

John Smith

Example

**Personal Profile + Management
option**

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INTRODUCTION to the NOVA Profile

"KNOW THYSELF" -- Socrates

Dear Reader:

The fact that you are reading these words means you have already chosen to embark on a journey of self-discovery. We hope this tool will help you along the way and foster untold breakthroughs in awareness that will allow you to hear your unique voice and honour your deeper self.

The NOVA profile is a potent tool for achieving your full potential. It was designed to guide you to greater self-knowledge and foster the integration of your unique personality. Just like a roadmap indicates the cardinal directions, your profile will point you to the road leading to fulfillment in your professional and personal life.

Each of us is perfectly imperfect. We therefore ask you to keep an open mind as you read on without judging yourself negatively. To dare to see yourself in a different light and accept your uniqueness is to say "yes" to a life of fulfillment in harmony with your values. Self-knowledge is unquestionably the ultimate tool for achieving our objectives and making our plans a success. We can explore many aspects of who we are in order to maximize our talents, resources and pathways to success.

The NOVA profile is an innovative tool based on the DISC theory developed by William Marston, behavioural preference work by Carl Jung, and investigations into value systems (motivations) by psychologist Eduard Spranger.

Your personal profile will focus on your natural style: who you truly are as opposed to who you think you are (adapted style). It will give you insight into your personality traits, sources of motivation, talents, leadership style, preferences and areas for development.

The freedom to succeed is yours for the taking.

The SWISSNOVA Team
www.profilnova.com

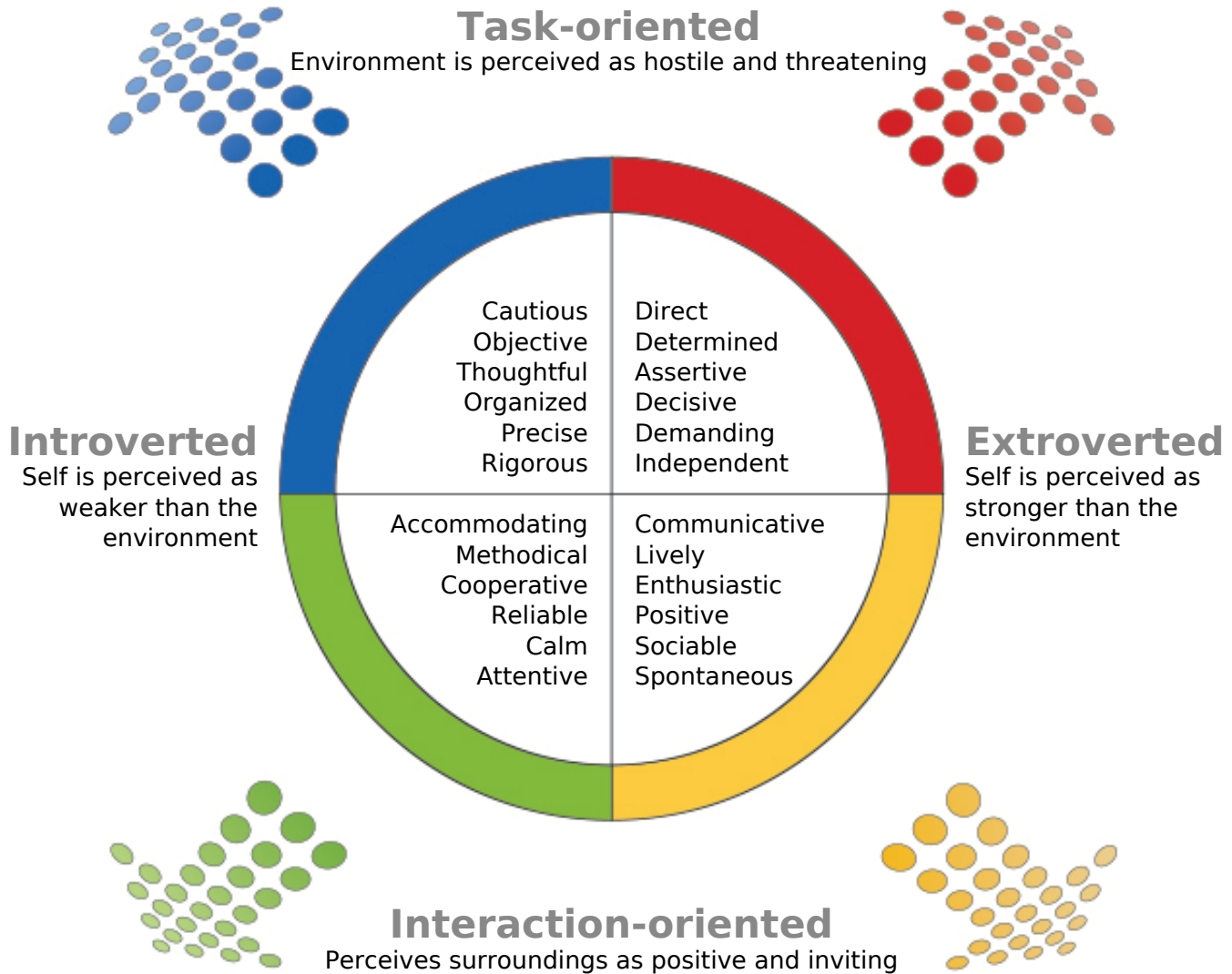
Introduction to DISC Colours

Compliance

Need for standards and structure

Dominance

Need for challenge and action



Stability

Need for harmony and a calm pace

Influence

Need for interaction and fun

Introduction to Motivations

Our behaviour is driven by underlying forces--the things that make us tick and that give meaning to our existence. Our motivations are the core of our identity; they modify or strengthen the different facets of our personality and give them direction.

The following is an introduction to the six major sources of motivation inherent in human behaviour. You may recognize yourself in one, two or even three of these descriptions, considering that motivation, like behaviour, is rooted in various sources.



COGNITIVE motivation:

TRUTH AND KNOWLEDGE

Needs: To "objectively" learn, understand, discover and systematize the truth based on rational, proven theories. Values intellectual curiosity and knowledge.



AESTHETIC Motivation:

BEAUTY AND SELF-ACTUALIZATION

Needs: To sense the beauty in and around you, to "subjectively" follow your intuition and inspiration; to surround yourself with beauty. Values personal fulfillment and growth.



UTILITARIAN Motivation:

RETURN ON INVESTMENT

Needs: To invest time, money and energy in a useful, profitable and effective way, usually for the purpose of achieving your objectives. Values results and profitability.



ALTRUISTIC Motivation:

HUMANISM AND SELF-SACRIFICE

Needs: To feel useful and to contribute to the well-being of others. To improve the lives of others. To invest time and energy in serving others with deep generosity and self-sacrifice. Values mutual support and kindness.



INDIVIDUALISTIC Motivation:

LEADERSHIP AND RECOGNITION

Needs: To exercise leadership in order to consolidate your personal power and responsibility; to be self-reliant and independent; to gain recognition for your individuality and uniqueness. Values leadership qualities and social prestige.

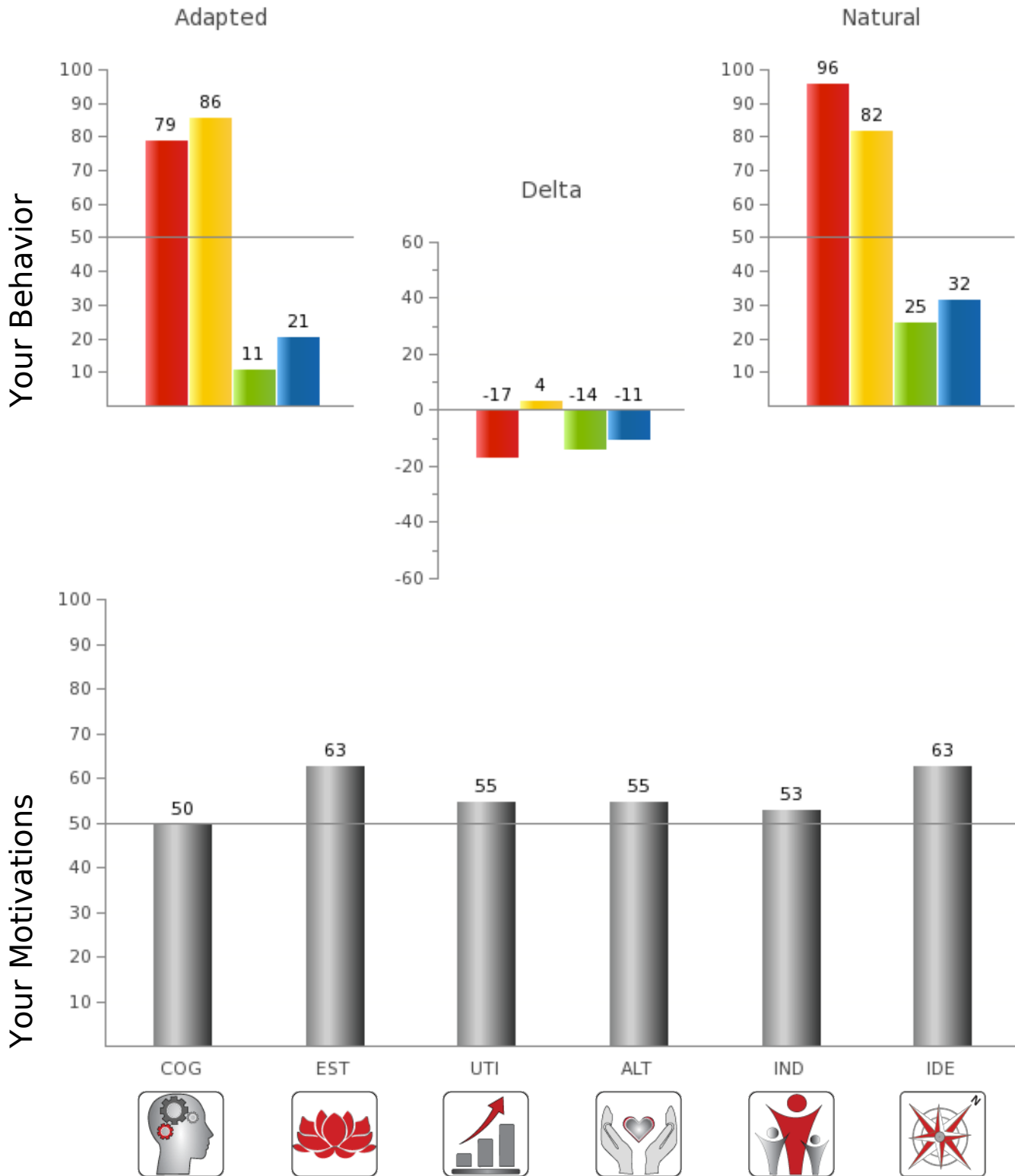


IDEOLOGICAL Motivation:

UNITY AND MORALITY

Needs: To be consistent with your values and/or cause. Your principles guide your actions and thinking. You seek ways to improve life in general. Your system of values and code of ethics are important to you.

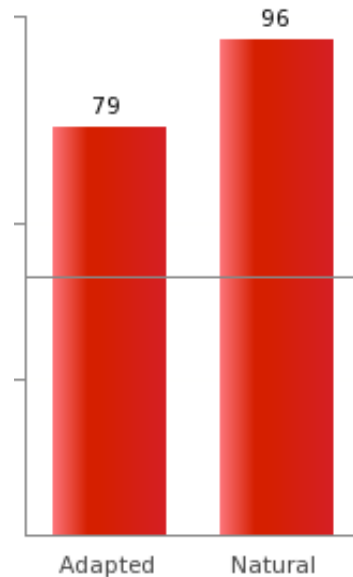
Graph Summary



Your Behavioural Preferences

YOUR APPROACH TO PROBLEMS, CHALLENGES AND DIFFICULTIES:

| |
|--|
| <p>56% or more: You have a deep need to be proactive, tackle challenges and achieve objectives. You confront situations with assurance and direction.</p> |
| <p>30% to 55%: You tend to tackle problems one at a time and invest energy in specific types of challenges/problems.</p> |
| <p>29% or less: You tend to avoid taking action to confront problems and difficulties, which you often perceive as potential conflicts.</p> |



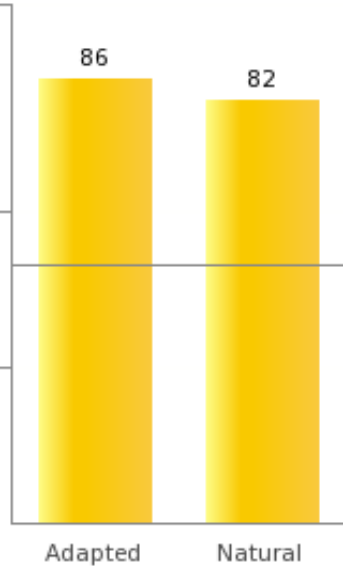
John, when you confront challenges, problems and difficulties:

- You actively seek out difficult and demanding challenges because they stimulate your leadership abilities
- You devise innovative, effective initiatives to deal with problems
- You confront difficulties courageously, with assurance, effectiveness and responsiveness
- You demand strong performance from yourself and others, which can sometimes make you seem intransigent or intimidating
- In your opinion, every problem has a solution; effectiveness is what matters to you
- You have a strong need to be part of the action, to make decisions and to have control over your projects
- Your need to win makes you competitive and reinforces your directive nature
- If your environment affords too few challenges, you create your own stimulating and difficult challenges

- You need to discuss your problems in order to get support and feedback from others, although the final decision is up to you

HOW YOU INTERACT WITH OTHERS:

| |
|---|
| <p>56% or more: You have a deep need to influence, communicate and interact with a large number of people. You are extremely sociable and you actively seek pleasure</p> |
| <p>30% to 55%: You interact with others selectively. You achieve a good balance between speaking and talking and you are sociable</p> |
| <p>29% or less: You are silent and solitary. You avoid interacting with others and are insightful, logical and sceptical</p> |



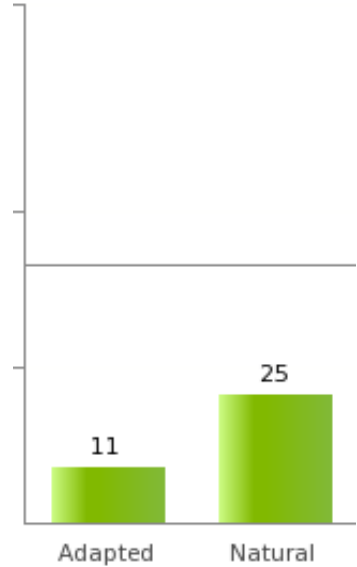
John, when you interact with others:

- You have a tremendous capacity for interaction and you enjoy diversity and spontaneity in your contact with others
- You are extremely extroverted and actively seek out pleasure and enthusiasm in conversations with others
- You have an impressive ability to influence others through your self-confidence and eloquence
- People around you tend to perceive you as charismatic and charming, which strengthens your persuasive strengths and convincing nature
- A likeable and warm person, people naturally like you
- A rallying force, you like to instigate events
- Your comments tend to be assertive and you exude natural authority when you interact with others
- You need to be surrounded by others and do not really like to be alone

- You have a deep need to communicate and are comfortable speaking to large groups

HOW YOU RESPOND TO CHANGE, VARIATION AND THE PACE OF YOUR ENVIRONMENT:

| |
|--|
| <p>56% or more: You have a deep need for stability and harmony. You are extremely methodical, do one thing at a time, advance steadily, calmly and consistently. You resist change.</p> |
| <p>30% to 55%: You are open to change and adaptable. Your pace is relatively calm and relaxed. You prefer to work methodically. You like stability, consensus and harmony.</p> |
| <p>29% or less: You tend to initiate change. You are a fast-paced multi-tasker. You tend to be impatient and impulsive. You get easily side-tracked.</p> |

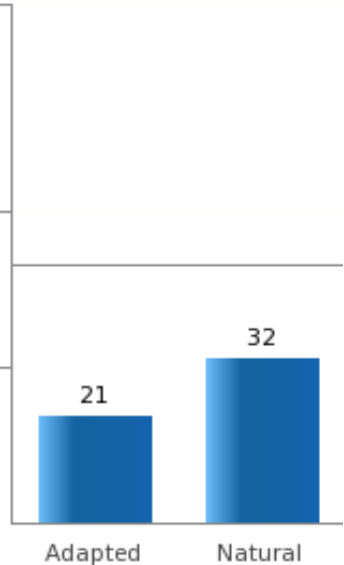


John, when you set a pace:

- You function at high speed and you like to make quick progress
- You are relatively comfortable in handling emergencies that demand a response
- You require motion and change and you enjoy when things are bustling
- Somewhat hurried and impatient, you are easily distracted, impulsive and unpredictable
- You do not like stability; you prefer to generate momentum rather than settle for monotony in your personal or work life
- One sentence describes your approach: "I like it when things are moving"

HOW YOU RESPOND TO ESTABLISHED RULES, PROCEDURES AND STANDARDS:

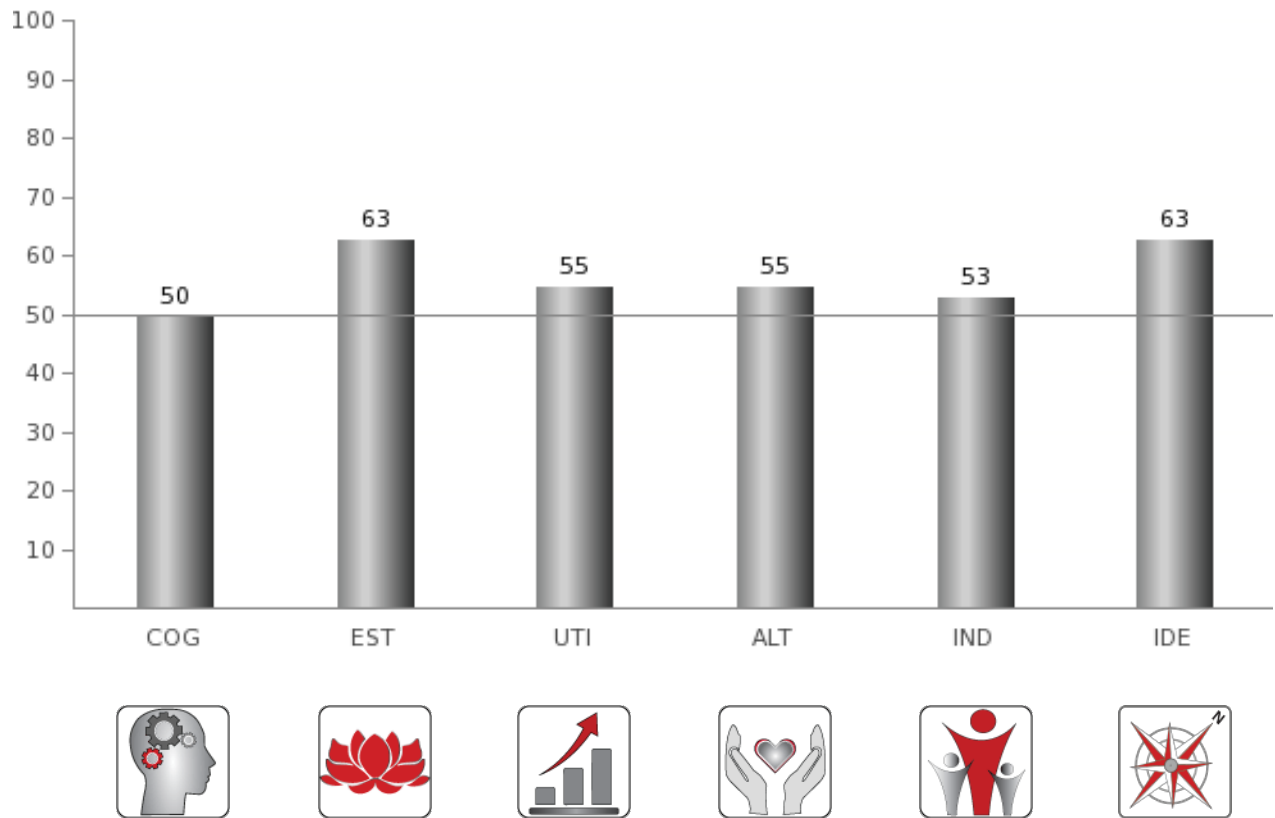
| |
|--|
| <p>56% or more: You have a strong need to comply with standards, rules and procedures. You are structured, conscientious, precise and somewhat of a perfectionist. You need to work to high quality criteria.</p> |
| <p>30% to 55%: You accept standards and procedures to some degree provided they seem logical. You have a good sense of organization and enjoy working within established limits.</p> |
| <p>29% or less: You make your own rules and defy the rules of others. You tend to be defiant, non-conformist and innovative. You sometimes neglect your commitments.</p> |



John, when you follow rules and procedures :

- You tend to create your own framework and structure if the one in your environment is not up to your quality standards
- You like order, rules and structures, which satisfy your security needs
- Rather conscientious by nature, you enjoy meeting quality standards, that sometimes makes you a perfectionist
- You are rather cautious about following rules, although sometimes, depending on the circumstances, you can be a little more flexible in this regard
- You need reliability, rules and a reassuring structure to feel comfortable in your personal and work environment

Motivation chart



Your Motivations

Human behaviour is influenced by our world view, experiences and values. The following statements might open your eyes to ways in which your motivations influence your personality, and help you understand the driving forces behind your actions and how to use them in your personal and work life.



50%

COGNITIVE motivation:

- You enjoy gaining knowledge only in fields of interest to you
- You like reading and keeping informed
- You respect proven, rational theories and fact-based information
- You feel curious about fields that interest you



63%

AESTHETIC motivation:

- You have a deep desire to achieve your full potential
- You have a fundamental need for beauty and harmony in all areas of your life
- You have strong feelings, intuitions and sensitivity that give you a deep and rich inner world
- You have a deep appreciation for all forms of creative expression
- You readily recognize the unique beauty of people, situations and places



55%

UTILITARIAN motivation:

- You value utility and return on investment
- You have an aptitude for using your resources to generate results
- You like to keep your actions centered on opportunities and economic gain
- You have good business acumen



55%

ALTRUISTIC motivation:

- You enjoy contributing to the well-being of the people around you
- You like to feel useful to others
- You are sensitive to others
- You are relatively accommodating, considerate and caring toward the people around you
- A generous person, you enjoy sharing and giving



53%

INDIVIDUALISTIC motivation:

- You like to feel unique and receive recognition
- You need some degree of independence and autonomy
- You are able to exercise leadership when necessary
- You feel a need to control your life
- You enjoy having social status



63%

IDEOLOGICAL motivation:

- You are governed by strong values oriented towards making the world a better place
- You have a basic need to live in harmony with your values because you care about doing the right thing and acting in accordance with a code of conduct
- You have strong principles and a deep moral sense that heavily influence your life
- You look for what is most meaningful in life because you have a high regard for the meaning of life in general
- You tend to react when your beliefs are challenged

Your Specific Motivation

We all get our motivation from various sources. In the following statements, you might discover some of the unique features that give your personality depth through your combination of motivating factors:



50%



63%

COGNITIVE + AESTHETIC motivations:

- You seek knowledge to enhance your personal development
- You trust your intuition without sacrificing your realism and objectivity



50%



63%

COGNITIVE + IDEOLOGICAL motivations:

- You seek knowledge, especially knowledge related to your value system



63%



55%

AESTHETIC + UTILITARIAN motivations:

- You have the capacity to be extremely intuitive yet with a practical turn of mind
- You tend to manage your material resources creatively and intuitively
- You enjoy managing money because it contributes to your personal fulfillment



63%



55%

AESTHETIC + ALTRUISTIC motivations:

- You have a strong need for fulfillment and to help people around you reach their full potential
- You have a strong need for harmony in your relationships with others



63%



53%

AESTHETIC + INDIVIDUALISTIC motivations:

- You have a deep need for self-fulfillment and recognition for your unique personality
- You enjoy exercising leadership in creative ways



63%



63%

AESTHETIC + IDEOLOGICAL motivations:

- You have a deep need to live in harmony and consistency with your values in all aspects of your life
- You feel deeply at one with your values
- You know that your system of values helps create harmony and fosters self-actualization



55%



63%

UTILITARIAN + IDEOLOGICAL motivations:

- You are inclined to invest for your cause in tangible ways, putting your own resources at its service



53%



63%

INDIVIDUALISTIC + IDEOLOGICAL motivations:

- You like being recognized for your values
- You like putting your leadership to work for causes that matter to you
- When necessary, you will use your influence to win others over to your system of beliefs



55%



63%

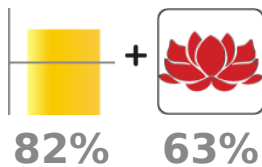
ALTRUISTIC + IDEOLOGICAL motivations:

- Your relationships with others are affected by your deep need to do what is right and good for them
- You like helping people who respect your principles
- You sometimes tend to try to convert the people close to you to your values in a desire to enhance their well-being

The Colours that Shade your Motivation

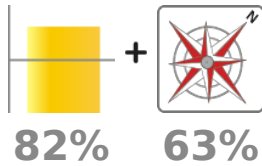
If we were to compare our personality to a car, our colours would be the way we drive through life, while our motivations would be the direction we drive in and the fuel that powers our engine. These two aspects of our identity are extremely important and interdependent. In fact, if we were to focus exclusively on our behaviour (colours), we would lose the core of our identity and the very thing that gives meaning to our lives (our values). For that reason, the NOVA profile places equal emphasis on the sources of our motivation (the "why") and our behavioural preferences (the "how").

The following statements explain the shades of meaning and subtleties involved in your colours and motivations:



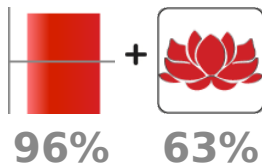
Your **YELLOW** + **AESTHETIC** motivation:

- Your originality is enhanced by your deep need to express yourself through creativity
- Your confidence in life is sustained by your readiness to trust in your intuition



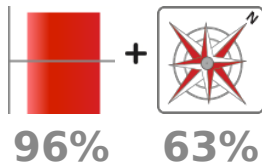
Your **YELLOW** + **IDEOLOGICAL** motivation:

- You tend to try to influence others to follow your system of values



Your **RED** + **AESTHETIC** motivation:

- Your combative and demanding nature can sometimes overshadow your need for harmony and your sensitivity
- You have a deep need to feel that your actions are helping you develop personally and self-actualize



Your **RED** + **IDEOLOGICAL** motivation:

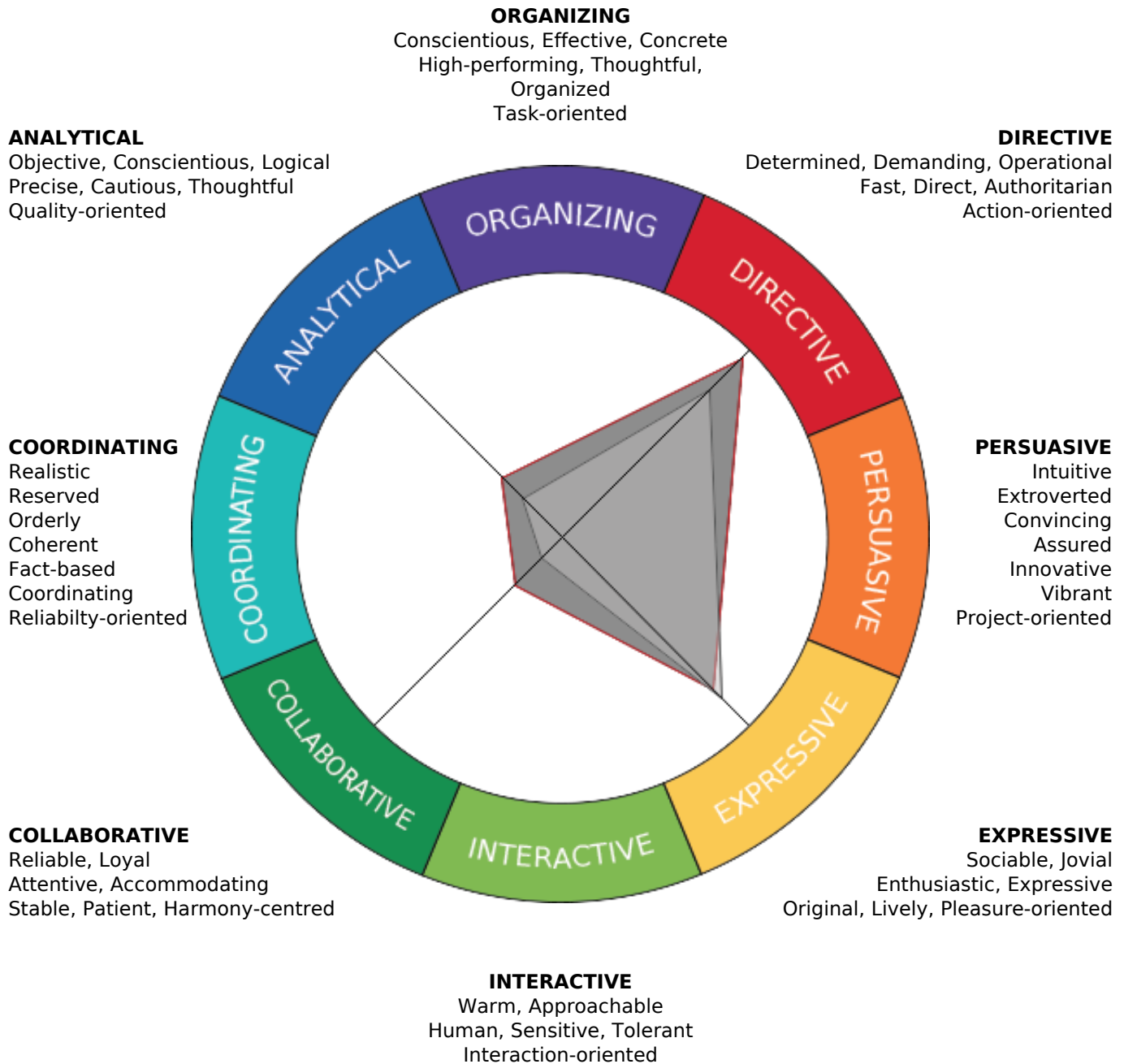
- You have a strong propensity to defend your values fervently and confront people who do not espouse them too
- You tend to impose your principles and code of conduct on others, which could generate conflicts with people who do not support them as well

Your Natural Talents

- Your rebellious nature tends to go maverick and quite original
- You are fast-paced and able to manage several things at once
- You are open to change and tend to perceive it as stimulating
- You are known for your highly effective action
- You constantly try to exceed yourself and surpass your limits
- You speak your mind honestly and directly
- You advance quickly because of your strong need for results
- You are courageous, especially in difficult situations
- Your talent as a leader is rooted in your natural authority and deep self-assurance
- Nothing stops you; you are strong-willed and determined
- Your magnetism makes it easy for you to develop relationships
- Your faith in life makes you optimistic and joyous
- You have the ability to express your ideas effectively and to enlist others in following your dreams
- You are extremely comfortable in expressing yourself and in initiating pleasant conversations
- You are creative and brimming with imagination
- Your natural charisma inspires others to follow your ideas and plans
- You have the capacity to impose yourself and make your views heard easily because of your assertive and extroverted personality
- With your high energy, you like to innovate through a combination of creativity and effectiveness
- You find it very easy to let yourself be guided by your inspiration and intuition

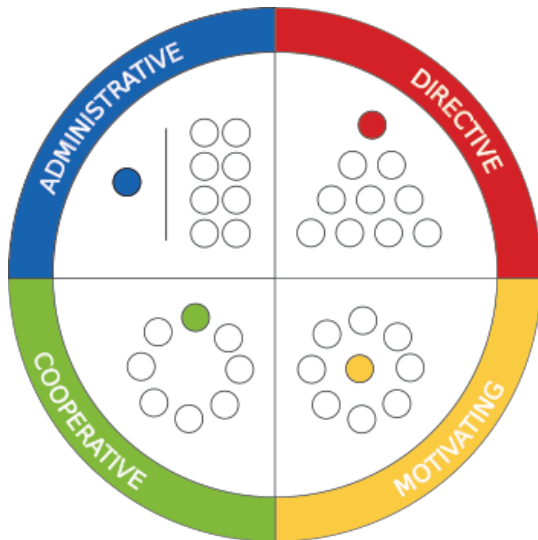
- You are highly creative and intuitive in achieving your objectives
- You have a strong propensity to turn your creative ideas into a reality

The 8 Psychological Types



Adapted
 Natural

Your Natural Management Style



The DIRECTIVE Manager: Focused on results, objectives, performance, return, effectiveness and practicality. Singlehandedly leads the company with strength and courage.

The MOTIVATING Manager: Focused on vision, innovation, relationships, communication, possibilities, partnerships, alliances, is an influencer. Leads the company with enthusiasm and creativity by rallying the troops.

The COOPERATIVE Manager: Focused on team unity, consensus, collaboration, corporate values, processes and human resources management. Leads the company consistently and methodically, with respect for individuals.

The ADMINISTRATIVE Manager: Focused on management, structure, standards, and protocols, organization, order, quality, planning, respect for deadlines and budgeting. Leads the company with rigor and consistency, while keeping a certain distance.

Based on your natural management style, **your strengths** are:

- Focused on profitability and the company's financial health
- Maximize each employee's competencies
- Achieve results that align with your ambitious nature
- Be pragmatic, practical with a good sense of the "playing field"
- Be a spokesperson for the company's message, mission, and values
- Be fair in your human resources management
- Use your managerial intuition
- Create work environments that promote your employees' professional realization
- Favor harmonious, aesthetic, visually appealing environments in common work areas

- Invest yourself in your employees' well-being and accompany them in achieving their highest potential
- Congratulate, encourage and offer your employees recognition
- Make sometimes difficult decisions and accept the consequences alone
- Focus on goals and objectives as well as results
- Give directives and delegate
- Direct, lead and be an example of strength and courage
- Effectively manage emergency situations that require a prompt response and resolution
- Favor a pleasant, motivating work atmosphere
- Maintain active communications and relationships with your teams
- Create alliances with new clients and/or partners
- Have a general overview of the company's activities
- Orient your team towards a common, inspiring goal
- Encourage action and rally your team around a common vision
- Motivate and rally your troops
- Inspire and ignite and/or maintain the spark that motivates others to want to follow you
- During difficult times, show a sense of humor to lighten the mood and dedramatize
- Motivate your team thanks to your influential leadership style and passion for the business
- Be a visionary, focused on innovation and promising possibilities that the future holds
- Generate enthusiasm around common goals meant to incite their fulfillment
- Encourage your employees to be autonomous and show initiative in their field of activity

- Encourage exchanges and brainstorming sessions
- Offer feedback on employee performance

Improving as a Manager

Based on your natural management style, **your risks** could be:

- Over-focusing on performance and speed, sometimes causing employees to feel pressured or stressed by your attitude
- Becoming dictatorial under pressure or in emergencies
- Being too demanding when it comes to the level of performance you expect from your teams
- Running the risk of burn-out because you have trouble knowing when to stop due to your strong need to perform and your restless nature
- Creating a tense atmosphere deleterious to the well-being of your employees
- Leaving too little room for consensus, which might detract from team synergy
- The possibility of exhausting your colleagues because of your fast pace and high demands (burn-out/sick leave, etc.)
- Intimidating your teams because of your position of power, which might result in excessive authoritarianism
- Sometimes lacking realism and seeming idealistic in your ideas and projects
- Sometimes failing to perform your administrative duties
- Providing insufficient oversight and allowing employees too much latitude due to a lack of clear and detailed instructions
- Neglecting to put in place methods and/or work structures for your employees
- Appearing disorderly and disorganized in your management
- Failing or neglecting to follow up on assigned tasks and issues
- Failing to show patience when delegating tasks, and omitting to provide enough details when issuing instructions
- Administrative management that sometimes seems laxist (planning, finances, issues, etc.)
- Failing to establish a strong structure and high quality standards and criteria

- Failing to listen or pay attention to your employees
- Lacking constancy, therefore having a clipped rhythm
- Creating emergencies or exceedingly short deadlines even when it is unnecessary
- Refusing to delegate certain tasks, persuaded that "if you want a job done right, better do it yourself"

Your Communication Style

John, **depending on circumstances**, your style of communication can be described as follows:

- You are rather direct and outspoken
- You are relatively warm, friendly and energetic in conversation
- You readily take your place and tend to lead the discussion
- You tend to be directive and speak forcefully, with authority
- You are extremely assertive and sure of yourself when you speak to others
- When you communicate, you focus primarily on objectives, results and concrete facts
- You radiate joyfulness and enthusiasm
- You speak off-the-cuff, free of formalities and with considerable skill
- You enjoy conversation with others immensely
- You tend to take up a lot of room because of your enthusiasm to talk

When you communicate, **your risks** are:

- You sometimes risk hurting others because your tone can be tactless, aggressive or confrontational
- In your enthusiasm to express yourself, you sometimes monopolize the conversation and forget to give others a chance to speak
- You sometimes have poor concentration and tune out when the conversation turns to more "serious" or fact-based matters that you consider more uncomfortable
- You tend to try to dominate conversations

How to Interact More Effectively With You

John, **here is how you need others to interact with you:**

- Show leadership, assurance and initiative
- Offer concrete solutions to problems
- Support your ideas (opinions, anecdotes and dreams) and your need for self-expression
- Make room for fun, laughter and spontaneity during discussions
- Encourage you to voice your opinions, ideas and dreams
- Be cheerful, sociable and friendly
- Be flexible and not overly formal
- Give you attention and recognition
- Stand up to you when the situation demands confrontation

What others should not do when communicating with you:

- Hesitate or lack confidence
- Impose decisions on you or speak for you
- Be overly sensitive or take things personally
- Try to get you to talk about yourself or be on familiar terms with you
- Avoid you and leave you alone
- Cut conversations short and refuse to let you speak freely
- Behave in a cold, distance manner and seem indifferent to you
- Waste your time
- Talk exclusively in factual, practical and rational terms

- Be formal and unreceptive
- Bore you with too many details
- Be critical and skeptical when you express your ideas and/or dreams

Your Cognitive Preferences

We all have preferences and behaviours that feel more natural and comfortable to us than others. Just as we have a preference for writing with our right or left hand, certain behaviours are more natural, innate and easy. Even though we carry the potential inside us for an infinite number of personality traits, we "choose" some rather than others. Your preferences are as follows:

EXTROVERSION: Externalization

You draw energy from outside sources: active, communicative, social, vibrant, high-energy, spontaneous and impulsive. You need interaction and action.

INTROVERSION: Internalization

You draw energy from inner sources: thoughtful, reserved, calm and introspective, you prefer silence, calmness and solitude, and a small circle of intimate acquaintances. You seek tranquility.

THOUGHT: Objectivity

You make rational and logical decisions, perform analyses and think in terms of facts and logic with a focus on results and effectiveness. You are pragmatic and concrete.

FEELING: Emotion

You make decisions with your heart. You are in touch with your feelings and emotional states. You are sensitive, kind, considerate and loving. You let yourself be guided by what "feels right".

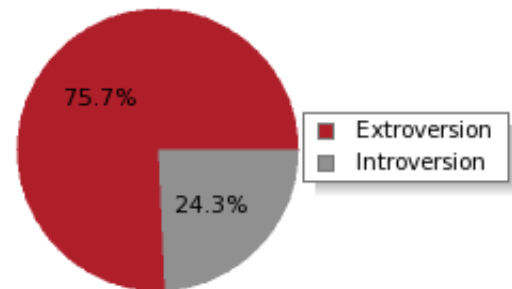
SENSATION: Learning through the five senses

Fact-based and systematic, you need evidence and precise facts. Concrete, down-to-earth and pragmatic, you must see it to believe it. You are focused on the present and on objective reality. You like tangibles.

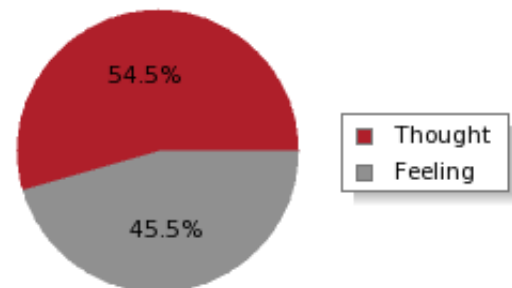
INTUITION: Sensing the environment

Imaginative, concept-driven, oriented toward possibilities and the future, you allow answers to well up from inside, along with inspiration, emotions and impressions. You see the big picture.

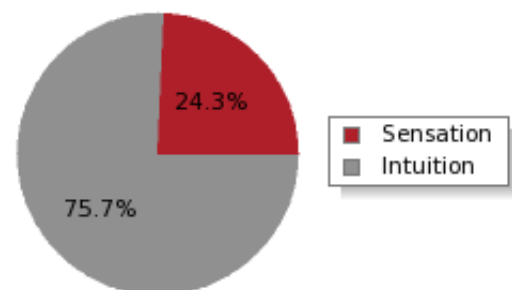
Your energy orientation:



Your decision-making style:

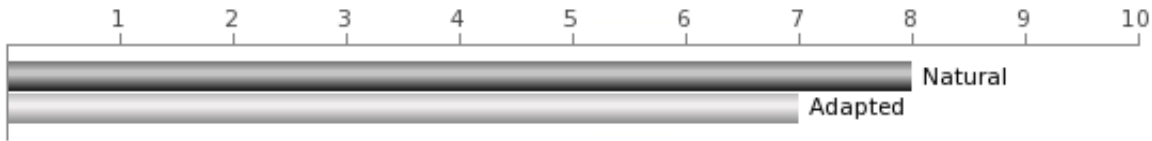


Your way of perceiving:

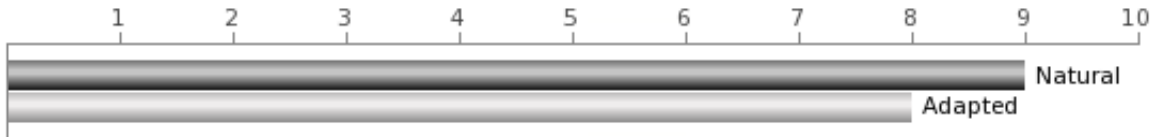


Your Ability Scale

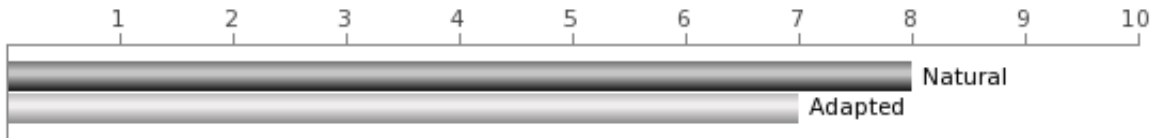
Focused on action, objectives and results



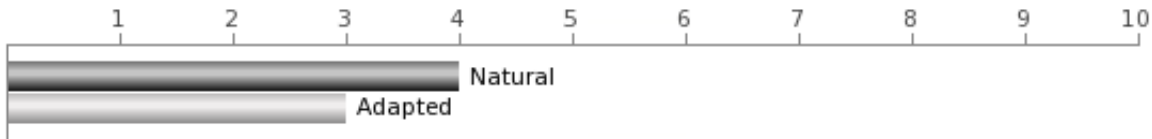
Sense of urgency, responsiveness and initiative



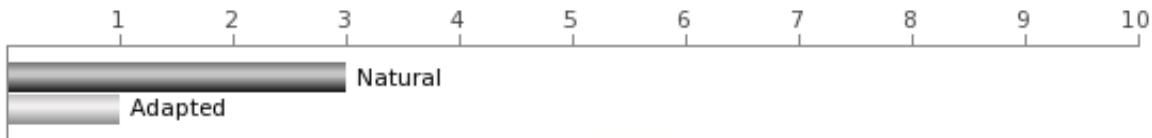
Lead, prioritize and give instructions



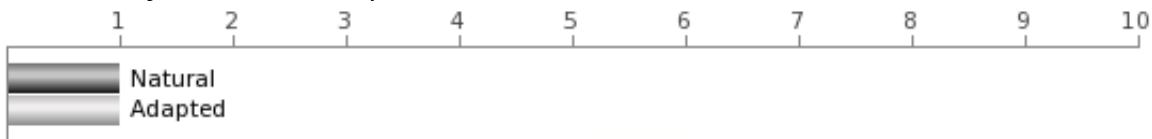
Listening skills, attentiveness and patience



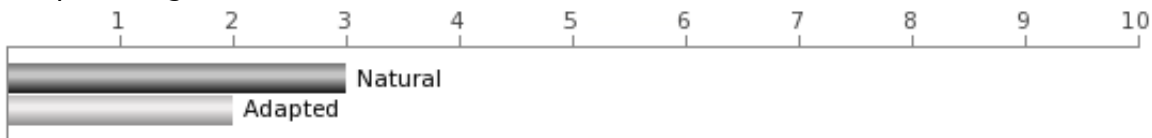
Availability, reliability and cooperation



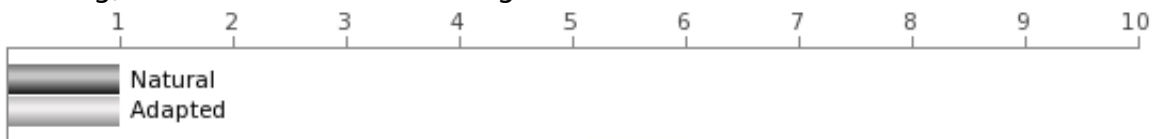
Consistency, method and perseverance



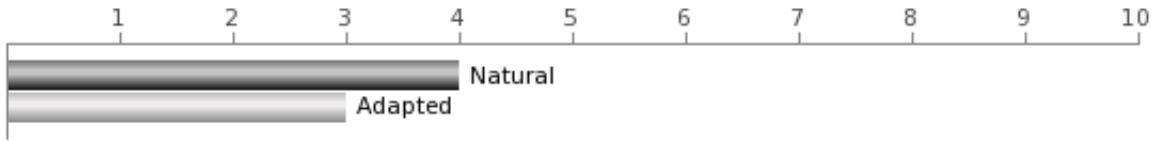
Discipline, rigor and attention to detail



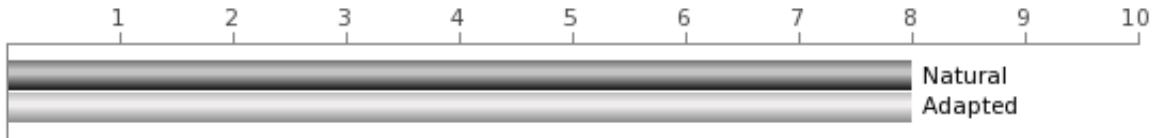
Planning, structure and time management



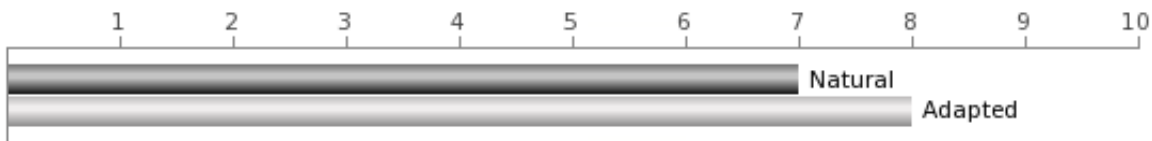
Thinking and analysis



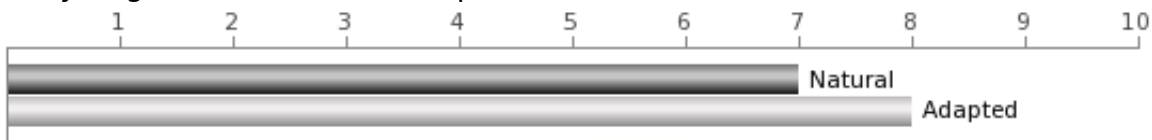
Creativity and originality



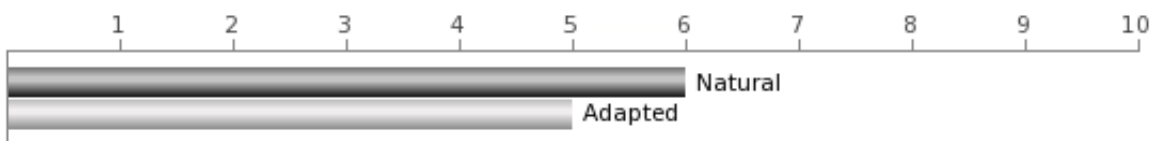
Communication and interaction



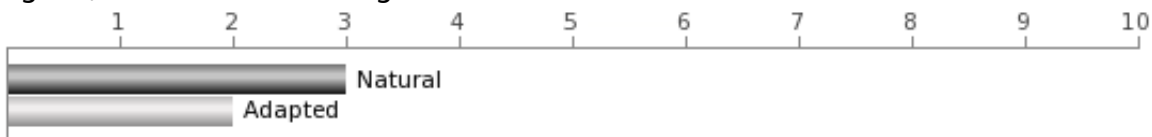
Ability to generate enthusiasm, persuade and influence



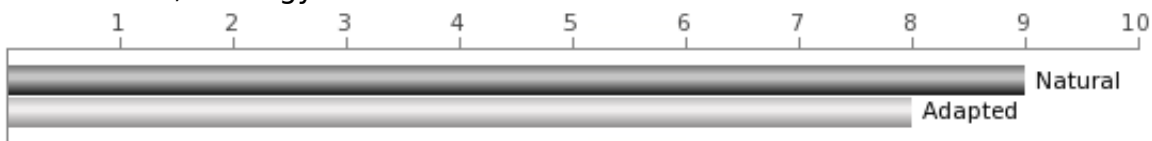
Task- and fact-oriented



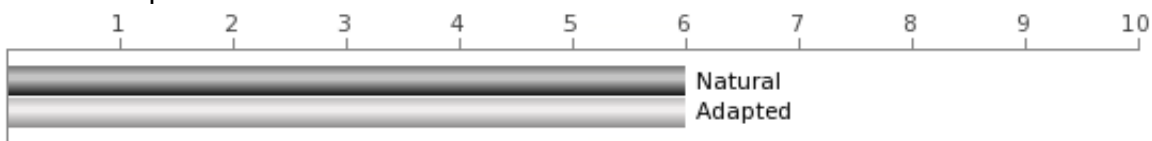
Logical, methodical and organized



Global vision, strategy and innovation



Relationship- and human contact-oriented



Areas for Development

John, in the following statements, we describe aspects of your personality that could be improved. These are possible avenues for exploration and areas to watch.

They are not truths, but merely possibilities.

John, you sometimes tend to:

- Cut people off when they are speaking
- Monopolize conversations and give others little opportunity to join in
- Talk more than you listen
- Be friendly and familiar with people who prefer to keep to themselves
- Try to be the centre of attention and take up too much room
- Have difficulty in managing anything related to administration (agenda, planning, budget, etc.)
- Let yourself be disorganized and have difficulty in concentrating on tasks that require discipline and rigor
- Perceive rules as an impediment to your freedom of action and systematically oppose them
- Pressure others and yourself to achieve high-level performance
- Run the risk of burn-out
- Show insensitivity to others because of an over-emphasis on performance and results rather than people
- Take thoughtless risks
- Make decisions and act on impulse without taking the time to first think or analyze
- Defy existing rules, norms and structures
- Avoid solitude
- Be uncomfortable with silence

- Be inconsistent
- Lack empathy, attentiveness and patience with others
- Be impatient and create emergencies or unnecessarily short deadlines
- Forget things and fail to follow-up on files, emails, call-backs, etc.
- Lack structure and method
- Make promises or commitments that are hard to keep
- Have unrealistic plans or ideas
- Exaggerate or embellish the facts
- Create conflicts or confrontations due to an aggressive and tactless attitude

Your Development Plan

What breakthroughs in awareness have I gained after reading my profile?

Concerning my way of approaching problems and challenges?

Concerning my way of interacting with others?

Concerning my response to change and my pace?

Concerning my way of approaching rules and procedures?

Concerning my style of communication?

Concerning items to monitor in how I interact with others?

Concerning things people should avoid when interacting with me?

Concerning my unique talents?

Concerning my sources of motivation?

- Cognitive:

- Esthetic:

- Utilitarian:

- Altruistic:

- Individualistic:

As an ideological, what values are non-negotiable for me?

- How would I describe my system of values?

- Is there a cause that means a lot to me?

- Is every aspect of my life in harmony with my values?

- If so, how is this apparent?

- If not, why? How can the situation be corrected?

Do I nurture my major sources of motivation?

- If so, how?

- If not, why, and how can the situation be corrected?

What have I learned from my combination of motivation sources?

Concerning the major aspects of my NOVA profile:

What primary aspects of my profile surprised me the most? Why?

What aspects of my personality that I already knew about did my NOVA profile confirm?

What aspects of my profile have affected me?

- Why do they affect me?

What aspects of my profile do I disagree with?

- Why do I disagree?
Suggestion: It might be interesting to check with the people who know you well to see whether these aspects may be an unconscious or misunderstood part of you.

What items do I agree with in the "Areas for Development" section?

- Which areas for development would I like to focus attention on right now?

What actions and commitments am I going to take on a personal level after reading my profile?

Key behaviour

Means

Timeframe