

Mrs. Jones

Account Manager

2016/12/01

Table of Content

INTRODUCTION to the NOVA Profile	3
Introduction to DISC Colours	4
Introduction to Motivations	5
Graph Summary	6
Your Behavioural Preferences	7
Motivation chart	13
Your Motivations	14
Your Specific Motivation	16
The Colours that Shade your Motivation	19
Your Natural Talents	21
The 8 Psychological Types	23
Your Natural Management Style	24
Improving as a Manager	26
Your Adapted Management Style	28
Your Areas of Improvement as a Manager	30
Your Natural Leadership Style	32
Improving as a Leader	35
Your Adapted Leadership Style	36
Your Areas of Improvement as a Leader	38
Your Communication Style	39
How to Interact More Effectively With You	40
Your Cognitive Preferences	42
Your Ability Scale	43
Areas for Development	45
Your Development Plan	47

INTRODUCTION to the NOVA Profile

"KNOW THYSELF" -- Socrates

Dear Readers:

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

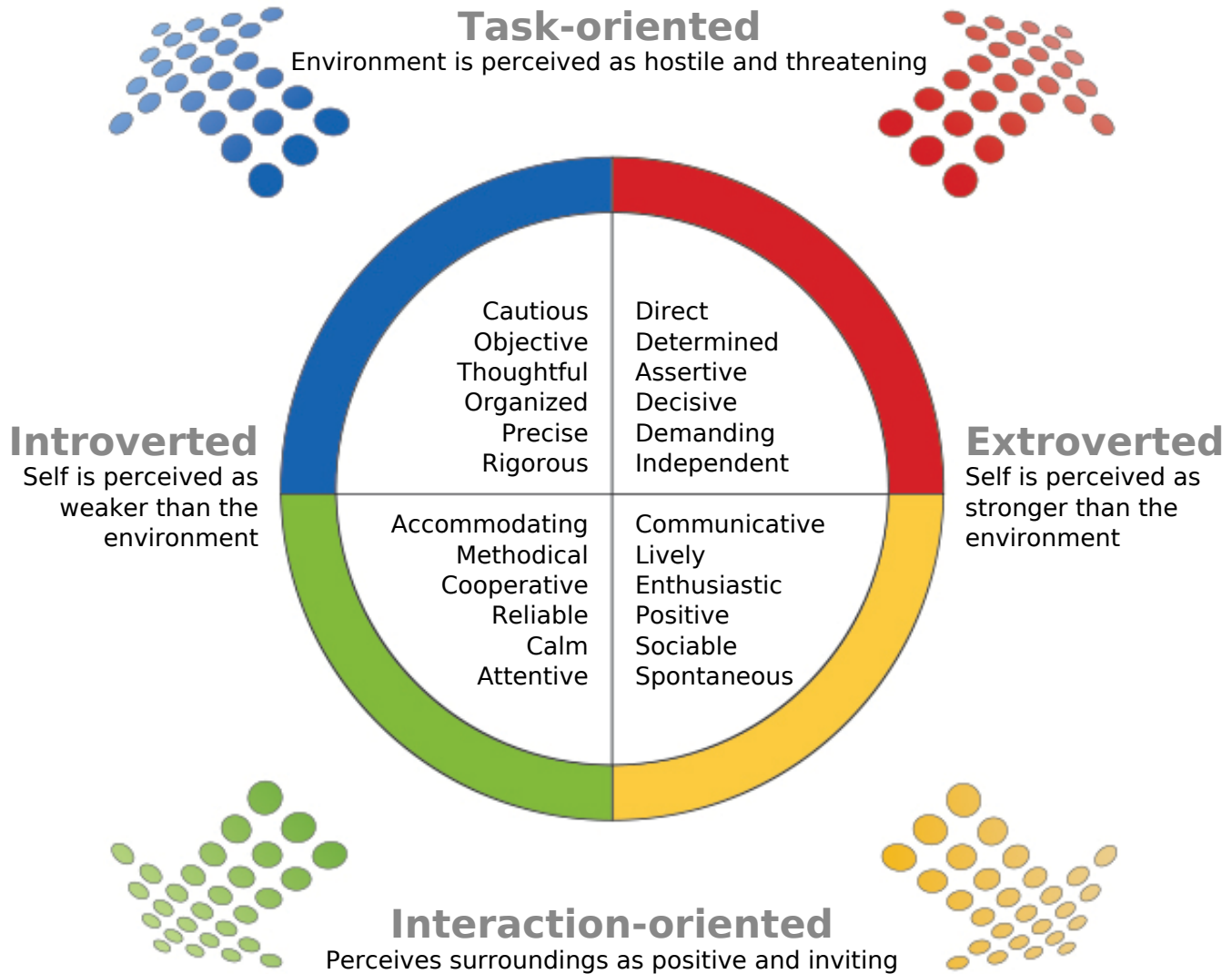
Introduction to DISC Colours

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

His 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

His needs: To sense the beauty in and around me, to "subjectively" follow his intuition and inspiration; to surround himself with beauty. Values personal fulfillment and growth.



UTILITARIAN Motivation:

RETURN ON INVESTMENT

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



ALTRUISTIC Motivation:

HUMANISM AND SELF-SACRIFICE

His 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

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

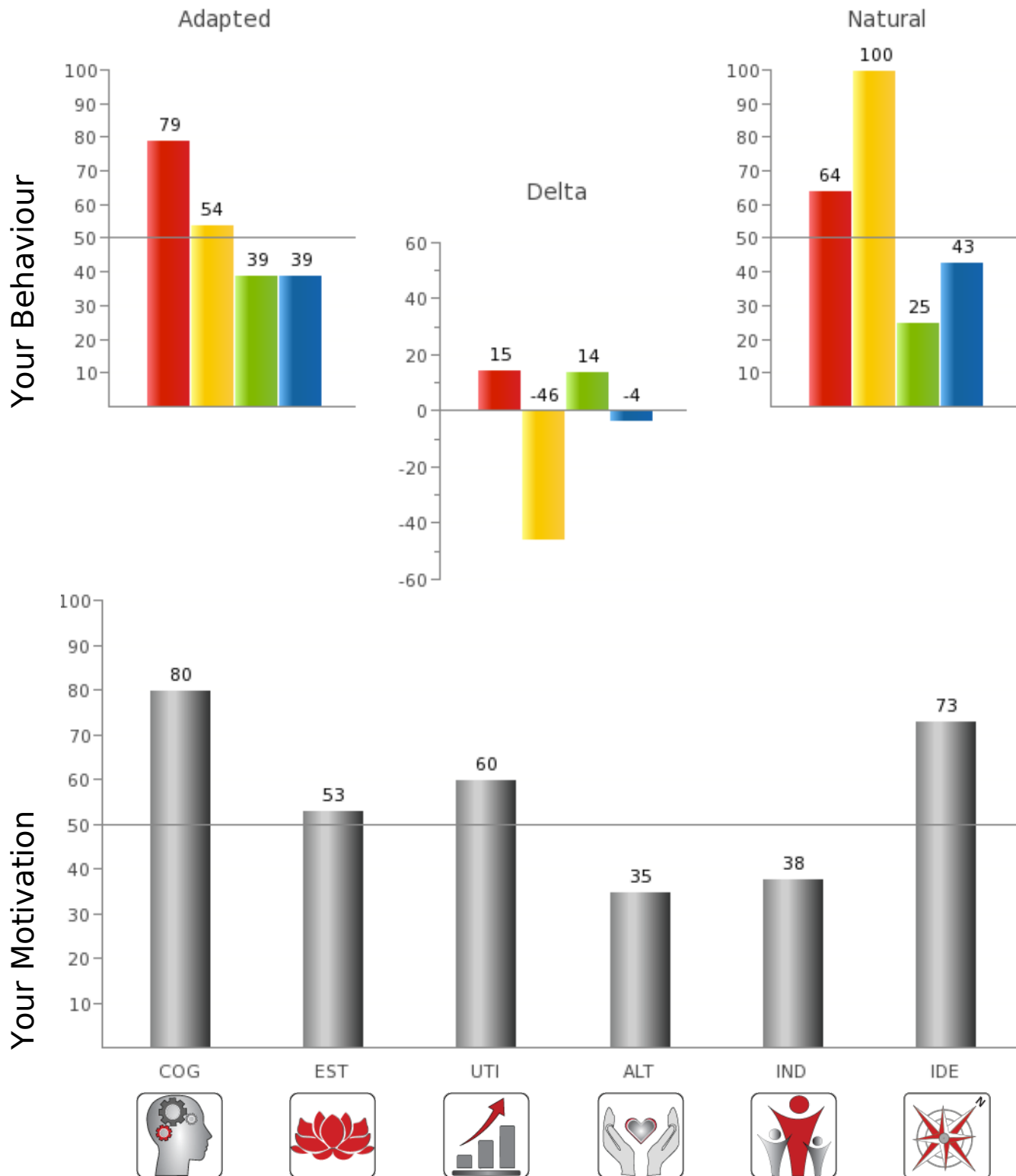


IDEOLOGICAL Motivation:

UNITY AND MORALITY

His needs: To be consistent with his values and/or cause. His principles guide his actions and thinking. He seeks ways to improve life in general. His system of values and code of ethics are important to him.

Graph Summary



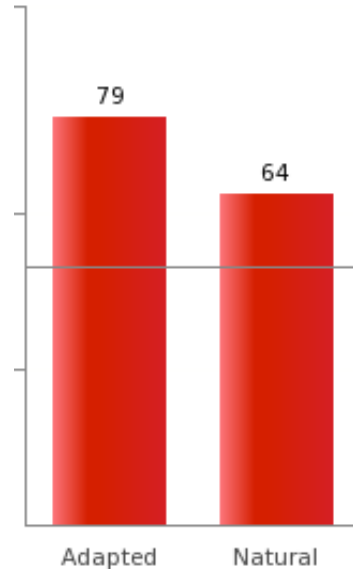
Your Behavioural Preferences

YOUR APPROACH TO PROBLEMS, CHALLENGES AND DIFFICULTIES:

56% or more: You have a deep need to be proactive, tackle challenges and achieve objectives. You confront situations with assurance and direction.

30% to 55%: You tend to tackle problems one at a time and invest energy in specific types of challenges/problems.

29% or less: You tend to avoid taking action to confront problems and difficulties, which you often perceive as potential conflicts.



Mrs. Jones, 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

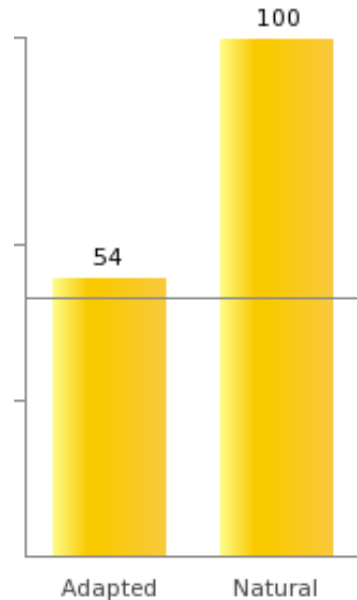
others, although the final decision is up to you

HOW YOU INTERACT WITH OTHERS:

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

30% to 55%: You interact with others selectively. You achieve a good balance between speaking and talking and you are sociable

29% or less: You are silent and solitary. You avoid interacting with others and are insightful, logical and sceptical



Mrs. Jones, when you interact with others:

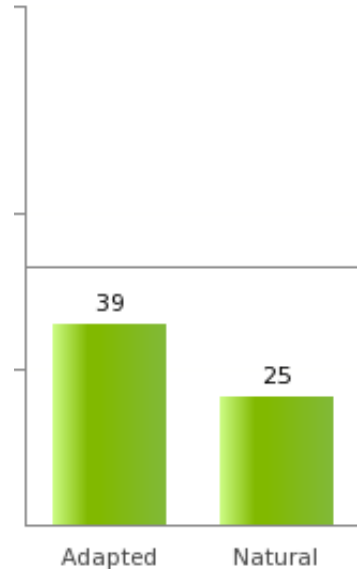
- You have a tremendous capacity for interaction and you enjoy diversity and spontaneity in your contact with others
- You are extremely extroverted and actively seek out pleasure and enthusiasm in conversations with others
- You have an impressive ability to influence others through your self-confidence 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

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

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.

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.

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.



Mrs. Jones, when you set a pace:

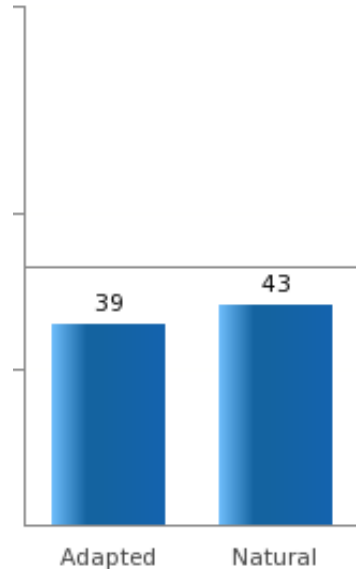
- You function at high speed and you like to make fast progress
- You are relatively comfortable in handling emergencies that demand a response
- You require motion and change and you enjoy it when things are bustling
- Somewhat hurried and impatient, you are easily distracted, impulsive and unpredictable
- 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:

56% or more: You have a strong need to comply with standards, rules and procedures. You are structured, conscientious, precise and somewhat perfectionistic. You need to work to high quality criteria.

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.

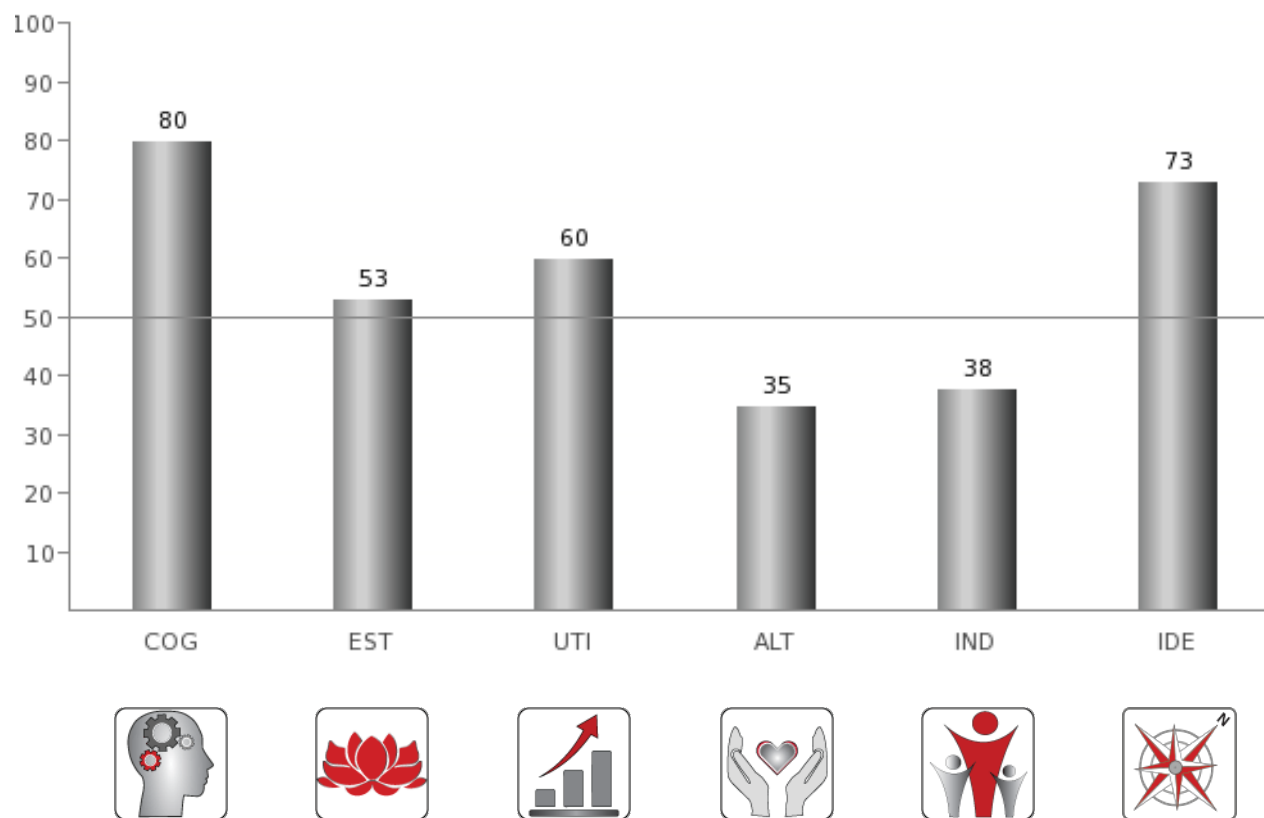
29% or less: You make up your own rules and defy the rules of others. You tend to be defiant, non-conformist and innovative. You sometimes neglect your commitments.



Mrs. Jones, 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, which sometimes makes you a perfectionistic
- 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.



80%

COGNITIVE motivation:

- You actively seek out the objective truth with keen intellectual curiosity
- You get deep satisfaction when the truth can be proven, verified and systematized
- You have a deep need to gain knowledge and engage in a process of continuous learning
- You look for expertise in your educational pursuits, at work and/or in your personal life
- Your propensity for gaining knowledge has made you a cultivated person



53%

AESTHETIC motivation:

- You appreciate beauty and harmony in your environment
- You like to feel involved in a process of self-actualization
- You are fairly intuitive, sensitive and deep
- You enjoy artistic and creative expression



60%

UTILITARIAN motivation:

- You actively seek utility and a return on investment in all things
- You have excellent business acumen and common sense
- You have a fundamental need to capitalize on your resources in order to generate results
- You have a knack for making money
- You focus your energy on profit-making ventures



35%

ALTRUISTIC motivation:

- You prefer to maintain a degree of emotional distance and detachment when it comes to the well-being of others
- You are able to separate yourself from the human factor



38%

INDIVIDUALISTIC motivation:

- You are relatively unconcerned whether or not others approve of you
- You do not mind playing a background role because power and recognition are not important to you
- You are relatively humble and modest
- You tend to comply with authority easily



73%

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:



80%



53%

COGNITIVE + AESTHETIC motivations:

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



80%



60%

COGNITIVE + UTILITARIAN motivations:

- You have an excellent capacity for generating results based on numerical data analysis
- You are highly competent in devising effective strategies
- You enjoy capitalizing on your knowledge to optimize the results you achieve
- You are gifted in finding solutions to complex problems



80%



35%

COGNITIVE + ALTRUISTIC motivations:

- You have the ability to set aside human factors when analyzing the facts



80%



38%

COGNITIVE + INDIVIDUALISTIC motivations:

- You do not seek recognition for your intellectual achievements



80%



73%

COGNITIVE + IDEOLOGICAL motivations:

- You have a strong propensity to search for theoretical foundations to support the truth of your beliefs
- You are relatively sceptical about any subjective statement that conflicts with your system of values
- You tend to defend your principles on the basis of scientific

evidence



53%



60%

AESTHETIC + UTILITARIAN motivations:

- You require harmony and profitability in achieving your objectives
- Your business sense can be influenced by your flair
- You tend to be creative in achieving results



53%



73%

AESTHETIC + IDEOLOGICAL motivations:

- Harmony is important to you but you tend to react strongly if your beliefs are questioned or threatened



60%



35%

UTILITARIAN + ALTRUISTIC motivations:

- You tend to distance yourself quite readily from the feelings or well-being of others, especially in business and/or negotiation situations



60%



38%

UTILITARIAN + INDIVIDUALISTIC motivations:

- You find it easy to generate ambitious results but you keep a humble attitude, with no need for recognition



60%



73%

UTILITARIAN + IDEOLOGICAL motivations:

- You strive to create tangible results that advance your cause or belief system
- You enjoy finding practical applications that serve your principles
- You could excel in creating wealth on behalf of your cause (fundraising, investors, etc.)



38%



73%

INDIVIDUALISTIC + IDEOLOGICAL motivations:

- You become so deeply involved in causes that are important to you that you may risk losing yourself in your devotion to them
- You willingly place your power in the service of a system of

values that is greater than you, that is central to your life and that forms the main pillar of your existence



35%

+



73%

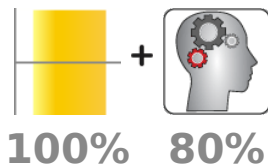
ALTRUISTIC + IDEOLOGICAL motivations:

- You are deeply invested in causes that are important to you and you sometimes end up in conflicts with people who criticize your causes
- You tend to hotly defend your principles and values, even if it means ignoring the well-being of others, because nothing is more important to you than your cause

The Colours that Shade your Motivation

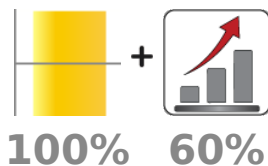
If we were to compare our personality to a car, our colours would be the way we drive through life, while our motivations would be the direction we drive in and the fuel that powers our engine. These two aspects of our identity are extremely important and interdependent. In fact, if we were to focus 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:



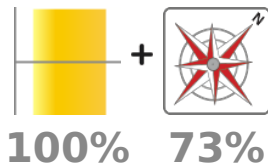
Your **YELLOW** + **COGNITIVE** motivation:

- Your sociable, outgoing nature is shaded by your objectivity and rational-mindedness
- You enjoy influencing others by sharing your knowledge
- In your quest for knowledge, you display vision and creativity



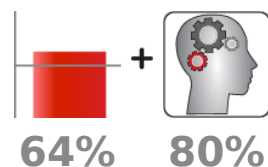
Your **YELLOW** + **UTILITARIAN** motivation:

- With your communication skills and business acumen, you excel in the art of effective, profitable networking
- You use your persuasive skills with ease to inspire others to join in your business ventures
- You have the ability to refer professionals from your network in ways that advance the interests of all concerned



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

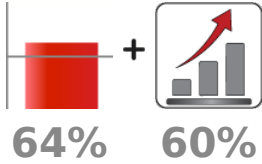
- You tend to try to influence others to follow your system of values



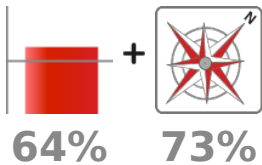
Your **RED** + **COGNITIVE** motivation:

- You enjoy meeting tough intellectual challenges
- You put your knowledge into action in practical, effective ways

Your **RED** + **UTILITARIAN** motivation:



- Your ambitious nature is bolstered by your thirst for profitable, fast and effective results
- You tend to be extremely demanding in terms of your performance, with profits, productivity and effectiveness comprising the central focus of your actions



Your RED + IDEOLOGICAL motivation:

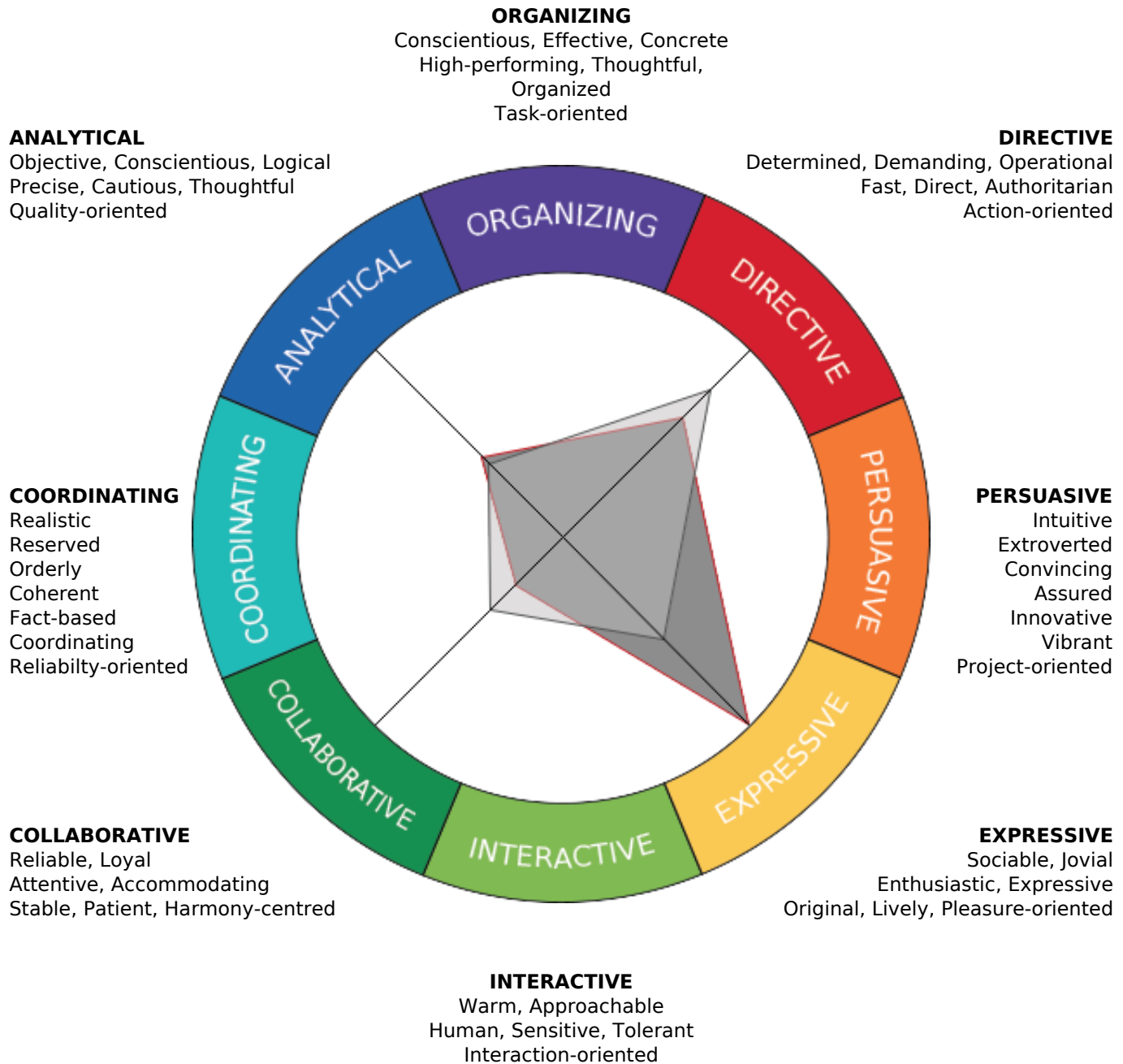
- You have a strong propensity to defend your values fervently and confront people who do not espouse them too
- You tend to impose your principles and code of conduct on others, which could generate conflicts with people who do not support them as well



Your Natural Talents

- You have an aptitude for planning, order and organization
- You show concern for detail that makes you meticulous in performing your tasks
- You enjoy a job well done, and you can be relied on to produce quality work
- You analyze facts skillfully
- 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
- Your natural charisma inspires others to follow your ideas and plans
- You are creative and brimming with imagination
- You are extremely comfortable in expressing yourself and in initiating pleasant conversations
- 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
- Your joyful approach to life is contagious
- You are courageous, especially in difficult situations
- You are known for your highly effective action
- Your talent as a leader is rooted in your natural authority and deep self-assurance
- Nothing stops you; you are a go-getter, strong-willed and determined
- Your strong personality makes you an ambitious go-getter
- You constantly try to exceed yourself and surpass your limits
- You speak your mind honestly and directly

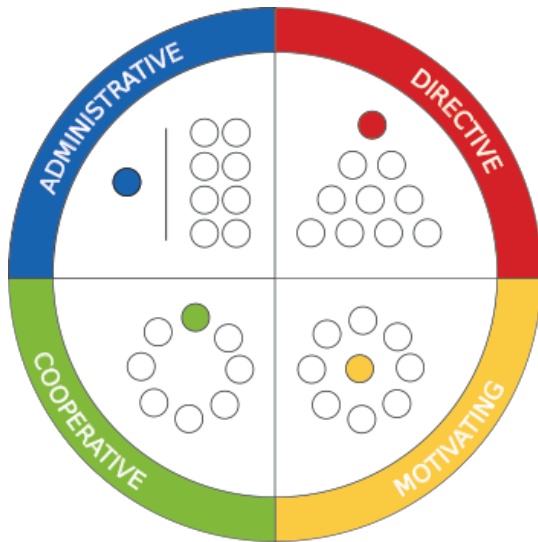
- You advance quickly because of your strong need for results
- You are fast-paced and able to manage several things at once
- You are open to change and tend to perceive it as stimulating

The 8 Psychological Types



 Adapted
 Natural

Your Natural Management Style



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

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

The COOPERATIVE Manager: Focused on team unity consensus, collaboration, corporate values, method 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, deadline compliance and budgeting.
Leads the company conscientiously and consistently, while maintaining a certain distance.

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

- Keep the focus on profitability and the company's financial health
- Maximize each employee's skills
- Obtain results consistent with your ambitions
- Be pragmatic and down to earth with a good sense of the "playing field"
- Properly train your resources and ensure that their skills remain up to date
- Establish continuous training programs
- Hire professionals with expertise in their field and/or an outstanding résumé
- Promote the company's message, mission and values
- Show fairness in your human resource management
- Make sometimes difficult decisions and accept the consequences alone

- Exercise the full authority of your position with leadership, assurance and firmness
- Focus on objectives and results
- Delegate readily and provide concise instructions
- Direct, lead and set an example of strength and courage
- Set a clear direction in terms of the objectives to be achieved
- Encourage your employees to be self-reliant and take the initiative in their field of activity
- Effectively manage emergency situations that require a prompt response and resolution
- Promote a pleasant, motivating work atmosphere
- Maintain active communications and relationships with your teams
- Create alliances with new clients and/or partners
- See the company's activities from an overall perspective
- Direct your team toward a common, stimulating goal
- Encourage action and rally your team around a common vision
- Motivate and rally your troops
- Stimulate discussion and brainstorming
- Generate enthusiasm around common goals that are meant to be stimulating to achieve
- Inspire and light and/or maintain the spark that makes others want to follow you
- During difficult times, use humour to defuse and lighten the atmosphere
- Stimulate your colleagues through your leadership and passion for the company
- Provide feedback on your employees' performance
- Be a visionary, with a focus on innovation and promising future possibilities

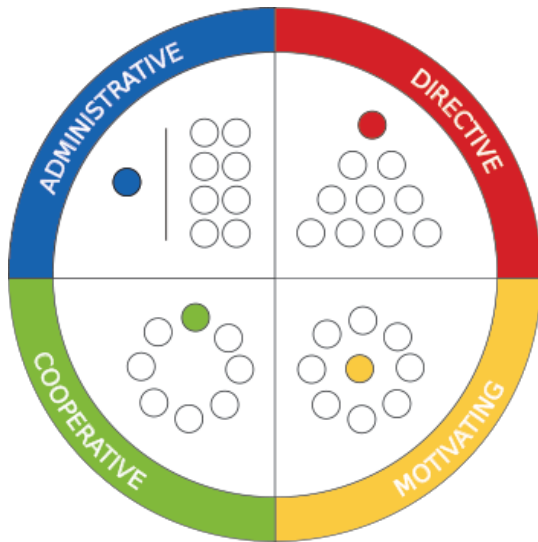
Improving as a Manager

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
- Failing to allow enough time for a more human form of resource management
- Failing to listen or pay attention to your employees
- 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.)
- Failing to show patience when delegating tasks, and omitting to provide enough details when issuing instructions
- 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
- Appearing disorderly and disorganized in your management
- Neglecting to put in place methods and/or work structures for your employees
- Failing or neglecting to follow up on assigned tasks and issues

- Administrative management that sometimes seems laxist (planning, finances, issues, etc.)
- Failing to establish a strong structure and high quality standards and criteria
- Lacking constancy, therefore having a clipped rythm
- Creating emergencies or exceedingly short deadlines even when it is unnecessary
- Being too much of "an open book" and talking about your feelings, which can cost you credibility in your leadership role
- Being overly familiar with colleagues and lacking a sense of political correctness
- Putting more emphasis on productivity and profitability at the expense of your colleagues' well-being
- Refusing to delegate certain tasks, persuaded that "if you want a job done right, better do it yourself"

Your Adapted Management Style



DIRECTIVE Manager: Focused on results, objectives, performance, results, effectiveness and pragmatism. Leads the company with strength and courage, single-handed.

RALLYING Manager: Focused on vision, innovation, relationships, communications, opportunities, partnerships and alliances, influencing. Leads the company enthusiastically and creatively, while mobilizing the troops.

COOPERATIVE Manager: Focused on team unity, consensus, collaboration, corporate values, methods and human resource management. Leads the company coherently and methodically, with respect for individuals.

ADMINISTRATIVE Manager: Focused on management, structures, standards and protocols, organization, order, quality, planning, compliance with deadlines and budgeting. Leads the company with rigueur and conformity, while maintaining a certain distance.

Based on your adapted style, your management strengths are:

- Keep the focus on profitability and the company's financial health
- Maximize each employee's skills
- Achieve results that match your ambitions
- Be pragmatic, concrete and show a good grasp of the "playing field"
- Properly train your resources and ensure that their skills remain up to date
- Establish continuous training programs
- Hire professionals with expertise in their field and/or an outstanding résumé
- Promote the company's message, mission and values
- Show fairness in your human resource management
- Make sometimes difficult decisions and accept the consequences alone

- Accept the full authority of your position with leadership, assurance and firmness
- Focus on objectives and results
- Delegate readily and issue concise instructions
- Direct, lead and set an example of strength and courage
- Set a clear direction in terms of the objectives to be achieved
- Encourage your employees to be independent and to take the initiative in their field of activity
- Effectively manage emergency situations that require a prompt response and resolution

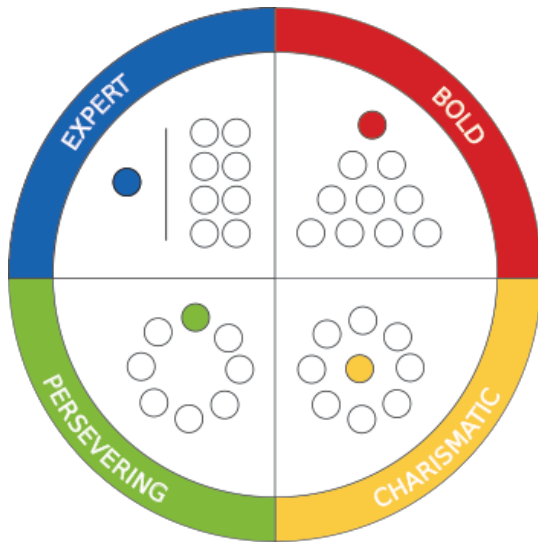
Your Areas of Improvement as a Manager

In your adapted style, your management 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 burnout because you have trouble knowing when to stop due to your overpowering need to perform and your restless nature
- Failing to allow enough time for a more human form of resource management
- Failing to listen or pay attention to your employees
- Lacking patience with your delegation and omitting to provide enough details when you are forwarding instructions
- 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
- Threatening dismissal to force employees to bend to your requirements
- Neglecting to put in place methods and/or work structures for your employees
- Failing or neglecting to follow up on assigned tasks and issues
- Administrative management that sometimes seems laxist (planning, finances, issues, etc.)
- Failing to establish a strong structure and high quality standards and criteria
- Lacking constancy, therefore having a clipped rythm

- Creating emergencies or exceedingly short deadlines even when it is unnecessary
- Putting more emphasis on productivity and profitability at the expense of your colleagues' well-being
- Refusing to delegate certain tasks, persuaded that "if you want a job done right, better do it yourself"

Your Natural Leadership Style



The BOLD Leader: goal-oriented and focused on challenges, performance, yield, efficiency, and success. Leads his projects alone, with strength and courage.

The CHARISMATIC Leader: net-oriented and focused on innovation, ideas, communication, future possibilities, partnerships, and alliances. Leads his projects with enthusiasm and creativity, rallying his troops.

The PERSEVERING Leader: focused on team unity, consensus, collaboration, coherence, method, staying power, and his usefulness to others. Leads his projects with perseverance, method, and respect for others.

The EXPERT Leader: focused on professionalism, quality standards, structures, planning, deadline compliance, and a job well-done. Leads his projects consistently, conscientiously, and respectfully of procedures.

According to your natural style of leadership, **your strengths** are:

- You keep a close eye on the profitability of your project
- You manage your resources efficiently and usefully (time, money, etc.)
- You obtain results that measure up to your ambitions
- You are pragmatic and down to earth with a good sense of the "playing field"
- You make sure that you are in a continuous learning process
- You surround yourself with professionals who are experts in their field
- You transmit strong values
- You give proof of fairness, integrity and ethics in your actions
- You have the courage to make decisions which can be difficult at times and to assume full responsibility all by yourself

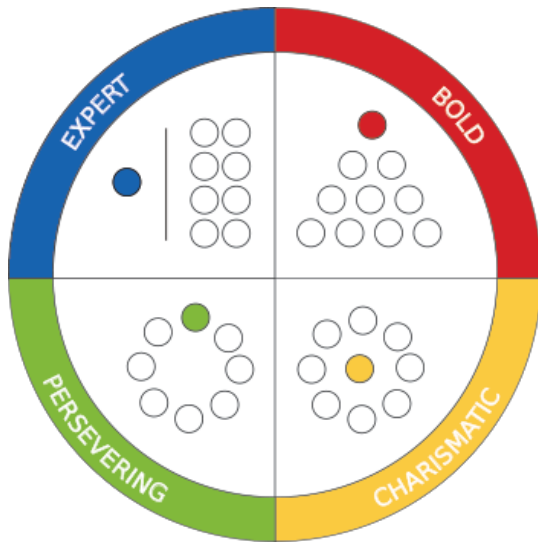
- You take on the full authority of your leading role with leadership, self-confidence, and firmness
- You are goal and result-oriented
- You have no difficulty with giving orders and delegating
- You lead and are an example for strength and courage
- You have clear objectives
- You are good at dealing with emergency situations that require a fast reaction and a fighting spirit
- You favor a pleasant and enthusiastic atmosphere in your interactions
- You are capable of exerting great influence thanks to your personal magnetism and the ease with which you relate to others
- You are good at establishing alliances and partnerships
- You have an overall picture of the situations
- You guide your actions towards stimulating and audacious goals
- You encourage and mobilize others to advance with conviction towards the realization of their objectives
- You fully embody your influential leadership and demonstrate your mobilizing talents
- You create enthusiasm around common goals which promise to be stimulating to achieve
- Your inspiring personality makes others want to follow you
- You are open minded and encourage the exchange of ideas and brainstorming sessions
- You focus on the "glass half full" even in hard times
- You dare to think outside of the box and fully stand by your originality
- You convey your messages with eloquence and self-confidence
- You are visionary, bold, and focused on innovation and promising future

Improving as a Leader

According to your natural leadership style, **your risks** could be:

- Refusing to delegate certain tasks, persuaded that "if you want a job done right, better do it yourself"
- Exacting too high a performance from yourself and others
- Wanting to be right and win in every situation
- Being a workaholic and not taking enough time to recharge your batteries and slow down
- Lacking patience with others and not being a good listener
- Imposing your decisions on others and not leaving enough room for consensus
- Over-focusing on performance and speed, which may sometimes cause your entourage to feel pressured or stressed in your presence
- Forgetting or being careless about the follow-up of your files
- Neglecting to put in place methods and/or work structures
- Becoming dictatorial and impatient under pressure or in a critical situation
- Having difficulties with showing empathy due to your self-centeredness
- Lacking constancy and displaying a jerky rhythm
- Fixing exceedingly tight deadlines and being under the impression that everything is urgent
- Lacking political sense
- Taking up a lot of space and running the risk of monopolizing discussions
- Feeling a great need to be recognized and seeking to please others at all costs

Your Adapted Leadership Style



The BOLD Leader: goal-oriented and focused on challenges, performance, yield, efficiency, and success. Leads his projects alone, with strength and courage

The CHARISMATIC Leader: net-oriented and focused on innovation, ideas, communication, future possibilities, partnerships, and alliances. Leads his projects with enthusiasm and creativity, rallying his troops.

The PERSEVERING Leader: focused on team unity, consensus, collaboration, coherence, method, staying power, and his usefulness to others. Leads his projects with perseverance, method, and respect for others.

The EXPERT Leader: focused on professionalism, quality standards, structures, planning, deadline compliance, and a job well-done. Leads his projects consistently, conscientiously, and respectfully of procedures.

Based on your adapted leadership style, your strengths are:

- You keep a close eye on the profitability of your project
- You manage your resources efficiently and usefully (time, money, etc.)
- You obtain results that measure up to your ambitions
- You are pragmatic and down to earth with a good sense of the "playing field"
- You make sure that you are in a continuous learning process
- You surround yourself with professionals who are experts in their field
- You transmit strong values
- You give proof of fairness, integrity and ethics in your actions
- You have the courage to make decisions which can be difficult at times and to assume full responsibility all by yourself
- You take on the full authority of your leading role with leadership, self-confidence, and firmness

- You are goal and result-oriented
- You have no difficulty with giving orders and delegating
- You lead and are an example for strength and courage
- You have clear objectives
- You are good at dealing with emergency situations that require a fast reaction and a fighting spirit
- You have an overall picture of the situations
- You guide your actions towards stimulating and audacious goals
- You encourage and mobilize others to advance with conviction towards the realization of their objectives

Your Areas of Improvement as a Leader

In your adapted style of leadership, your risks could be:

- Refusing to delegate certain tasks, persuaded that "if you want a job done right, better do it yourself"
- Exacting too high a performance from yourself and others
- Wanting to be right and win in every situation
- Being a workaholic and not taking enough time to recharge your batteries and slow down
- Lacking patience with others and not being a good listener
- Imposing your decisions on others and not leaving enough room for consensus
- Over-focusing on performance and speed, which may sometimes cause your entourage to feel pressured or stressed in your presence
- Provoking conflict due to your rather combative and aggressive nature
- Forgetting or being careless about the follow-up of your files
- Neglecting to put in place methods and/or work structures
- Becoming dictatorial and impatient under pressure or in a critical situation
- Lacking constancy and displaying a jerky rhythm
- Fixing exceedingly tight deadlines and being under the impression that everything is urgent

Your Communication Style

Mrs. Jones, **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

Mrs. Jones **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
- 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 sceptical 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:

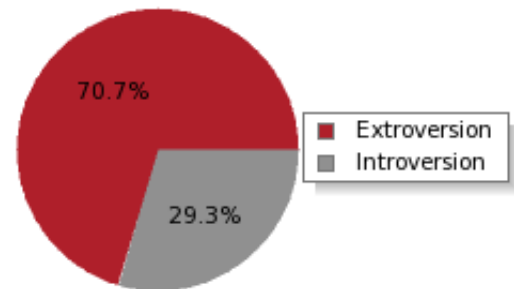
EXTROVERSION: Externalization

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.

Your energy orientation:



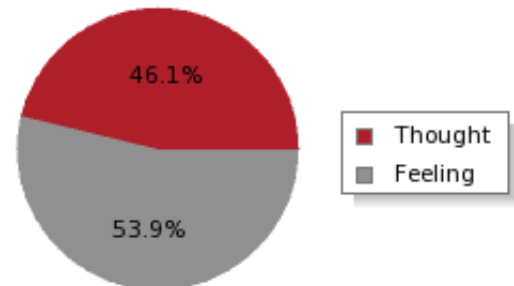
THOUGHT: Objectivity

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".

Your decision-making style:



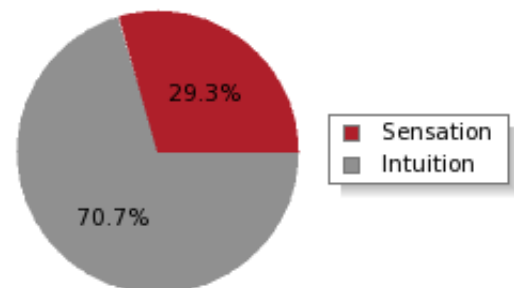
SENSATION: Learning through the five senses

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

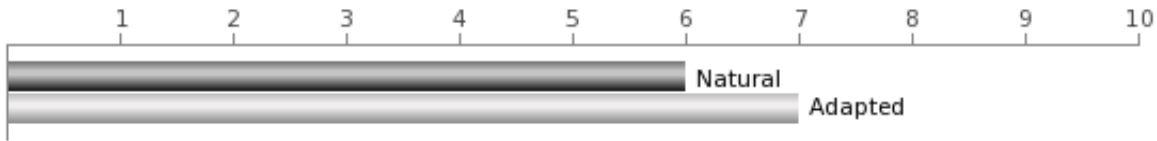
Imaginative, concept-driven, oriented toward possibilities and the future, you allow answers to well up from inside, along with inspiration, emotions and impressions. You see the big picture.

Your way of perceiving:

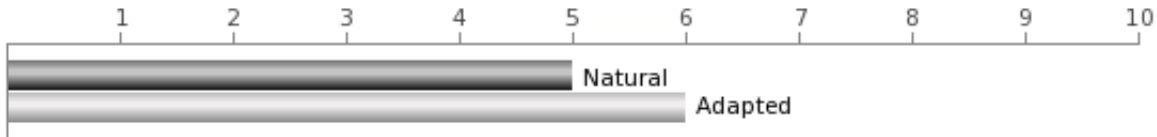


Your Ability Scale

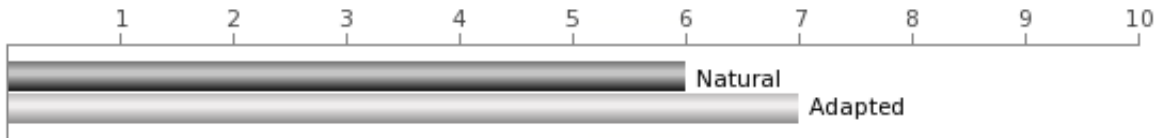
Focused on action, objectives and results



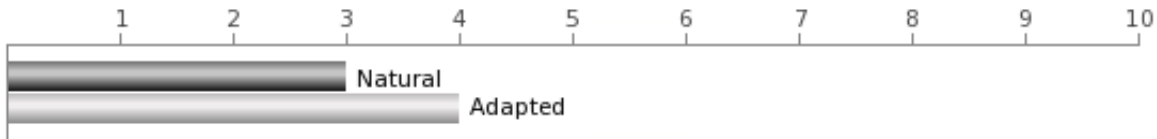
Sense of urgency, responsiveness and initiative



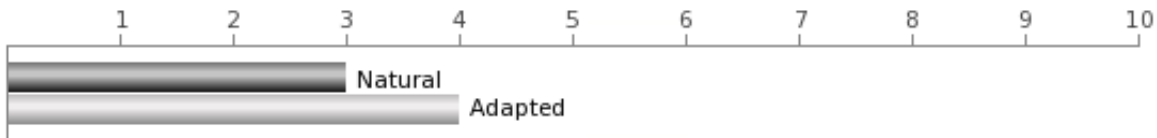
Lead, prioritize and give instructions



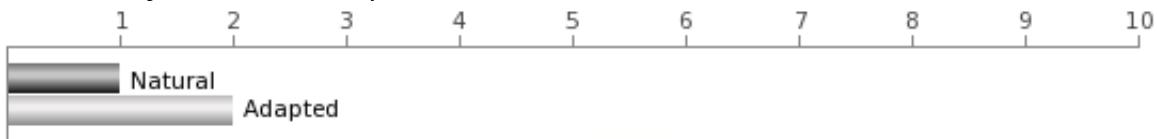
Listening skill, attentiveness and patience



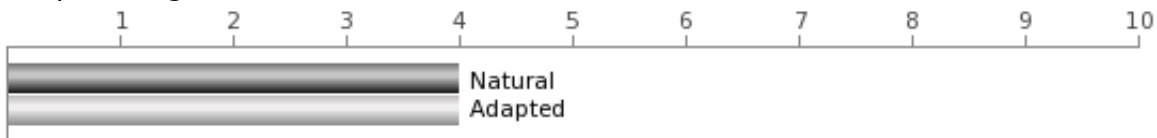
Availability, reliability and cooperation



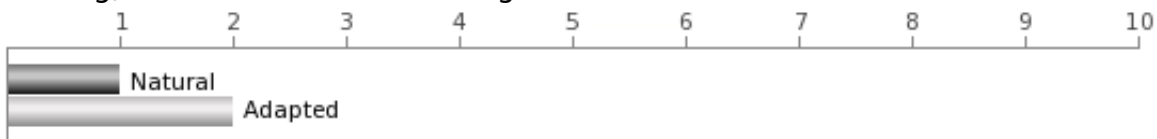
Consistency, method and perseverance



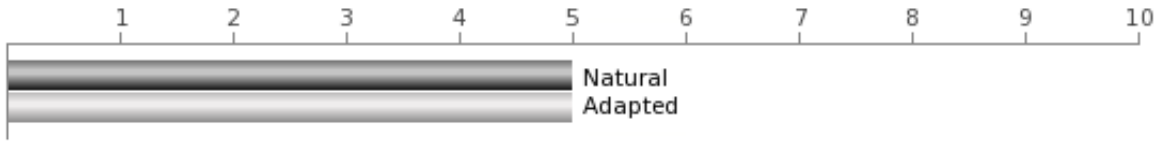
Discipline, rigor and attention to detail



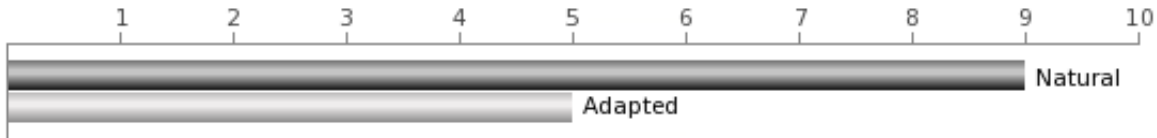
Planning, structure and time management



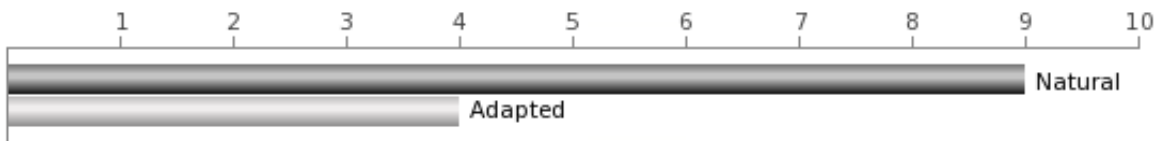
Thinking and analysis



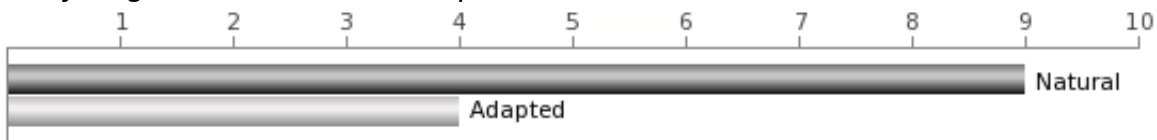
Creativity and originality



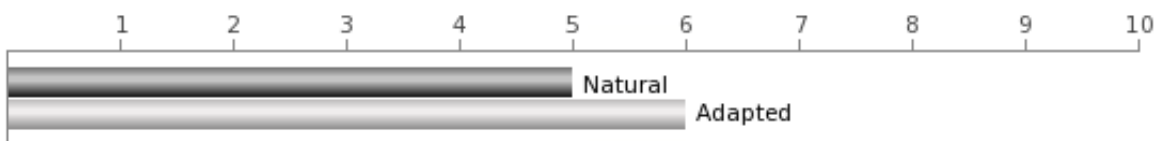
Communication and interaction



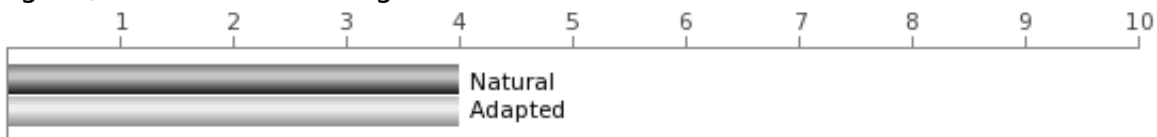
Ability to generate enthusiasm, persuade and influence



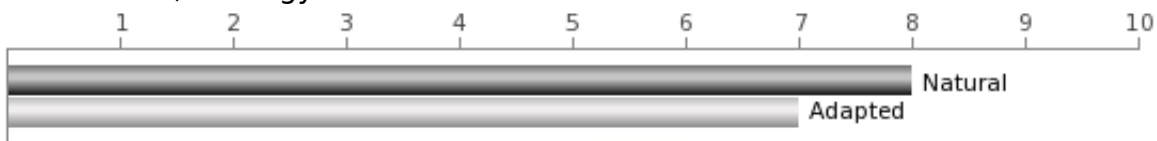
Task- and fact-oriented



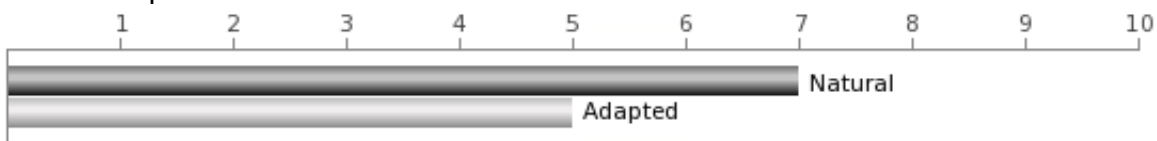
Logical, methodical and organized



Global vision, strategy and innovation



Relationship- and human contact-oriented



Areas for Development

Mrs. Jones 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.

Mrs. Jones 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
- 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

- 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