

SHAPE INTERPRETER

The 12 key areas of life at work

Overall description

What you will find in this tutorial...

This tutorial presents the 12 themes that make up the **typological approach** developed in the **SHAPE Assessment Report**.

These 12 themes correspond to the **12 key areas of life at work** which have been identified and developed by AssessFirst.

For each of the 12 key areas, you will find:

- The definition,
- Details of the personality type,
- Its attributes and potential risks, and
- The questions you should be asking about each type.

Why is an approach by type so useful?

The building-block approach *par excellence*

An approach "by type" enables a rapid **bottom-up assessment**, and is a particularly effective means of seeing how a person functions.

It reproduces a "visual" representation of the cross-correlations that can be created using the scores in the SHAPE questionnaire of the person being evaluated.

These "cross-correlations" (presented in matrix form in the SHAPE Assessment Report) show the various behavioral traits of the person under evaluation, providing a much richer and more dynamic view of the way in which the person would function in the job.

THE 12 KEY AREAS WITHIN SHAPE

AssessFirst has identified 12 themes which correspond to the **12 key areas of life at work**. Using these areas, you can be sure you have considered all the essential facets of the way a person functions.

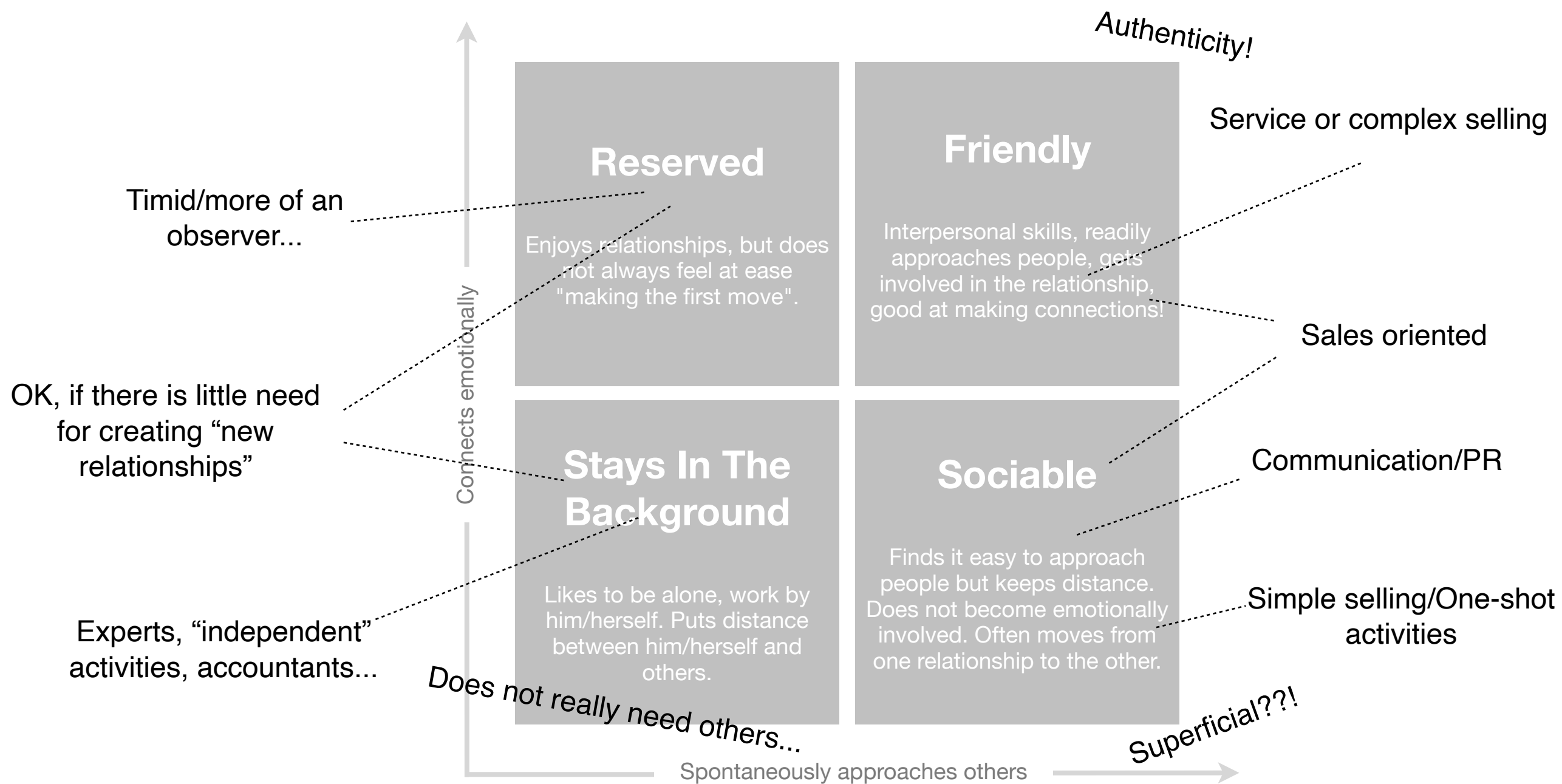
Between them, these 12 key areas cover the full scope of work-related activities: how the person creates and manages relationships, how the person approaches different situations and problems, how the person communicates and controls emotions and stress.

1 | **SOCIAL APPROACH**

1

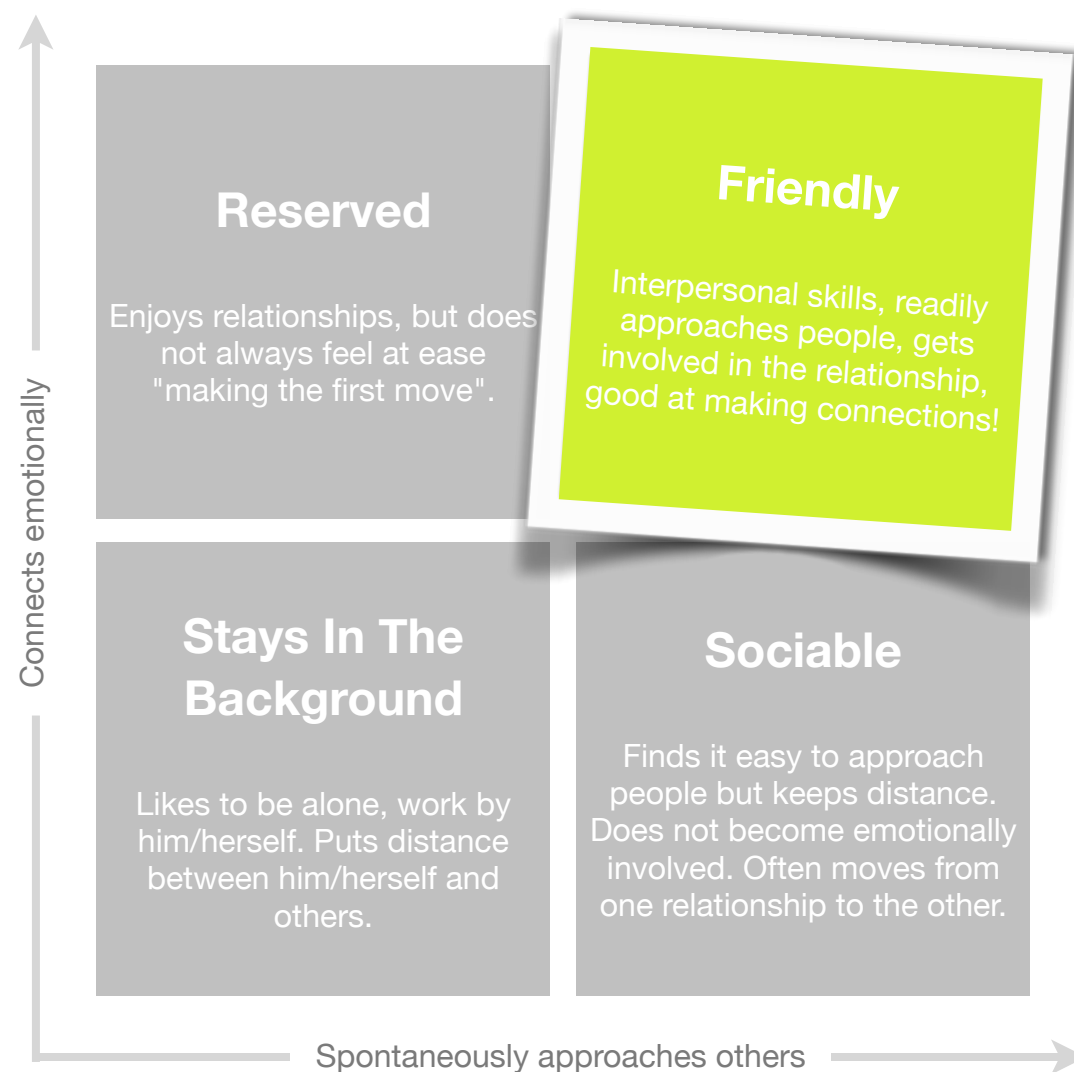
SOCIAL APPROACH

"This theme helps to understand the way a person enters into a relationship with someone he or she meets for the first time. Does he/she 'invest' in the relationship? Does he/she easily make the first moves when meeting others?"



1

Friendly



ATTRIBUTES

- Creates relationships with ease.
- Shows a genuine interest in others.
- Seeks to widen his/her network.

POTENTIAL RISKS

- Too much consultation with others nearby.
- Relies heavily on personal relationships at work.

WORTH THINKING ABOUT...

- Is the person able to adopt the "right distance" when dealing with different types of people?
- Will he/she be able to work well in an environment where personal relationships are less important?

TENDENCY ATTENUATED BY

High score (7 to 10)

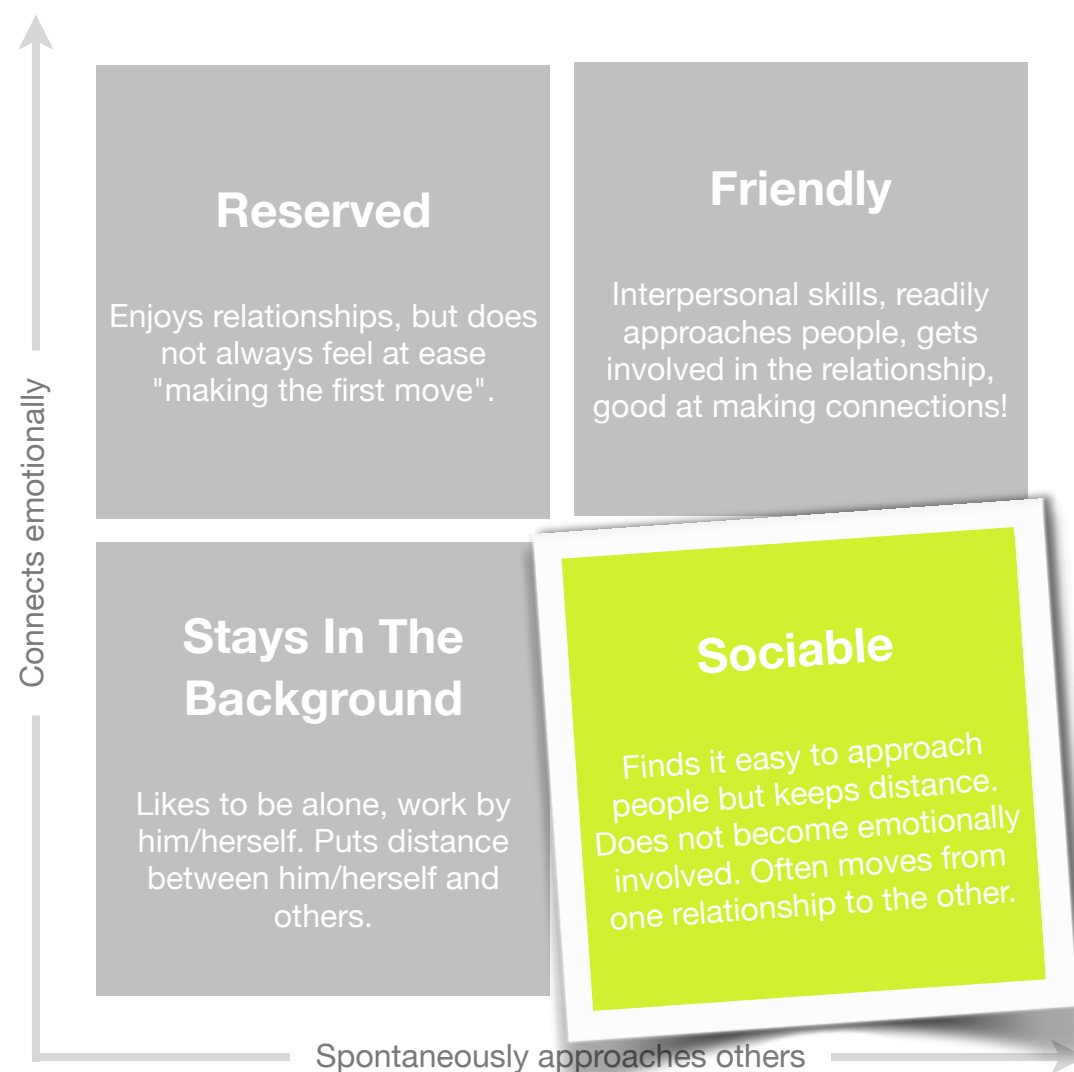
Controls own feelings

TENDENCY ACCENTUATED BY

Low score (1 to 4)

1

Sociable



ATTRIBUTES

- Forges relationships but maintains a certain distance.
- Moves easily from one relationship to another.
- Does not let others impose upon him/her.

POTENTIAL RISKS

- Moves easily from one relationship to another.
- Does not let others impose upon him/her.

WORTH THINKING ABOUT...

- Will the person be able to cultivate long-term relationships?

TENDENCY ATTENUATED BY

High score (7 to 10)

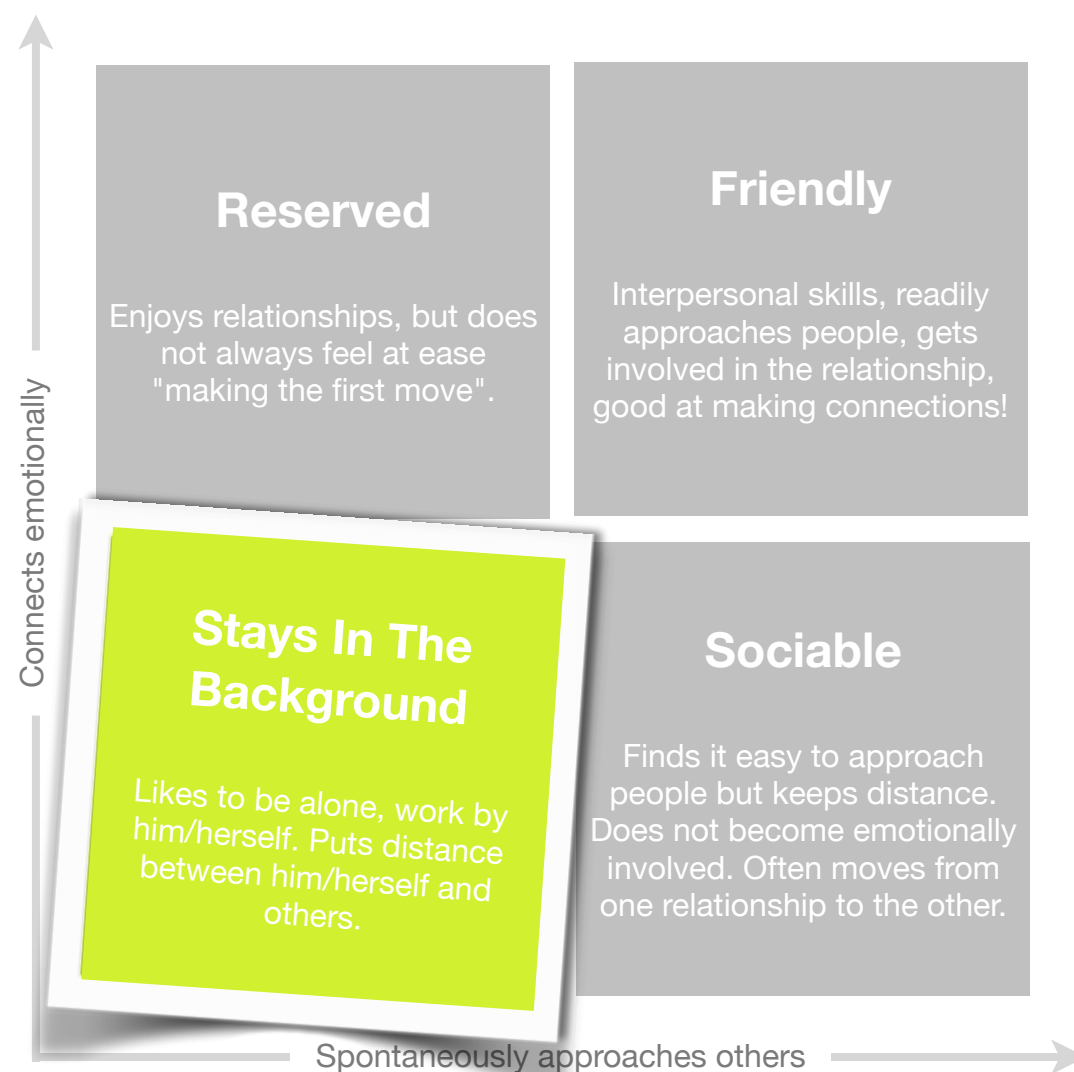
Is open to other people's ideas

TENDENCY ACCENTUATED BY

Low score (1 to 4)

1

Stays in the background



ATTRIBUTES

- Easily able to avoid getting deeply involved with other people.
- Able to focus on the job in hand, without needing the help and involvement of others.

POTENTIAL RISKS

- Tends to hold back when meeting new people.
- Does not seek to get emotionally involved with others.

WORTH THINKING ABOUT...

- Is the person likely to cooperate actively in the work of the group?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Consults others before making decisions

Is open to other people's ideas

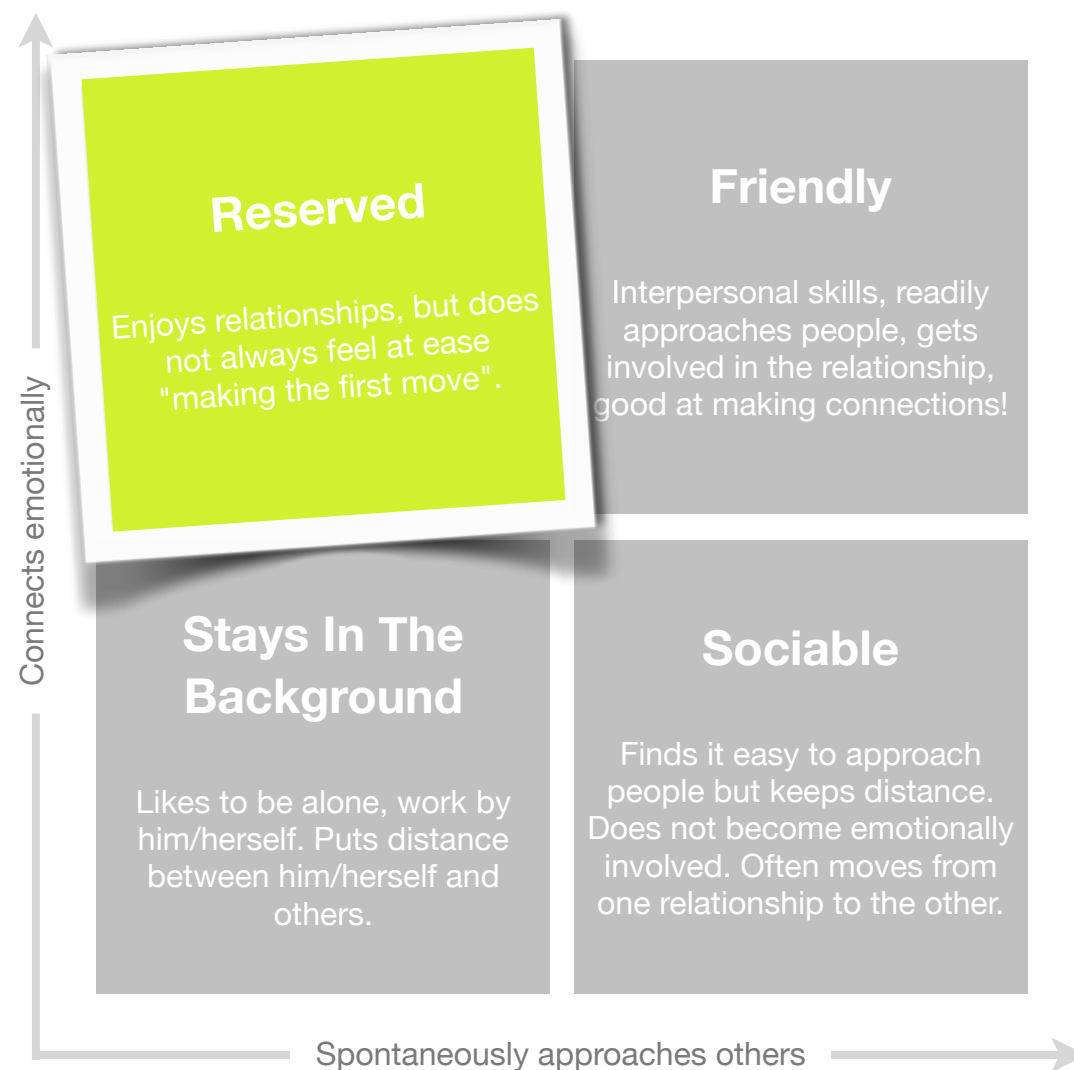
TENDENCY ACCENTUATED BY

Low score (1 to 4)

Low score (1 to 4)

1

Reserved



ATTRIBUTES

- Very committed with those in immediate circle.
- Tends to be faithful in relationships.
- Considerate towards others.

POTENTIAL RISKS

- Waits for others to approach him/her.
- Can be ill at ease when meeting new people.

WORTH THINKING ABOUT...

- Will he/she be capable of approaching new people appropriately?
- Will he/she be able to speak in public?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

Is assertive with others

Controls his/her emotions

TENDENCY ACCENTUATED BY

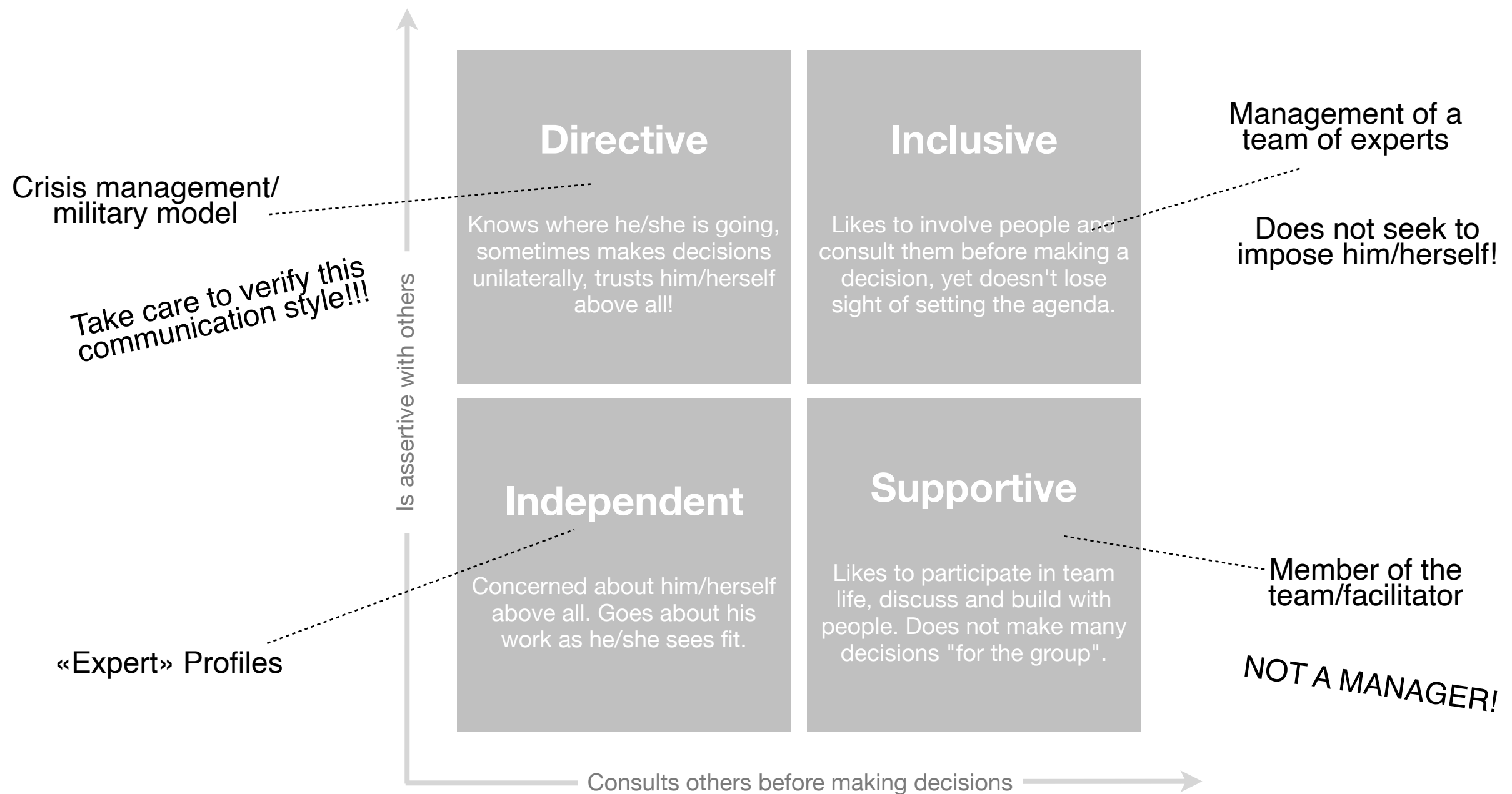
Low score (1 to 4)

High score (7 to 10)

2 | COLLABORATION (MANAGEMENT) STYLE

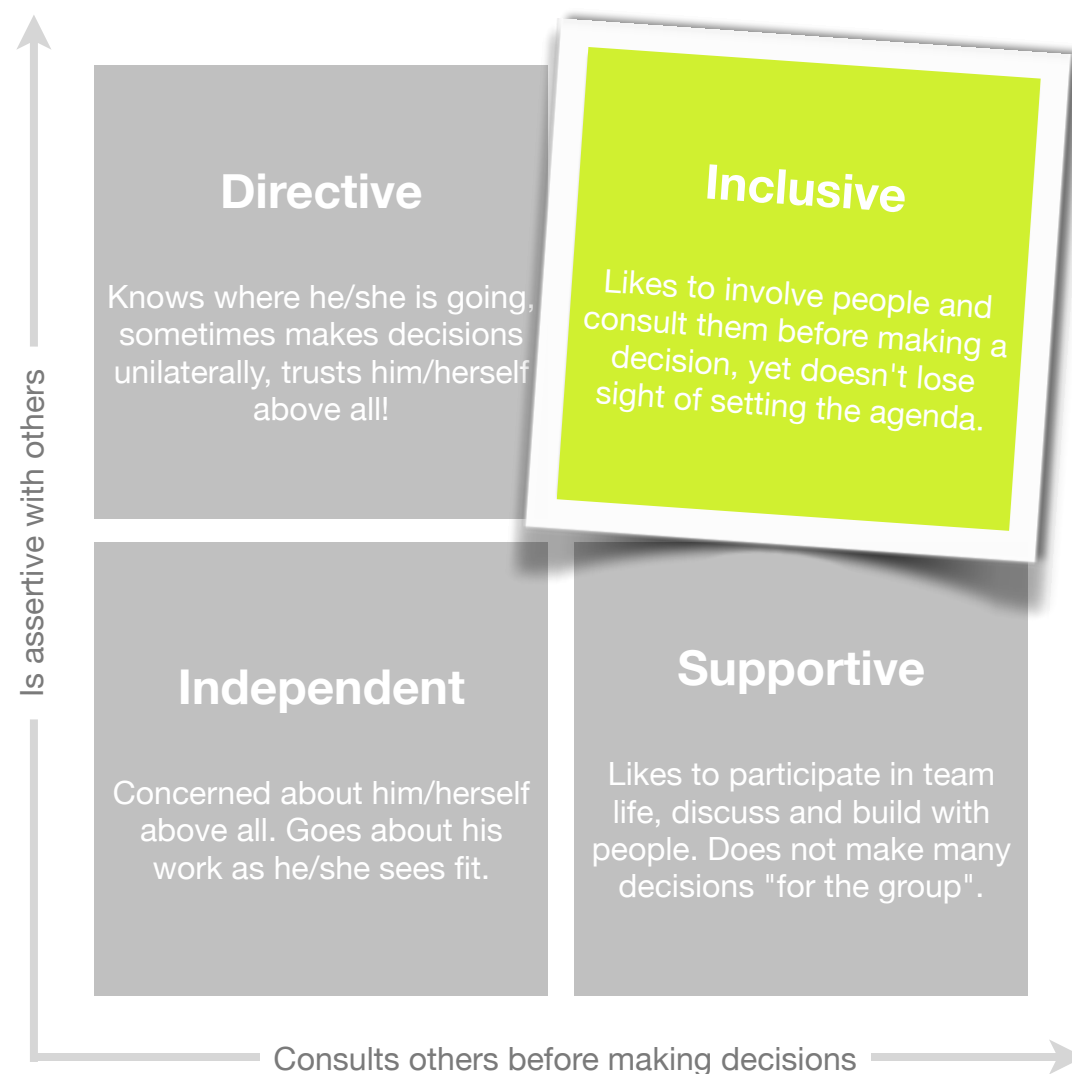
2 Collaboration (Management) Style

"This theme enables evaluating the person's leadership potential (a marked tendency to dominate) as well as the type of approach the person is likely to adopt (directive vs. participative)."



2

Inclusive



ATTRIBUTES

- Asserts him/herself but takes account of other peoples' opinions.
- Takes decisions without imposing them.

POTENTIAL RISKS

- May have difficulty in holding his/her own position.
- Does not really like taking unpopular decisions.

WORTH THINKING ABOUT...

- Can the person be decisive when it is needed?
- Will he/she be capable of taking unpopular decisions?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

Accept criticism

Connects emotionally

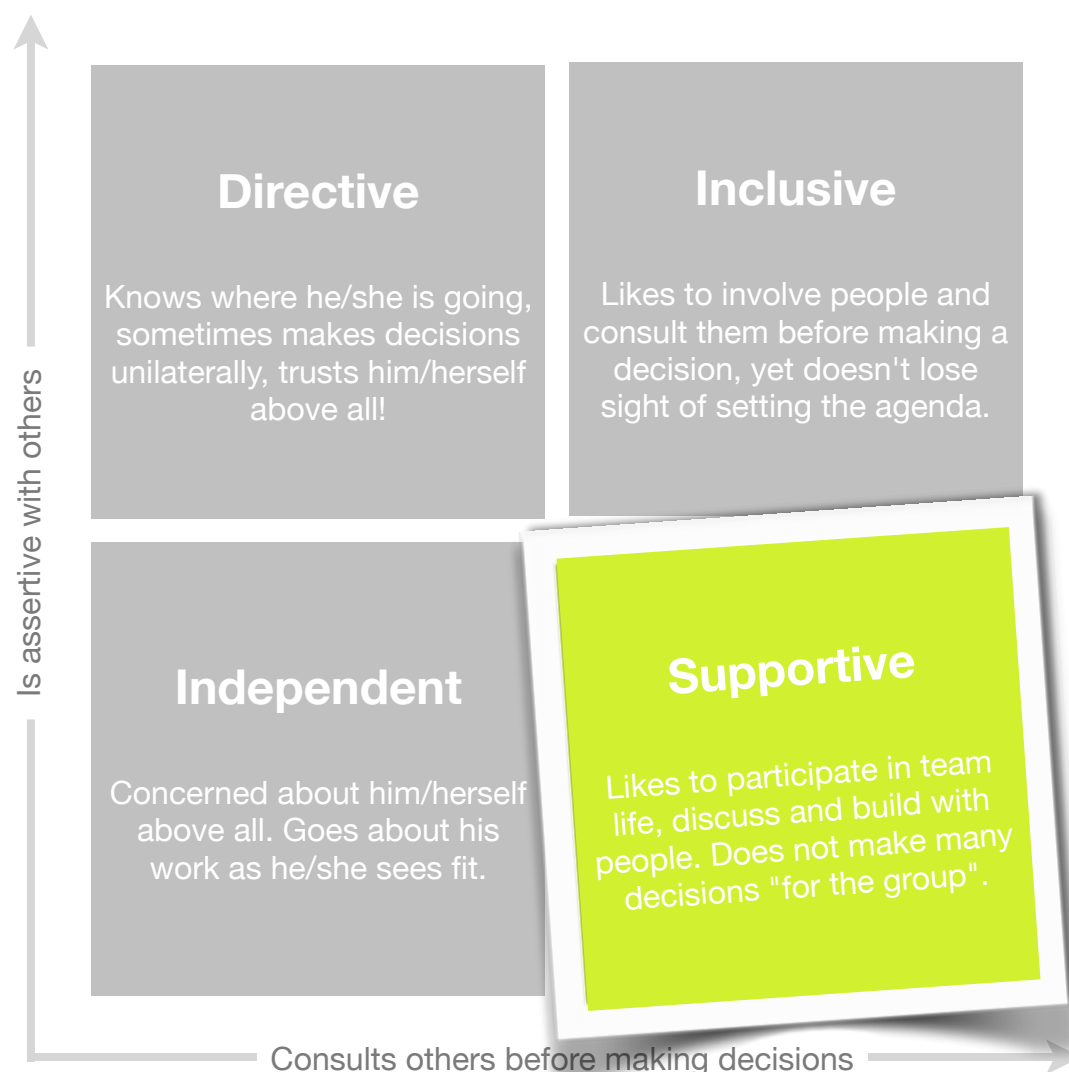
TENDENCY ACCENTUATED BY

High score (7 to 10)

High score (7 to 10)

2

Supportive

**ATTRIBUTES**

- Promotes ideas from other people without seeking to impose his/her own.
- Favors collective initiatives.
- Very attentive to the expectations of others.

POTENTIAL RISKS

- Tends to rely on others when taking decisions.
- May show lack of assertiveness and self-confidence.

WORTH THINKING ABOUT...

- Can the person progress without the backing of his group?
- What kind of decision can the person take on his/her own?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

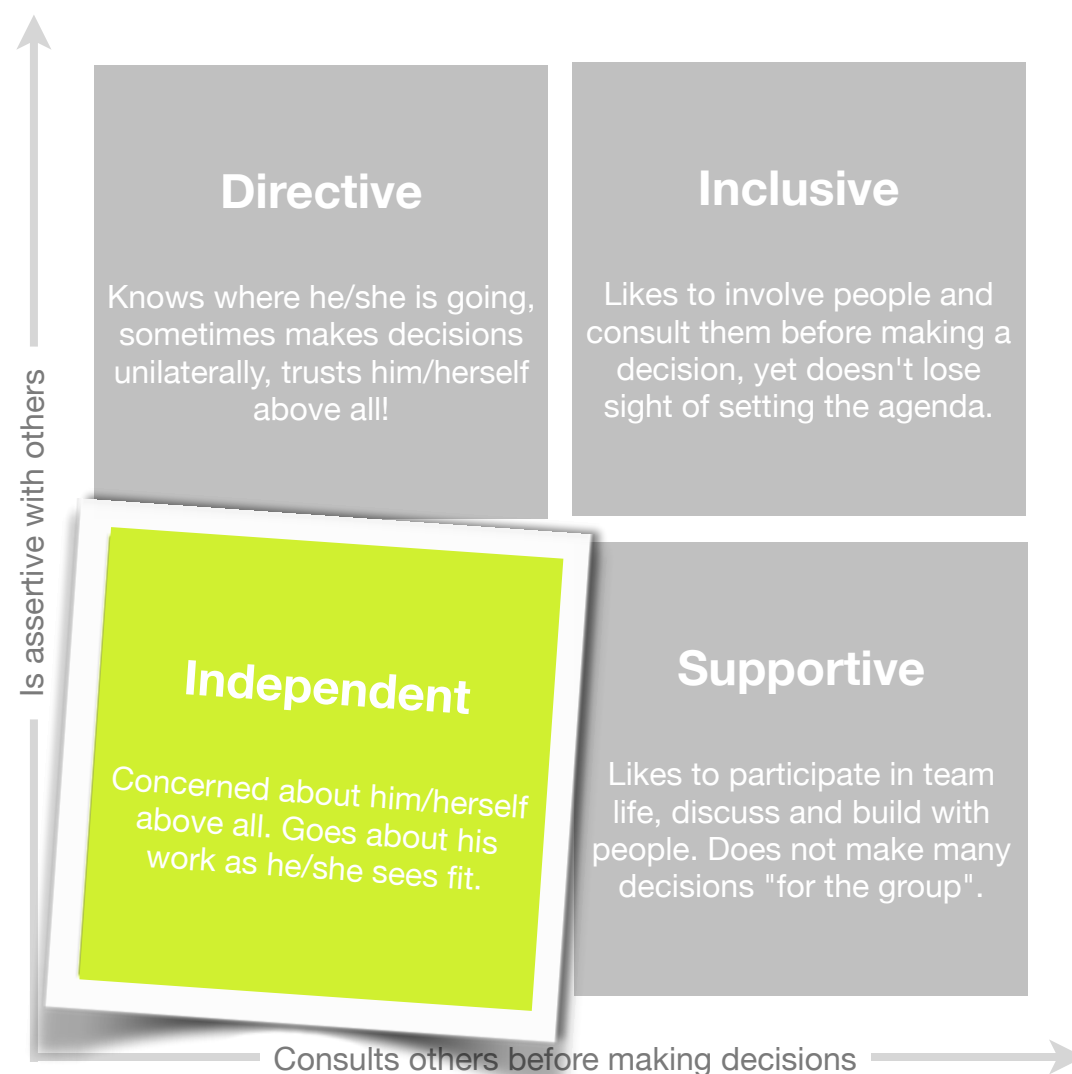
Accepts criticism**Is open to other people's ideas****TENDENCY ACCENTUATED BY**

High score (7 to 10)

High score (7 to 10)

2

Independent



ATTRIBUTES

- Works without worrying about what others are doing.
- Capable of working on his/her own.
- More effective when working in his/her own way.

POTENTIAL RISKS

- Does not participate in collective discussions.
- Can be difficult to manage if he/she becomes obstinate.

WORTH THINKING ABOUT...

- Can one count on his/her active cooperation?
- Is the person likely to disseminate useful information?

TENDENCY ATTENUATED BY

- High score (7 to 10)
- High score (7 to 10)
- High score (7 to 10)

Accepts criticism

Is open to other people's ideas

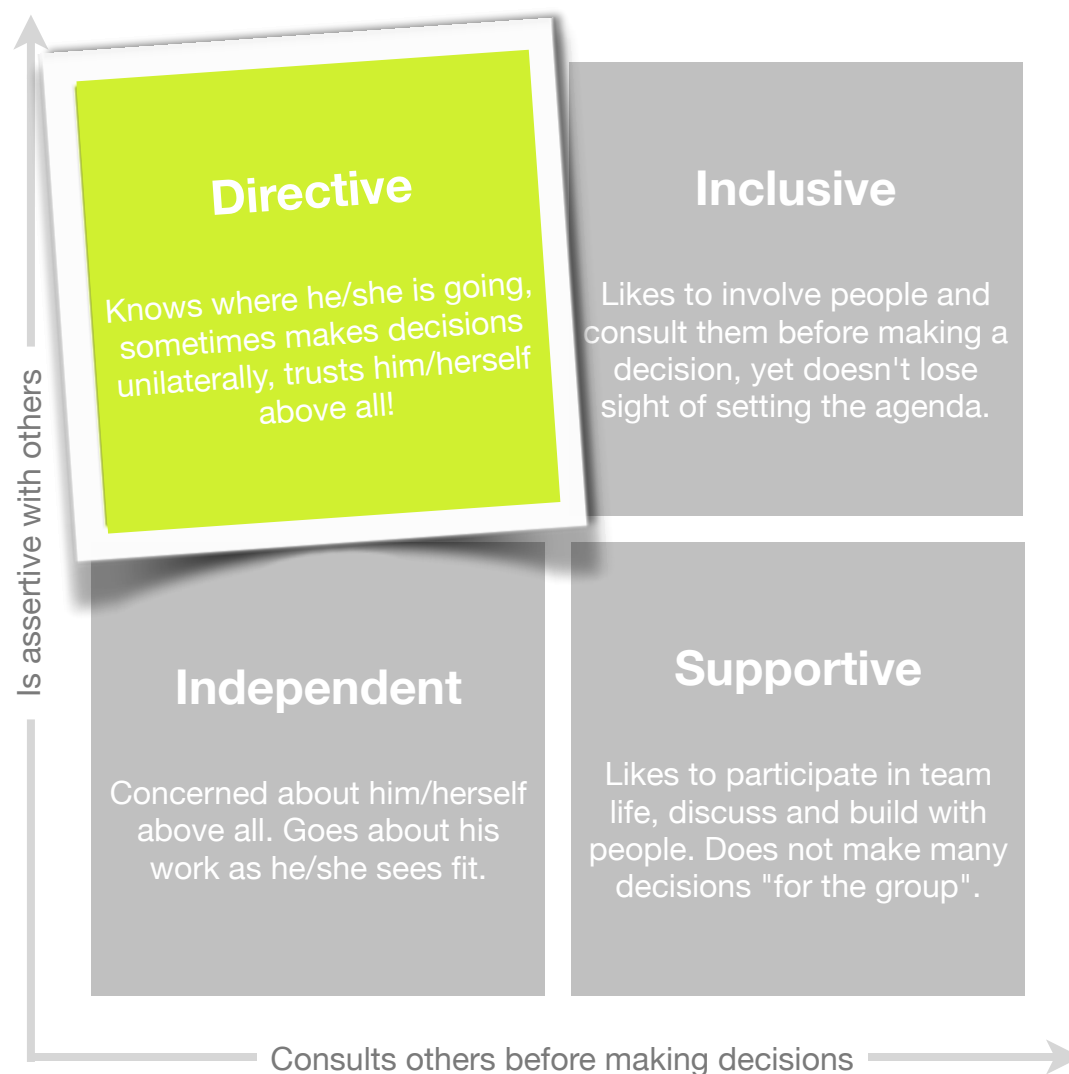
Tries to convince others

TENDENCY ACCENTUATED BY

- Low score (1 to 4)
- Low score (1 to 4)
- Low score (1 to 4)

2

Directive



ATTRIBUTES

- Gives direction with confidence and determination.
- Makes decisions quickly.
- Takes responsibility for decisions and actions.

POTENTIAL RISKS

- Tends to accept only his/her approach to problems and situations.
- Takes strategic decisions without consulting others.
- Not inclined to compromise.

WORTH THINKING ABOUT...

- How much will he/she allow others to participate in decision making?
- How do you see him/her cooperating with others?

TENDENCY ATTENUATED BY

- High score (7 to 10)
- High score (7 to 10)
- High score (7 to 10)

- Demonstrates diplomacy**
- Is open to other people's ideas**
- Tries to convince others**

TENDENCY ACCENTUATED BY

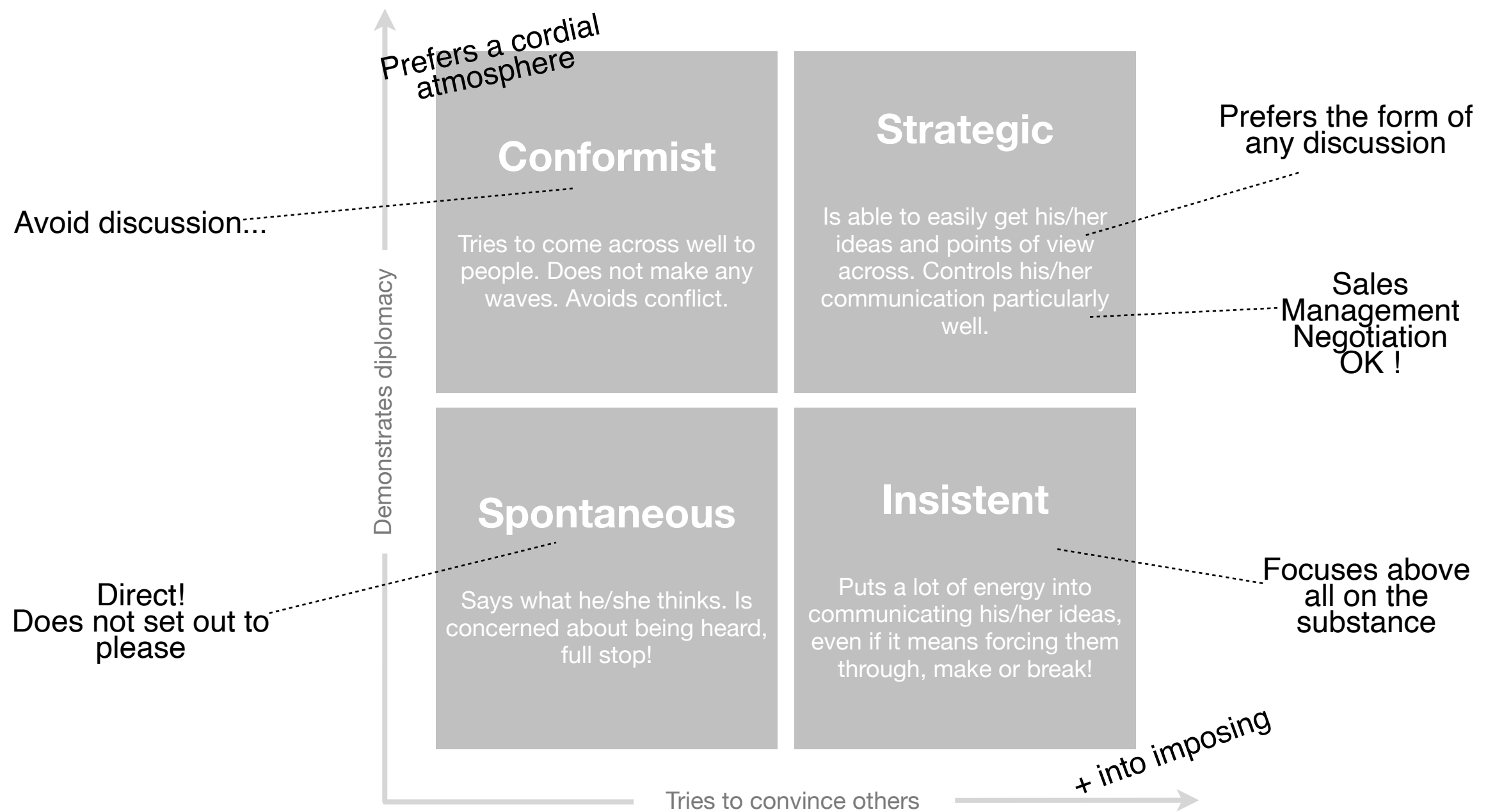
- Low score (1 to 4)
- Low score (1 to 4)
- Low score (1 to 4)

3 | PERSUASION STYLE

3

Persuasion style

"This theme throws light on the way a person tries to have his vision adopted, how he/she sells his/her ideas and decisions. The two aspects explored are the persuasive 'potential' (quantitative) and the manner in which communication is handled (qualitative)."



3

Strategic



ATTRIBUTES

- Able to adapt his/her approach to the audience to have his/her ideas accepted.
- Very tactful in presenting his/her point of view.

POTENTIAL RISKS

- Can distort his message to achieve his/her ends.
- Difficult to define accurately.

WORTH THINKING ABOUT...

- Is the person always honest in relationships with others?
- How far would he/she go in order to influence events?

TENDENCY ATTENUATED BY

High score (7 to 10)

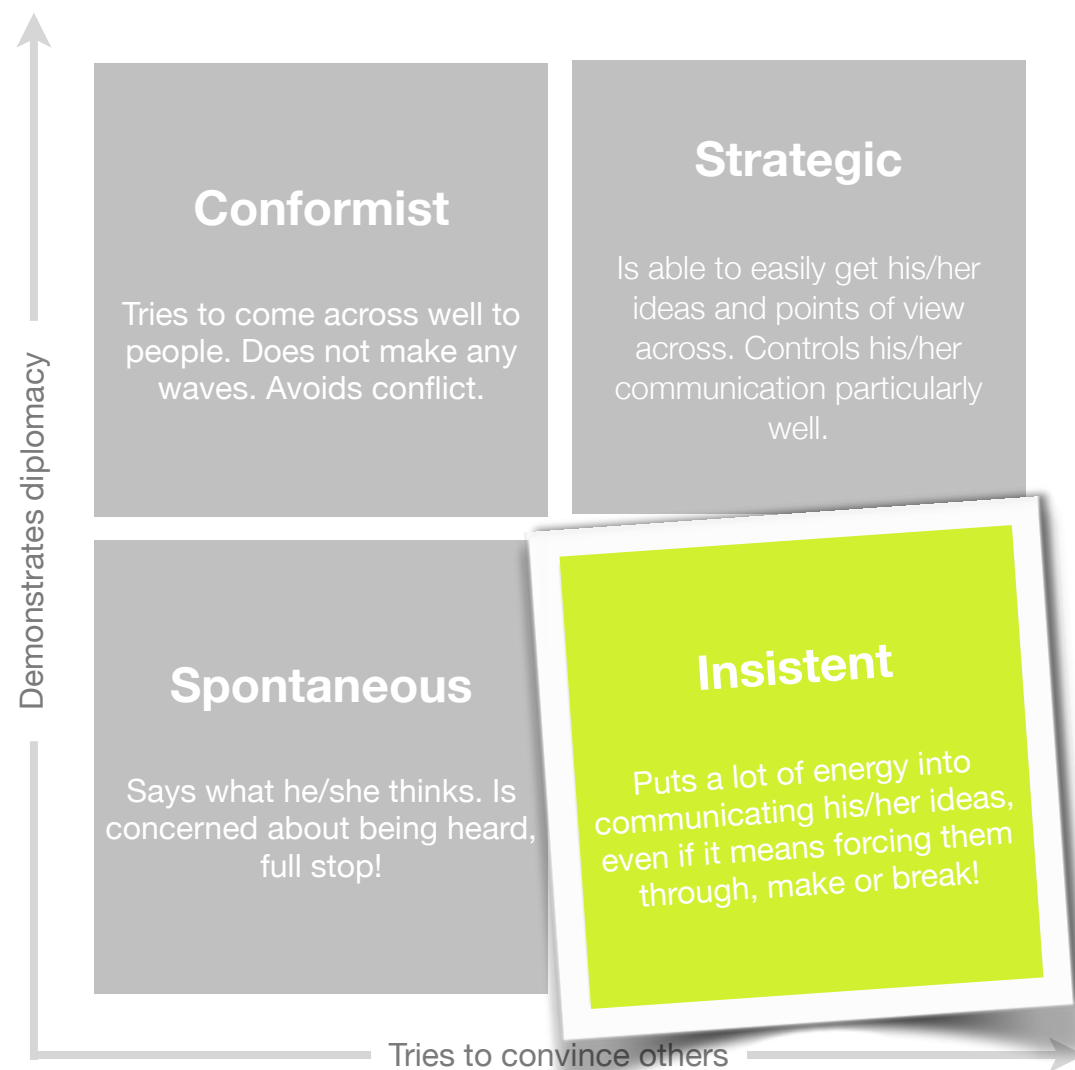
Connects emotionally

TENDENCY ACCENTUATED BY

Low score (1 to 4)

3

Insistent



ATTRIBUTES

- Uses facts to convince.
- Develops his/her arguments forcefully.
- Doesn't beat about the bush.

POTENTIAL RISKS

- Continues to insist until ideas accepted.
- Can often appear to browbeat others.

WORTH THINKING ABOUT...

- Is the person capable of an impartial debate?
- Is the person capable of putting his/her own convictions to one side in order to evaluate other people's opinions?

TENDENCY ATTENUATED BY

- High score (7 to 10)
- High score (7 to 10)
- High score (7 to 10)

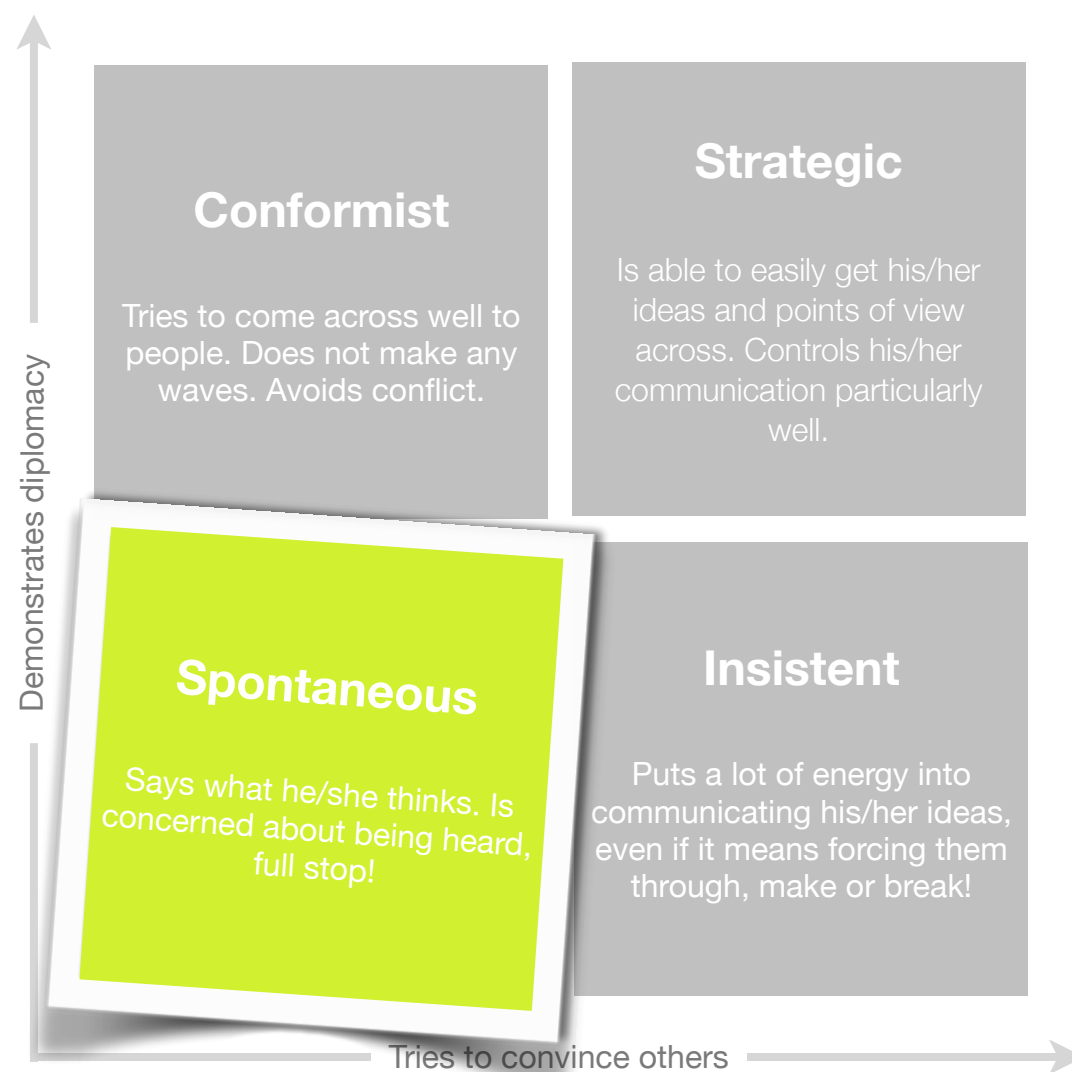
- Controls own feelings**
- Is open to other people's ideas**
- Accepts criticism**

TENDENCY ACCENTUATED BY

- Low score (1 to 4)
- Low score (1 to 4)
- Low score (1 to 4)

3

Spontaneous



ATTRIBUTES

- Very sincere when communicating.
- Tells things how he/she sees them.
- Does not try to “please the audience”, concentrates on the raw facts.

POTENTIAL RISKS

- Little concerned by what others think.
- May appear tactless.

WORTH THINKING ABOUT...

- Is the person capable of curbing his lack of inhibition when the situation calls for it?

TENDENCY ATTENUATED BY

- Low score (1 to 4)
- High score (7 to 10)
- High score (7 to 10)

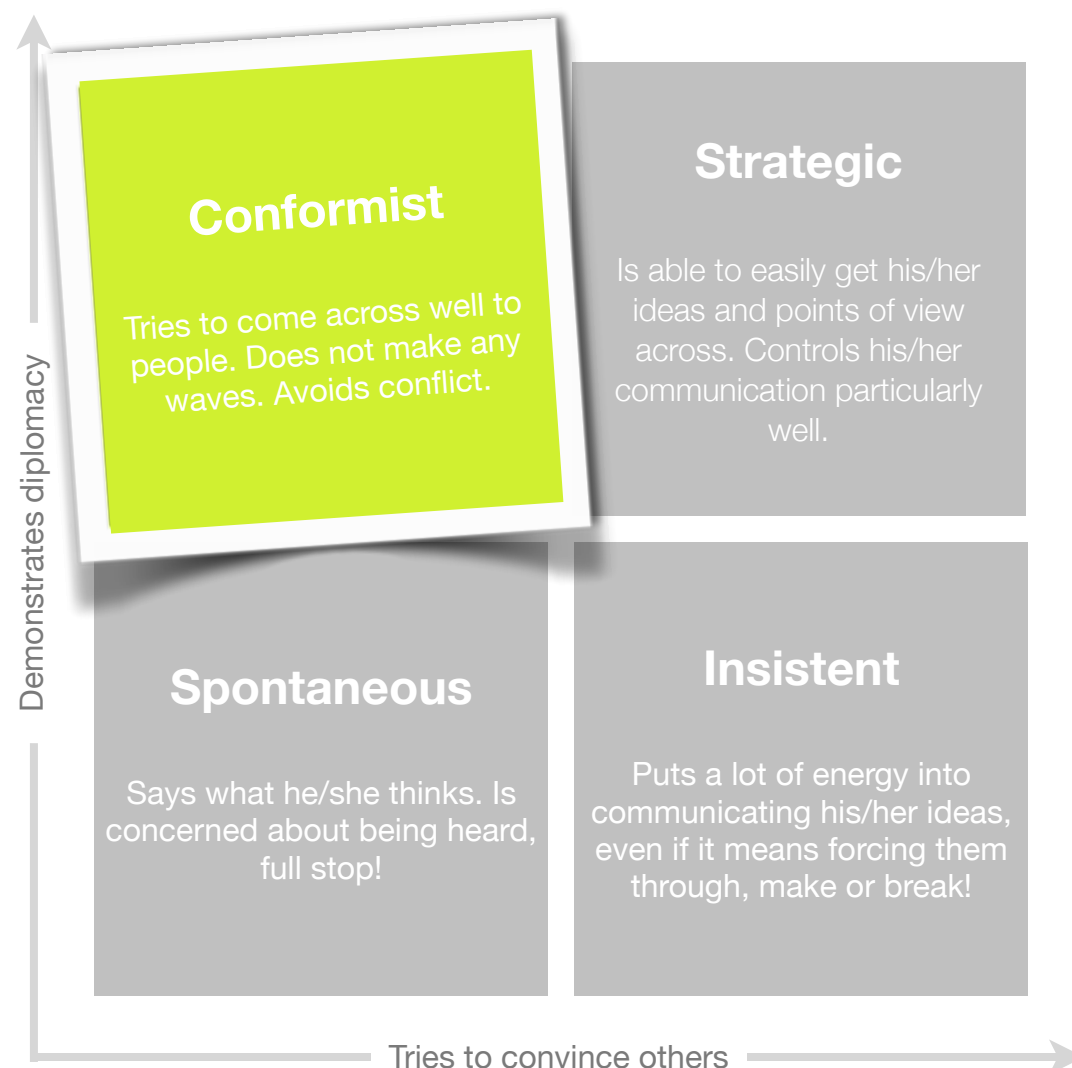
- Is assertive with others**
- Connects emotionally**
- Controls own emotions**

TENDENCY ACCENTUATED BY

- High score (7 to 10)
- Low score (1 to 4)
- Low score (1 to 4)

3

Conformist



ATTRIBUTES

- Likes people to have a good impression of him/her.
- Sensitive to his/her audience when communicating.
- Avoids conflict.

POTENTIAL RISKS

- Prefers a cordial atmosphere rather than a serious discussion.
- Frequently too accommodating.
- Not able to make his/her decisions stick.

WORTH THINKING ABOUT...

- Is the person capable of asserting him/herself in relationships with others?
- Can he/she successfully defend his/her ideas?

TENDENCY ATTENUATED BY

- Low score (1 to 4)
- Low score (1 to 4)
- High score (7 to 10)

- Accepts criticism**
- Connects emotionally**
- Is assertive with others**

TENDENCY ACCENTUATED BY

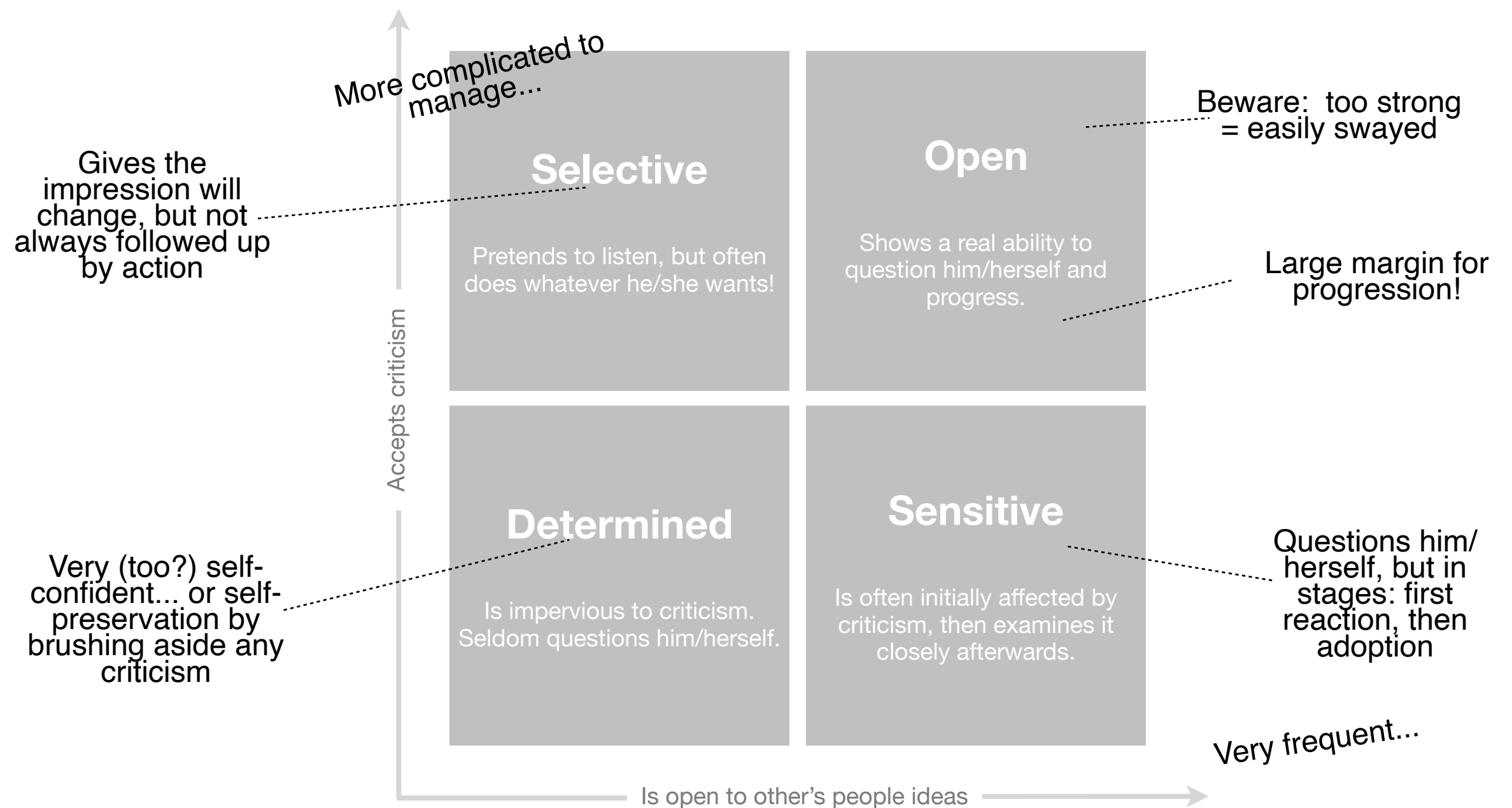
- High score (7 to 10)
- High score (7 to 10)
- Low score (1 to 4)

4 | CAPACITY FOR FEEDBACK

4

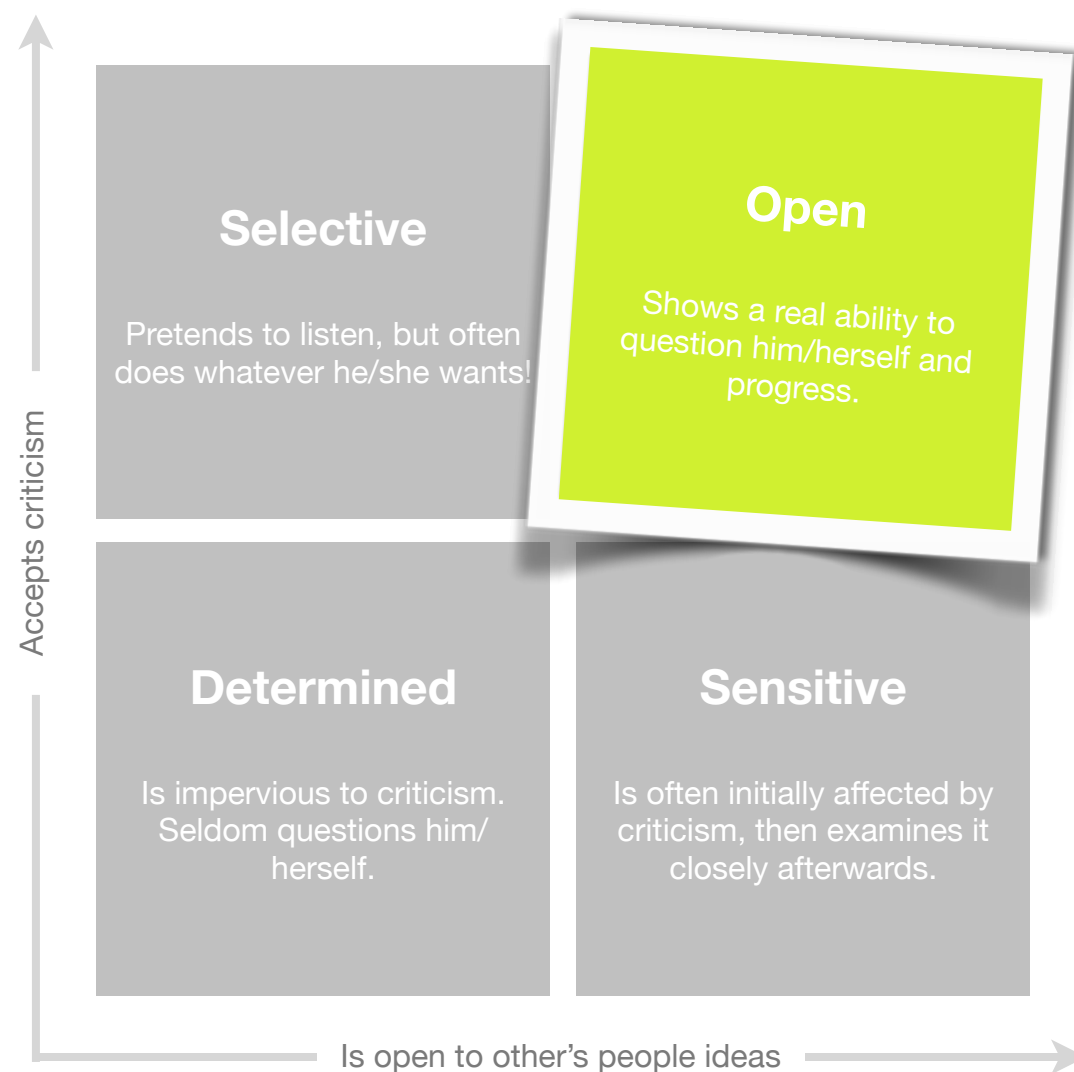
Capacity for feedback

"This theme evaluates the propensity for a person to respond to comments and feedback from others (acceptance of criticism), and the extent to which the person can take on board such criticism and use it to advantage (openness of spirit)."



4

Open

**ATTRIBUTES**

- Uses the comments of others as a means of progress.
- Treats criticism and feedback as positive.
- Shows him/herself to be mindful of the expectations of others.

POTENTIAL RISKS

- May lack a critical approach to issues.
- Perhaps easily influenced.

WORTH THINKING ABOUT...

- Can the person make a decision... and make it stick?
- Does he/she really take on board the arguments put forward by others?

TENDENCY ATTENUATED BY

- Low score (1 to 4)
- Low score (1 to 4)
- High score (7 to 10)

Consults others before making decisions

Connects emotionally

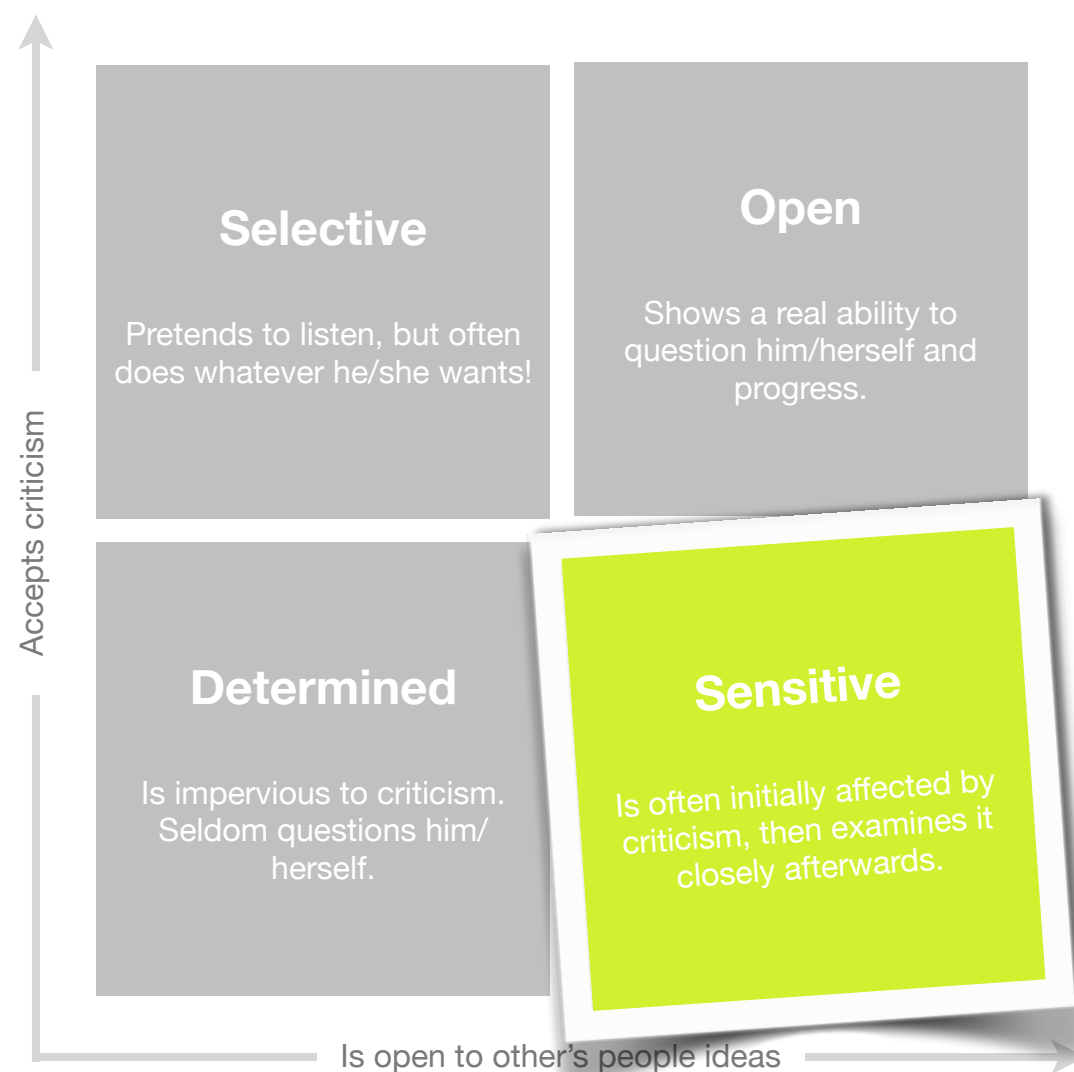
Is assertive with others

TENDENCY ACCENTUATED BY

- High score (7 to 10)
- High score (7 to 10)
- Low score (1 to 4)

4

Sensitive

**ATTRIBUTES**

- Interested in ideas of others without necessarily being influenced by them.
- Seeks to take on board what is useful in any feedback.

POTENTIAL RISKS

- Very supportive of views that reinforce his own.
- Likely to feel hurt by negative remarks.

WORTH THINKING ABOUT...

- Can such a person really react positively to criticism as much as to encouragement?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

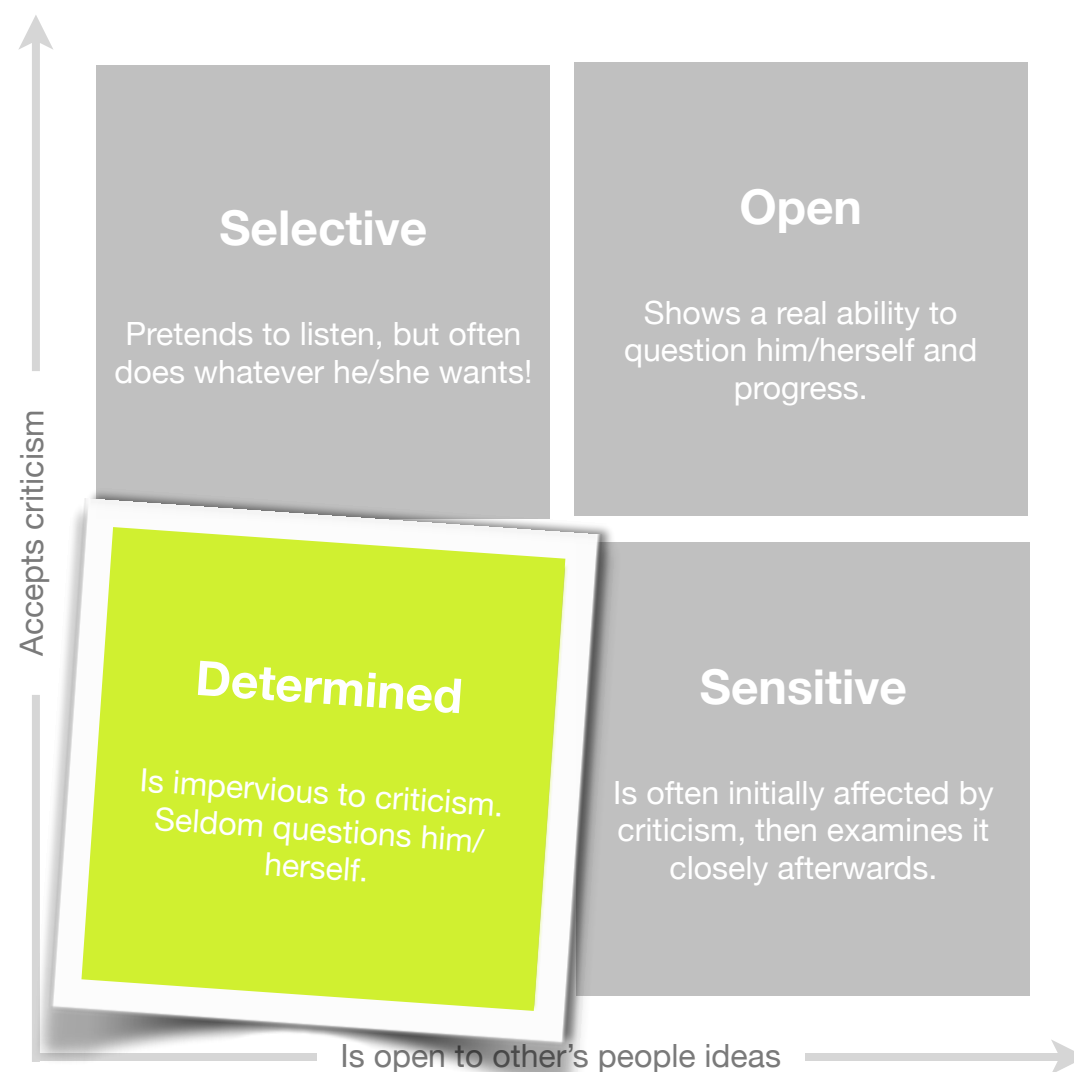
Consults others before making decisions**Is assertive with others****TENDENCY ACCENTUATED BY**

Low score (1 to 4)

High score (7 to 10)

4

Determined



ATTRIBUTES

- Very sure of his/her own points of view.
- Continues his/her action, regardless of criticism.
- Not easily influenced.

POTENTIAL RISKS

- Rarely changes his/her opinion.
- Rarely questions his/her own ideas.

WORTH THINKING ABOUT...

- Can the person take advantage of feedback from others in order to progress?
- Is the person capable of recognizing his/her own errors?

TENDENCY ATTENUATED BY

- Low score (1 to 4)
- Low score (1 to 4)
- High score (7 to 10)

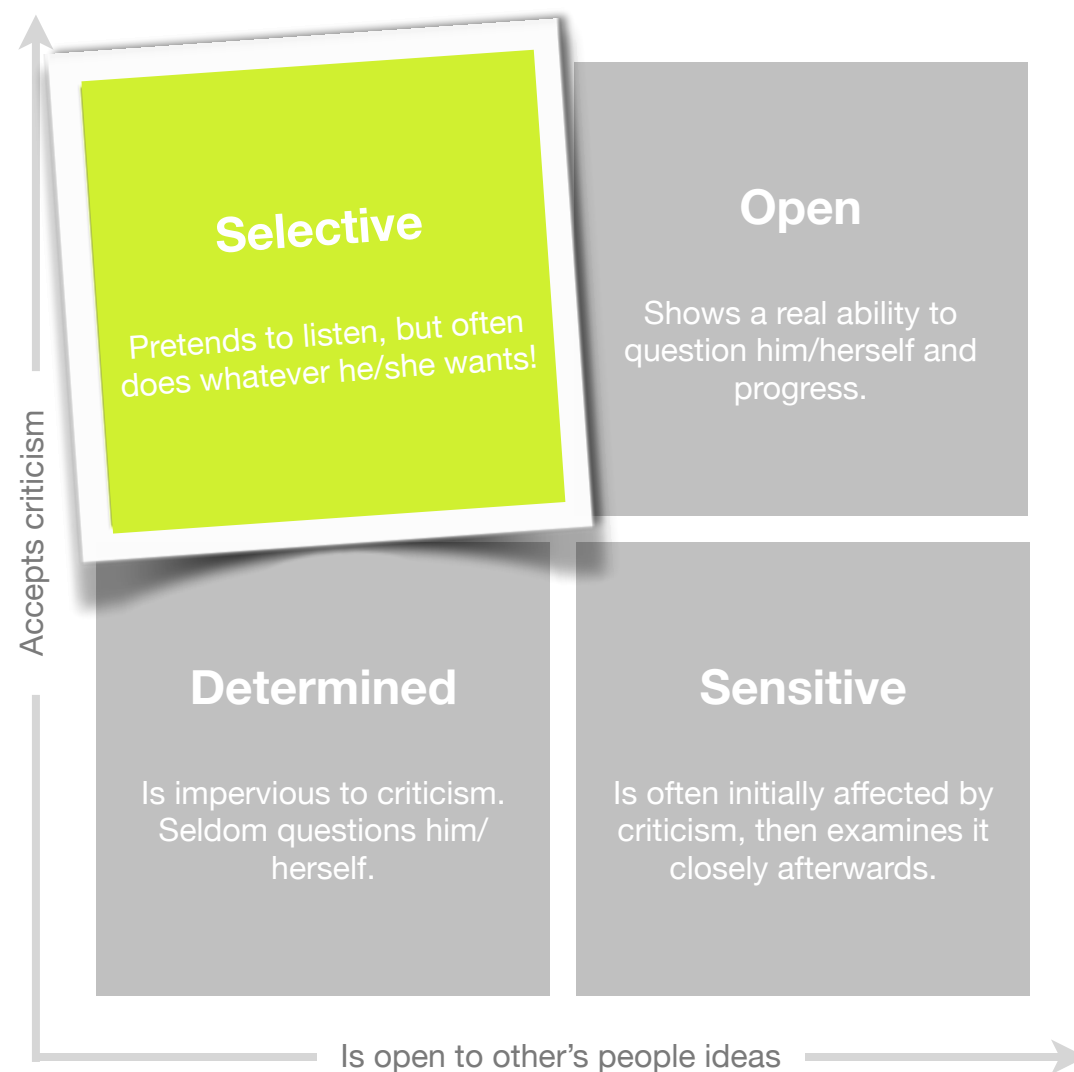
- Is assertive with others**
- Pays attention to detail**
- Focuses on the positive**

TENDENCY ACCENTUATED BY

- High score (7 to 10)
- High score (7 to 10)
- Low score (1 to 4)

4

Selective



ATTRIBUTES

- Capable of accepting comments and criticisms, without necessarily changing his/her views.
- Never loses sight of his/her own objectives, nor of his/her own interests.

POTENTIAL RISKS

- Frequently gives the impression that he/she will change, when in reality nothing changes.

WORTH THINKING ABOUT...

- Is the person really capable of using to advantage the comments and remarks that others make?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

Is assertive with others

Demonstrates diplomacy

TENDENCY ACCENTUATED BY

High score (7 to 10)

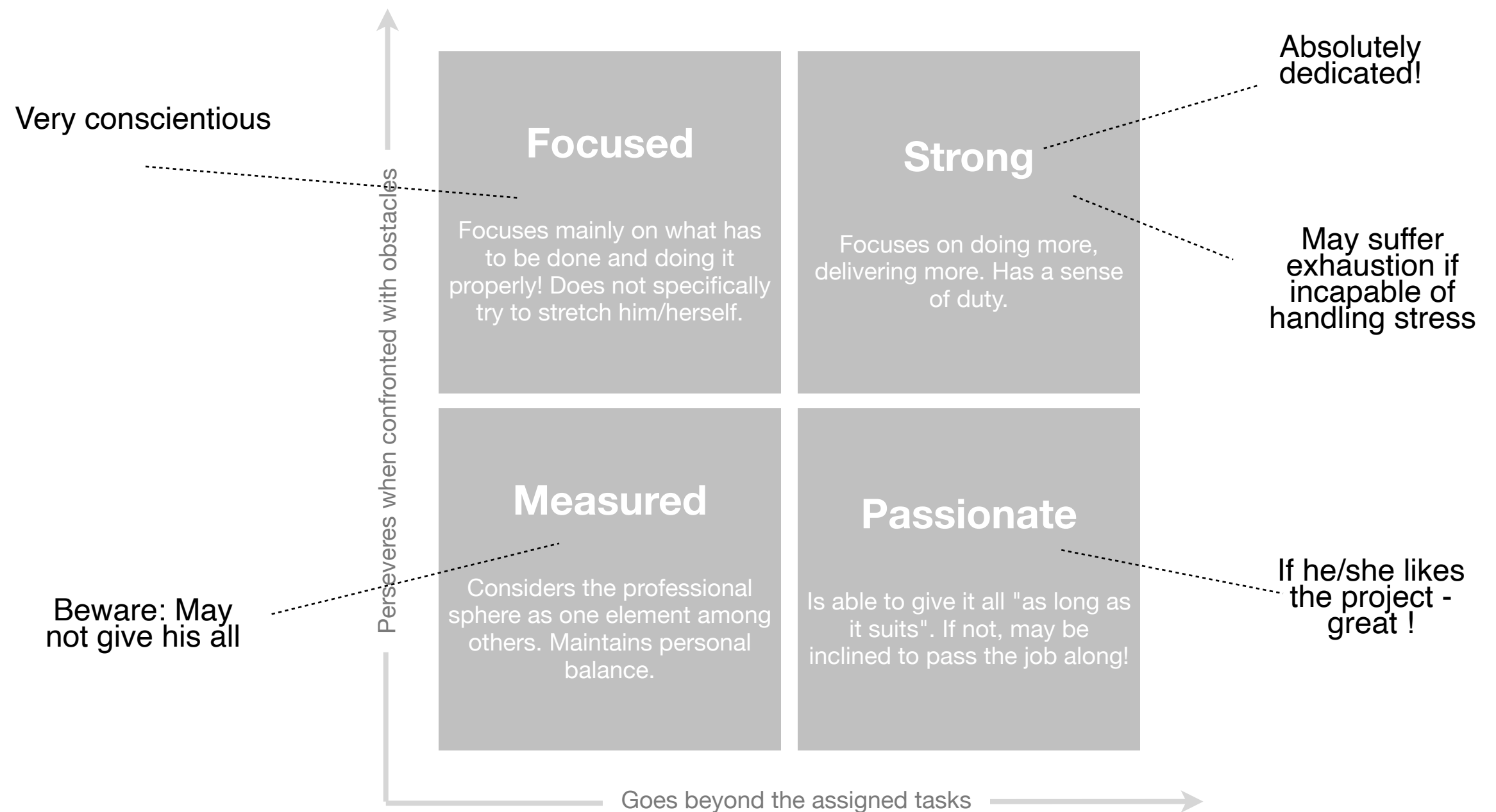
High score (7 to 10)

5 | WORK ETHIC

5

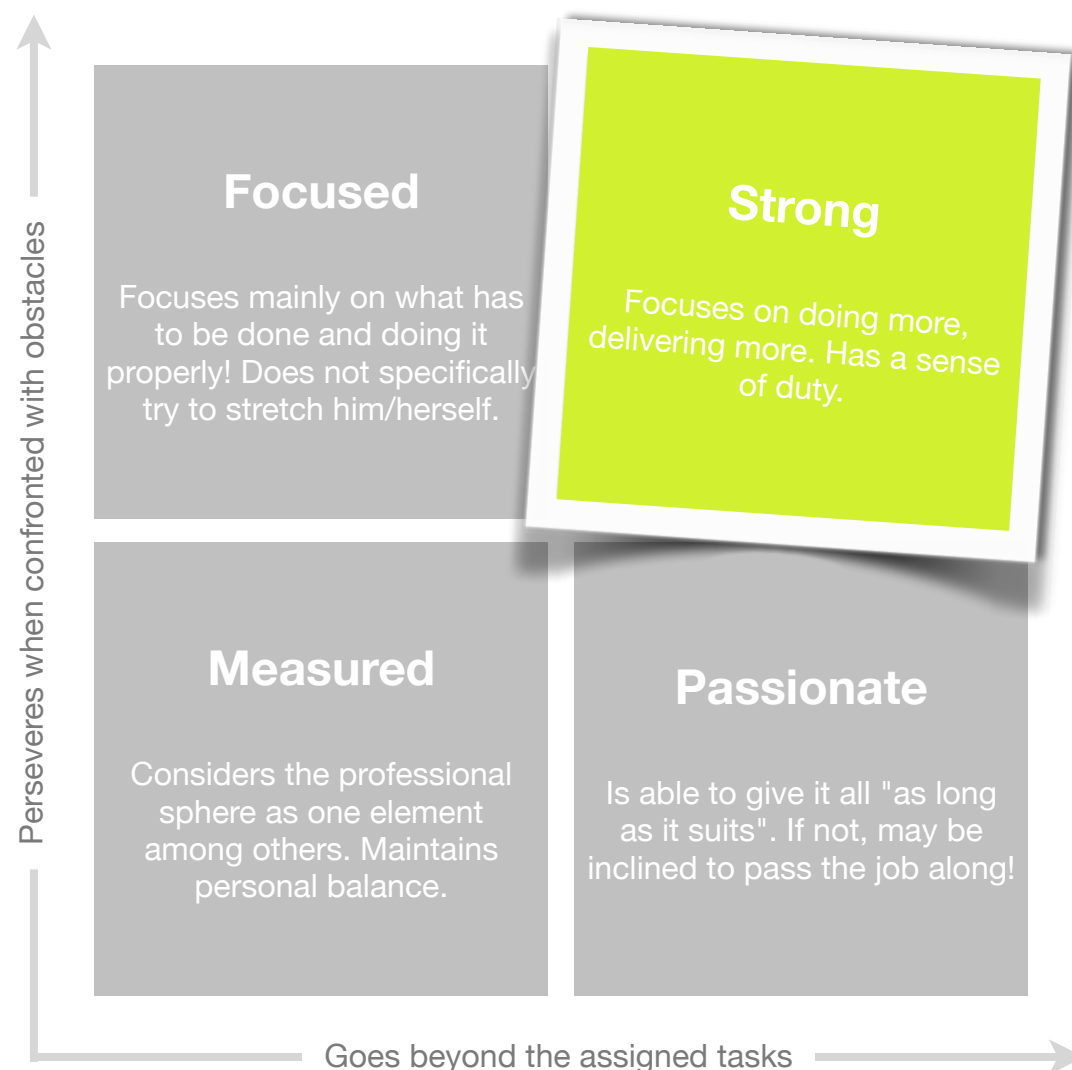
Work ethic

"This theme sheds light on two aspects of a person's commitment to his/her work: sense of excellence (going beyond what is required) and persistence (efforts expended to achieve one's objectives)."



5

Strong

**ATTRIBUTES**

- Very ambitious, seeks quite naturally to go the extra mile.
- Demonstrates enormous determination.
- Capable of huge quantity of work.

POTENTIAL RISKS

- Rarely satisfied with the *status quo*.
- Easily goes outside project limits.
- May have difficulty in delegating important tasks.

WORTH THINKING ABOUT...

- Does such a person risk physical and/or mental exhaustion?
- Can such a person be trusted to remain within the assigned scope of work?

TENDENCY ATTENUATED BY

High score (7 to 10)
High score (7 to 10)

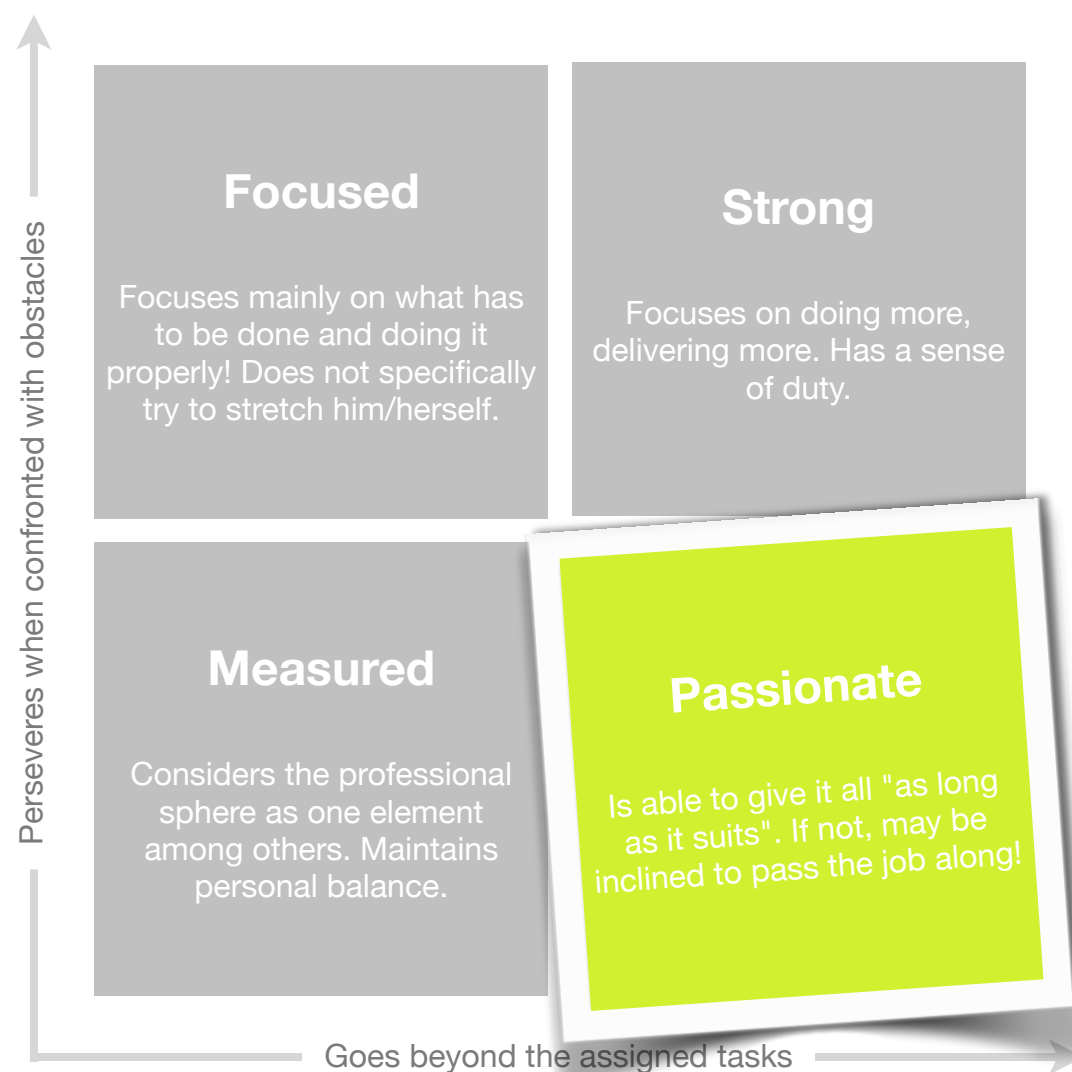
Is relaxed
Seeks stability

TENDENCY ACCENTUATED BY

Low score (1 to 4)
Low score (1 to 4)

5

Passionate



ATTRIBUTES

- Excels in the areas that really interest him/her.
- Likes to think that his/her investment is worth the effort.

POTENTIAL RISKS

- Tendency to refuse tasks that imply constraints.
- May leave undone things that do not interest him/her.

WORTH THINKING ABOUT...

- Is this person sufficiently interested in the assigned missions to give them his/her full attention?
- Can the person be trusted to complete all the tasks involved in the project assigned to him/her?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

Prefers varied tasks

Adapts to change

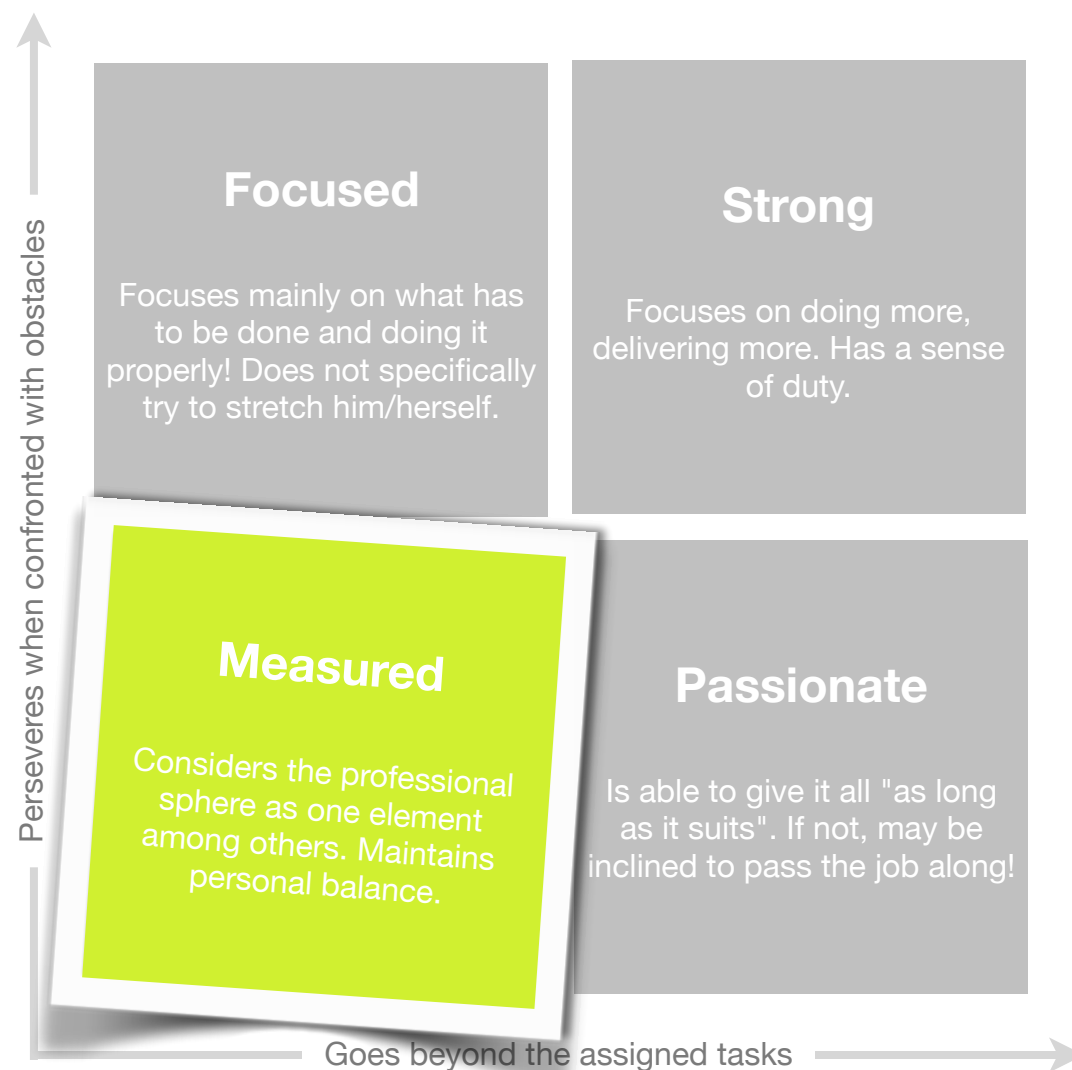
TENDENCY ACCENTUATED BY

High score (7 to 10)

High score (7 to 10)

5

Measured



ATTRIBUTES

- Performs what has been assigned.
- Does not venture outside own skill area.

POTENTIAL RISKS

- Rarely pro-active.
- Stays within own comfort zone.
- Unlikely to accept significant challenges.

WORTH THINKING ABOUT...

- Is the person capable of "going the extra mile" when the situation calls for it?

TENDENCY ATTENUATED BY

Low score (1 to 4)
High score (7 to 10)
Low score (1 to 4)

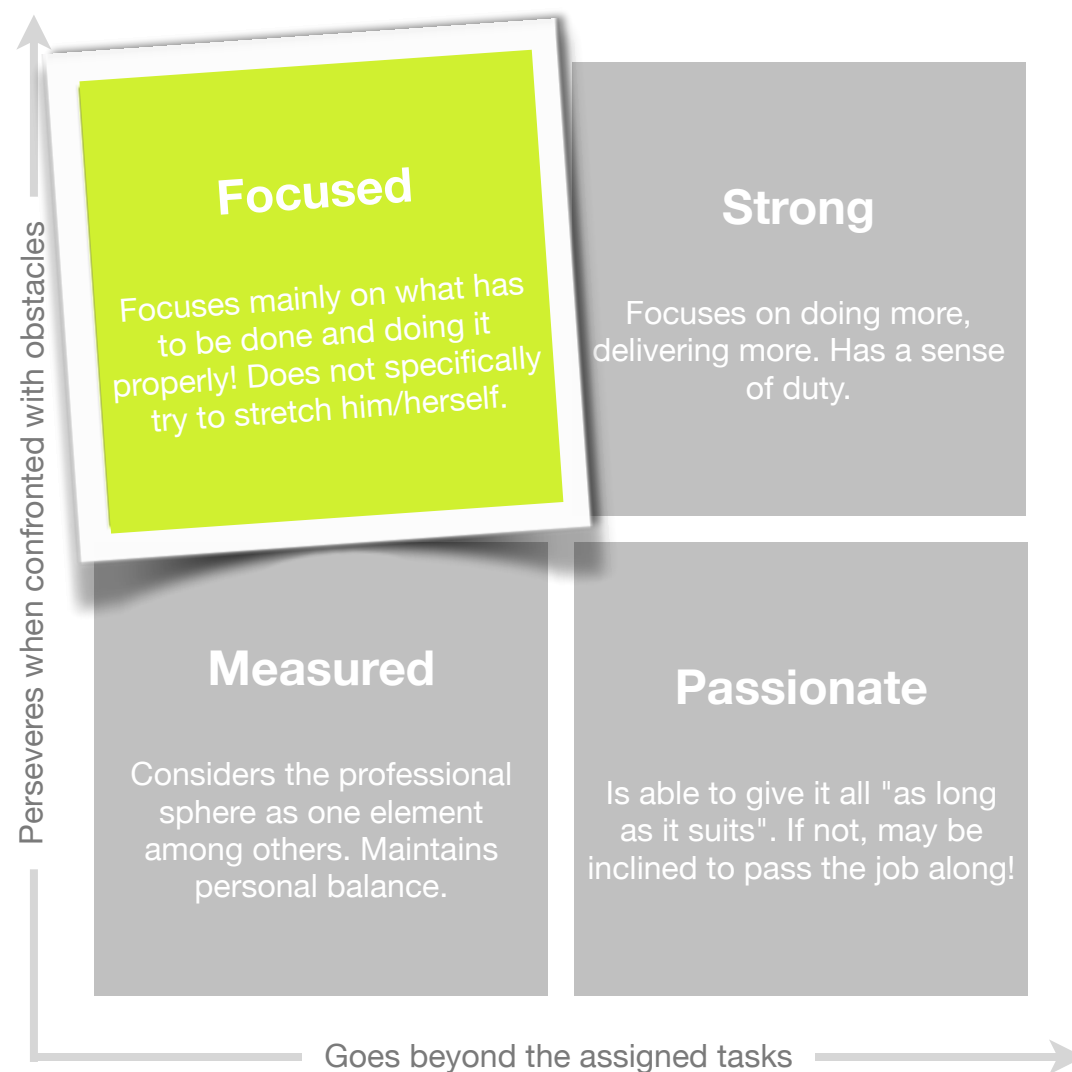
Seeks stability
Adapts to change
Is relaxed

TENDENCY ACCENTUATED BY

High score (7 to 10)
Low score (1 to 4)
High score (7 to 10)

5

Focused



ATTRIBUTES

- Stays focused on the objectives of the project.
- Ensures that what is done is well done.

POTENTIAL RISKS

- Can get bogged down by a task, and only focus on what has been requested.

WORTH THINKING ABOUT...

- Is the person capable of "going the extra mile" when the situation calls for it?
- Will he/she take the initiative?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Prefers varied tasks

Demonstrates inventiveness

TENDENCY ACCENTUATED BY

Low score (1 to 4)

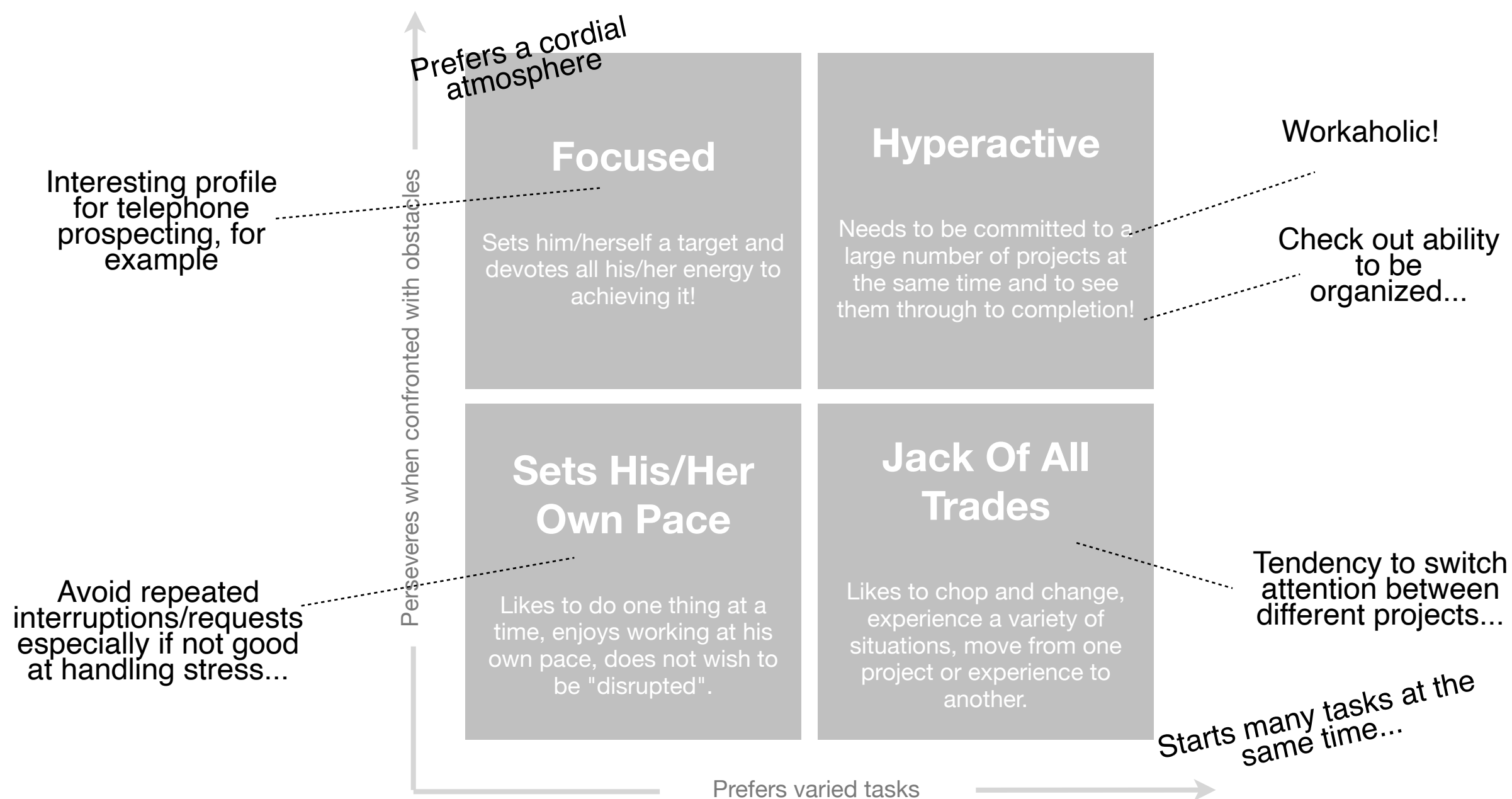
Low score (1 to 4)

6 | **TASK MANAGEMENT**

6

Task Management

"This theme gives an immediate picture of the person's reaction to routine. Is the person interested in variety? Is the person capable of persevering when faced with difficulties?"



6

Hyperactive



ATTRIBUTES

- Not fazed by having several projects going at the same time.
- Can easily give his/her attention to numerous extra requests even when busy.

POTENTIAL RISKS

- Needs constantly to have new projects in which to get involved.
- May have difficulty in focusing on one project at a time.

WORTH THINKING ABOUT...

- Can the person be expected to devote his/her time exclusively to a long-term project?
- Is there a risk that the person will get really overloaded and be less than thorough in each project?

TENDENCY ATTENUATED BY

Low score (1 to 4)

High score (7 to 10)

Adapts to change

Seeks stability

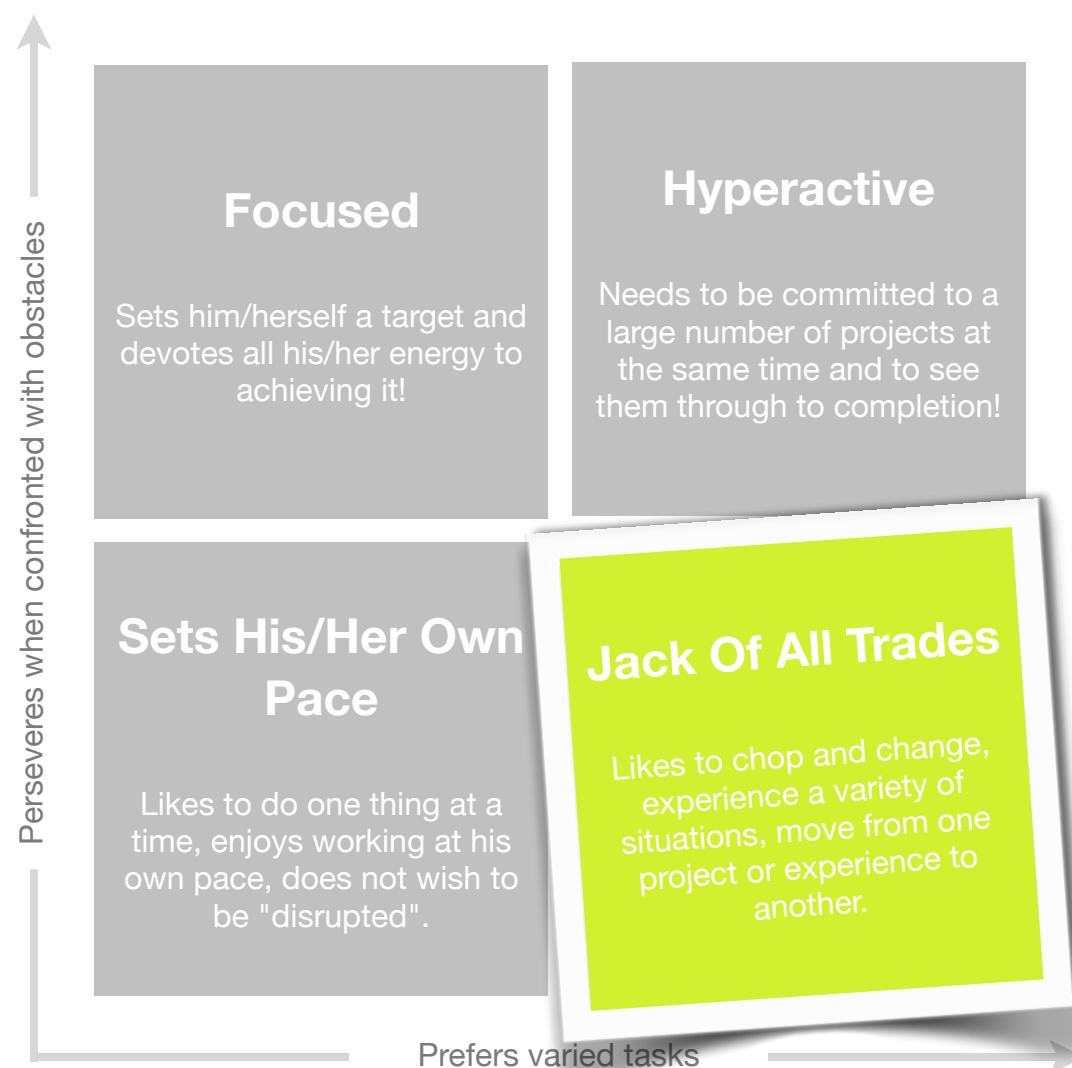
TENDENCY ACCENTUATED BY

High score (7 to 10)

Low score (1 to 4)

6

Jack of all trades



ATTRIBUTES

- Moves comfortably from one task to another.
- Happy to explore different approaches to a task.

POTENTIAL RISKS

- May spread him/herself too thinly.
- Easily distracted.

WORTH THINKING ABOUT...

- Is the person capable of completing projects on time?
- Will the person become bored easily?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

Pay attention to detail

Adapts to change

TENDENCY ACCENTUATED BY

Low score (1 to 4)

High score (7 to 10)

6

Sets his/her own pace



ATTRIBUTES

- Adopts a rigorously planned approach to managing his/her work.
- Easily capable of intense concentration on the task at hand.

POTENTIAL RISKS

- Inability to handle external pressures.
- Can start panicking if requested to do many things at the same time.

WORTH THINKING ABOUT...

- Can the person handle more than one thing at a time?
- How will the person react to the unexpected?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

Adapts to change

Is relaxed

TENDENCY ACCENTUATED BY

Low score (1 to 4)

High score (7 to 10)

6

Focused



ATTRIBUTES

- Works logically from one task to the next.
- Completes one task before starting on the next.

POTENTIAL RISKS

- Focuses on completing one task, perhaps neglecting others.
- May lack the overall appreciation of the tasks at hand.

WORTH THINKING ABOUT...

- Is the person capable of prioritizing?
- Can the person differentiate urgent and important tasks?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

Adapts to change

Pays attention to detail

TENDENCY ACCENTUATED BY

Low score (1 to 4)

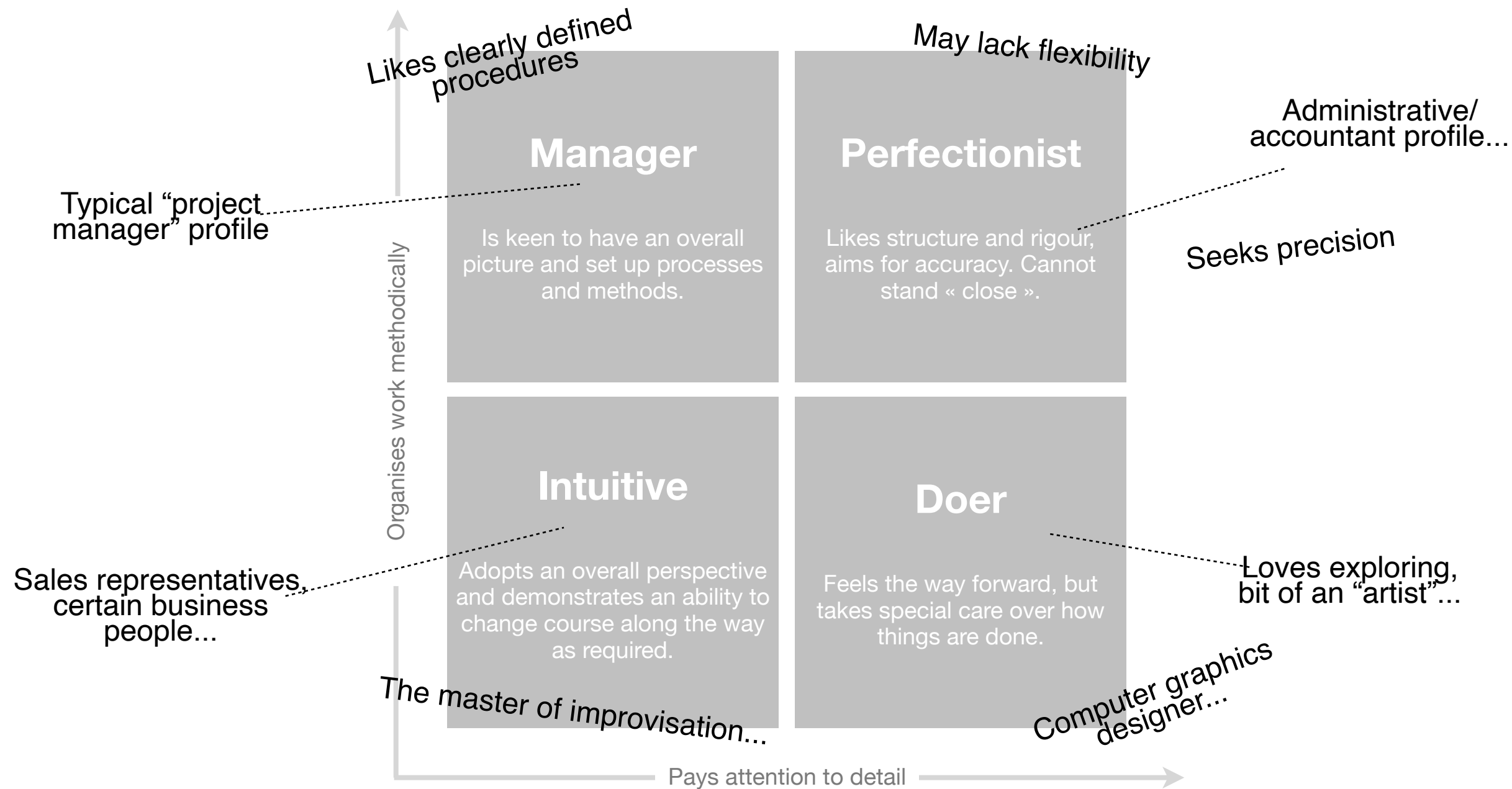
High score (7 to 10)

7 | WORKING STYLE

7

Working style

"This theme treats the way in which a person views and handles the regular daily situations encountered during work. Two criteria are evaluated: improvisation vs. organisation and overall view vs. detailed activity."



7

Perfectionist



ATTRIBUTES

- Very rigorous planning of work at hand.
- Meticulous in carrying out each task.
- Makes very few mistakes.

POTENTIAL RISKS

- Follows processes and procedures to the tee.
- Lack of flexibility.
- Finds it difficult to improvise.

WORTH THINKING ABOUT...

- How will the person react to the unexpected?
- Will the person be sufficiently flexible to manage change?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Adapts to change

Demonstrate inventiveness

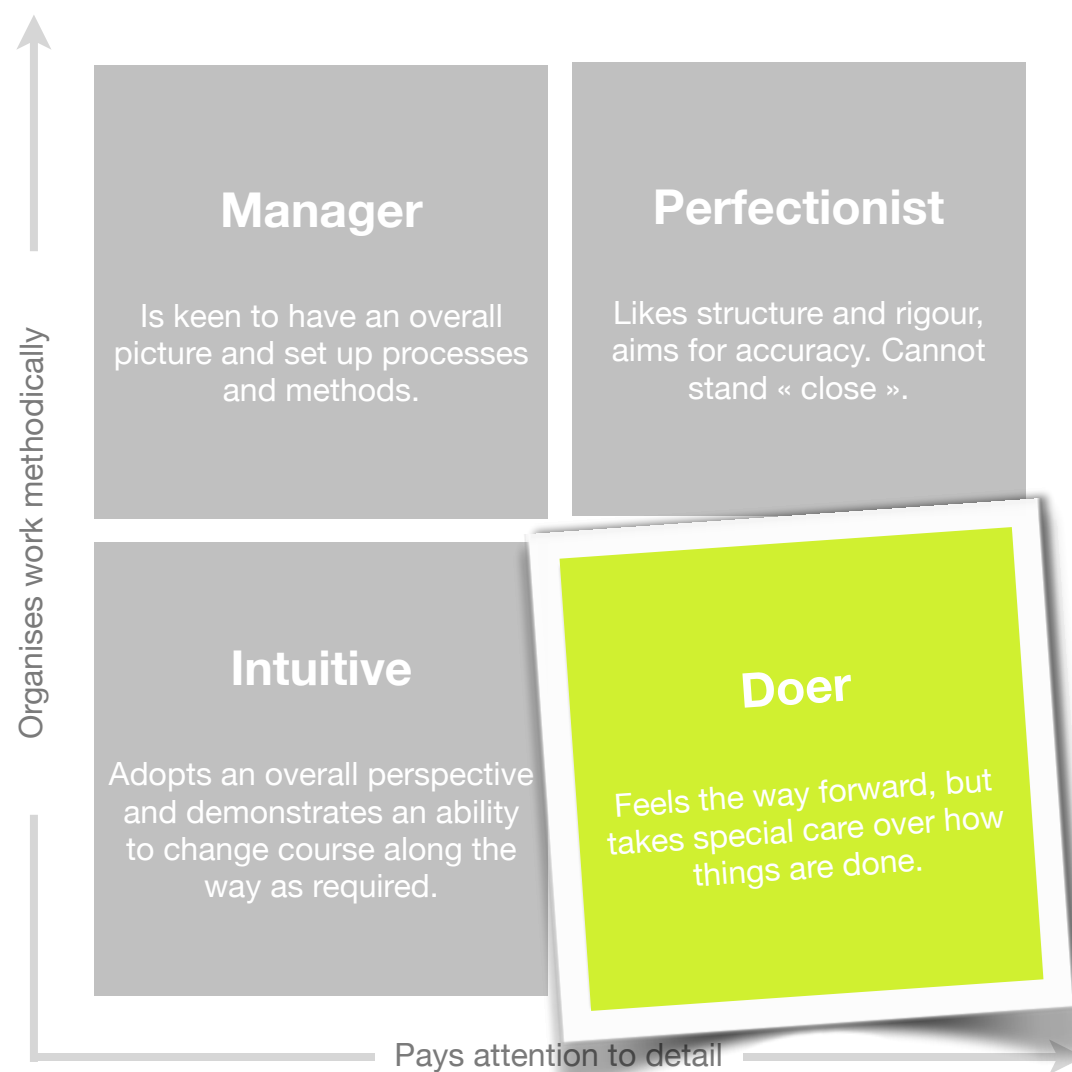
TENDENCY ACCENTUATED BY

Low score (1 to 4)

Low score (1 to 4)

7

Doer

**ATTRIBUTES**

- Likes an excellent, well-presented, final product.
- Happy to improvise when necessary.

POTENTIAL RISKS

- May spend too much time analyzing and perfecting his/her work.

WORTH THINKING ABOUT...

- Can the person plan the use of his/her time appropriately and not be overloaded by the desire to check every tiny detail?

TENDENCY ATTENUATED BY

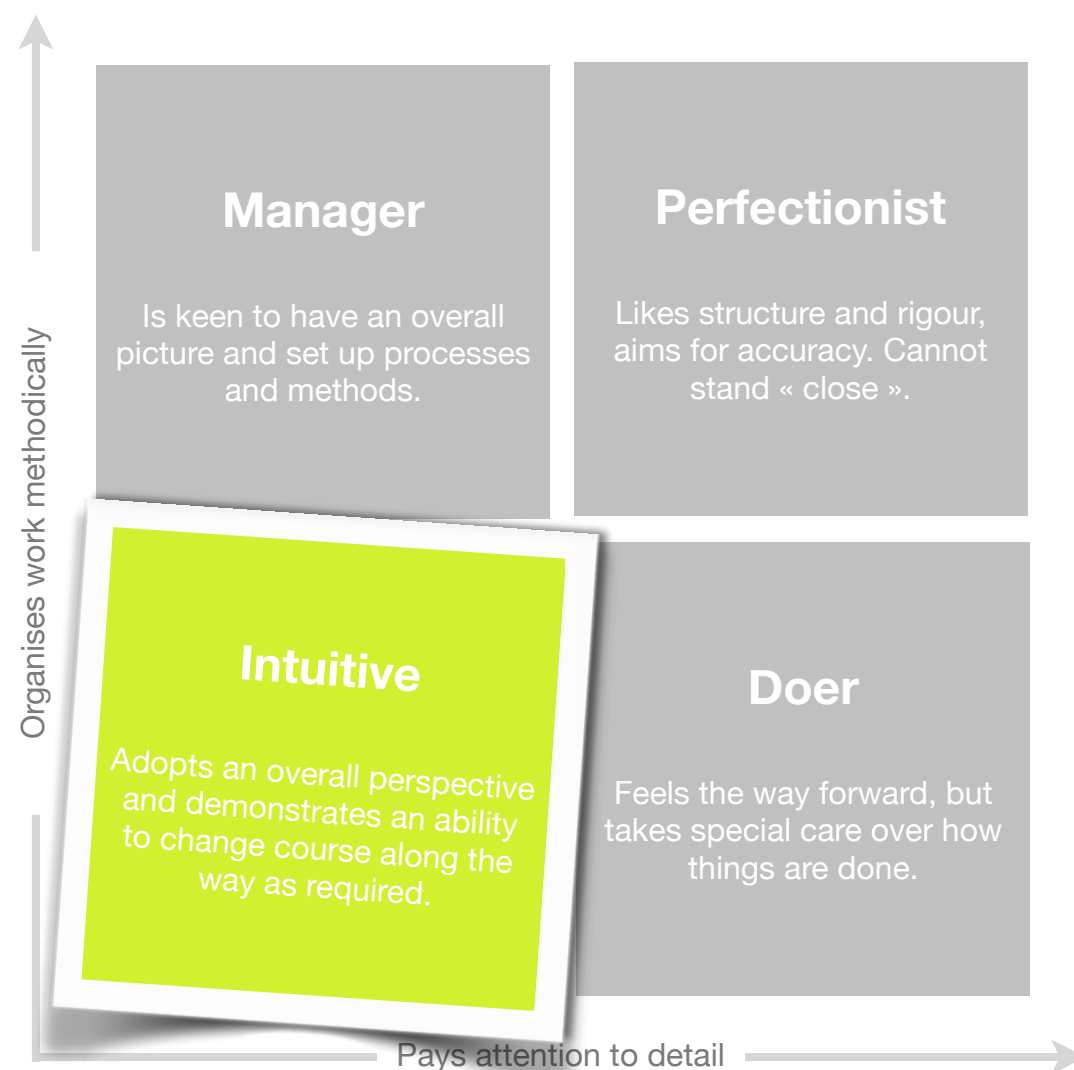
High score (7 to 10)

Is relaxed**TENDENCY ACCENTUATED BY**

Low score (1 to 4)

7

Intuitive



ATTRIBUTES

- Readily takes a global view of the project in hand.
- Understands the priorities, and focuses on the essential to save time.

POTENTIAL RISKS

- May be less than rigorous and accept certain short-cuts and approximations.
- May omit certain peripheral elements.

WORTH THINKING ABOUT...

- Can the person be thorough?
- Is the person capable of maintaining his/her attention through to the end?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

Prefers varied tasks

Adapts to change

TENDENCY ACCENTUATED BY

High score (7 to 10)

High score (7 to 10)

7

Manager



ATTRIBUTES

- Plans the tasks and drives the project from A to Z.
- Adopts a structured approach but does not lose sight of the overall picture.
- Uses established procedures.

POTENTIAL RISKS

- May spend more time on the means rather than on the results.

WORTH THINKING ABOUT...

- Is the person capable of stepping outside the standard process?
- Is the person determined to get the job done?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

Prefers varied tasks

Seeks stability

TENDENCY ACCENTUATED BY

High score (7 to 10)

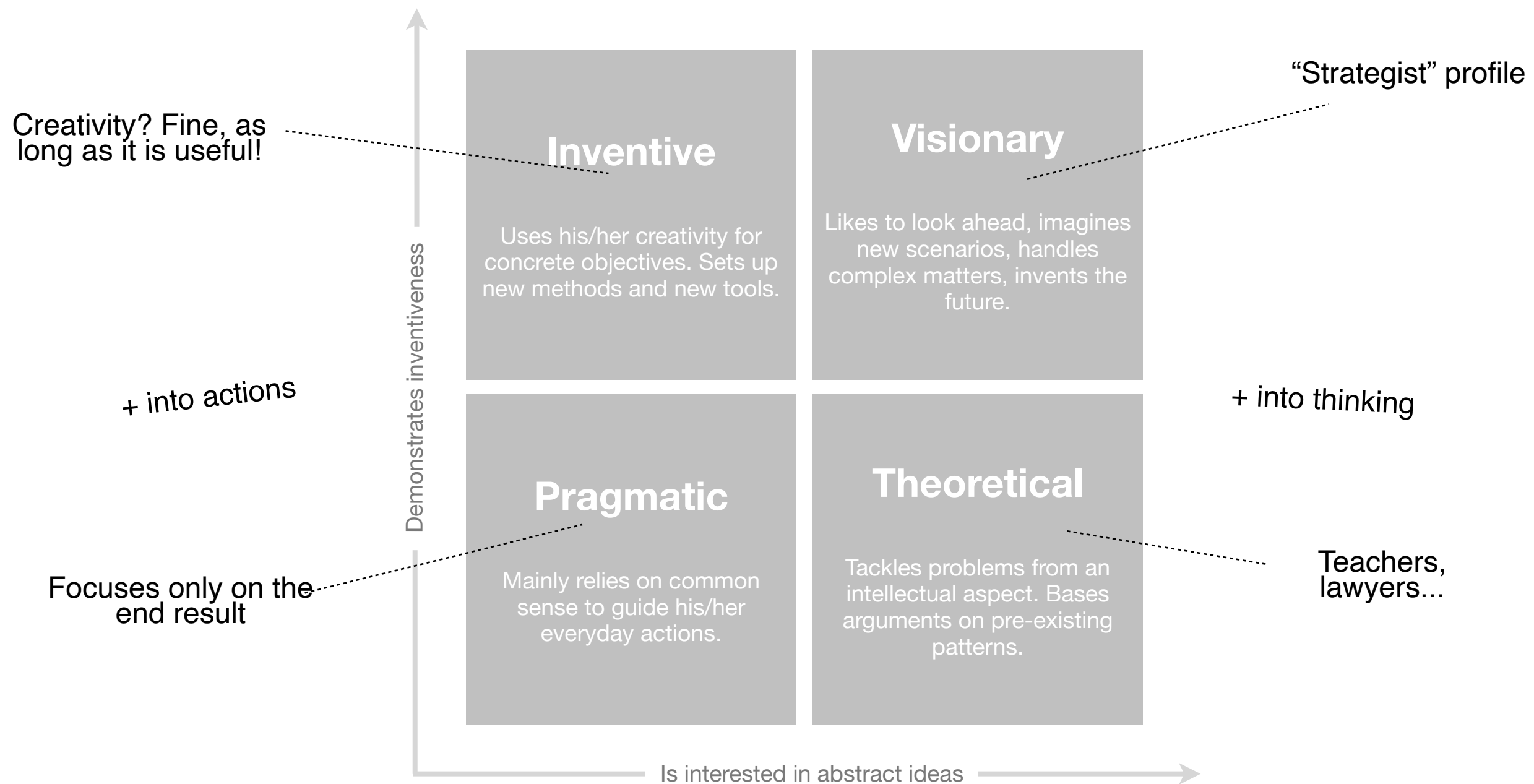
High score (7 to 10)

8 | CREATIVE POTENTIAL

8

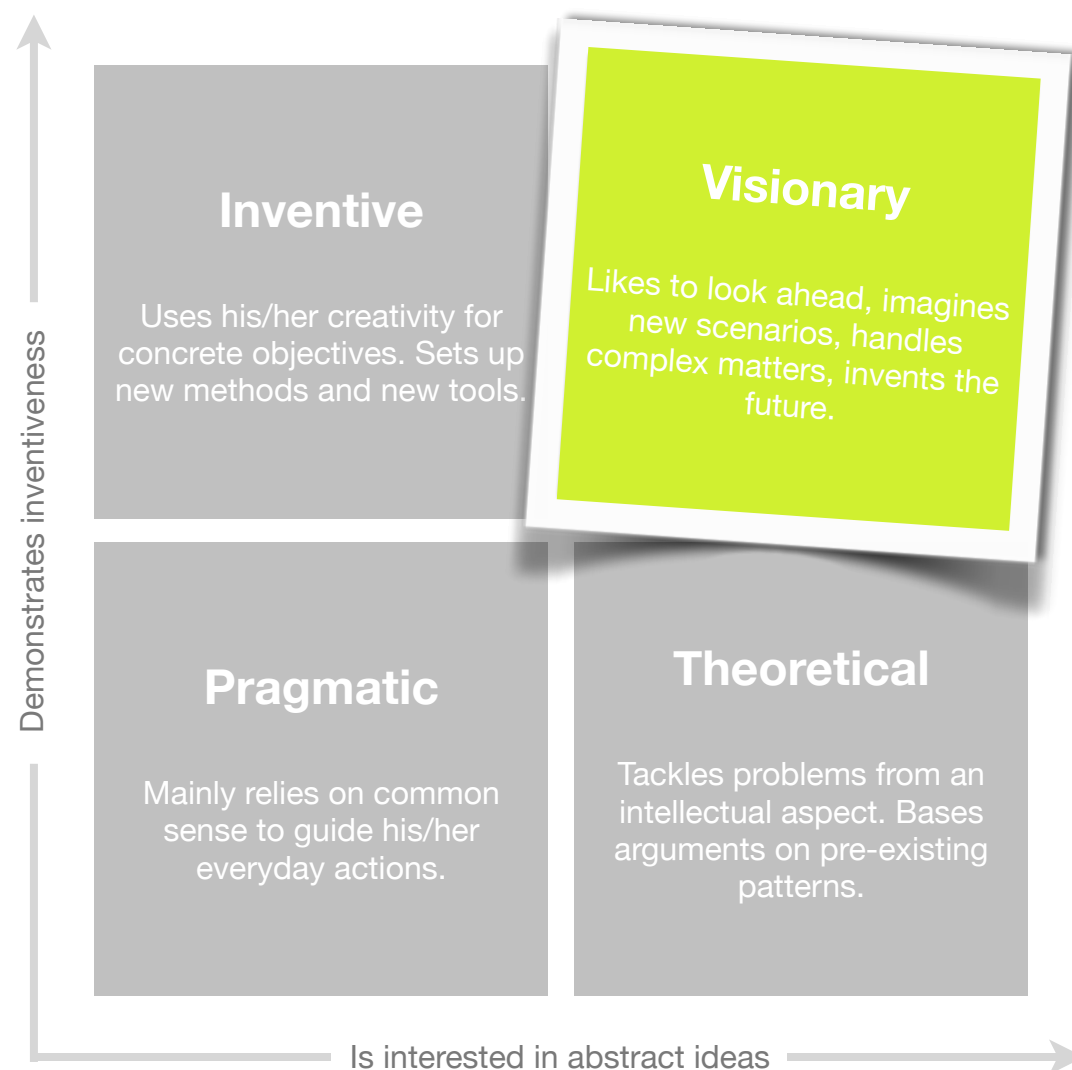
Creative potential

"This theme aims to reveal the creative potential of the person as well as the way such creativity manifests itself (conceptual/theoretical vs. pragmatic/concrete)."



8

Visionary



ATTRIBUTES

- Able to “think out of the box” to propose different possibilities.
- Very happy to work on developing new strategies.

POTENTIAL RISKS

- Often lacks a sense of practicality in his/her proposals.
- May tend to propose general principles rather than concrete solutions.

WORTH THINKING ABOUT...

- Are the person's ideas realistic?
- Has the person really thought about how his/her proposals might be implemented?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

Seeks stability

Goes beyond the assigned tasks

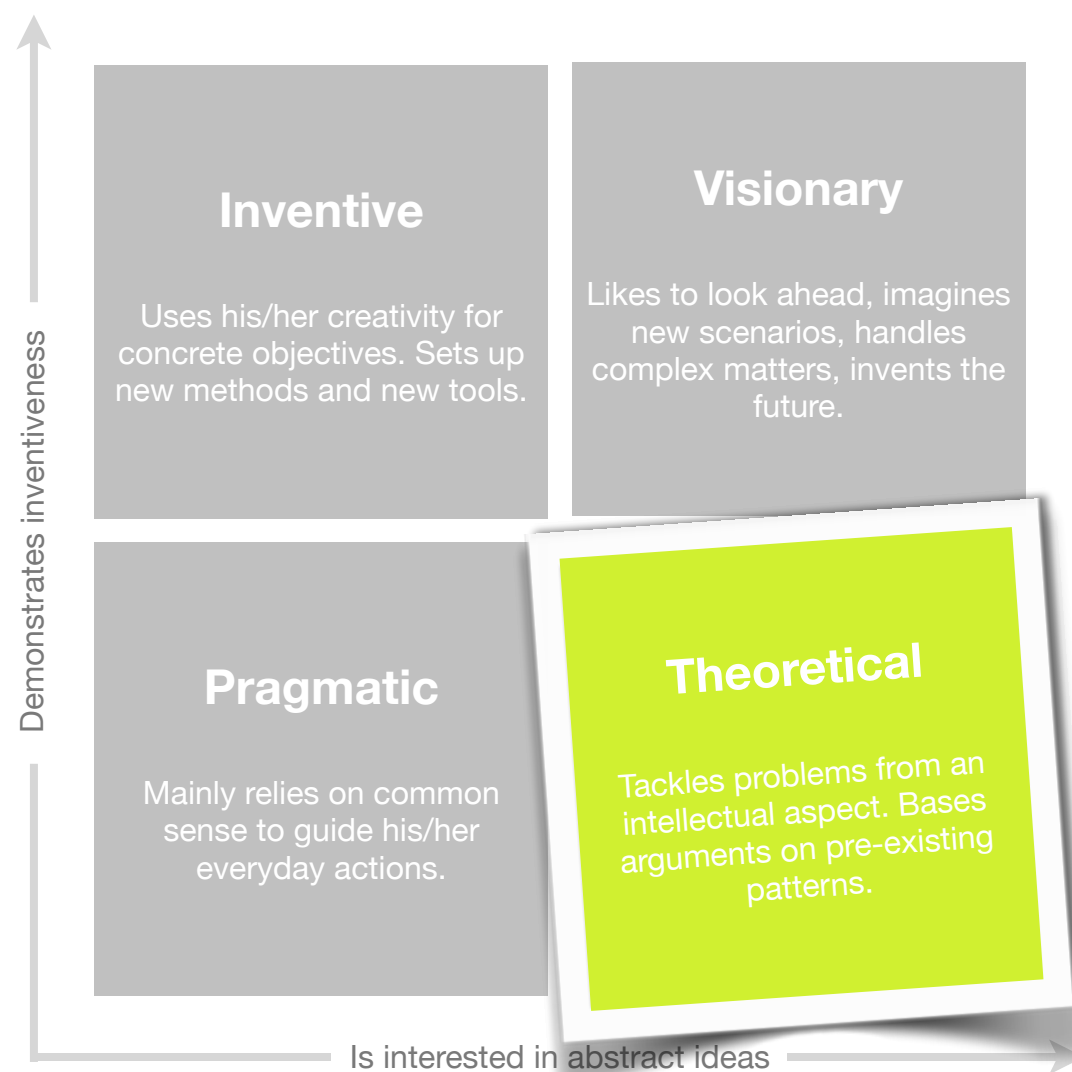
TENDENCY ACCENTUATED BY

Low score (1 to 4)

High score (7 to 10)

8

Theoretical



ATTRIBUTES

- Looks at all the complexity of any problem.
- Thinking based on existing models.

POTENTIAL RISKS

- Finds it difficult to be original. Unlikely to deviate from existing scenarios.
- Heavily guided by theoretical issues rather than looking for concrete solutions.

WORTH THINKING ABOUT...

- Does the person show that he/she thinks about the practical aspect of such proposals?
- Does the person really want to have an impact on day-to-day activities?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

Adapts to change

Seeks stability

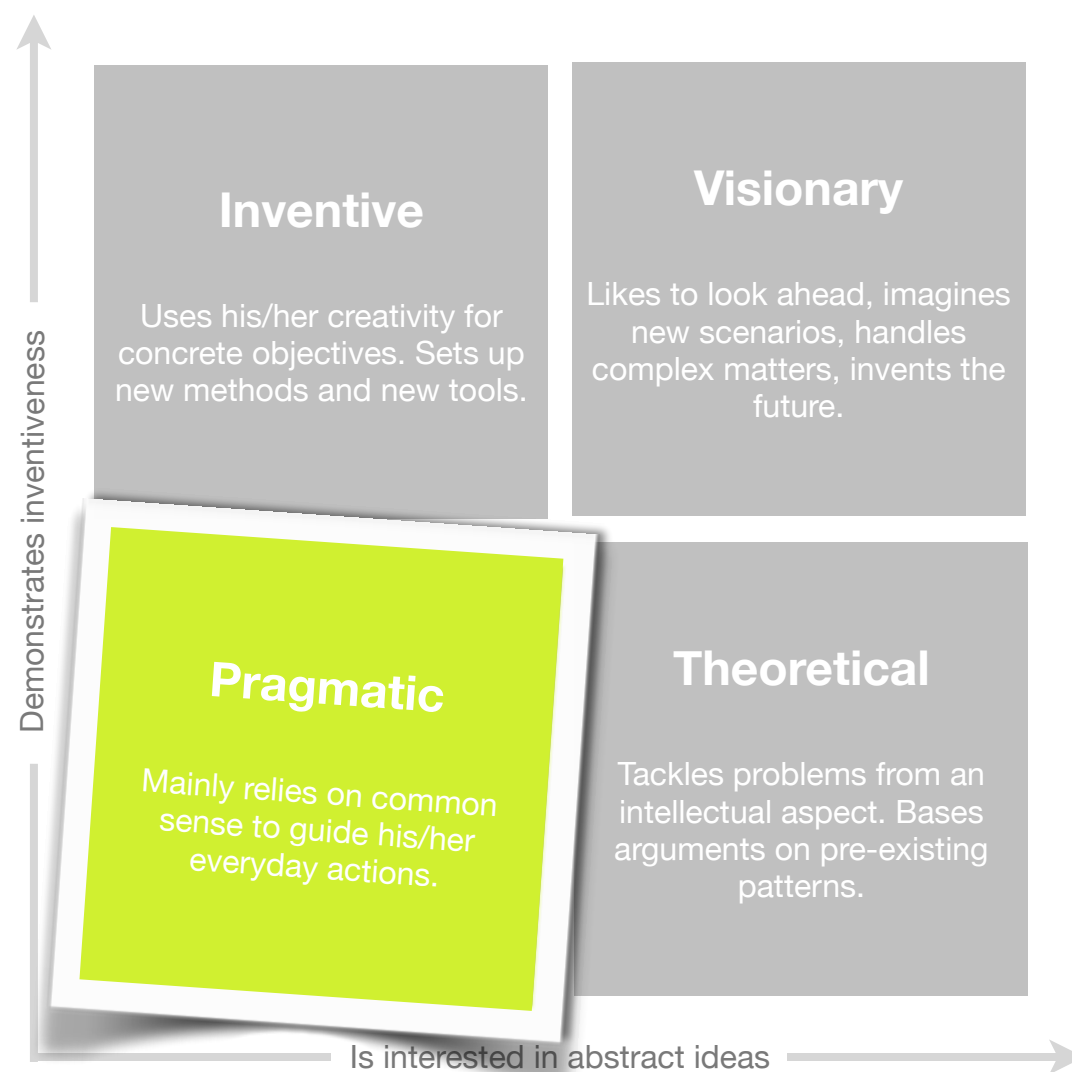
TENDENCY ACCENTUATED BY

Low score (1 to 4)

High score (7 to 10)

8

Pragmatic



ATTRIBUTES

- Ensures his efforts yield results.
- Seeks short-term effectiveness.

POTENTIAL RISKS

- May be superficial in analyzing problems.
- Can rely on what is obvious.
- May tend to oversimplify situations.

WORTH THINKING ABOUT...

- Is this person capable of producing long-term solutions?
- Does this person spend sufficient time studying the problem before proposing solutions?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Adapts to change

Goes beyond the assigned tasks

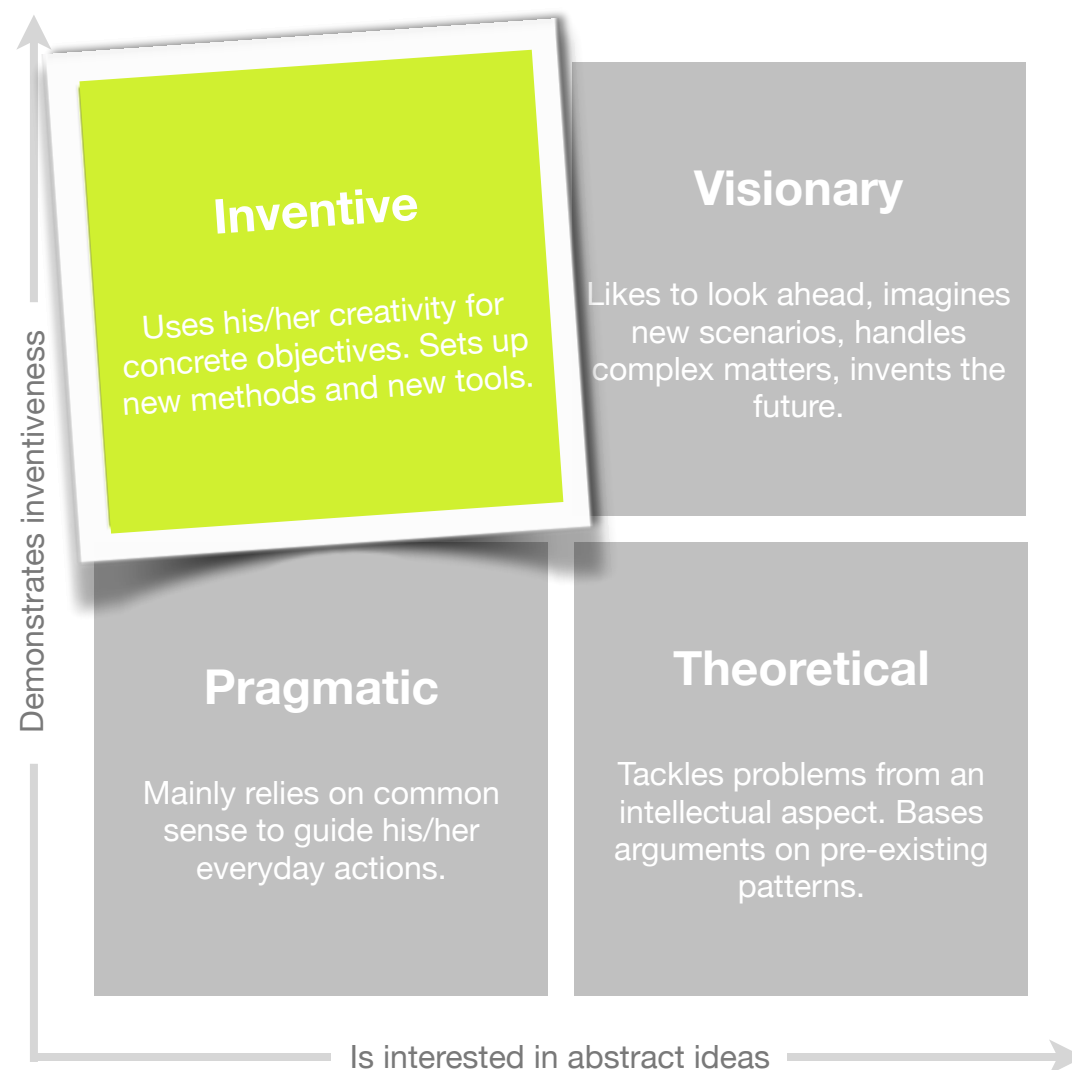
TENDENCY ACCENTUATED BY

Low score (1 to 4)

Low score (1 to 4)

8

Inventive



ATTRIBUTES

- Seeks to optimise working methods by inventing different approaches.
- Looks to achieve results.

POTENTIAL RISKS

- May make frequent changes to his/her manner of working.
- Not always keen to tackle underlying problems.

WORTH THINKING ABOUT...

- Is the person capable of sticking to a procedure in order to move forward in a timely manner?
- Does the person waste too much time by always changing his working methods?

TENDENCY ATTENUATED BY

Low score (1 to 4)

High score (7 to 10)

Prefers varied tasks

Seeks stability

TENDENCY ACCENTUATED BY

High score (7 to 10)

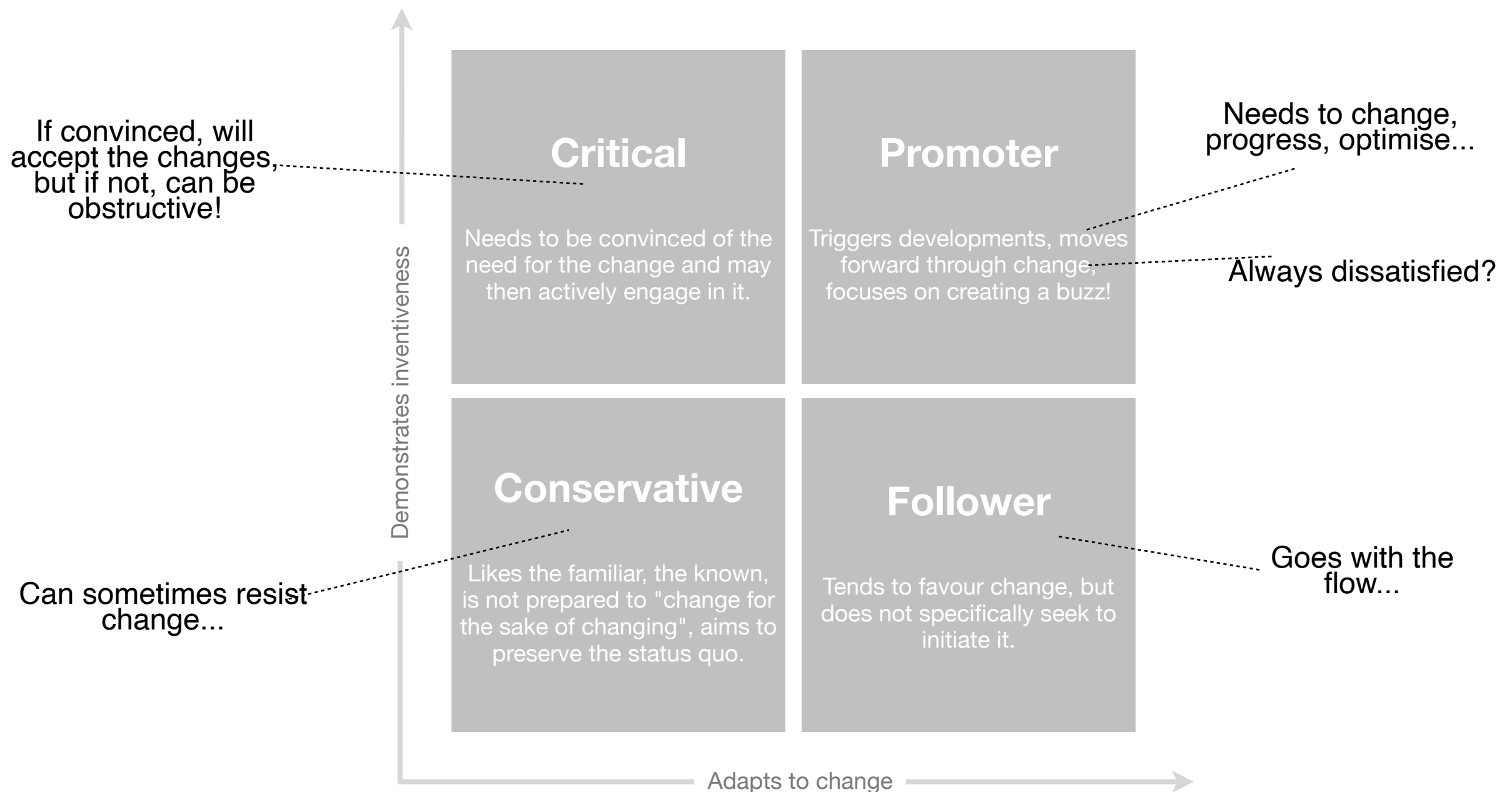
Low score (1 to 4)

9 | CHANGE MANAGEMENT

9

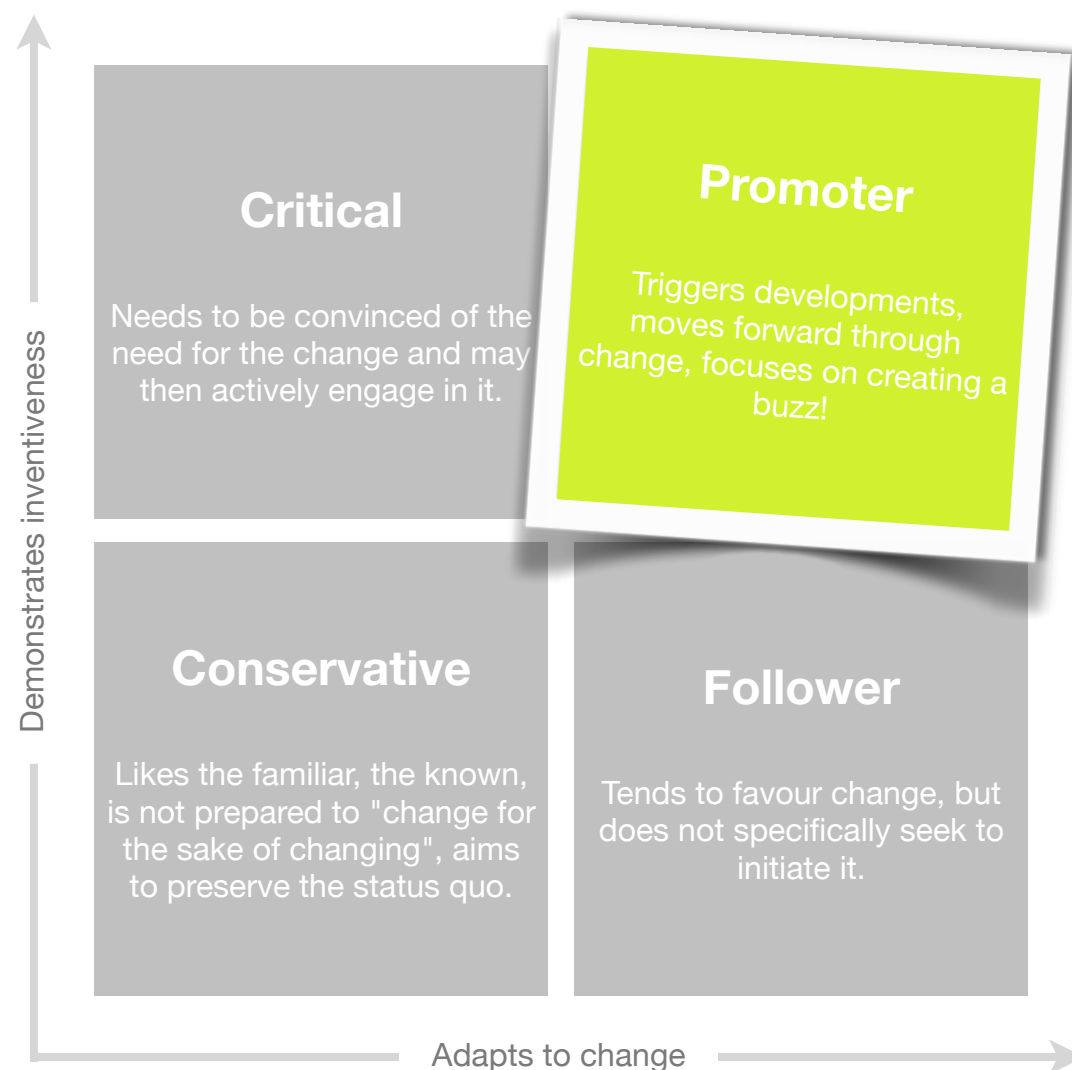
Change management

"This theme provides feedback on the way a person approaches change (opportunity vs. threat) as well as the person's degree of reactivity when confronted by change (creative vs. conventional approach)."



9

Promoter



ATTRIBUTES

- Spontaneously challenges the *status quo*.
- Loves making things happen.
- An agent for change.

POTENTIAL RISKS

- Sometimes very critical of, and irritated by, the current situation.
- May spend too much time looking for new approaches.

WORTH THINKING ABOUT...

- Are this person's changes for the common good?
- Is this simply a way of avoiding constraints?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

Seeks stability

Goes beyond the assigned tasks

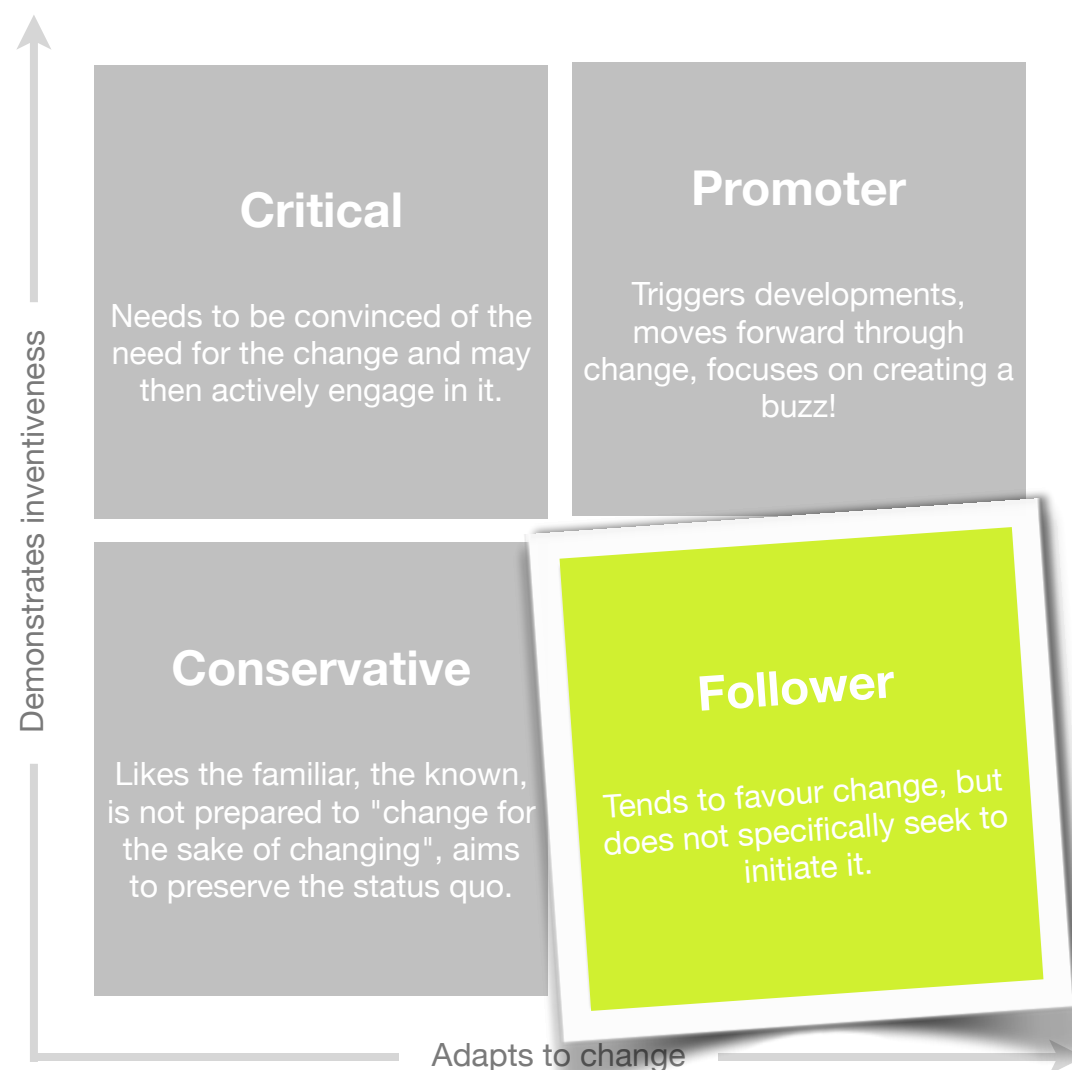
TENDENCY ACCENTUATED BY

Low score (1 to 4)

High score (7 to 10)

9

Follower



ATTRIBUTES

- Adapts fairly easily to changes in working practices.
- Happy to go along with colleagues' suggestions.
- Does not set out to turn everything upside down.

POTENTIAL RISKS

- May remain passive concerning proposed changes.
- Unlikely to make proposals for better implementation of changes.

WORTH THINKING ABOUT...

- Is the person likely to be an active participant in the way working practices evolve?
- Can this person be expected to make concrete suggestions?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

Is open to other people's ideas

Accepts criticism

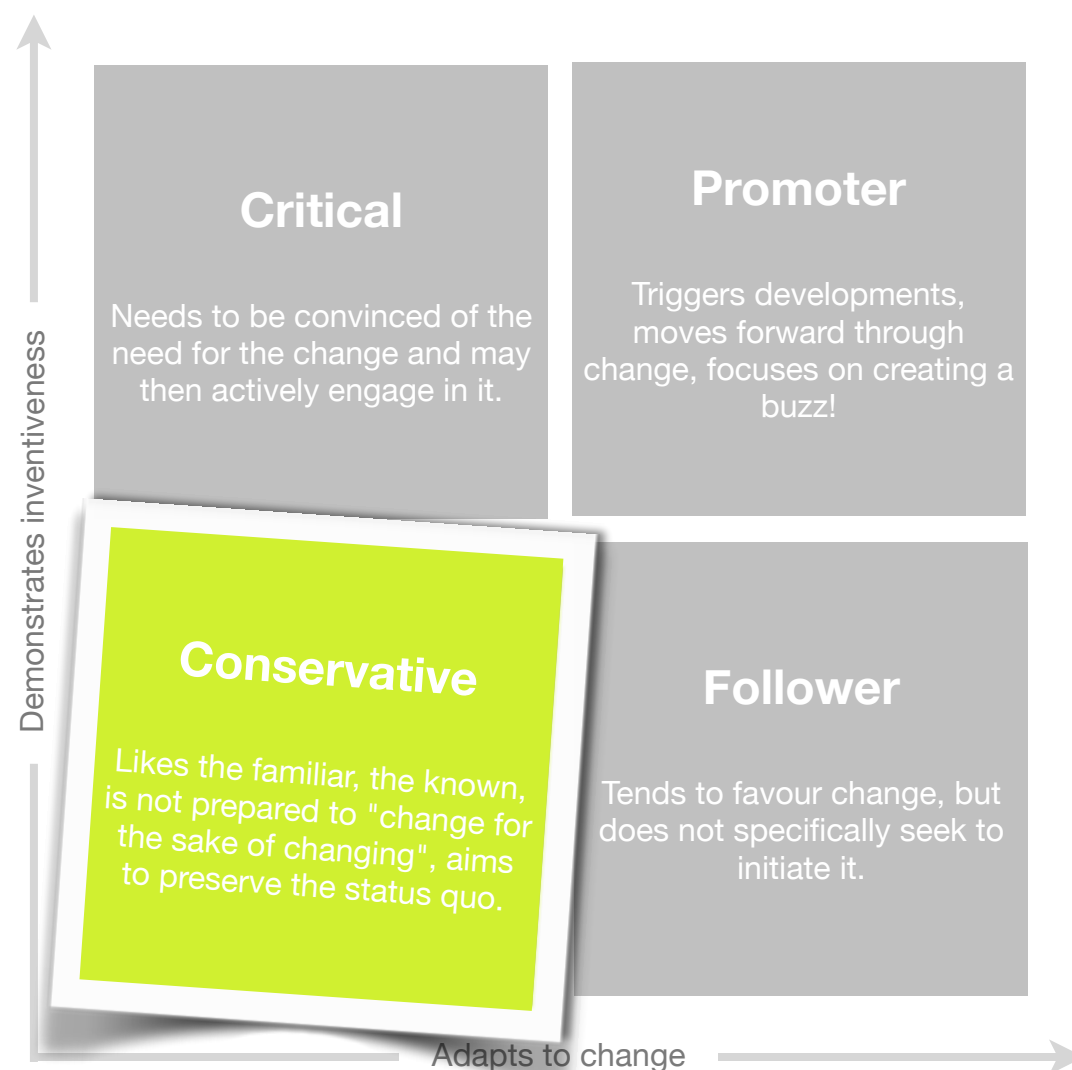
TENDENCY ACCENTUATED BY

High score (7 to 10)

High score (7 to 10)

9

Conservative



ATTRIBUTES

- Perfectly happy with the *status quo*.
- In no way seeks to changes the existing situation.

POTENTIAL RISKS

- May show very strong attachment to certain familiar items.
- May require considerable effort/ reassurances to be convinced of the need for a change.

WORTH THINKING ABOUT...

- Is this person capable of questioning his/her working methods?
- Can this person be expected to changes his/her working practices if it becomes necessary?

TENDENCY ATTENUATED BY

Low score (1 to 4)

High score (7 to 10)

Seeks stability

Prefers varied tasks

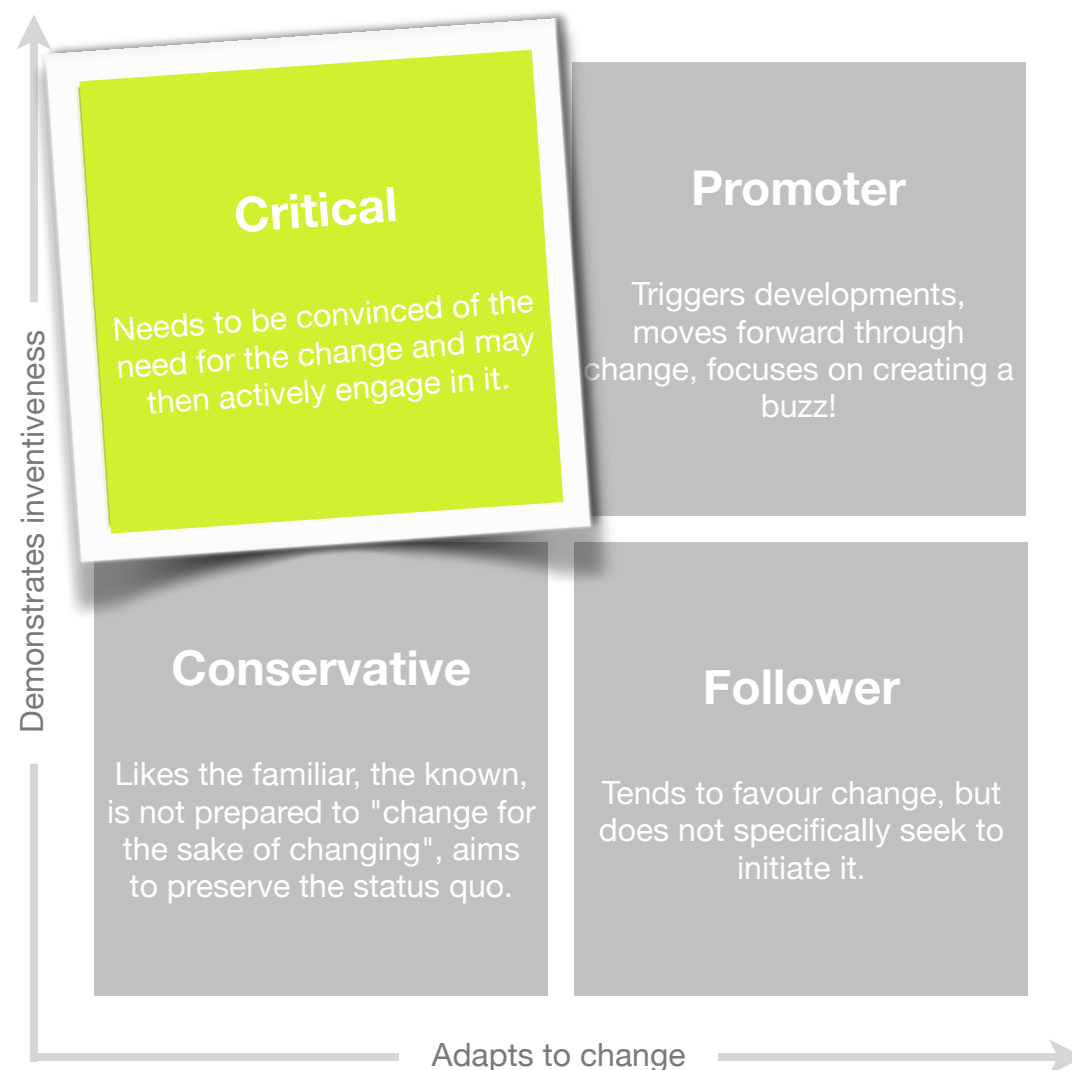
TENDENCY ACCENTUATED BY

High score (7 to 10)

Low score (1 to 4)

9

Critical



ATTRIBUTES

- Usually very satisfied with the *status quo* (overall framework, working methods, etc).
- Critical approach to changes which are imposed upon him/her.

POTENTIAL RISKS

- May only see changes from his/her own perspective.
- Sometimes may have difficulty in understanding how others function.

WORTH THINKING ABOUT...

- How does this person envisage the evolution of his own activity?
- Will this person accept that he/she will not always be consulted before changes in working methods are decided?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Is open to other people's ideas

Accepts criticism

TENDENCY ACCENTUATED BY

Low score (1 to 4)

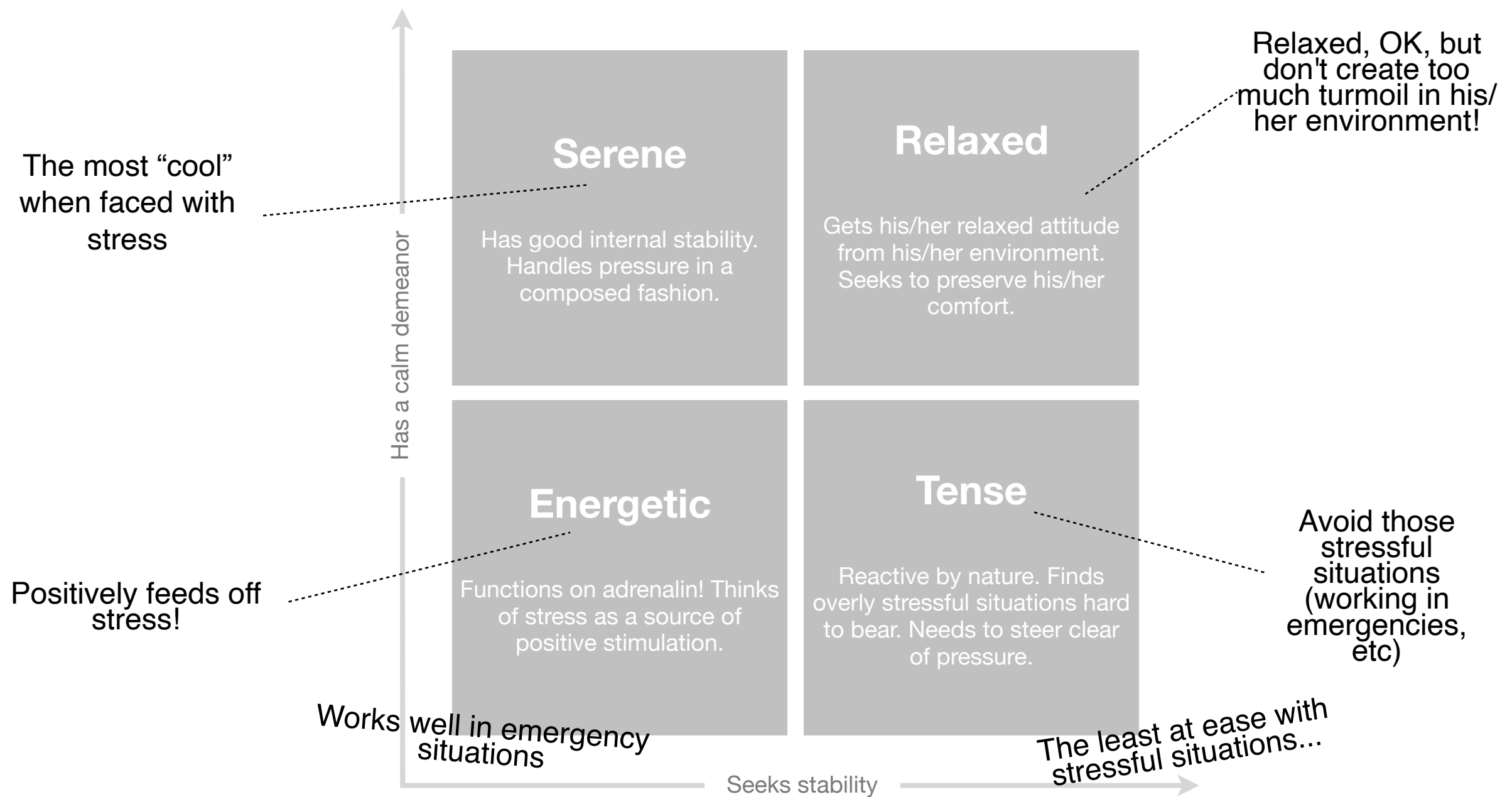
Low score (1 to 4)

10 | STRESS MANAGEMENT

10

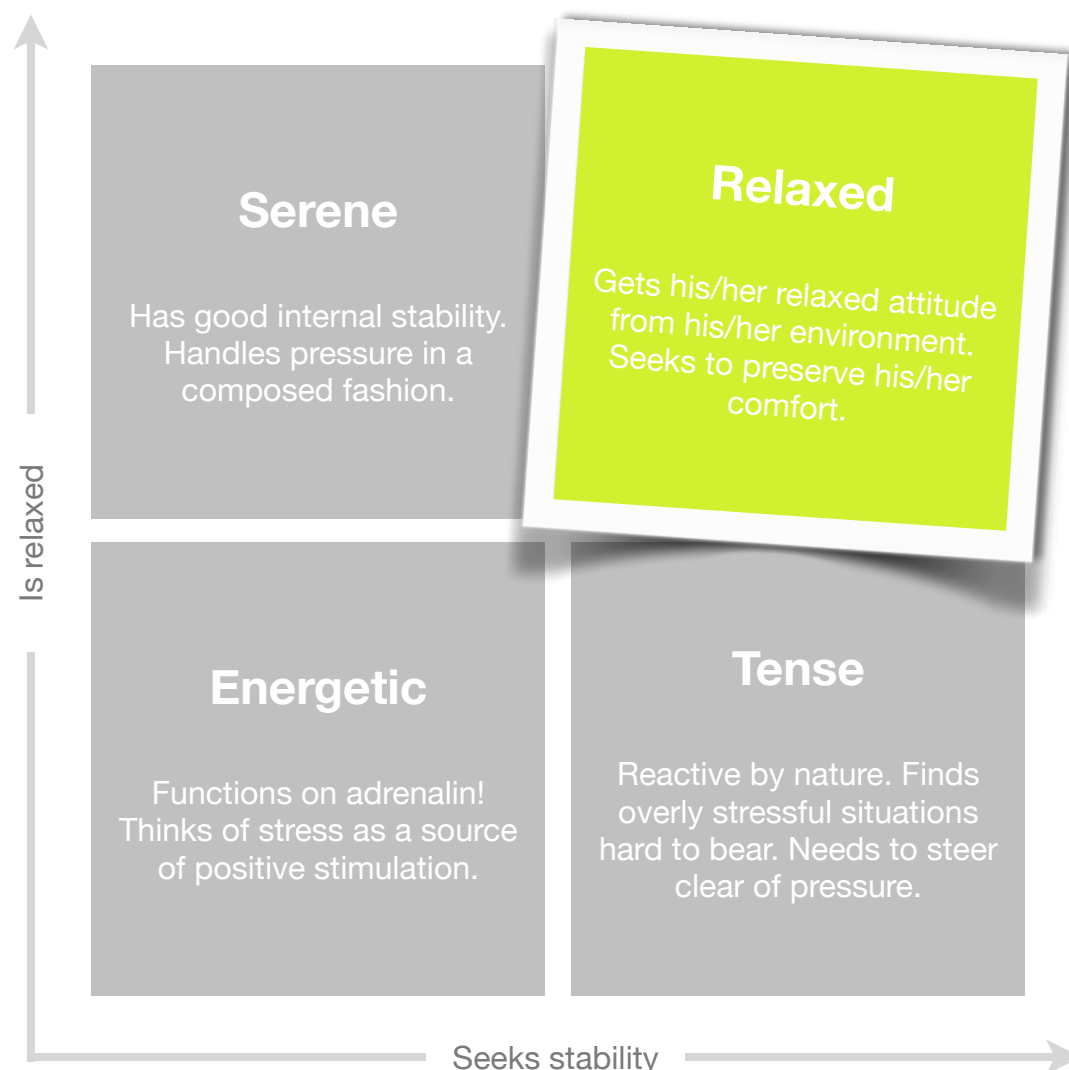
Stress management

"This theme approaches two aspects crucial to the response to stress: the basic anxiety threshold (relaxed vs. reactive) and the situations that the person naturally favors (stability vs. risk taking)."



10

Relaxed

**ATTRIBUTES**

- Remains calm and balanced.
- Addresses problems without getting flustered.
- Does not create unnecessary pressures for him/herself.

POTENTIAL RISKS

- May tend to avoid potentially stressful situations.
- Stays within own comfort zone.

WORTH THINKING ABOUT...

- How will the person react to an emergency?
- Will the person be able to react appropriately?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

TENDENCY ACCENTUATED BY

Low score (1 to 4)

Low score (1 to 4)

Adapts to change**Perseveres when confronted with obstacles**

10

Tense

**ATTRIBUTES**

- Does not let a situation become critical before reacting.
- Does not need to be “hurried” in order to move things forward.

POTENTIAL RISKS

- Can appear lost in pressure situations.
- Stress can be felt very keenly.

WORTH THINKING ABOUT...

- What situations are likely to provoke severe reactions?
- What defense has the person developed to combat stress?

TENDENCY ATTENUATED BY

High score (7 to 10)
High score (7 to 10)

Adapts to change

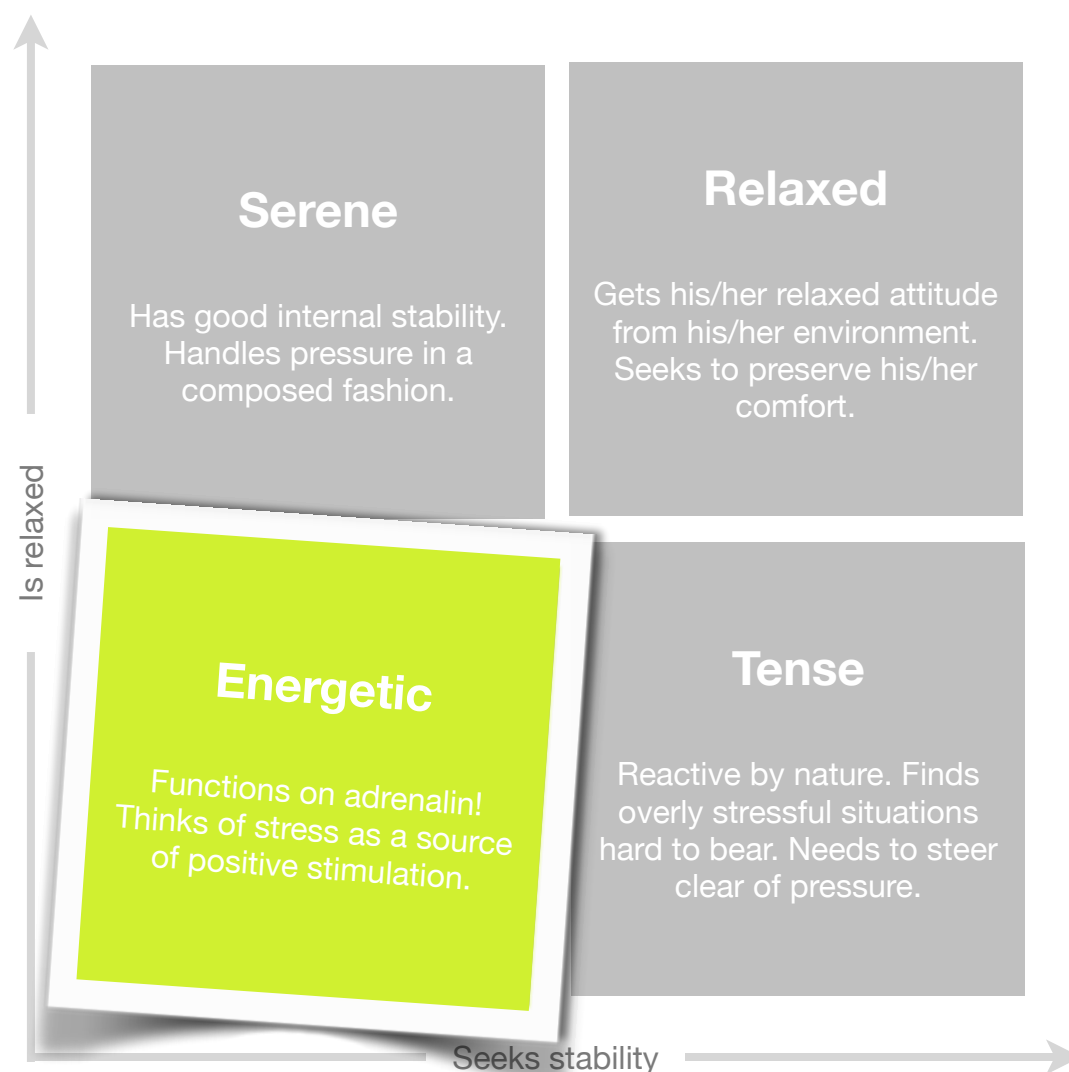
Focuses on the positive

TENDENCY ACCENTUATED BY

Low score (1 to 4)
Low score (1 to 4)

10

Energetic

**ATTRIBUTES**

- Pressure is his lifeblood.
- No difficulty taking action under pressure.
- Works well in urgent situations.

POTENTIAL RISKS

- May be less effective when things are calm and predictable.
- May put pressure on his/her colleagues.

WORTH THINKING ABOUT...

- Is the person capable of working well in normal circumstances?
- Will the person get stuck when there is no urgency?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

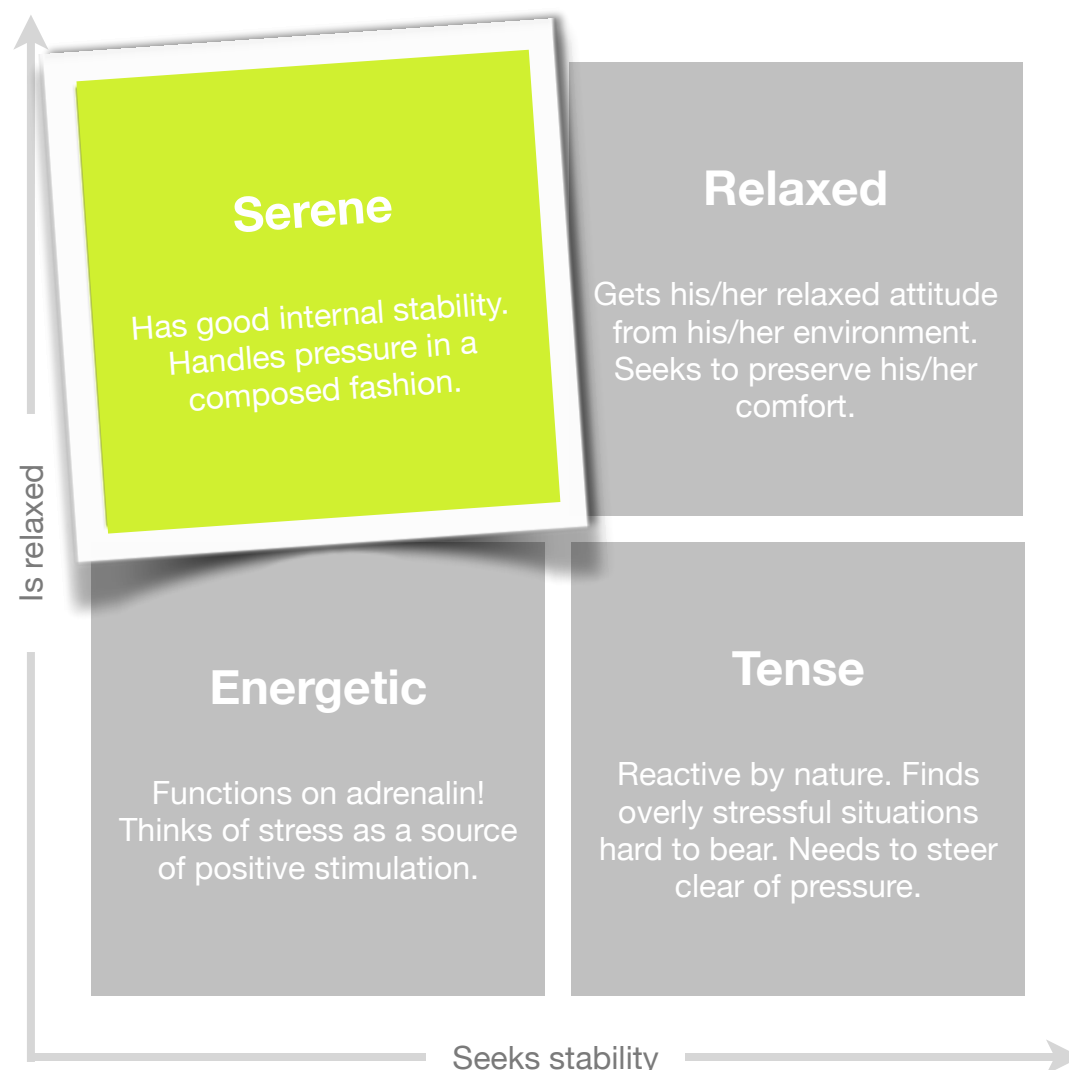
Adapts to change**Focuses on the positive****TENDENCY ACCENTUATED BY**

High score (7 to 10)

High score (7 to 10)

10

Serene

**ATTRIBUTES**

- Manages pressure very easily.
- Not at all perturbed by emergencies or stress.

POTENTIAL RISKS

- May tend to play down the extent of any urgent items.
- May be slow to take action.

WORTH THINKING ABOUT...

- Is the person capable of correctly evaluating the urgent nature of certain situations?
- Will the person sometimes treat important items too lightly?

TENDENCY ATTENUATED BY

Low score (1 to 4)

Low score (1 to 4)

Adapts to change**Focuses on the positive****TENDENCY ACCENTUATED BY**

High score (7 to 10)

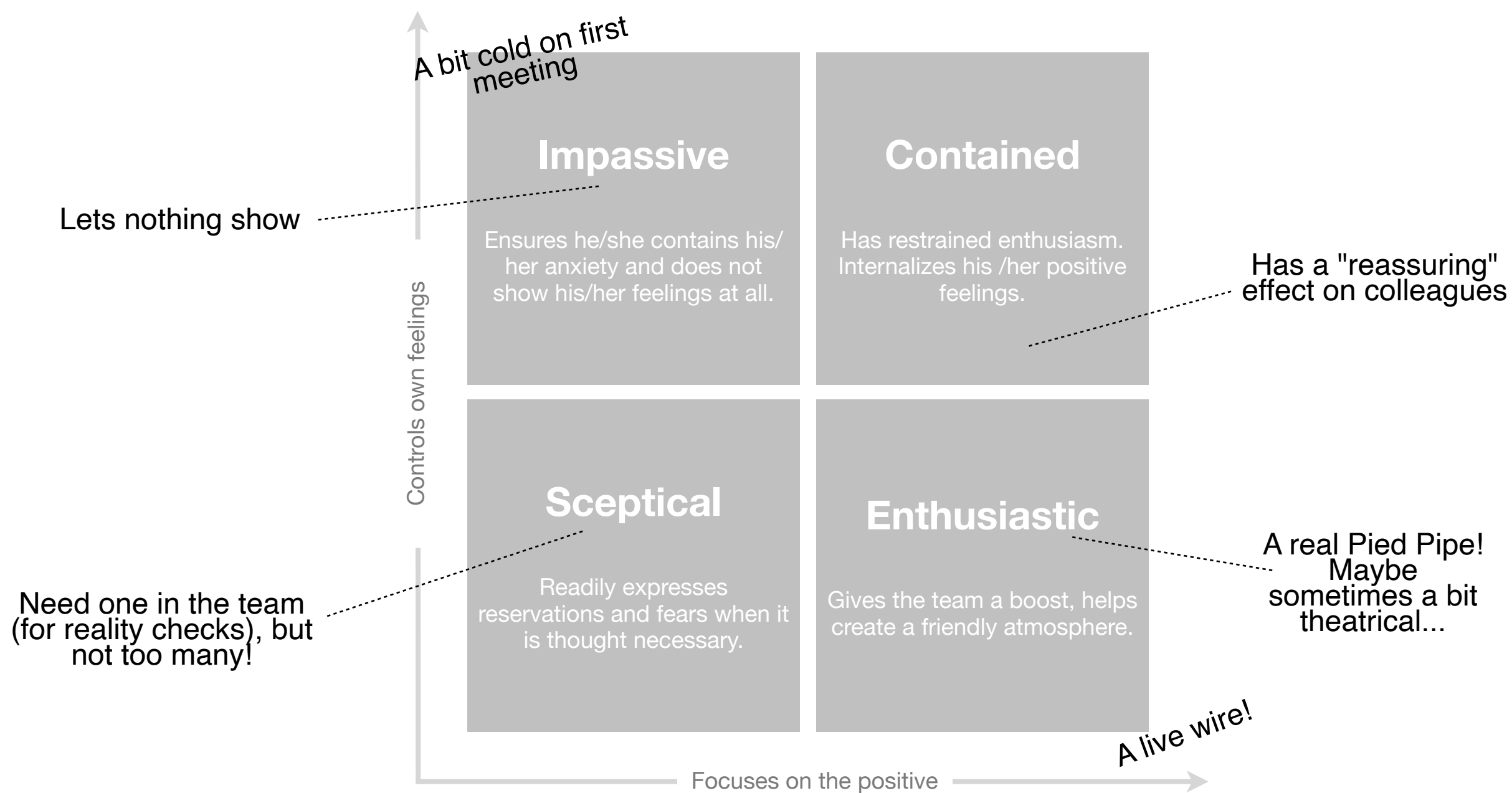
High score (7 to 10)

11 | EMOTIONAL MANAGEMENT

11

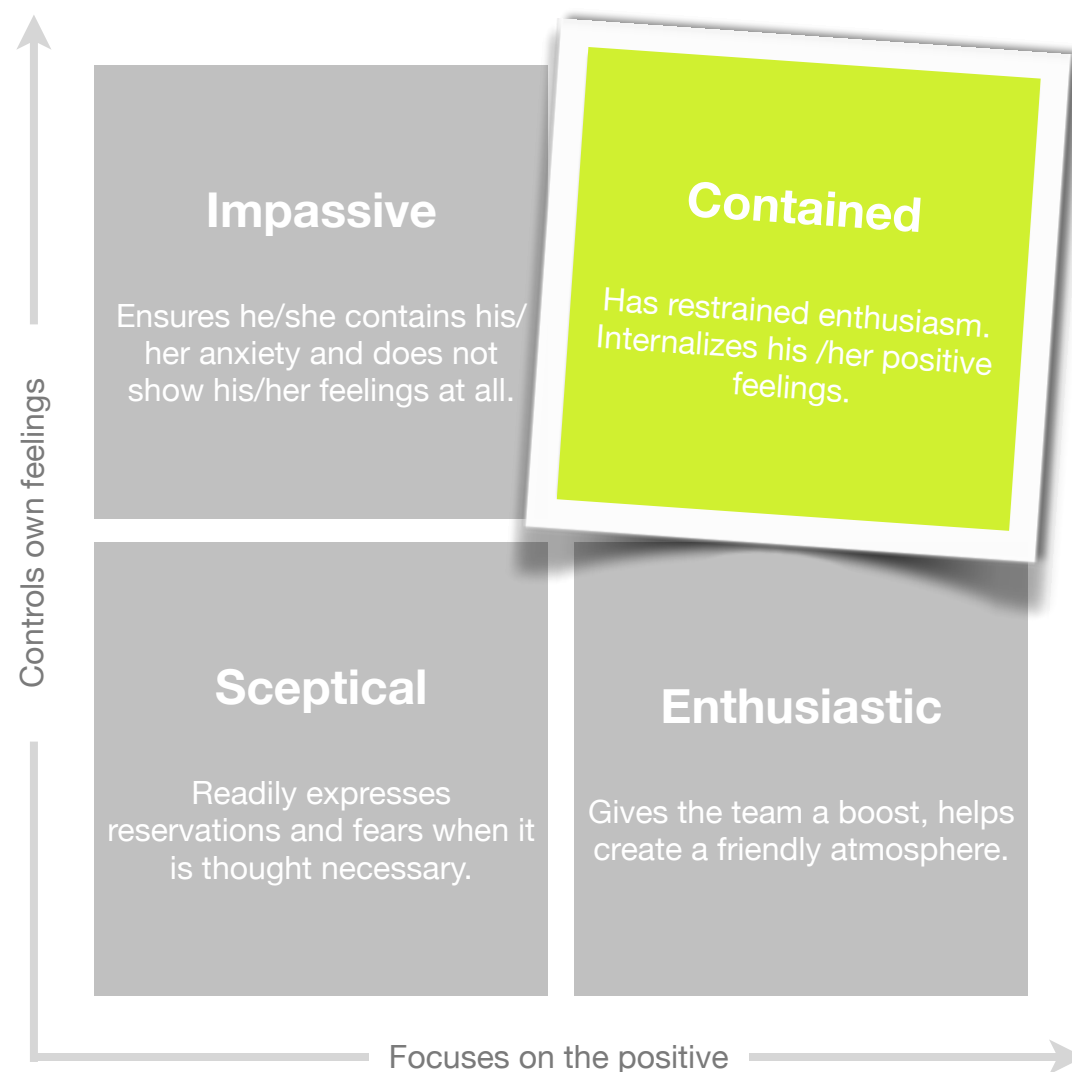
Emotional management

"This theme details the types of emotion the person is most likely to display (positive vs. negative) and the way in which such emotion is communicated to others (spontaneous vs. controlled)."



11

Contained



ATTRIBUTES

- Tends to view things positively without going overboard.
- Tempers any enthusiasm.

POTENTIAL RISKS

- May not be the best at encouraging his/her colleagues.

WORTH THINKING ABOUT...

- Will the person be able to get colleagues to follow his/her example?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Spontaneously approaches others

Connects emotionally

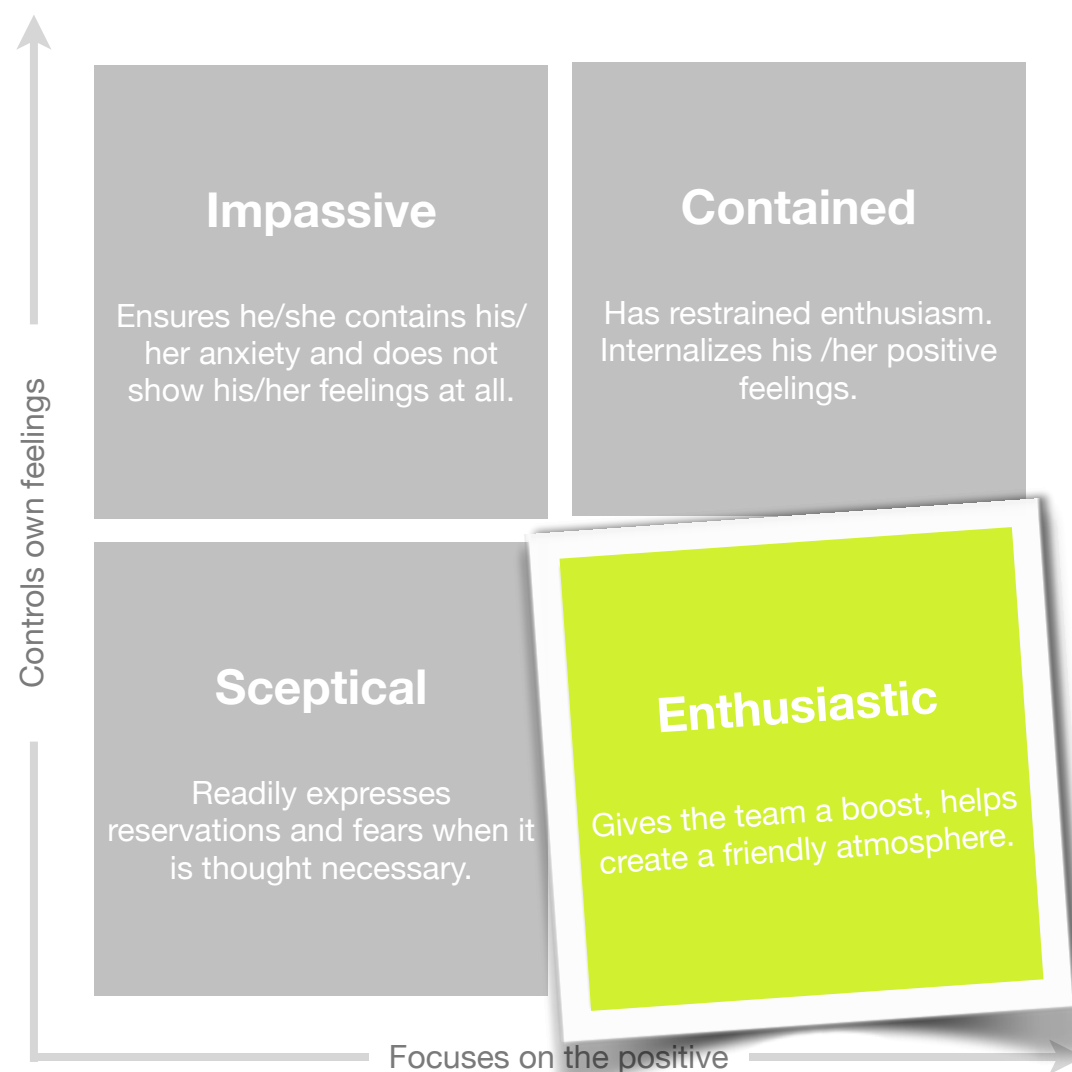
TENDENCY ACCENTUATED BY

Low score (1 to 4)

Low score (1 to 4)

11

Enthusiastic



ATTRIBUTES

- Displays energy and drive.
- Looks on the bright side.
- Causes others to follow his/her example.

POTENTIAL RISKS

- Can be excessively demonstrative.
- Can be a severe distraction for others.
- Not always taken seriously.

WORTH THINKING ABOUT...

- Can the person channel his/her boundless energy?
- How does this person ensure he/she can be taken seriously?

TENDENCY ATTENUATED BY

Low score (1 to 4)

High score (7 to 10)

Spontaneously approaches others

Is relaxed

TENDENCY ACCENTUATED BY

High score (7 to 10)

Low score (1 to 4)

11

Skeptical

**ATTRIBUTES**

- Very measured in his/her appreciation of situations.
- Does not get excited for anything.
- Plays down the enthusiasm expressed by others.

POTENTIAL RISKS

- Maybe lacking in drive and energy.
- May tend to pour cold water on others' excitement and enthusiasm.

WORTH THINKING ABOUT...

- What is this person likely to get excited about?
- Is this person likely to undermine the morale of team members?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Accepts criticism**Is open to other people's ideas****TENDENCY ACCENTUATED BY**

Low score (1 to 4)

Low score (1 to 4)

11

Impassive



ATTRIBUTES

- Very capable of controlling emotions.
- Hides his/her feelings.
- Knows how to remain completely unmoved when necessary.

POTENTIAL RISKS

- May appear cold on first meeting.
- Difficulty in generating enthusiasm.

WORTH THINKING ABOUT...

- How does this person really manage his/her emotions?
- How will this person generate a sympathetic feeling among people with whom he/she comes into contact?

TENDENCY ATTENUATED BY

High score (7 to 10)

Low score (1 to 4)

Connects emotionally

Is relaxed

TENDENCY ACCENTUATED BY

Low score (1 to 4)

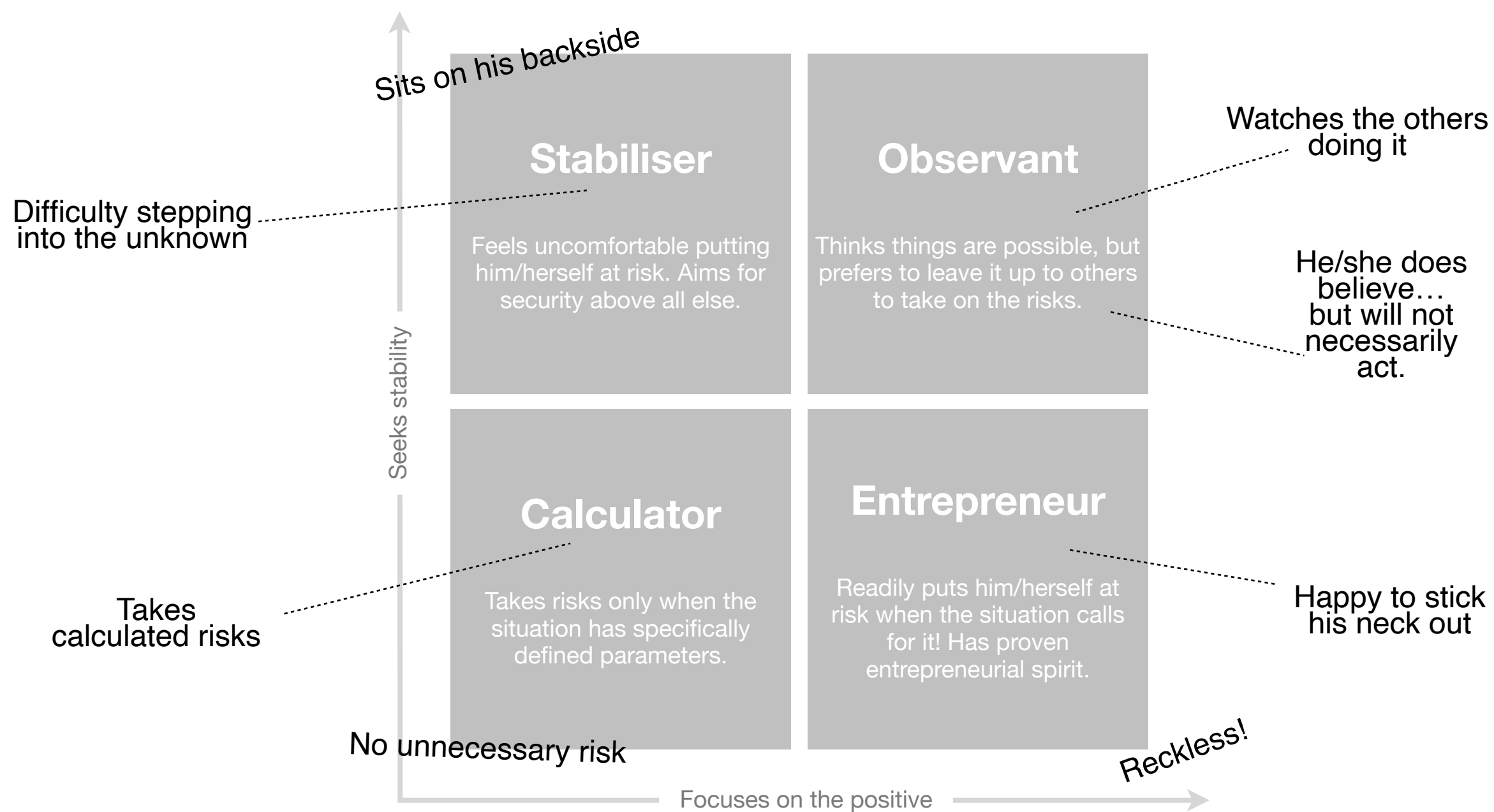
High score (7 to 10)

12 | RISK-TAKING

12

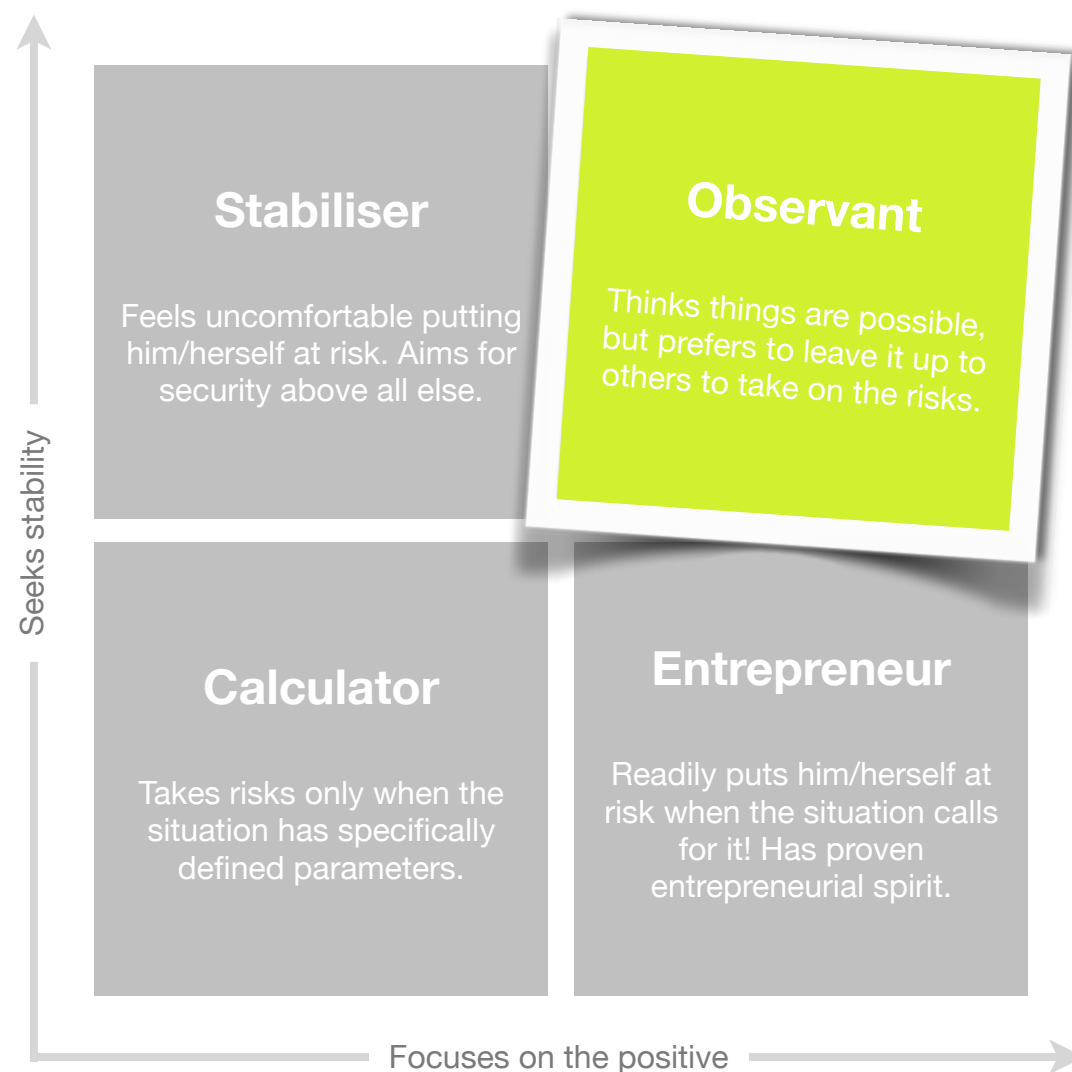
Risk-taking

"This theme enables an understanding of how the person approaches 'problem situations' that he/she may encounter (positive vs. negative) and his/her capacity for taking action (decision making)."



12

Observant



ATTRIBUTES

- Likes the comfort of the well-beaten path.
- Does not venture into the unknown.
- Will accept risks if others have made the decision.

POTENTIAL RISKS

- Tends to be happy with what he/she has.
- Needs pushing to try new things.

WORTH THINKING ABOUT...

- Is the person capable of taking the initiative when others have not suggested it?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Goes beyond the assigned tasks

Demonstrates inventiveness

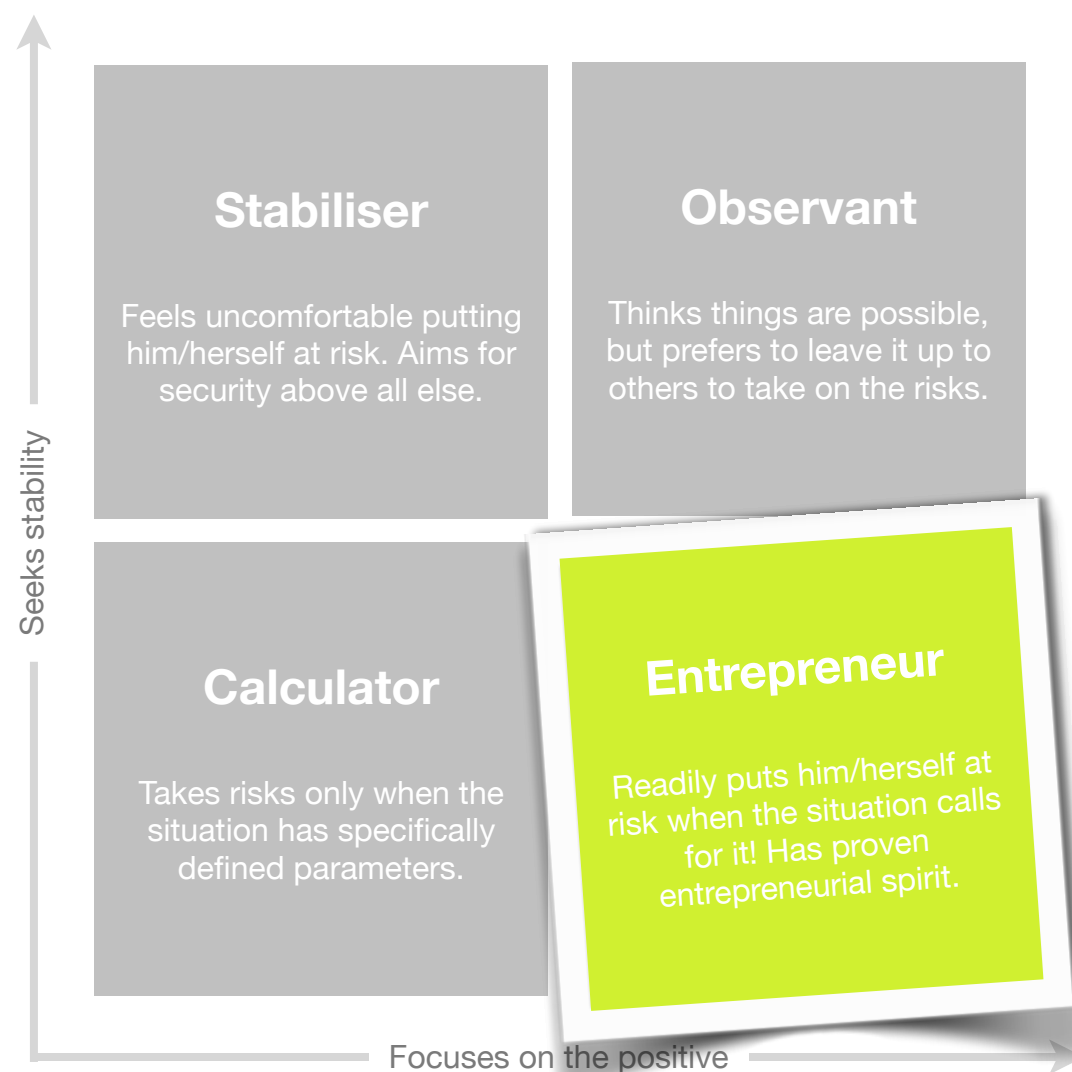
TENDENCY ACCENTUATED BY

Low score (1 to 4)

Low score (1 to 4)

12

Entrepreneur



ATTRIBUTES

- Steps easily outside his/her comfort zone.
- Starts new projects with enthusiasm, even when success is not guaranteed.
- Makes decisions quickly.

POTENTIAL RISKS

- May not fully take into account the extent of the risk.
- Can sometimes have difficulty in delivering on the commitments he/she makes.

WORTH THINKING ABOUT...

- Can the person be realistic?
- Is the person capable of driving everything to completion?

TENDENCY ATTENUATED BY

Low score (1 to 4)

High score (7 to 10)

Adapts to change

Is relaxed

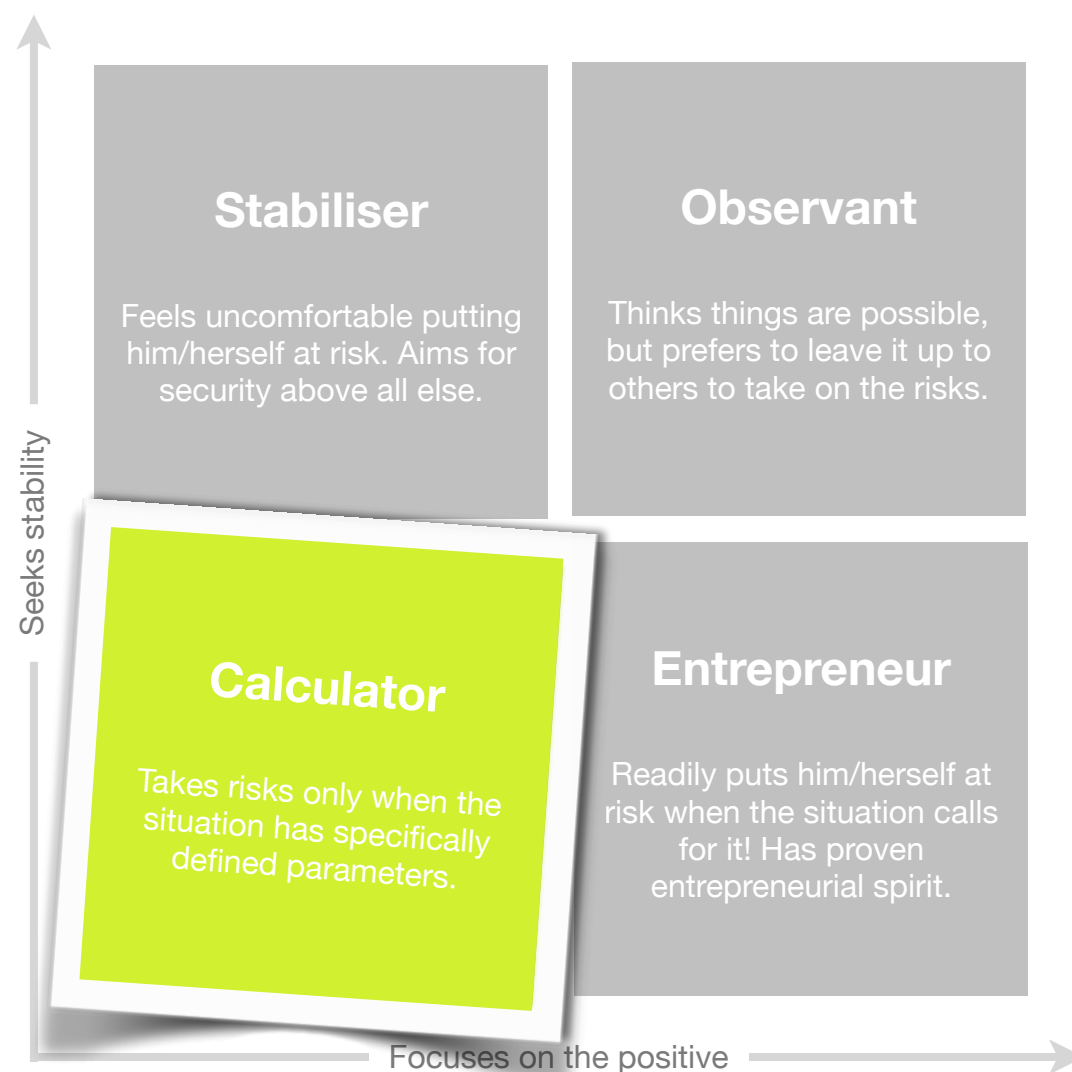
TENDENCY ACCENTUATED BY

High score (7 to 10)

Low score (1 to 4)

12

Calculator



ATTRIBUTES

- Checks feasibility before committing.
- Avoids taking unnecessary risks.

POTENTIAL RISKS

- May need lots of assurances before committing.
- Can miss out on certain opportunities.

WORTH THINKING ABOUT...

- Is the person capable of accepting a certain level of uncertainty?
- Will this person be capable of making a decision without having all the information in his/her possession?

TENDENCY ATTENUATED BY

Low score (1 to 4)

High score (7 to 10)

Consults others before making decisions

Perseveres when confronted with obstacles

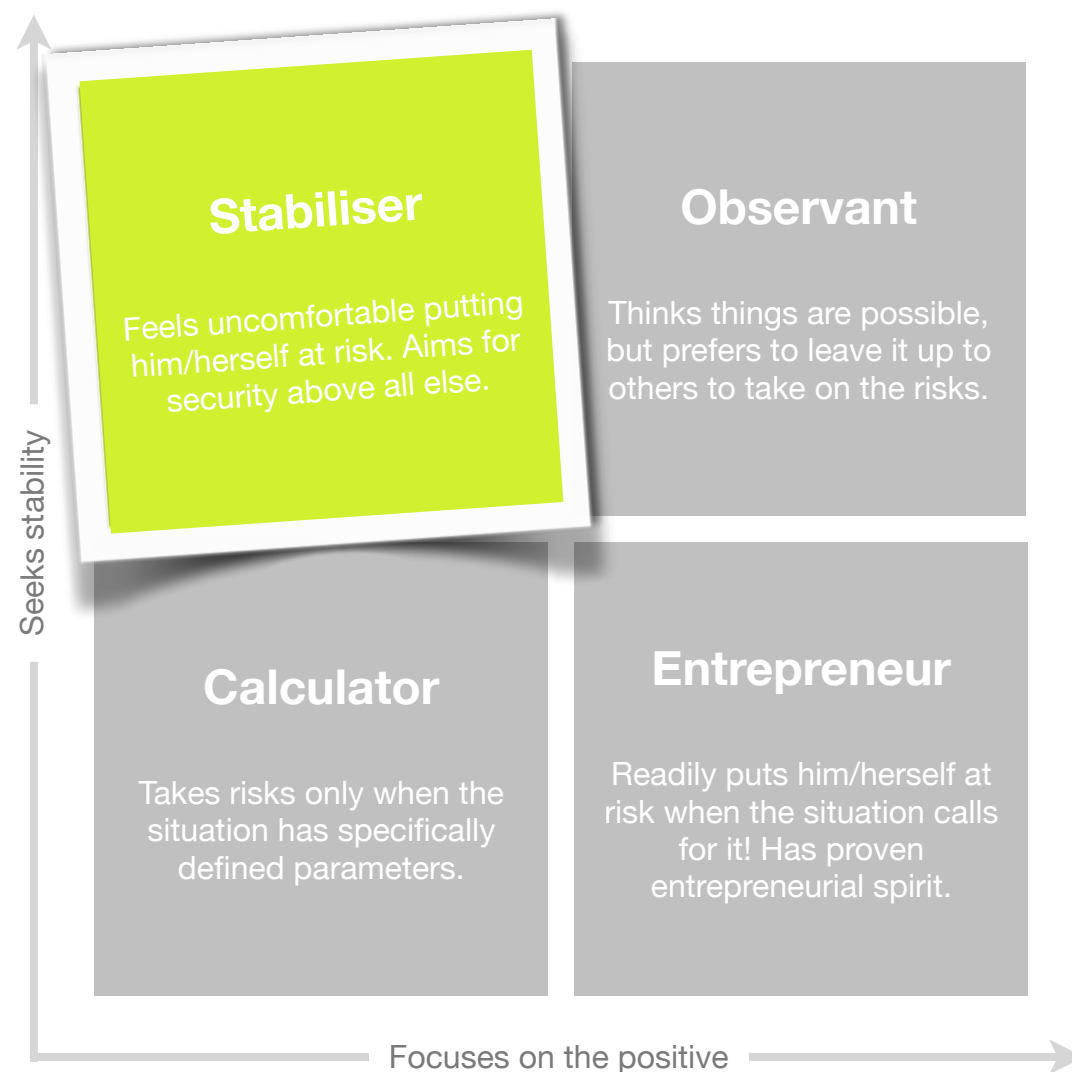
TENDENCY ACCENTUATED BY

High score (7 to 10)

Low score (1 to 4)

12

Stabiliser



ATTRIBUTES

- Avoids rocking the boat.
- Focuses on preserving what exists.

POTENTIAL RISKS

- Tends to rely on what exists and what he/she knows.
- May oppose any changes.
- Has difficulty in confronting the unknown.

WORTH THINKING ABOUT...

- What are the chances that this person will take the lead?
- Is this person likely to be a brake on the group's development?

TENDENCY ATTENUATED BY

High score (7 to 10)

High score (7 to 10)

Adapts to change

Perseveres when confronted with obstacles

TENDENCY ACCENTUATED BY

Low score (1 to 4)

Low score (1 to 4)