



"Talents"

*Self awareness and
understanding of capabilities at work*

Welcome Alberto GOING,

The *Talents* profile allows you to understand the best of yourself. It highlights your personal strengths to support you in your career choices and in business.

All too often we are unaware of our specific talents. We assume that what we do with ease can also be achieved by anyone with minimal effort. Many of the difficulties encountered in the workplace come from ignorance of individual differences and from the presumption that we all work more or less in the same way.

In reality, each of us has different abilities and despite our best efforts, we cannot excel in everything. We all have roles in which we are ineffectual, wasting our time and energy. **We also have areas of excellence, where we learn happily and easily, and in which we are capable of quickly achieving superior results. It is these that need to be identified and systematically exploited to fulfill our potential.**

We hope that your profile will help you to know yourself better and to grow your talents, primary conditions to build self-confidence and to allow you to better "steer your ship".

Enjoy reading !

TLP-Navigator

Preliminary indications:

The "Talents" profile does not claim to present the richness and uniqueness of your personality. It does not cover aspects such as your experience, your culture, your ethics, your IQ, your awareness and acumen, etc. Nor is its purpose to catalog you within a classification. It essentially aims to highlight your dynamics at work - your main predispositions, your motivations and strengths - as well as potential areas of personal development.

The information contained in this profile serves as food for thought. TLP-Navigator can not be held responsible for decisions resulting from this information.

Feedback on your profile is both useful and welcome. Please share it with us. Our address: infos@agence-tm.com

Â© TLP-Navigator 2012 All rights reserved. This document is protected by international laws on copyright and protection of intellectual property.



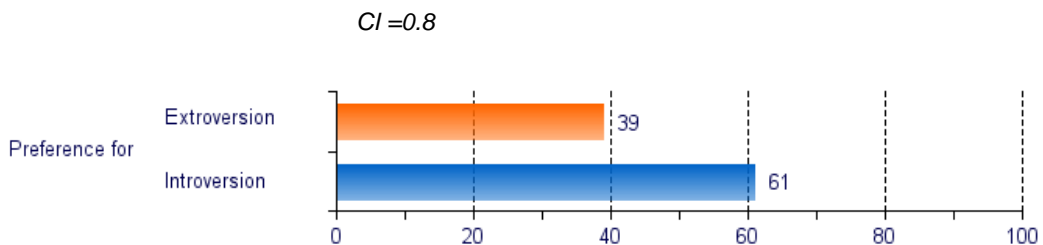
YOUR WORK PREFERENCES

Modality of Relationship

Our energy can lead us in two opposite directions:

- outwards, towards others, in a spontaneous and immediate relationship with the world (preference for Extroversion),
- inwards, towards oneself, reflectively, in a relationship with our thoughts and inner life (preference for Introversion).

Your answers to the *Talents* questionnaire indicate that you are first and foremost a thoughtful person who prefers to feed yourself to an inner source.

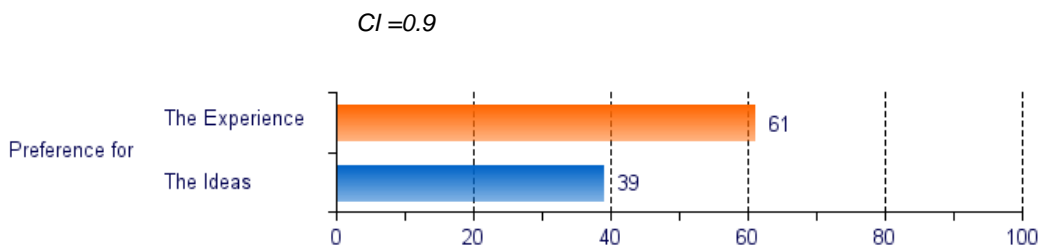


Modality of Perception (cognitive function)

We can perceive things by referring:

- to our sensations and to concrete data, attentive to the present details and to practical realities (reference to the Experience)
- to our intuition to conceive, beyond the present situation, a global vision and the possibilities it holds (reference to the Ideas).

Your answers to the *Talents* questionnaire indicate that you like keeping both feet on the ground and that you favor information stemming from Experience.



CI = Consistency Index (< 0.7, the trend is considered as slightly marked).

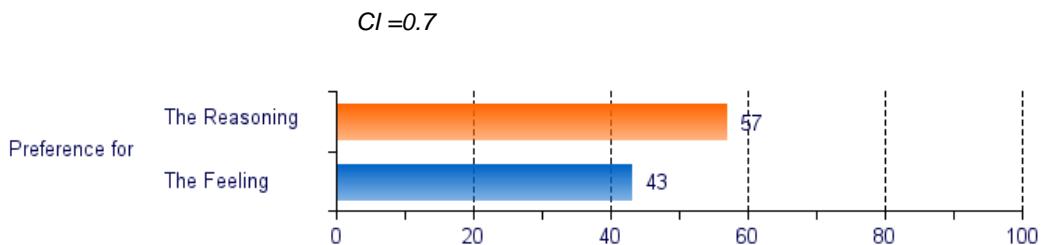


Modality of Decision (judicative function)

We can make our decisions:

- rationally, with "our head", in a "cold" and distanced way, to aim at the greatest objectivity (decision based on Reasoning)
- in a personal and subjective way, with "our heart", according to what we esteem is right or wrong (decision based on Feeling).

Your answers to the *Talents* questionnaire indicate that you make your decisions easier when you can objectively analyze the situation.

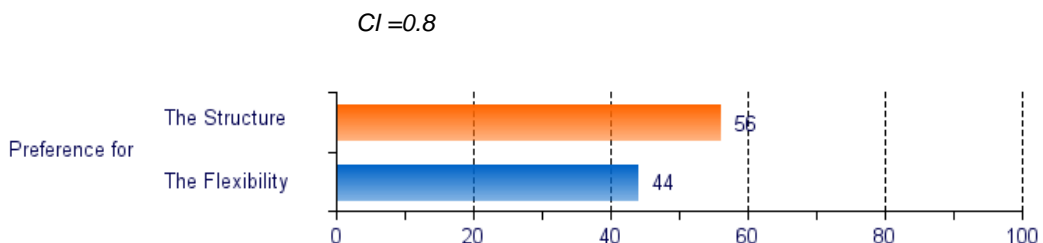


Modality of Action

In action, we can:

- set and follow plans to control the course of events (preference for Structure)
- leave things open so that we can adapt ourselves to new elements (preference for Flexibility).

Your answers to the *Talents* questionnaire indicate that you like to master the process and prefer thus a Structured approach.



CI = Consistency Index (< 0.7, the trend is considered as slightly marked)



YOUR TALENTS AT A GLANCE: *Controller, Activator and Protector*

Each of us is composed of forces, trends, preferences, combined in a singular and original way. What differentiates us from each other at work, it is the hierarchy according to which these strengths are organized.

The combination of your personal preferences (see previous two pages) makes you benefit from a maximum power in the Validation and Operations area.

It is particularly in roles of **Controller** - apply norms, check conformity - and of **Activator** - to structure activities, to deliver products - that you can better realize your potential and become, with training and practice, very powerful.

You have a third remarkable talent: **Protector** - to look after, to protect, to consolidate.

Overall you have fewer resources in the yellow and red functions on the TLP-Navigator model.



MAIN ASSETS: precision, rigour and determination

You are ordered and reliable. You use all of your mind and will so that tasks are completed correctly and in accordance with what has been agreed. You avoid negligence at all costs. You are consistent in your work, you have a sense of duty and great professionalism.

You get to work immediately and remain focused on the objective. Your seriousness and tenacity push you to get to the bottom of things and not to give up on the way. You work hard and do not shy away from demanding tasks.

Because ultimately what counts for you is the final concrete and visible result, which much correspond precisely with expectations in terms of deadlines - for you punctuality is an key value -, quantity, quality and costs. At work you make a point of delivering services and finished products in compliance with standards and with all the required guarantees. You become stressed when things do not progress as expected.

You are an attentive observer and details do not escape you. You like to be able to work with precise, verifiable and unquestionable data. When you receive information you look at the facts to check that they are exact and relevant. Because you are a realist and tend to ensure that words faithfully reflect the subject matter. You do not like the chiaroscuro and what is ambiguous and equivocal. Your representations are based on the most possible objective reading of the situation.

Your sense of detail accompanies your significant analytical skills. You process data rationally. Thus you can stay absorbed in calculations, plans, tables and lists for long periods of time to ensure that everything is logical and that there are no errors. You quickly spot problems and hidden errors. **You are able to spot differences or small variations that often escape those around you.** For you the challenge is to reduce to a minimum all approximations and uncertainties in order to have a solid grasp of the world around you.

Concentration is a condition for quality work and you do not spend long daydreaming. Your attention qualities and your head for figures allow you to limit errors and are extremely useful when it comes to managing tasks requiring exemplary supervision and follow up.

You like action but not carelessness. Your decisions are thought through long and hard more often than not. You do not make decisions without having weighed up the pros and cons of the different solutions. Perhaps you sometimes feel a certain inner contradiction between your concern for making mistakes and your desire to move forward without delay. In fact, you do not like quick decisions but you do not like procrastinating for a long time either. You are an active person who wants to see things happen.



From method more than anything : the "how" interests you more than questions about long-term aims. Intellectual speculations also leave you sceptical as long as you cannot clearly see how they can be used concretely. On the other hand, once you are convinced of the foundation of a decision and the objectives are precisely set, you establish a solid action plan and proceed in an organised manner. **You take operations to completion in an ordered and systematic manner without deviations or oversights.**

You want to avoid confusing and hasty operations, last-minute changes, unfinished projects and unresolved things at any cost, which lead, generally speaking, to decisions that do not result in the expected outcomes. You really do not like having several things to do at once, being interrupted in the middle of something or having to do things at the last minute, under pressure and in haste. Things risk being botched or unfinished. To be able to organise yourself properly, you like to know exactly what needs to be done in advance.

You are frustrated when processes are poorly managed. This occurs when people do not have the skills they need or when they do not act professionally. You have an aversion to hesitation and technical imperfections. You try to master the different know-how linked to the tasks entrusted to you so as to never be left wanting. You do not engage yourself full of enthusiasm without possessing the necessary skills.



WITH OTHERS: you tend to work with reliable people

You take the roles entrusted to you seriously and act in a disciplined manner to perfectly respond to expectations. **Your word is binding**, you would not want to not honour your obligations. You are a stickler for rules and principles and you have an aversion to fickle people who allow themselves liberties with their responsibilities, who shirk their duties or who do not do what is expected. For you being faithful to commitments is a cardinal virtue.

You respect the hierarchy and defend your company loyally, as long as the skills and fairness of your superiors is not lacking. Your seriousness means you are highly thought of by public and private institutions that can count on you. Generally, they congratulate you on your measured character, your regularity and your good presentation. In all situations you try to offer maximum guarantees.

You are rather reserved and it is not always easy to know what you are feeling.

You speak wisely and knowingly during meetings. People who talk a lot - who think aloud without having properly considered the question or who have a tendency to forget the session's objective - give you the impression that they are wasting your time.

You are not easily seduced by rhetoric. You are particularly wary of those who show a lack of care and who give opinions that are not based on verified data and solid experience. You like to work with credible people. **Due to their ways and the tone of their voice, you quickly detect smooth talkers, inconsistent people and other dreamers.**

For you meetings must be used to gather together honest and well-prepared people who go straight to facts and solutions. They must also be direct and effective, stick to a precise agenda and achieve decisions and an applicable action plan. As long as people settle for expressing their opinions or personal convictions, you remain disillusioned. You hardly ever work based on hunches and subjective feelings.

You remember precisely what people have said and you expect them to be coherent. You should sometimes put a damper on your requirement for rigour because discourse cannot always be taken literally.

Some people - particularly Designers according to the TLP-Navigator model - often think aloud about something that is still just a hypothesis or suggestion for them. Their words should be considered as a possibility and not really a promise to be taken for granted. Their apparent contradictions must not necessarily be interpreted as a sign of lightness or duplicity.

You like to establish things in writing. In learning situations, for example, you tend to make use of a clear and well-organised course manual, which shows



exactly how to proceed with no deviation or wasted time. You do not really like trainers who gloss over things and make constant digressions: they give you the impression that they just love the sound of their own voice.

What is ultimately admissible for you is facts and actions, that which is actually accomplished. Intentions and words remain hot air as long as they are not translated into effective actions. **At work you prefer people who use actions rather than words.**

You observe customs and conveniences in order to maintain good working relationships. You tend to evolve in a calm and predictable working environment, favourable to the proper progression of activities. You try to facilitate collaborations as far as possible by being thoughtful and polite. You observe traditions and mark anniversaries with personal attention. You expect members of the group to cultivate the same respectful attitude and the same attachment to the rules of common life. When this is the case, you mark your recognitions and offer them your support.

You make sure that your work is recognised and rewarded in return. You feel some bitterness if, after comparison, you judge that your efforts are not rewarded at their fair value.



CAREER CHOICES: make the most of your talents

To use their resources wisely in activities that offer the best chance of performance and personal development, everyone should be aware of their talents and cultivate them in their chosen areas.

As indicated in the TLP-Navigator model , **all of your qualities means you benefit from remarkable talents in the areas of Validation and Operations.** It is in these areas that you evolve naturally and easily with an optimal effort/result ratio.

You can respectably work in other sectors of activity, but it is, above all, when you are called to **organise, produce and control** that you are able to give the best of yourself, which is a must in an increasingly demanding and competitive professional environment.

You like tasks that require solid technical expertise and which represent a challenge in terms of results (price, deadlines, quality). You are at ease with money and you know how to manage budgets and become very competitive as soon as you pursue quantifiable objectives. You like to stay close to the ground to monitor things accurately and ensure their correct functioning. You can be trusted and with you things move forward with much firmness and seriousness.

These characteristics mean you are highly thought of in jobs that require you to complete tasks systematically. With training and experience in roles requiring quality and productivity - by perfecting, for example, your technical skills - you will be able to make the most of your potential and quickly achieve better performances.

Your skills - which do not necessarily correspond to your tastes - particularly suit activities such as **administration, management, insurance, accounting, auditing, control, security, quality, finance, expertise, transport, army, police, etc.**

These activities can have, as we can see, variable content (administration, insurance, security, etc.) the choice of which definitively depends on your personal tastes, your training and your interests. Their common denominator is their demand for precision, order and rationality. Your ability to establish procedures and apply them strictly can make you an expert in any area requiring you to offer maximum guarantees.

Controllers and Activators are key to the success of companies. For example, sometimes the latter have a wise strategy but their operational efficiency and work supervision leave a lot to be desired. You provide the vigilance and supervision required to ensure that things are completed correctly. You do not get lost in hesitations.



You need a stable professional environment to express yourself best. For this reason you are at ease within large organisations, which normally give you the benefit of continuity. You show your solidity in these environments. Smaller structures have "less solid leadership" and are more volatile. They require significant tolerance for the unexpected and uncertain since they are more exposed to economic fluctuations. Perhaps you feel less at ease in these environments.

In addition, you have skills in the **Support** domain. Despite a rather uncompromising nature you are actually ready to protect and help others as best you can. If these people are your colleagues you make sure that they are able to work in the best conditions possible. If they are clients you do what you can to meet their demands. Although others can count on you, they need to be regular and work in good faith or you may quickly withdraw your support.

In this domain it is likely that you will grow tired, especially if you need to devote a large part of your working time to it. These activities require you to show patience and psychology; in your eyes they lack proactivity and efficiency.

The areas in yellow and red in the TLP-Navigator model are the least suited to you. They do not correspond to your best skills and the results you would achieve in these activities may not match the energy invested.

Projects and Plans require vision and making sometimes risky commitments, which moderately interests you. In terms of activities in the Study and Invention domain, they seem too random to you. Although you like reflective work, you do not really like investing your time in tasks with uncertain results. For example, you think that research, development and communication are too vague and futile, too far removed from the facts and productive work.

In addition, when some researchers slow the action down by digressing or by not doing precisely that which has been agreed, people can sense your impatience, although to avoid hurting anyone you try to hide your irritation.



ABILITY TO CHANGE: you do not take the plunge lightly

You tend to minimise the risks and thus not readily question the established processes that provide satisfaction. You have a tendency to resist change if you are not certain that it will be beneficial or if you do not know precisely how to proceed to accomplish it. Because you do not want innovations and transformations to disturb the proper functioning of things in the long-term.

In your eyes standard processes and good habits give the advantage of guaranteeing results and maintaining trust. Thus you always grant primacy to plans validated by experience and common sense; you want things to progress according to rules and set processes with no nasty surprises. **You do not like disorder and prefer to evolve in a known and well-managed world.**

Thus you reject changes that depend on doubtful information or do not give you time to properly prepare according to clear and well-constructed procedures. You reject adventurism. Efficiency and improvisation do not go together. You prefer not to change current plans unless there is an exception or major crisis. According to you it is all about the efficiency and coherence of the action.

Some may judge you to be too cautious and conservative - including Designers and Mobilisers. According to them you could sometimes take more of a step back to look at other approaches and sometimes offer more ambitious solutions. In reality, **once you have noted that the change planned has notable advantages, once the objective is clear and you know how to achieve it, you can become a powerful force for change.**

And while some people - who are perhaps euphoric at the start of the project - will tend to struggle along the way, you are ready to complete the action resolutely. **As soon as the objective and approach are precisely defined, you can be counted on to move things forward quickly and systematically.**



MANAGEMENT STYLE: you ensure the order and stability of systems

Your sense of responsibility, your loyalty and your seriousness can mean you are ideal to hold a management post. In fact you are essential within organisations to ensure the continuity of operations and to maintain a regular working environment. You establish a structured system that facilitates the proper functioning and quality of work.

With you the organisation is stable, roles clearly allocated and tasks precisely defined. Everyone knows what their responsibilities are, the results expected of them and whom they report to hierarchically. Once the organisational system has been carefully established, where everyone knows what they need to do it and how to do it, you find it difficult to accept problems.

You have high expectations. **You expect from others what you expect of yourself, namely commitment and productivity.** One of your key management strengths is your exemplary nature. You are the first to apply instructions. Similarly, you expect your colleagues to implement decisions without procrastinating and to act logically. To stick to the formula, you make sure they say what they are going to do and do what they say. You follow the progress of processes, controlling the details of the execution.

At times, you can be direct and authoritarian. You do not really like unpredictable people who follow their own way or give in to their emotions. You want real professionals who act according to the state of the art. You can often give people the impression that they are under surveillance and their creativity is being stifled. It is possible that Designers and Mobilisers reproach you for not always appreciating their initiatives at their fair value or not giving them enough independence.

You quickly spot things that are not working. Make sure that you do not forget to recognise a job well done. People have a tendency to point out negative aspects first while people take confidence and focus on their successes. Encourage and congratulate when results are positive! Do not hesitate to reward the performance of the team as a whole! When results are unsatisfactory, get the team together to analyse the problem and try and find solutions together.

You are demanding not just when it comes to work but when it comes to mindset. You do not like complicated people who mix business with pleasure. You take the time to explain their rights and duties to your colleagues and you are ready to support them so that they are able to show honesty and goodwill.

To be certain that tasks under your supervision are perfectly accomplished, **you only accept the role of manager if you have in-depth knowledge of the activity sector.** You want to master skills and processes that assure operational quality.



If you are not careful, it may be that you delegate tasks insufficiently. If you think that "control is preferable to trust", fearing that mistakes may derail processes, **make sure that you do not supervise your colleagues too closely. Eventually you weaken their sense of responsibility and development skills.**

This desire to control things can lead you, in convoluted or blocked situations, to want to give up the role of manager. Because while it is possible to manage the ins and outs of your own work, the same doesn't apply to the work of others.

When things do not go as expected - when, for example, your superiors instructions are vague or when some of your colleagues work only approximatively -, you may become stressed. In these situations it is likely that you prefer to renounce the role of manager to concentrate on your own business.



YOUR PROFIL IN NUMBERS

Rating of coherence

