strictly structured roles with no room for creativity and self-expression.
- ☐ Don't neglect his need for positive feedback and recognition of his unique contributions.

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

# Managing mistakes

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

## State of mind...

- ☐ concerned about the effect of mistakes on interpersonal relationships, showing sensitivity to the reactions of others.
  - ☐ needs reassurance to overcome mistakes and maintain morale.
  - ☐ uses this experience to strengthen bonds with others and promote collective learning.
- Reaction to mistakes is influenced by his need to maintain positive relationships and ability to use mistakes as a tool for learning and strengthening social ties.

## What to do to help Pierre-Yves\*...

- ☐ emphasize the importance of his social role and influence in managing and correcting mistakes.
  - ☐ instil a positive and resilient attitude to mistakes, helping him to see them as an opportunity for growth.
  - ☐ encourage him to use his network to get advice, ideas or support to correct mistakes.
- Support his need for positive relationships, effective communication and creativity in managing mistakes: helping him deploy these assets can help correct mistakes and turn the experience into an opportunity for learning and development.

## What to avoid...

- ☐ Avoid underestimating his need for support: Pierre-Yves needs support and validation from peers. Avoid neglecting or underestimating this need during times of stress or after a mistake has occurred.
- ☐ Avoid confronting him in an aggressive way: even if Pierre-Yves is sociable and open, a direct, aggressive confrontation can be counterproductive and cause him to withdraw.
- ☐ Don't ignore his contribution and ideas: acknowledge his creativity and ideas, even when mistakes have occurred, as his innovative nature can be key to finding solutions.

(\*) To help Pierre-Yves overcome his mistakes.....

For Pierre-Yves, every mistake can become an opportunity for growth, guiding him towards a better understanding of himself and his interaction with the world around him.

In contrast, here's how Pierre-Yves reacts to other people's mistakes...

### Reaction...

- ☐ Dynamic and positive response: reacts dynamically to mistakes, seeking to transform them into a positive learning experience.
  - ☐ Encourages continuous improvement: focuses on continuous improvement and the ability to learn from mistakes.
  - ☐ Focus on others' development: focuses on developing the skills and abilities of others to avoid future mistakes.
- Reaction to others' mistakes is generally positive, focused on encouragement and personal development.

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

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# 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...

- ☐ Becomes more expressive and emotional in conflicts, seeking to involve others.
- ☐ Uses persuasion and charm to influence the outcome of conflicts.
- ☐ May lack rigor in his approach to problems, prioritizing relational aspects.
- ☐ Seeks creative and innovative solutions that satisfy all parties.
- ☐ May sometimes be perceived as lacking in seriousness or commitment when it comes to conflict resolution.

## What to do\*...

- ☐ Dynamic communication: engage him with lively and enthusiastic communication.
- ☐ Recognize his influence: acknowledge his ability to influence and motivate others.
- ☐ Manage disagreements constructively: address disagreements in a constructive way, without harming his ego.
- ☐ Motivating solutions: put forward options that allow him to demonstrate his leadership and creativity.
- ☐ Encourage teamwork: encourage teamwork and active participation in conflict resolution.

**What to avoid\*...**

- ☐ Avoid ignoring him: don't ignore his ideas or suggestions, as Pierre-Yves seeks to be recognized and valued.
- ☐ Avoid over-structured environments: avoid constraining him within rigid or over-structured environments.
- ☐ Avoid pressing him unnecessarily: don't press him without good reason, because Pierre-Yves prefers a more fluid approach.
- ☐ Don't underestimate his influence: don't underestimate his ability to influence and motivate others.
- ☐ Avoid minimizing the relational aspect: don't overlook the importance Pierre-Yves attaches to relationships and group dynamics.

(\*) 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 Pierre-Yves.

## 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 Pierre-Yves, during which he must be able to say whatever he 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 Pierre-Yves 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 Pierre-Yves (10 mins)...**

Focus on encouraging his need for recognition. Let him talk about the positive interactions Pierre-Yves has had and how Pierre-Yves has positively influenced his environment.

### **Managerial interaction (10 mins)...**

Share information that highlights the importance of his role in team dynamics. Use concrete examples to show how his contributions help achieve common goals.

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

Suggest projects that require teamwork and influence. Consider discussing future roles that will maximize his impact within the organization.

► In tailoring the 1-to-1 to his profile, you can maximize the effectiveness of these meetings and respond better to his unique needs and motivations.

# Feedback

Feedback is a gift a manager gives to their co-worker. Giving Pierre-Yves 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 Pierre-Yves's personality profile, it can transform his 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 Pierre-Yves to receive feedback.
2. Describe his behavior factually.
3. Describe the impact, results and consequences of this behavior.
4. Ask for the behavior to be adjusted or reinforced.

## When for Pierre-Yves?

Preferably late 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

Be enthusiastic and dynamic, even when criticizing him. Focus on untapped potential and opportunities for improvement.

### Consequences

Discuss the impact of actions on interpersonal relationships and group dynamics.

### Corrective actions

Suggest ways to use his energy and charisma more productively. Encourage innovation and initiative-taking to solve problems.

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

► Recognize his energy and influence, while guiding him to improvements in how Pierre-Yves interacts and leads others.

## 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

Acknowledge his contagious enthusiasm and ability to communicate effectively, mobilizing and motivating the team.

### Benefits

Highlight the positive impact of his energy on team motivation and project progress.

### How to capitalize

Incite him to use his charisma to strengthen relationships and advance important initiatives.

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

- Recognize and acknowledge his ability to inspire and motivate others, while encouraging a balance between dynamism and sensitivity to the needs of the team.

## 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.

### **Highlight leadership opportunities...**

explain how the task will give him a chance to lead by example, exploiting his ability to motivate and inspire others.

### **Present a clear goal...**

while acknowledging his innovative spirit, clearly define what you expect from him in terms of results, guiding him towards the given objective while leaving room for his personal approach.

### **Highlight the positive impact...**

show how completing the task will have a beneficial effect on the team or organization, aligning this with his desire to contribute to a greater purpose.

► Capitalize on his energy, charisma and ability to inspire by guiding him towards results that benefit the entire organization.

**Focus**

Support his need for interaction while setting clear expectations about work quality and delivery.

**Risk**

May be too optimistic about timelines and task scope, underestimating the real challenges.

**Finalization**

Ask for feedback on the process and results, allowing him to express how Pierre-Yves motivated and inspired others to contribute.

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

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## At work and as part of a group

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

### Making Pierre-Yves comfortable

- ☐ Pierre-Yves likes to show initiative
- ☐ Pierre-Yves knows how to motivate and convince his team
- ☐ Pierre-Yves excels at innovation-related tasks

### Motivating him

- ☐ Highlight all the challenges
- ☐ Promote innovation opportunities
- ☐ Give him free rein on all issues
- ☐ Publicly acknowledge his contributions

### Working with Pierre-Yves

- ☐ Feel free to negotiate for an agreement
- ☐ Be pleasant and friendly. Use humor
- ☐ Help him to describe, organize, implement and apply his ideas
- ☐ Help him to slow down and come back down to earth
- ☐ Treat him as an equal

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

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**his added value**

- ☐ Dynamic leadership: leads with charisma and energy, inspiring the team while remaining receptive to the ideas of others.
- ☐ Creativity in communication: exploits his creativity to engage with and motivate others, striking the right balance between influence and active listening.
- ☐ Optimism: maintains a positive attitude that boosts team morale, without losing sight of the objectives to be attained.

**What to avoid**

- ☐ Don't curb his drive for innovation: Pierre-Yves likes to carry out projects with a personal, original touch.
- ☐ Avoid neglecting the importance of recognition: regular appreciation of his efforts and achievements is crucial.
- ☐ Don't minimize his need for interaction: encourage collaboration and teamwork to keep him fully involved.
- ☐ Avoid confining him to strictly defined roles: offer him the flexibility to explore different roles according to his interests.
- ☐ Don't overlook his leadership potential: recognize and develop his ability to guide and inspire others.

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

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# 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 Pierre-Yves's information...



**Getting up time**  
7am - 9am



**Optimal bed time**  
11pm - 12pm



**Creativity zone**  
3pm - 6pm



**Productivity zone**  
10am - 1pm



**Quiet zone**  
Before 10am



**Training zone**  
8am - 10am

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

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**Description**

- ☐ Has trouble getting his day started.
- ☐ His/her concentration peaks in the late morning.
- ☐ May experience a short period of sleepiness after lunch.
- ☐ Remains active in the evening and game for social activities.

**Tips**

- ☐ Start the day with quiet activities such as reading e-mails.
- ☐ Get some fresh air after meals to restore alertness.
- ☐ Favor activities requiring concentration in the afternoon, alternating with meetings.

► *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 ?...*

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## 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 Pierre-Yves, understanding his own mindset gives us a glimpse into his reactions to obstacles, his openness to change and learning, and his ability to keep going when faced with adversity. It also reveals how he perceives the potential for personal and professional growth, directly influencing his approach to life and interactions with others. The colored boxes below indicate the states of mind and emotions that Pierre-Yves is most likely to feel...

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

► 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...

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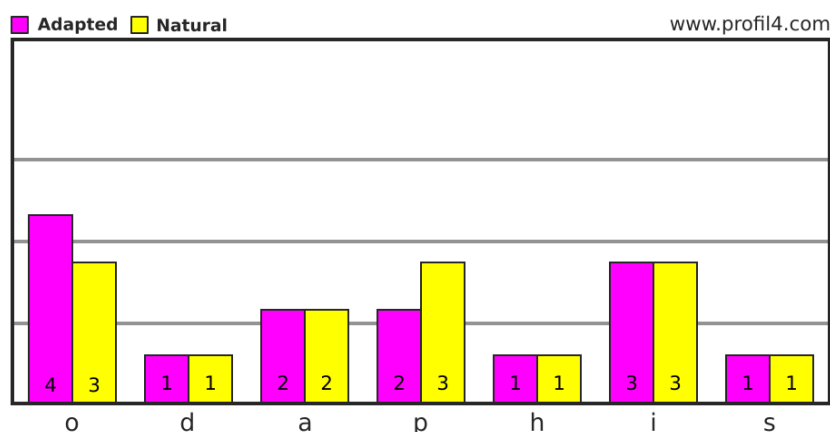
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# Motivations

Understanding what motivates Pierre-Yves in his actions and decisions is essential to grasping the full extent of his 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 Pierre-Yves.

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

Pierre-Yves's numeric ODAPHIS\*: Adapted 4-1-2-2-1-3-1 / Natural 3-1-2-3-1-3-1  
 (\*) 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

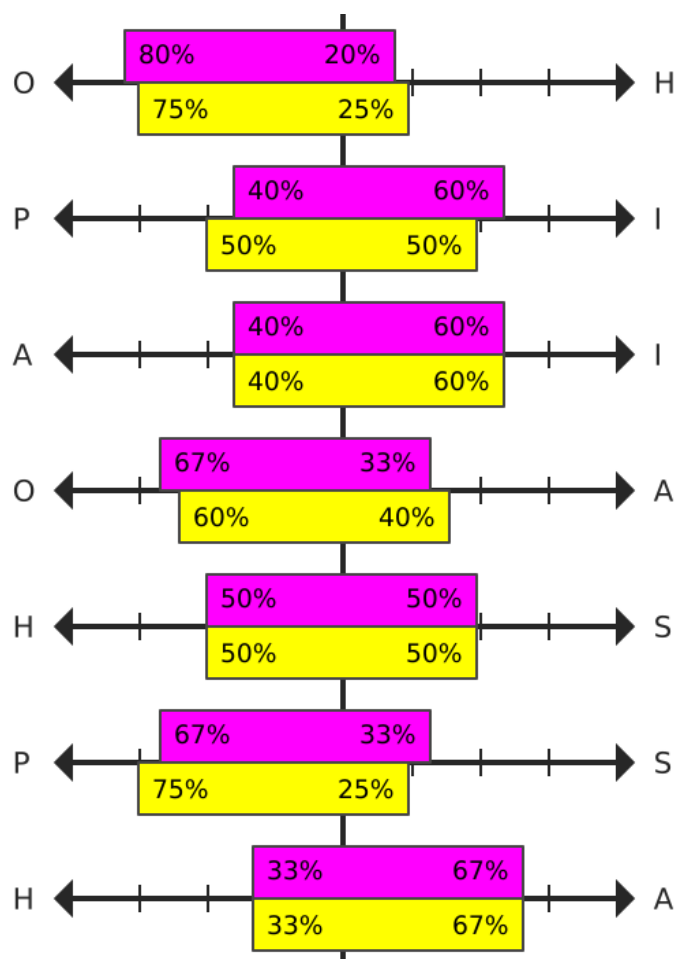
**Security**

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 Pierre-Yves'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.

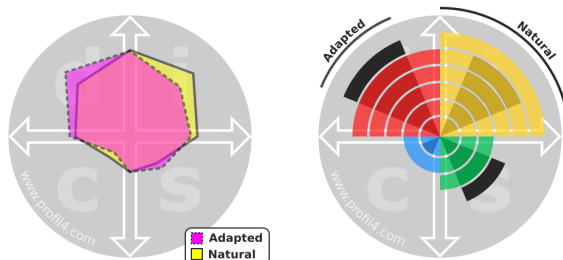
Abraham Harold Maslow, who is seen as the forefather of the humanist approach, and Frederick Herzberg, who is famous for his work on job enrichment, in turn contributed to enhancing the model. Since then, the tool has continued to evolve...

## Dominant

Dominant profiles are often associated with the color red: fire, emergency, firefighter, etc. Pierre-Yves 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.

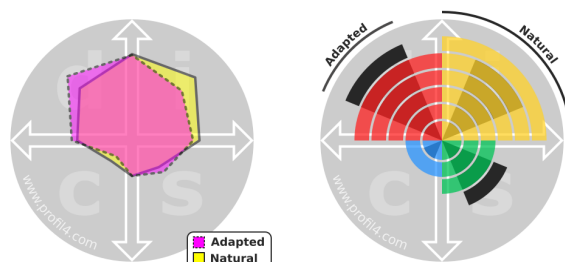


## Influent

Influential profiles are associated with the color yellow: sunshine, joy, etc. Pierre-Yves is 32% influential in his adapted profile and 38% 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.

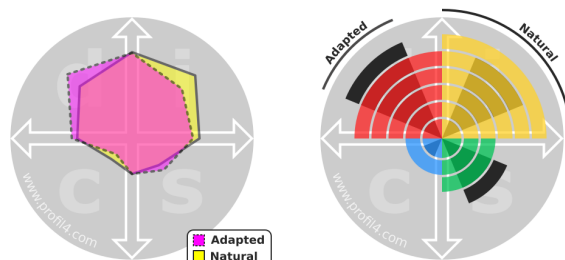


## Stable

Stable profiles are associated with the color green: calm, grass, nature, etc. Pierre-Yves is 21% stable in his adapted profile and 17% 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.

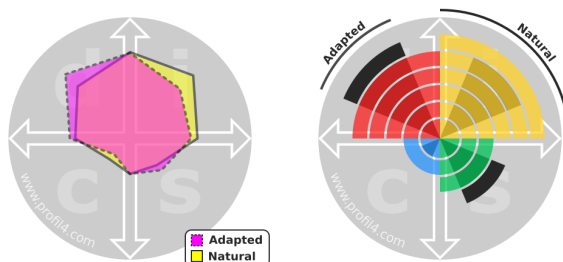


## Conscientieux

We associate conscientiousness with the color blue: sea, calm, the police, etc. Pierre-Yves is 8% conscientious in his adapted profile and 12% 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                                                                                                     |
|-------------------------|----------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Color</b>            | Red: blood, iron, firefighter.                                 | Yellow: sun, warmth, good mood, relaxed atmosphere.                                  | Green: calm, nature, meadow, soothing, reassuring.                         | Blue: police, security, sky, sea.                                                                                 |
| <b>Animal</b>           | Elephant, bull.                                                | Rooster, lion, peacock.                                                              | Dog, wolf, rat.                                                            | Owl, beaver, squirrel.                                                                                            |
| <b>Emotion</b>          | Anger                                                          | Joy                                                                                  | Sadness                                                                    | Fear                                                                                                              |
| <b>Profession type</b>  |                                                                | Sales, marketing.                                                                    | Computer science, Mother Teresa.                                           | Accountant, administrative.                                                                                       |
| <b>Question</b>         | What/when?                                                     | Who?                                                                                 | How?                                                                       | Why?                                                                                                              |
| <b>Force</b>            | Focused on goals, strong ability to carry out projects.        | Optimistic, energetic, good speaker, good interpersonal skills.                      | Loyal, concrete.                                                           | Precise, analytical.                                                                                              |
| <b>Limit</b>            | Impatient                                                      | Disorganized                                                                         | Cleared                                                                    | Too critical.                                                                                                     |
| <b>Engine</b>           | 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.                                                                                             |
| <b>Need</b>             | Action                                                         | From the assent of others.                                                           | Regularity, harmony.                                                       |                                                                                                                   |
| <b>Fear</b>             | 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.                                                                                            |
| <b>Change</b>           | 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.                                                                                |
| <b>Details</b>          | Uncomfortable (hate).                                          | Get lost there, risk drowning there.                                                 | Needs it to fully understand the subject, but not necessarily all of them. | Loves data (accumulator).                                                                                         |
| <b>Decisions</b>        | 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. |
| <b>Talent</b>           | Decide                                                         | Influence                                                                            | Advise                                                                     | Analyze the problems.                                                                                             |
| <b>Welcome</b>          | Not very friendly.                                             | Very friendly.                                                                       | User-friendly                                                              | Not very user-friendly.                                                                                           |
| <b>Have his opinion</b> | What are your recommendations?                                 | What are your impressions?                                                           | What does the team think?                                                  | What conclusion do the facts lead you to?                                                                         |
| <b>Warning</b>          | 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                                                                 |
|----------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <b>Wants</b>         | Factual.                                                           | The news, the rumors.                                                                    | Listening to people's stories                                                                             | Facts, ideas must have logical validation.                                    |
| <b>Listen</b>        | 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.                                   |
| <b>Ask</b>           | Orders more than he asks.                                          | A bit manipulative.                                                                      | Asks questions more than he asserts.                                                                      | Asks questions, can turn into a denier if cut off.                            |
| <b>Analysis</b>      | 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.               |
| <b>Opinion</b>       | Gives direct opinions.                                             | Gives his opinion without being asked                                                    | Gives his opinion only if asked                                                                           | Give data, not opinion.                                                       |
| <b>Construction</b>  | 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. |
| <b>Interruptions</b> | 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                                                 |
|----------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------|
| <b>Handshake</b>     | Fast, firm.                                               | Firm (likes to shake hands).                                                          | Moderately strong.                                      | Not automatic.                                                |
| <b>Glance</b>        | 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. |
| <b>Facial</b>        | Yawns when it's been too long since he last spoke.        | Lots of expressions.                                                                  | Placid face.                                            | Neutral, inexpressive attitude. Hides his feelings.           |
| <b>Gestures</b>      | 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.                      |
| <b>Look</b>          | 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.                                               |
| <b>Sat</b>           | Stretches out on the back of his chair.                   | Prefers to be standing.                                                               | Doesn't stay still                                      | Focused                                                       |
| <b>Miscellaneous</b> | 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

|                            | Dominant                                                                                                                                                                      | Influential                                                                                                                           | Stable                                                                                                                 | Conscientious                                                                                                                                                |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reviews</b>             | 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.                                                                                                                                       |
| <b>To avoid</b>            | 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.                                                                                                                                                     |
| <b>To do</b>               | 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?                    |
| <b>Wants</b>               | 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                                                                                                                                     |
| <b>Conflict</b>            | Indifferent                                                                                                                                                                   | To defuse as quickly as possible.                                                                                                     | It makes him very uncomfortable.                                                                                       | To defuse calmly and slowly.                                                                                                                                 |
| <b>Compliments</b>         | Sensitive to congratulations on his accomplishments.                                                                                                                          | Likes to be praised, even for unimportant things.                                                                                     | Prefers to have his team congratulated.                                                                                | Talk about your reasoning.                                                                                                                                   |
| <b>Feedback</b>            | 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.                                                                                                  |
| <b>Delegation</b>          | 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.                                                                                              |
| <b>Time limit</b>          | 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. |
| <b>Contact (proxemics)</b> | 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?...*

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► *And your limits?...*

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► *How about your motivations?...*

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

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

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## 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...*

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

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

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## At work

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

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► *How might they limit you?*

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## As part of a team

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

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

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

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# 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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