



Your Professional Talents & Leadership Styles

Example EN

Report nr 1294736613



My talents... a guarantee for tomorrow's success



You have participated in an evaluation of your talents. This report contains your predisposition card which reveals your natural skills and will help you identify your leadership styles.

This compilation, made up of constructive and positive data on your attitudes, will help you to better understand your natural strengths and master your talents.

This personal assessment will also serve as a guiding tool to the consultants of T-Conseils SA in your choice of vocation or professional planning.

Summary

- What is a talent?
- Your talents in their dominant themes
- The added values of talents in your future roles
- Definition of themes
- Talents related to interaction
- Talents related to influence
- Talents related to effort
- Talents related to reflection
- Talents related to intuition
- Master your talents
- Introduction to Leadership
- Introduction to Leadership Styles
- Are you more a Specialist, a Manager or a Leader?
- Your 6 Leadership Styles
- Analysis of your Leadership Styles Card
- Definition of the 6 Leadership Styles
- Information



What is a talent?

Our **talents** are natural and exist from our earliest years. As adults, they transform into skills. When we say of a colleague, "he is well-organised; he always finds a solution; we can trust him; he likes a job well done", we are referring to his professional talents.

Our **talents** are natural predispositions or attitudes which represent our inner resources. They are the true added value in our knowledge (education) and know-how (professional experience). They are a combination of skills commonly referred to as "emotional intelligence*" which improves our way of communicating, acting, leading, feeling, or thinking.

The ideal premise would be to exercise a professional activity in harmony with our education, our experience, and our attitudes.

This report contains a map of your talents and your leadership styles. It provides a wealth of information to build a project and to guide you in some of your professional choices.

Thanks to your leadership style card, you will also discover **your natural style of governance**.

* Reference book: "Emotional Intelligence and emotional intelligence at work" published by Daniel Goleman with Richard Boyatzis and Annie McKee as co-authors.

Specialist, Manager or Leader?

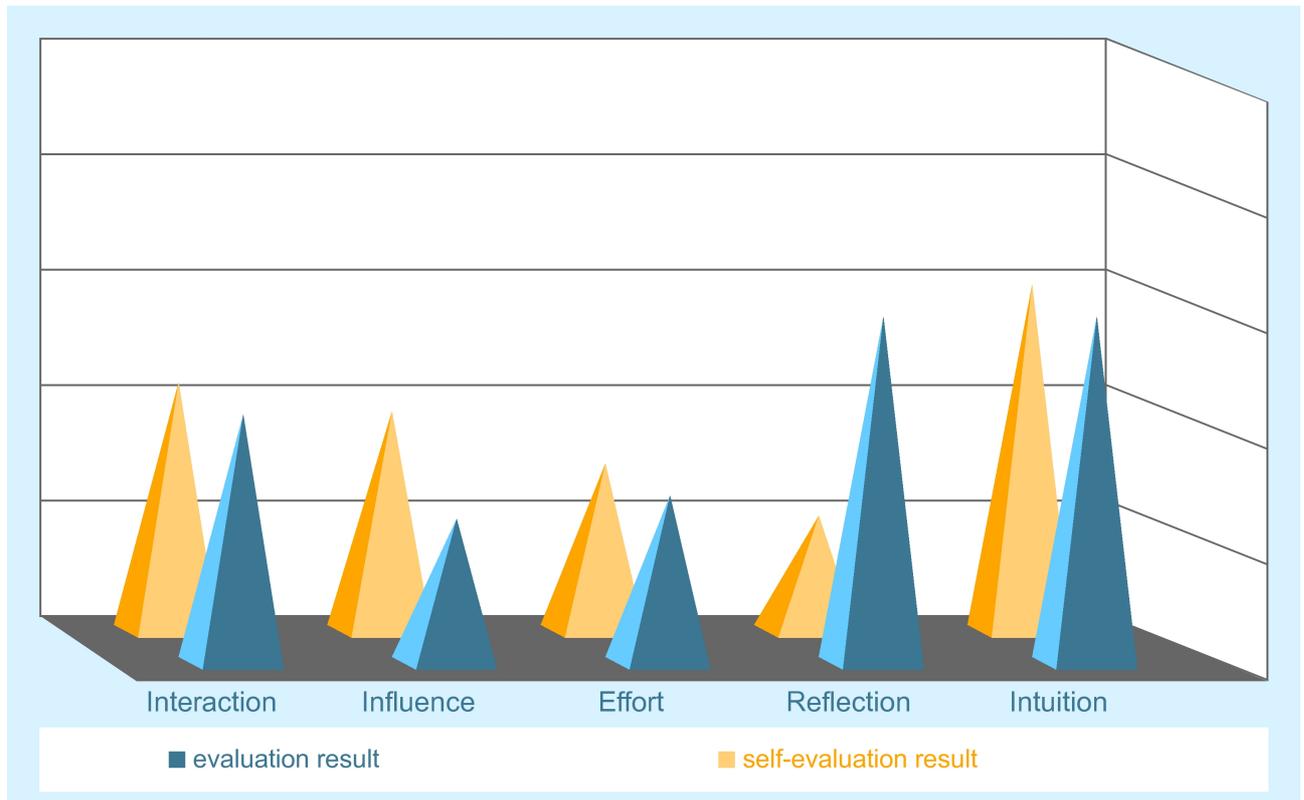
Everyone can learn and grow. Sometimes it is simply a matter of integrating one's talents in order to thrive in a professional activity.



Your talents in their dominant themes

The blue pyramids represent the talents we have identified. Please read the definitions from page 7 to 11 carefully.

The yellow pyramids represent the results of your self-evaluation (what you think of yourself).



INTERACTION	INFLUENCE	EFFORT	REFLECTION	INTUITION
Empathy Harmonizer Collective spirit	Developer Self-confidence	Focused Restorer	Organiser * Sense of context * Cautious	Equity Conceptual Intuitive

* pronounced talents



The added value of talents in your future roles

Interaction Ways of communicating	Empathy Harmonizer Collective spirit	Understands and feels others. Harmonizes people in a group. Has a sense of collective interest.
Influence Ways of leading	Developer Self-confidence	Has a sense of valuing others. Has an independent mind and self-confidence.
Effort Ways of acting	Focused Restorer	Is insistent in one's acts and reflections. Seeks the origin of things to repair them.
Reflection Ways of thinking	Organiser Sense of context Cautious	Coordinates actions. Understands links between causes and effects. Thinks before acting.
Intuition Ways to feel	Equity Conceptual Intuitive	Has a sense of what is right. Produces ideas or solutions. Feels things naturally.



Definitions



Interaction

These talents enable one to establish, develop and maintain relationships. Relations to others. Attitudes of others towards us. Natural capacity to create numerous contacts or to transform these contacts into long term relationships.



Influence

These talents enable one to incite others to act. Natural capacity to establish a course of action and to have it followed, to encourage others to improve, to optimise their potential or to support them in the pursuit of their objectives.



Effort

These talents enable one to obtain results. Capacity to motivate oneself and/or others. To plan with exactness the attainment of goals.



Reflection

These talents enable one to collect and process information. Natural capacity to understand, to assess, and to project before using tools or logical reasoning.



Intuition

These talents enable one to have a quick perception of things or information. One has immediate knowledge without having to call upon reasoning or experience.



Talents related to interaction



These talents enable to establish, develop and maintain relationships.

Natural capacity to create and transform these contacts in long term relationships.

Empathy

Your perception of others rests on your ability to put yourself in their shoes or understand them.

Capacity to read others without however identifying with them. Interest, esteem, sympathy, friendship

Harmonizer

You are sensitive to the nature of relationships between people in a group. You prefer harmony in thoughts and desires to conflicts.

Capacity to focus on others and to find compromises. Agreement, balance

Collective spirit

You have the capacity to help people to join the group and to give them a sense of belonging. For you it is important that each person identifies with the team.

A sense for the collective interest and the individual roles. Integrate, unite



Talents related to influence



These talents enable one to incite others to act.

Natural capacity to establish a course of action and to have it followed, to encourage others to use their potential or to support them in their pursuit of objectives.

Developer

You possess aptitudes to help others to progress or to develop their potential.

Has a sense of how to give importance to others. Expand, growth, evolution

Self-confidence

You believe in yourself and in your abilities. You do what you consider right without caring about the judgments of others.

Free will and free spirit. Beliefs, convictions, assertions



Talents related to efforts



These talents enable one to obtain results.

Natural capacity to execute and make others execute.

Focused

Your thoughts are fixed on precise objectives to reach the final goal.

Capacity to strongly concentrate on something or someone. Attentive, concentrated, dedicated

Restorer

You like to understand the origin of things to repair them to their initial state.

Principles which enable to replace things in their initial state. Reproduce, re-establish, repair, renovate



Talents related to reflection



These talents enable one to collect and process information.

Natural capacity to understand, assess, project, or develop without using tools or logical reasoning.

Organiser

You search for the most suitable structural arrangements in complex situations. Your reasoning is structured. Your vision is global.

Allows for change in order to adapt, prepare and organise processes. Adapt, adjust, form, solve, coordinate

Sense of context

You understand the present through the observation of the past to project the future.

Capacity to highlight the links between causes and effects. Discover, distinguish and ascertain

Cautious

You feel dangers and avoid taking unnecessary risks.

Capacity to be wary in ones actions. Attentive, circumspect, vigilant



Talents related to intuition



These talents enable one to have a quick perception of things or information.

Natural capacity to live the present moment without reasoning or calling upon experience.

Equity

You can put an end to a dispute and you have a sense of sharing or of the right balance.

Capacity to attribute to each his/her due. Impartiality, uprightness, probity, integrity, honesty, rectitude

Conceptual

Your imagination gives you the ability to conceive theories, ideas, concepts or new solutions.

Capacity to explain or transform complex matters. Imagination, creativity, vision, inspiration

Intuitive

You feel things before discovering them through reasoning. Your natural curiosity helps you to feel differences.

Relatively direct or immediate knowledge. Inspired, perception, feeling, sensation



Master your talents

Result analysis

13 talents appear according to your answers in the questionnaire

4	are in agreement with what you feel and your answers.	Equity Harmonizer Conceptual Self-confidence
9	others talents appear in the evaluation.	Empathy Organiser Developer Sense of context Collective spirit Cautious Intuitive Focused Restorer
8	talents differ between what you feel and your answers. These answers indicate rational thought or skill areas.	Communicative Prospective Positive approach Adaptable Charisma Disciplined Tactical Altruism
4	Each neutral answer indicates a free choice between rational thought and natural reactions.	Perfectionist Producer/Accomplisher Activator Relational
Dominant themes	According to the evaluation According to your perception	Reflection, Intuition Intuition, Interaction



A Specialist becomes a Manager

Jacques is the best specialist in his department. In less than a year he became the most successful developer of a start-up although his colleagues have more seniority. He loves the environment in which he works. His taste for research, his ability to find solutions, his sense of challenge, and his rigour are elements in which he excels and which stimulate him greatly. Jacques has just been appointed Team Manager. At 26 it is an important promotion. He will be responsible for 12 collaborators.

After two months in office, four of the top specialists in his group have resigned. Jacques's behaviour has also changed. Getting up in the morning to tell others what to do, prepare documents for the committee, write reports on the progress of their projects, explain to future partners the benefit of joining them are activities that do not appeal to him, because he feels uncomfortable in this role. Jacques resigns 6 months later.

It is not easy to pass from the role of a specialist to that of manager with success, which depends largely on our behavioural skills to guide and motivate others.

One Way to optimise the Talent Explorer Method

Sophie is responsible for the Executive Development Programme in a large company. She deals with the career plan of 17 new employees, all graduates of top schools. They have been occupying their position for six months and are well integrated.

Her role now is to detect the potential for career development of each, in order to lead them toward a function enhancing their talents. Three have excellent leadership skills and will, therefore, have a good chance of success in driving teams. Four others have natural abilities with regard to future developments. Sophie calls them her "visionaries". If we listened to them, we would always be launching new products or exploring new ideas." They will be very happy to join the Research and Development or Marketing Departments. Four of them spend their time trying to convince everyone that their products are indispensable. They will certainly be very comfortable as engineers in business. Six will receive proposals for specific functions in the finance, logistics, and human resources departments.

Through the evaluation of talents and the leadership style cards, Sophie has already identified some people who are likely to become top managers in a few years. She will follow their careers closely and that of a person who has a great strategic mind and an innate sense of projection into the future (95% of his/her predictions are accurate.). He/She will quickly become indispensable.

The performance of an employee in a company depends primarily on his/her natural behaviours (talents) being in line with his/her role or function.



Detect your Management and Leadership Styles

According to research led by Daniel Goleman*, the fundamental task of any leader or manager is to generate positive emotions among those they lead so that they may give the best of themselves. This approach to leadership determines the effectiveness of the leader.

The Power of Emotional Intelligence in the Service of Management

Emotional intelligence is the ultimate instrument of a positive response and thus of performance as well. It is important to use it effectively at the individual level, as well as for teams and the company.

For too long have managers relegated emotions to the rank of "humdrum", cumbersome to rational functioning. The challenge for today's companies is to become aware of their human capital and that which an effective leadership may provide by cultivating the emotional skills of their leaders.

When we use our natural functioning, we not only extract results for our professional life, but also for our personal, family, and social lives. We approach others with better self-awareness, higher empathy, better management of our personal and our social skills.

Leadership is also plural. The capacities and skills that define it are not reserved for those at the top, but reside in all individuals. In one way or another, the latter shows the way to a group of men or women, whatever their function or positional rank.

One is not Born Leader, but becomes One*

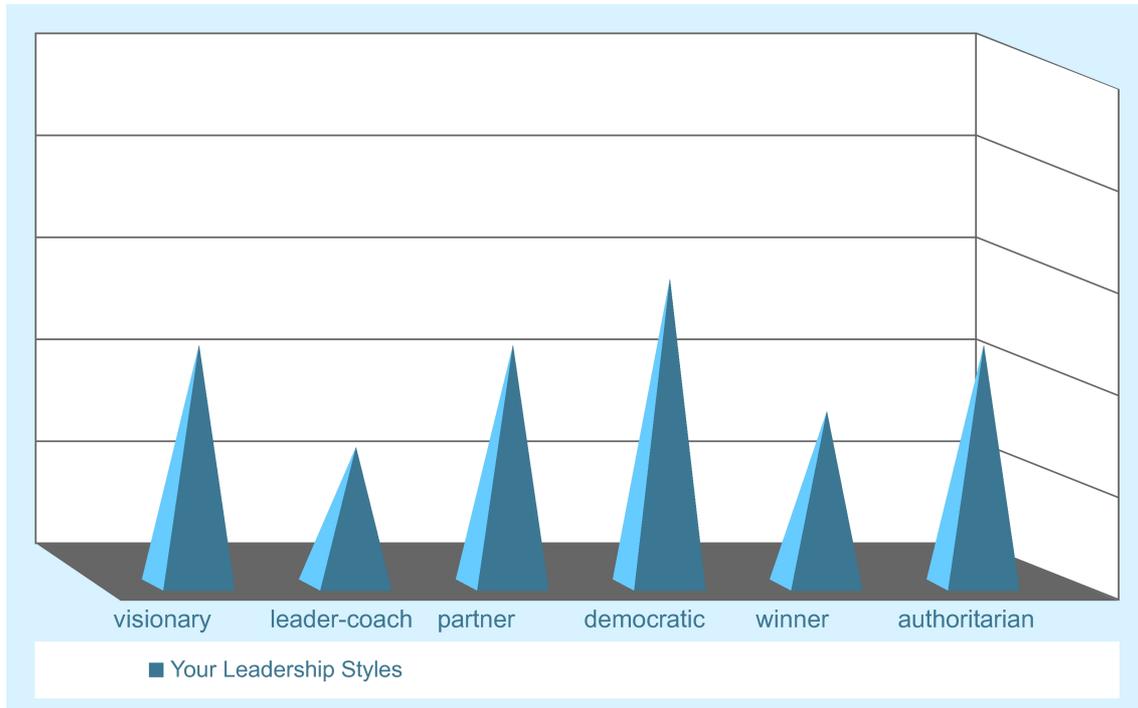
Are some people born with certain levels of empathy or do they learn it?

According to the latest research, the answer is "both". While there is no doubt that emotional intelligence has a genetic component, learning and experimentation play a major role. We are born with a different level of natural abilities, but we all have the capacity to learn.

* Reference book: "Emotional intelligence at work" published by Daniel Goleman with Richard Boyatzis and Annie McKee as co-authors.



Your 6 Leadership Styles



Visionary	Unites people around shared projects.
Leader-Coach	Links the individual's aspirations to the company's objectives.
Partner	Creates harmony by connecting people.
Democratic	Values the contribution of each.
Winner	Allows one to reach difficult goals.
Authoritarian	Gives a clear direction in an emergency.



Analysis of your Leadership Styles Card

Your predispositions as manager or leader are behaviours that you naturally activate throughout the day. Your predominant leadership styles are represented by the highest-level pyramids. If your card displays almost identical levels of pyramids, we can assume that you are quite versatile in the way you manage a team.

Among the six most common leadership styles, the visionary, leader-coach, partner, and democrat build positive responses. Each style has a different degree of impact on the work environment and results.

The winner and the authoritarian also have their place in the leadership toolbox. However it should be used with caution and proper know-how to produce a positive impact.

The below table shows your talents representing strengths or obstacles for each style of leadership.

Visionary	Leader-Coach	Partner	Democratic	Winner	Authoritarian
Unites people around shared projects.	Links the individual's aspirations to the company's objectives.	Creates harmony by connecting people.	Values the contribution of each.	Allows one to reach difficult goals.	Gives a clear direction in an emergency.
the strengths					
Empathy Collective spirit Conceptual Intuitive	Empathy Developer Intuitive	Empathy Harmonizer Equity Intuitive	Empathy Harmonizer Collective spirit Intuitive	Self-confidence Focused Intuitive	Self-confidence Focused Organiser
to work on					
Cautious	Cautious	Cautious	Self-confidence	Empathy Cautious Equity	Empathy Equity



Definition of the 6 Leadership Styles

the style Visionary

Operating Mode :	Unites people around shared projects.
Impact :	extremely positive
Use :	when the change requires a new vision or when clear direction is needed.

The visionary leader transforms the company spirit at multiple levels. He/she provides a direction to the group, leaving everyone free to innovate, experiment, and take calculated risks. He/she has a vision of the whole and the contribution of each.

The pluses :

This approach fosters the dissemination of knowledge. It is effective at a radical change of direction or when the need for a new vision is vital.

The risks :

When a manager works with a team of specialist who are more experienced than him.

To summarize :

Any prudent leader should use this style of leadership whenever he/she can. It will be of valuable assistance in not missing his/her objectives.

the style Leader-Coach

Operating Mode :	Links the individual's aspirations to the company's objectives.
Impact :	very positive
Use :	to help employees improve their performance by developing

The leader-coach creates an atmosphere of trust. He/she shows a genuine interest in his/her collaborators instead of regarding them as mere tools.

The pluses :

This type of leadership has a positive impact on the mood of people and pushes them to reach further than their apparent capabilities.

The risks :

The leader-coach will fail with those who lack motivation or need a personal coaching staff.

To summarize :

If the leader-coach's obvious goal is not to improve financial performance, this is nevertheless what he/she achieves by indirect means of his/her own.



the style Partner

Operating Mode :	Creates harmony by connecting people.
Impact :	positive
Use :	to motivate in times of tension, resolve disagreements within a group, or strengthen interpersonal relationships.

The leader-partner enjoys working in a team. He/she is a builder of relationships who values the individual in order to create harmony and build a positive overall atmosphere.

The pluses :

He/she focuses on the employees' needs, expresses interest on the individual. He/she serves as a morale raiser.

The risks :

He/she may favour certain awkwardness in terms of performance. Individuals may be left to themselves.

To summarize :

The leader-partner's human approach creates a mood of trust that is particularly potent.

the style Democratic

Operating Mode :	Values the contribution of each.
Impact :	positive
Use :	to build support or consensus, or secure a valuable contribution on the part of employees.

The democratic leader makes decisions on a collective level, seeks to win the support of the various parties, and establish relationships based on trust.

The pluses :

He/she feels responsible for maintaining a climate of trust so that everyone may speak freely.

The risks :

He/she may head frustrating meetings without real consensus. He/she may risk creating a climate of indecision that can lead to lack of direction and an increase of conflict.

To summarize :

The democratic leader's approach is most effective, when the leader is uncertain about the direction to follow and needs to gather ideas from his/her competent staff.



the style Winner

Operating Mode :	Allows one to reach difficult goals.
Impact :	almost negative because too frequently misused
Use :	to obtain high quality results from a team that is motivated and competent.

The leader-winner embodies the standards of exceptional performance, obsessed with the idea to do better and faster.

The pluses :

This style can yield good results with employees who are competent, motivated and highly independent. Focused on his/her objectives such a leader requires an unconditional commitment.

The risks :

He/she puts excessive pressure on his/her employees in order to obtain results and causes anxiety. He/she has difficulty cooperating or communicating effectively, this causes a significant turn over.

To summarize :

It is in pair with other styles of leadership, such as the visionary or the partner, that the winner gives his/her best results. The winner excels in the technical aspects that he/she supervises but neglects the collaborative dimension required by the conduct of others.

the style Authoritarian

Operating Mode :	Gives a clear direction in an emergency.
Impact :	often very negative because often used injudiciously
Use :	only in a crisis situation, to swiftly initiate a radical change or with problematic employees.

The authoritarian leader has a negative and destructive impact on those he/she leads. This attitude is required only when hard decisions must be taken.

The pluses :

He/she will be effective for unblocking practices or habits. Such a leader may help everyone weather the storm.

The risks :

If subordinates refuse his/her orders, he/she will turn to threats. Instead of delegating, he/she attempts to control everything and all situations. He/she does not necessarily perceive the link between his/her style of leadership and declining customer and employee satisfaction.

To summarize :

The authoritarian style should be used with great caution. If the leader knows when the context requires an iron fist and when to let go, this determination may be beneficial.



Information

T-Conseils SA consultants are trained in the Talent Explorer evaluation method to help you become aware of your natural functioning. They can direct you to vocations or functions adapted to your attitudes, your education, and your professional experience. They are also able to guide you in a career plan.

The company T-Conseils SA also offers a seminar on "Detect and adapt your Leadership Styles" to help you experiment with other styles of leadership and master your natural styles of governance.

You will find contact information for consultants and programmes at :

www.talent-explorer.com

Your talents improve your skills and optimise your potential.

Combined with your knowledge and your experience, your talents lead you to excellence.

They are your strengths, your distinction, your quality of being unique.



www.talent-explorer.com

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