

We thank you for taking the test and for your support and participation. Your report is presented in multiple sections as given below:

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The Graph

Results on major dimensions

The Inverted Graph

Results for the opposing aspects

The Detailed Table

A tabular presentation of the results on principal - opposing factors axis

The Comments

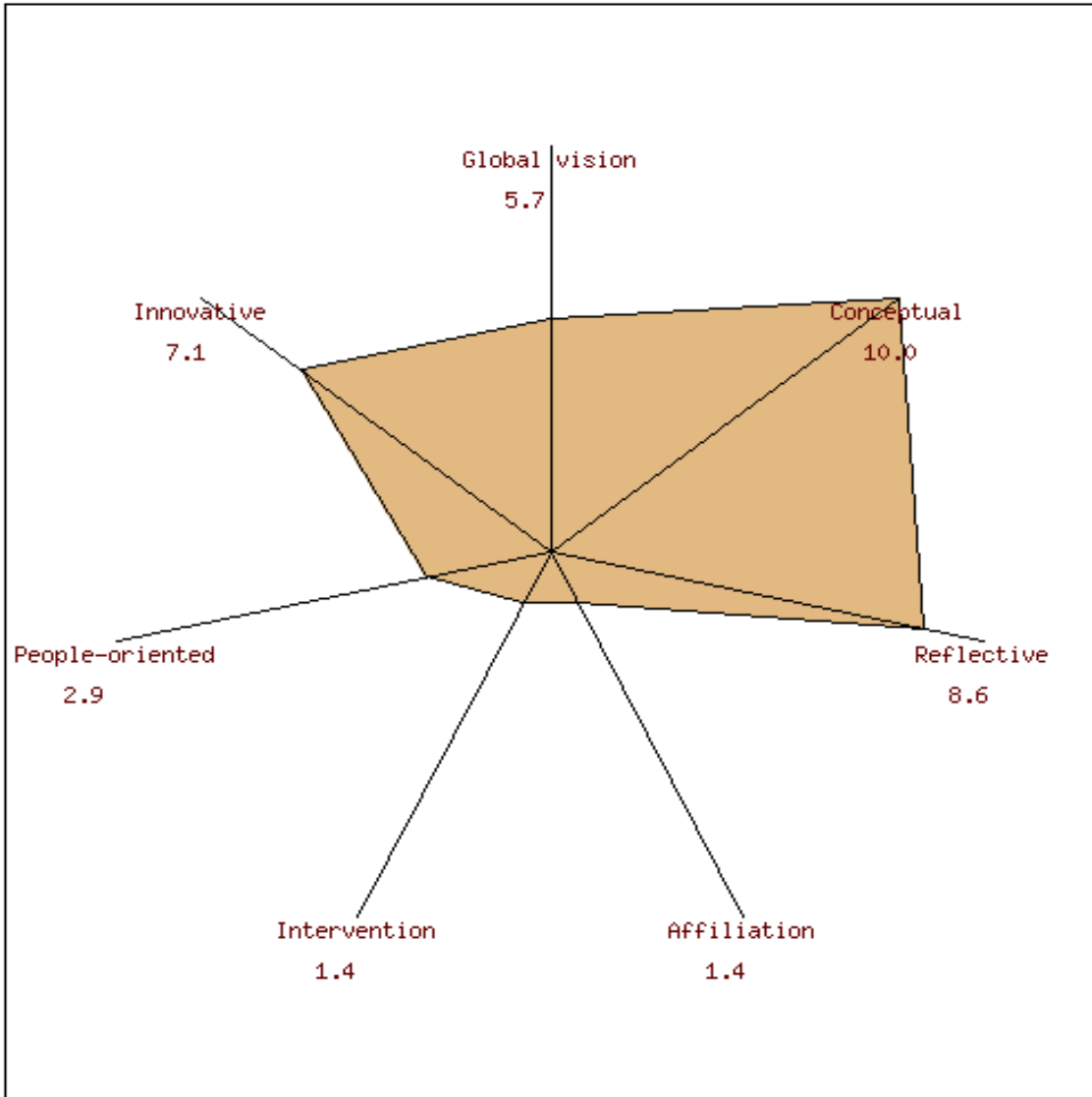
Description of the factors

How different professions suit the profile

A complementary analysis for a better assessment of the individual's abilities

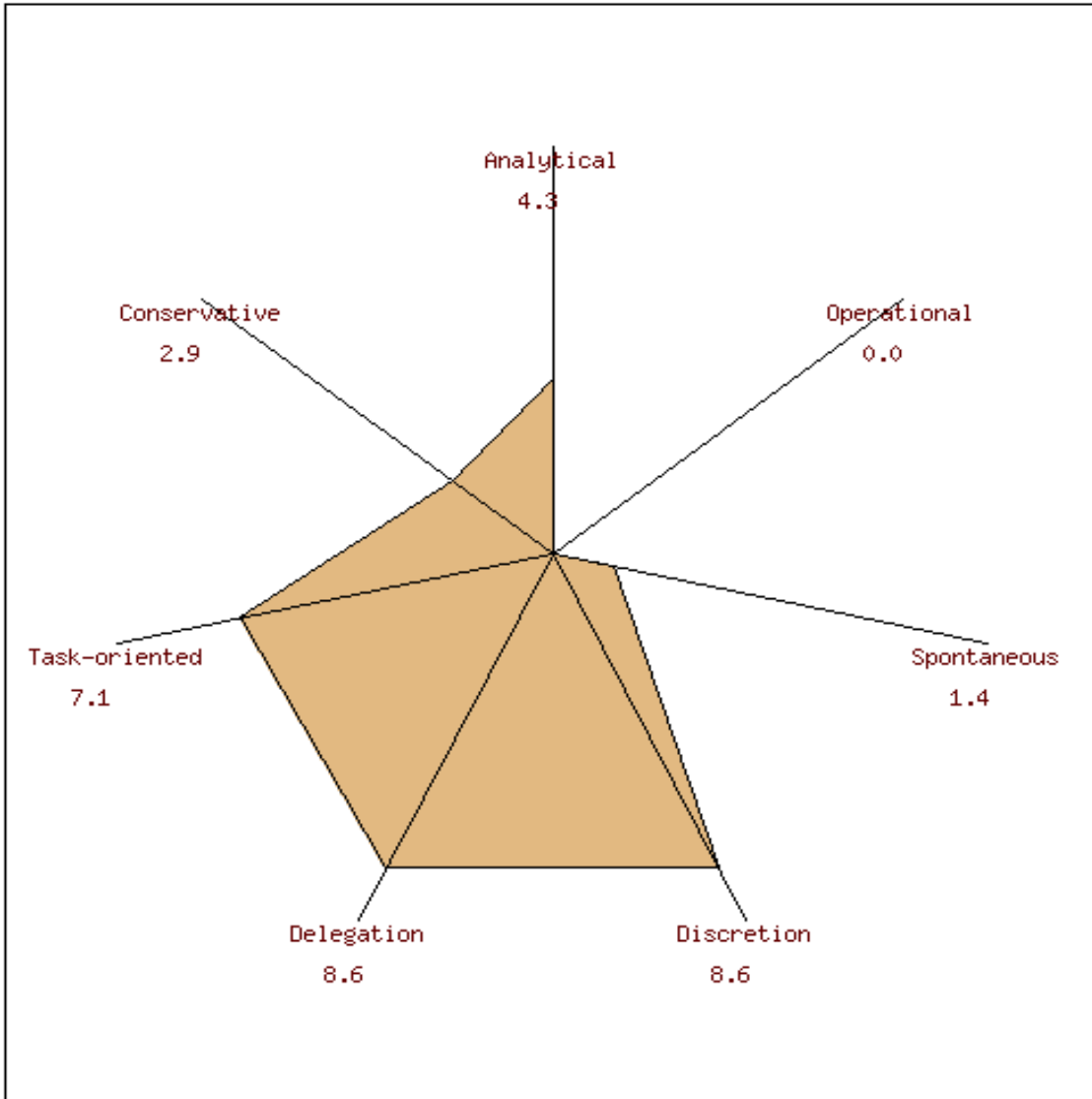
The Graph

Principal results (score out of 10)



The Inverted Graph

Opposing factors



MANAGEMENT STYLE INVENTORY

Mr. DESAI's profile

The Detailed Table

The following table summarizes your results from the questionnaire.

The column on the right describes the principle factor. The column on the left describes the opposing factor. The "X" represents where you stand in relation to the dimension.

Therefore the farther the "X" is to the right, the stronger your tendency for the principal factor. The farther the "X" is to the left, the stronger your tendency for the opposite factor. A score in the middle would imply an as yet unpronounced tendency.

OPPOSING FACTOR	A	B	C	D	E	F	G	H	I	J	K	MAIN FACTOR
Analytical							X					Global vision
Analytical and specific approach / Focus on technical feasibility												General and functional reasoning / Management by objectives
Operational											X	Conceptual
Interested in concrete facts and operating results												Interested in models and concepts / Tends to look at the long term
Spontaneous										X		Reflective
Reactive / Intuitive / A tendency to be impulsive / Can be influenced												Self-control / Level-headed and patient / Acts with objectivity
Discretion		X										Affiliation
Quietly effective / Only seeks recognition when necessary												Tries to gain recognition for the team and himself (herself) / Enthusiasm
Delegation		X										Intervention
Participatory discussion method / Validating content / Lack of authority												A tendency to impose choices or intervene in other people's work
Task-oriented			X									People-oriented
Focuses on results and products / Optimizes resources												Puts priority on the human aspects / Seeks to cement the team
Conservative									X			Innovative
Prefers proven methods / Likes reliability												Proponent of change / Likes risk and novelty
OPPOSING FACTOR	A	B	C	D	E	F	G	H	I	J	K	MAIN FACTOR

The Comments

Analytical

Global vision

Paying attention to the overall objectives, you tend to adopt a global approach to situations. However, you are careful not to lose sight of important details.

Global Vision:

Such managers approach situations from a generalist rather than a specialist angle. They look at a project's objectives first before examining the technical, financial and human resources it will require. They then base their decisions and actions on a holistic assessment of all aspects of the project.

Analytical:

This management style relies on knowledge and technical ability. Priority is put on a focused approach and an analytical method of problem-solving. An Analytical manager, considered to be meticulous and demanding, is more interested in "how" than "why".

Operational

Conceptual

You are highly conceptual in your approach and pursue long-term goals. Although your ability to anticipate and plan is an asset, don't lose sight of empirical observations and data.

Conceptual:

Theoretical concepts and analytical models are fundamental to this approach. Such managers like strategy and willingly take a "marketing" approach. They know how to prepare for the future, plan for tomorrow and so are able to anticipate problems.

Operational:

Such managers have a definite interest in production and the operations side of an enterprise such as sales, management testing, output, etc. They are more interested in productive thinking – that is, solving problems based on concrete facts. After coming to a realistic conclusion, they initiate action geared towards pertinent, immediate and quantifiable results.

Spontaneous

Reflective

Having considerable emotional control, you always behave in a composed manner. It may benefit you to trust your instincts more and act on them.

Reflective:

Calm and collected, such managers are appreciated for their cool-headedness and equanimity. Because controlling the emotions is one of the keys to successful negotiation, managers who are introspective or reflective set a good example by inspiring others to do the same. Their human qualities, especially their patience and availability, give them a certain authority in the eyes of their associates. However, their willingness to listen may be based more on tactical motives than on sincerity.

Spontaneous:

MANAGEMENT STYLE INVENTORY

Mr. DESAI's profile

This describes a manager who is an enthusiastic go-getter. Drive and the ability to react are two qualities that are well regarded and often actively sought. A manager who is spontaneous is good at sizing up people and situations. Such managers' strong sense of intuition causes them to act quickly and almost instinctively. This may mean they lack objectivity, and even diplomacy.

Discretion

Affiliation

Being very modest and humble by nature, you don't seek glory or praise. Your colleagues appreciate your quiet efficiency. However, it may be to your benefit to promote yourself more.

Affiliation:

Endowed with a spirit of openness and a certain charisma, such managers need to be noticed. They have the capacity to generate enthusiasm and a work dynamic, and know how to motivate the troops. Seizing the right opportunities, they want recognition for the team, not just for themselves. Such managers may also feel uncomfortable in situations where they're not given enough consideration.

Discretion:

Such managers are not looking for recognition or to be in the limelight. Most often, they are reserved and low-key, and wait to be approached by others. People like their gentle qualities, especially their sensitivity, sincerity and their ability to really listen. Focused on actions, such managers are more independent and persevering than an "Affiliation" type of manager, who is mainly looking for reassurance.

Delegation

Intervention

Interactive, you like participating in discussions and engaging in dialogue. You prefer to delegate projects and don't like to interfere in other people's responsibilities.

Intervention:

Shows a tendency to work and make decisions independently and/or managerially. When working with a team, such managers prefer their own choices, even if they have to impose them on associates. They keep a close watch on overall objectives and the means used to achieve them. Unless they are careful, the content of the assignments they delegate to co-workers may tend to be rather boring and they may be perceived as authoritarian. This type of supervision is perfectly suited to projects in their early stages, or during structural changes or crises.

Delegation:

Such managers delegate intelligently, knowing how to assign motivating and responsible tasks to their employees. Such managers then use an empirical quality-control method by instituting management indicators. They will readily place their trust in others, but can also revoke it if necessary. Being based on discussion, their management style emphasizes dialogue and the reaching of consensus.

Mr. DESAI's profile

Task-oriented

People-oriented

Aiming for high productivity, you emphasize objective results and profitability. However, investing in people may also be productive.

People-oriented:

Managers strong in the People-oriented dimension place a priority on the level of satisfaction experienced by their employees, team harmony, individual progress and the integration of a certain code of ethics. Because they have humanistic tendencies, these managers want to give meaning to their actions and to the assignments they give to their subordinates, who are usually very appreciative. Taking all these human objectives into account can sometimes impede productivity. .

Task-oriented:

Managers strong in the Task-oriented dimension will focus their attention on output and optimizing resources. To them, proven and objective profitability is the best indicator of success. Social factors (motivation, atmosphere, training, etc.) are viewed more as a means than an end.

Conservative

Innovative

Often enthralled by innovative solutions, you're a proponent of change. Your co-workers appreciate your flair, even if they sometimes have trouble keeping up with you.

Conservative:

Demonstrates a prudent approach intended to guarantee stability, and reliance on proven methods. Such managers look for dependability as much as efficiency. They have a tendency to impose their views on colleagues. This attitude may lead to a type of routine, and even resistance to change. But it is also a sign of clear-thinking. These managers motto could be "If it's not broken, don't fix it!"

Innovative:

Such managers love novelty and change, and are characterized by this trait. They are always coming up with new and stimulating challenges for their teams and rallying employees around them. Although they make an effort to assess the risks, they need to learn to trust methods that work, and not systematically try to overhaul everything.

How different professions suit the profile

The analysis of your profile compared with different management styles.

A rate of 100% indicates a perfect match.

Adequacies generally fall somewhere between 50 and 100%.

To see the reference grid of the management functions, click on "details" (html version of your report only).

MANAGEMENT PROFILES

1 STRATEGIST	97%
2 PROJECT MANAGER	97%
3 EXECUTIVE MANAGER	92%
4 MOTIVATOR	70%
5 EXPERT	64%
6 CHIEF EXECUTIVE	47%
7 ENTREPRENEUR	45%

1 STRATEGIST 97%

Marketing, communications, and art departments; R&D; executive management; management consulting, etc.

As a strategist, you focus on the project development stage. You are more interested in designing and launching projects than in following them up. You set yourself apart through your bold thinking and keen foresight. Resolutely looking to the future, you're continuously striving to improve your working methods.

Developing commercial strategies or planning a business expansion, reinforcing a brand, establishing investment policies, all these are activities that fall under strategic management. They demand a great deal of analysis and determination, qualities that you possess in spades.

To you, being in charge means anticipating the future.

2 PROJECT MANAGER 97%

IT, production, and logistics managers; pre-sales manager or strategist; managing a product line, etc.

You view management as the supervision of projects, from beginning to end. Knowing how to analyze and anticipate needs, you delegate tasks based on your co-workers' profiles – but you never lose sight of your main objective, achieving results.

A real maestro, you're both organized and adaptable. In overseeing your team, you combine harmony with efficiency, while taking every member's needs and abilities into account. You have a marked interest in responsibility and novelty.

Mr. DESAI's profile

You believe that everybody has their own areas of expertise – and your job is to bring out the best in everyone.

3 EXECUTIVE MANAGER

92%

Accountancy and finance; management control and purchasing departments; executive office; administration, etc.

An executive manager, you believe that being strict is the primary quality of any good executive. Primarily conscious of fulfilling your profit targets, you're not a manager who could be described as sociable or humanistic.

Versatile by nature, you are primarily in charge of daily supervision and follow-up. You refer technical aspects to specialists. As a motivator, you know how to delegate tasks and believe that is the best way to give each person a sense of responsibility.

Your main assets are your sense of organization and stern approach, and you excel in all fields involving administrative organization.

As far as you're concerned, the best talent is managed talent.

4 MOTIVATOR

70%

Human resources and training departments; associations and consulting sectors, etc.

You are endowed with a great desire to be of service and a knowledge of how to organize teams. You believe that being a motivator is a fundamental aspect of the manager's role and that success depends on team dynamics. For you, it's essential that everyone is pulling in the same direction.

A believer in dialogue and a good negotiator, you have a gift for dealing with people. You know instinctively how to encourage the generation of ideas, foster enthusiasm and inspire others. You don't hesitate to share all information with your subordinates or co-workers, in order to motivate them and get them more involved in the life of the enterprise.

To you, one motivated person is worth a hundred others.

5 EXPERT

64%

Supervision in production or education; managing specific projects or an SME; business consultant, etc.

To you, managing essentially consists in deploying professional expertise. Like a craftsman, you need to feel passionate about your activities. You believe that it's experience that leads to recognition. Above all, you're a technical leader and a producer. Therefore, functional tasks such as team management, reporting, etc. represent administrative chores for you and don't stimulate you at all.

You are interested in technical management. Once you're in your element, you're a pragmatic and very persevering worker. Having a low-key and cautious nature, you're not very adventurous, and place your trust in proven methods.

Taken on 14/11/2013

Mr. DESAI's profile

You believe that to do is to learn.

6 CHIEF EXECUTIVE

47%

Executive management; leadership and supervision of teams; management of a profit-oriented business, etc.

You support and stimulate your team, prioritizing maximum efficiency and the attainment of goals – which sometimes leads you to neglect the human relations aspects of management.

Being enterprising and stimulating, you know where you're going. You demand as much of yourself as of others, you adhere to the rules and you never lose sight of your objectives and how to achieve them.

An individualist by nature, you like to work with total autonomy, which can lead you to act in a managerial fashion. Learn how to smooth over the rough edges once in a while – you'll be appreciated all the more.

For you, only this motto will do: I came, I saw, I conquered (Attributed to Julius Caesar).

7 ENTREPRENEUR

45%

Business management; development of new services; management of innovative companies; regional or export development, etc.

You believe that management is field work and you adopt a hands-on approach. You make a virtue of being very well informed about your company and its market, and you know how to set about achieving your goals. You also know how to adapt them in short order. Flexibility is key for you and you believe that results are achieved by encouraging your team to adapt to constraints, rather than by following a pre-defined strategy.

A born leader, you distinguish yourself through your dynamic temperament. Your charisma and the ability to motivate your team make you the ideal manager in charge of a sales force or a team negotiating a major contract.

You may sometimes disagree with more reserved management styles, such as the Executive Manager or the Expert. But your points of view are usually complementary.

To you, an ingenious idea is one that works.