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Example Personal Profile (Leadership)VP Finance

2023-03-31



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INTRODUCTION to the Nova Global Profile

"KNOW THYSELF" -- Socrates

Dear Reader,

The fact that you are reading these words means you have already chosen to embark on a journey of self-discovery. We hope this tool will help you along the way and foster untold breakthroughs in awareness that will allow you to hear your unique voice and honour your inner self.

The Nova Global Profile is a potent tool for achieving your full potential. It was designed to guide you to greater self-knowledge and foster the integration of your unique personality. Just like a roadmap indicates the cardinal directions, your profile will point you to the road leading to fulfillment in your professional and personal life.

Each of us is perfectly imperfect. We therefore ask you to keep an open mind as you read on without judging yourself negatively. To dare to see yourself in a different light and accept your uniqueness is to say "yes" to a life of fulfillment in harmony with your values. Self-knowledge is unquestionably the ultimate tool for achieving our goals and making our plans a success. We can explore many aspects of who we are to maximize our talents, resources and pathways to success.

The Nova Global Profile is an innovative tool based on the DISC theory developed by William Marston, behavioural preference work by Carl Jung, and investigations into value systems (motivations) by psychologist Eduard Spranger.

Your personal profile will focus on your natural style: who you truly are as opposed to who you think you are (adapted style). It will give you insight into your personality traits, sources of motivation, talents, leadership style, preferences and areas for development.

The freedom to succeed is yours for the taking.

The Nova Global Team www.novaglobal.com



Introduction to DISC Colours

Task-oriented

Perceive their environment as hostile and threatening

Compliance

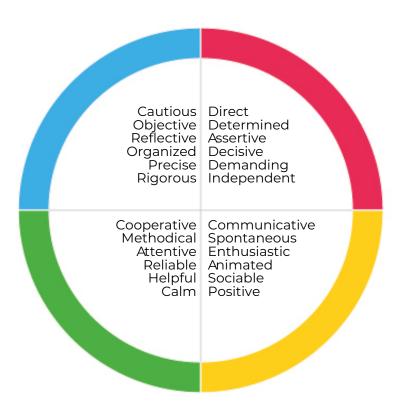
Need for standards and structure

Introverted

Perceive themselves as weaker than their environment

Stability

Need for harmony and a calm pace



Dominance

Need for challenge and action

Extroverted

Perceive themselves as stronger than their environment

Influence

Need for interaction and fun

Interaction-oriented

Perceive their surroundings as positive and inviting



Introduction to Motivations

Beyond our behaviour lie our actions' driving forces, which motivate us to put things in motion and give meaning to our existence. Our motivations are the heart of our identity; they taint or reinforce the different colours of our personality and guide their direction.

Here's a brief introduction to the six major sources of motivation behind all human behaviour. It's only natural that you see yourself in one, two or even three of these descriptions given that just like our behaviour, we also have various sources of motivation.



COGNITIVE motivation: TRUTH AND KNOWLEDGE

<u>Needs</u>: To learn, understand, discover and systematize the truth based on rational, proven theories. Values intellectual curiosity and knowledge.



AESTHETIC Motivation: BEAUTY AND SELF-ACTUALIZATION

<u>Needs</u>: To sense beauty in and around oneself, to trust its intuition and inspiration; to be surrounded by beauty. Values personal growth and development.



UTILITARIAN Motivation: RETURN ON INVESTMENT

<u>Needs</u>: To invest time, money and energy in a useful, profitable and effective manner, usually for the purpose of achieving objectives. Values results and profitability.



ALTRUISTIC Motivation:

HUMANISM AND SELF-SACRIFICE

<u>Needs</u>: To feel useful and to contribute to the well-being of others. To improve the lives of others. To invest time and energy in assisting others with great generosity. Values care and benevolence.



INDIVIDUALISTIC Motivation:

LEADERSHIP AND RECOGNITION

<u>Needs</u>: To exercise leadership to assert personal power, to have responsibilities; be autonomous and independent; to be recognized for their individuality and uniqueness. Values leadership qualities and social prestige.



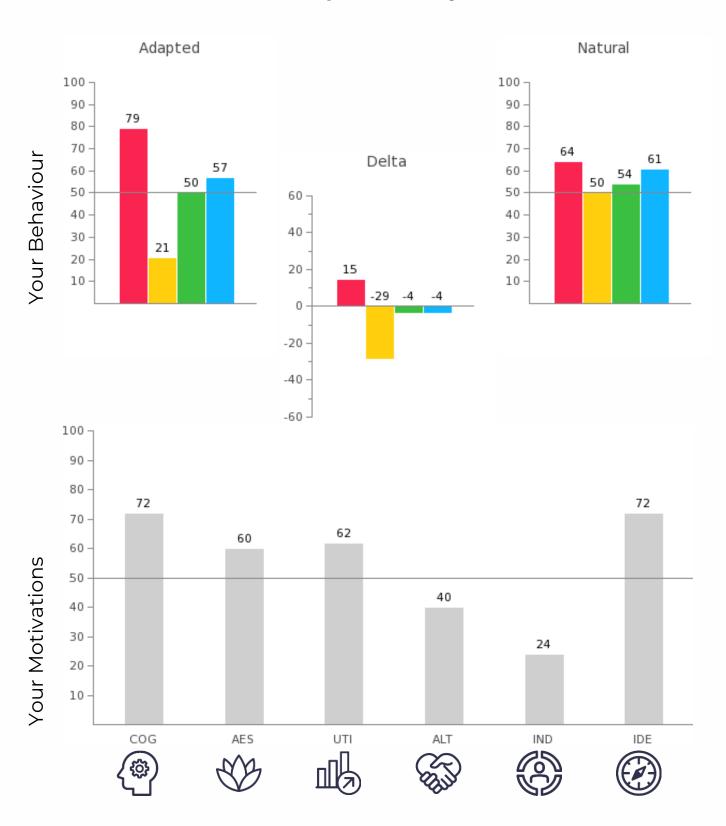
IDEOLOGICAL Motivation:

UNITY AND MORALITY

<u>Needs</u>: To be aligned with their own system of values and/or cause. These principles guide their thoughts and actions. They seek ways to improve life in general. They place importance on their value system and code of ethics.



Graph Summary





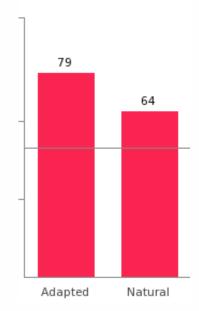
Your Behavioural Preferences

YOUR APPROACH TO FACE PROBLEMS, CHALLENGES AND DIFFICULTIES:

56% or more: A profound need to be proactive, tackle challenges and meet objectives. Confronts situations with confidence and authoritativeness.

30% to 55%:Tends to handle challenges one at a time and chooses the types of challenges/problems they're willing to invest energy in.

29% or less:Tends to avoid taking action to confront problems and difficulties, which are often perceived as conflicts.



Sophie, when you face challenges, problems and difficulties:

- You actively seek difficult and demanding challenges as they stimulate your leadership qualities
- You demonstrate initiative and efficiency when dealing with problems
- You face challenges with courage, confidence, efficiency and responsiveness
- You demand strong performance from yourself and others, which can sometimes make you seem uncompromising or intimidating
- For you, every problem has a solution since efficiency is what's important to you
- You have a strong need to be part of the action, make decisions and keep the lead in your projects
- Your need to win makes you competitive and reinforces your directive nature
- If your environment doesn't offer any challenges, you'll create your own stimulating and difficult challenges
- You have a methodical approach to problems
- You need coherence in your actions, and you like to take the time to make decisions that foster harmony in your environment



- You are capable of taking calculated risks
- $\circ\,$ You seek out accurate solutions to problems encountered, relying on your analysis of data, facts and figures

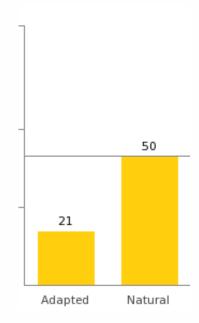


HOW YOU INTERACT WITH OTHERS:

56% or more: A profound need to influence, communicate and interact with a large number of people. Very sociable. Actively seeks fun.

30% to 55%: Chooses who they want to interact with. A good balance between speaking and listening. Sociable.

29% or less: Silent and solitary. Avoids interpersonal situations. Insightful, logical and sceptical.



Sophie, when you interact with others:

- You are a sociable person who enjoys conversations with others, however, you prefer it when others initiate conversation
- You are comfortable interacting with others and expressing your ideas and opinions, especially with people you're familiar with
- You are naturally personable and warm, people instinctively like you
- When you are convinced, you use your ability to influence and gain buy-in for your projects, ideas, etc.

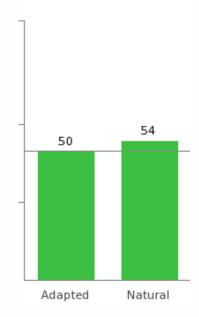


HOW YOU RESPOND TO CHANGE, VARIATION AND THE PACE OF YOUR ENVIRONMENT:

56% or more: Profound need for stability and harmony. Very methodical; does one thing at a time, slowly but surely with a calm, coherent and steady pace. Resistant to change.

30% to 55%: Open to change and adaptable. Pace is relatively calm and relaxed. Prefers to work methodically. Likes stability, consensus and harmony.

29% or less: Tends to initiate change. Fast-paced multi-tasker. Tends to be impatient and impulsive. Is easily side-tracked.



Sophie, when you set a pace:

- Your pace variesdepending the situation because you are relatively adaptable
- You have patience for projects and goals that matter to you
- You embrace change if the change is coherent and meaningful to you
- Your actions are guided by a methodical approach
- You are relatively easy to get along with because you are flexible and relaxed
- Despite your strong need for stability, you enjoy innovation when it makes sense to you
- Your pace varies based on the situation and your priorities. It can happen that you'll be patient, but also be in a hurry to achieve your results

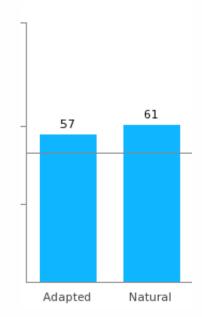


HOW YOU RESPOND TO ESTABLISHED RULES, PROCEDURES AND STANDARDS:

56% or more: Profound need to comply with standards, rules and procedures. Structured, rigorous, precise and rather perfectionist. Needs to meet high-quality standard levels.

30% to 55%: Accepts certain norms and procedures provided if they seem logical. Good organizational skills and enjoys working within pre-determined structures.

29% or less: Makes their own rules. Resists procedures, norms and rules that are established by others. Tends to be defiant, non-conformist and innovative. Can neglect their commitments.

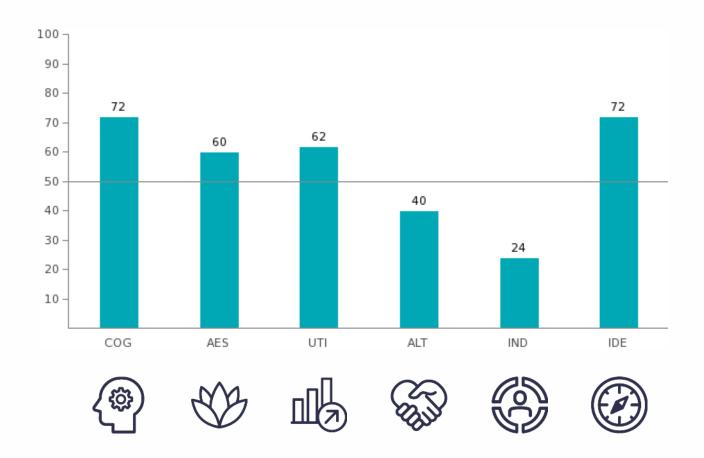


Sophie, when you follow rules and procedures:

- You happily follow established rules because of your firm belief that rules are made to be followed
- You find it easy to set limits on your personal and work life, which makes you an orderly person and leads you to plan ahead
- You feel the need to meet high-quality standards, which sometimes pushes you to be a perfectionist, critical of yourself and others
- You are relatively respectful of existing authority figures, and you prefer being given clear and detailed instructions about what is expected of you
- Despite the care you show in following procedures, you enjoy taking calculated risks to reach your goals
- You excel in the art of analysis, yet you also prioritize taking action, which produces tangible results



Motivation chart





Your Motivations

Human behaviour is influenced by our world view, experiences and values. In the following statements, you may discover how your motivations influence your personality, and better understand the driving forces behind your actions and how to use them in your personal and work life.



COGNITIVE motivation:

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



AESTHETIC motivation:

- You have a profound desire to express your full potential
- You have a fundamental need for beauty and harmony in all areas of your life
- You have strong feelings, intuitions and sensitivity that render your universe profound and nuanced
- You have a deep appreciation for all forms of creative expression
- You have the ability to easily recognize the unique beauty of people, situations and places



UTILITARIAN motivation:

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





40%

ALTRUISTIC motivation:

- You enjoy contributing to the well-being of the people around you
- You like to feel useful to others
- You are sensitive to others
- You are relatively accommodating, considerate and caring toward the people around you
- · Agenerous person, you enjoy sharing and giving



INDIVIDUALISTIC motivation:

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



72%

IDEOLOGICAL motivation:

- You are governed by strong values oriented towards making the world a better place
- You have a basic need to live in harmony with your values because you care about doing the right thing and acting in accordance with a code of conduct
- You have strong principles and a deep moral sense that heavily influence your life
- You look for what is most meaningful in life because you have a high regard for the meaning of life in general
- You tend to react when your beliefs are challenged



Your Specific Motivation

We always have a few different sources of motivation and, in the following statements, you'll explore some of the unique features that enrich your personality through a combination of your motivations:







COGNITIVE + AESTHETIC motivations:

- You have the special ability to be both intuitive and objective
- You strive to achieve self-actualization through knowledge
- You have a vivid imagination that you transfer to the world around you
- You have the ability to perceive beauty in knowledge









62%

COGNITIVE + UTILITARIAN motivations:

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







COGNITIVE + ALTRUISTIC motivations:

- You like to be able to share your knowledge with the people around you
- You like to understand people







COGNITIVE + INDIVIDUALISTIC motivations:

You do not seek recognition for your intellectual achievements







COGNITIVE + IDEOLOGICAL motivations:

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





AESTHETIC + UTILITARIAN motivations:

- You have a profound need for fulfillment gained through pursuing and succeeding at ambitious projects
- Your keen business sense is often influenced by your flair
- You are highly creative and intuitive in managing your financial resources
- You tend to enjoy luxury and material beauty



AESTHETIC + ALTRUISTIC motivations:

- You have a strong need for fulfillment and to help people around you reach their full potential
- You have a strong need for harmony in your relationships with others



AESTHETIC + INDIVIDUALISTIC motivations:

You express your creativity with detachment and humility



AESTHETIC + IDEOLOGICAL motivations:

- You have a profound need to live in harmony and consistency with your values in all aspects of your life
- You feel deeply in unity with your values
- You know that your system of values helps create harmony and fosters self-actualization



UTILITARIAN + ALTRUISTIC motivations:

- You use your material and human resources efficiently and respectfully
- You show concern for the well-being of others while striving for results
- In business and/or negotiation situations, you stay carefully focused on profitability, but you rarely make decisions that might jeopardize or threaten the well-being of the people around you



UTILITARIAN + INDIVIDUALISTIC motivations:

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







UTILITARIAN + IDEOLOGICAL motivations:

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





INDIVIDUALISTIC + IDEOLOGICAL motivations:

- You become so deeply involved in causes that are important to you, that you may risk losing yourself in your devotion to them
- You willingly place your power in the service of a system of values that is greater than you, that is central to your life and that forms the main pillar of your existence





ALTRUISTIC + IDEOLOGICAL motivations:

- Your relationships with others are affected by your profound need to do what is right and good for them
- You like helping people who respect your principles
- You sometimes tend to try to convert the people close to you to your values in a desire to enhance their well-being





The Colors that nuance your Motivation

If we were to compare our personality to a car, our colours would determine how we drive in life, whereas our motivations would be the fuel that powers our engine and tells the car which direction we're headed in. These two aspects of our identity are extremely important and interdependent. In fact, if we were to exclusively focus on our behaviour (colours), we would lose the core of our identity and the very thing that gives meaning to our lives (our values). Which is why the Nova Profile places equal emphasis on the motivational sources (your "why") and behavioural preferences (your "how").

In the following statements, you will see the nuances and subtleties involved in your colours and motivations:



Your COGNITIVE motivation + RED:

- You enjoy facing tough intellectual challenges
- You put your knowledge into action in practical and effective ways



Your AESTHETIC motivation + RED:

- Your combative and demanding nature can sometimes overshadow your need for harmony and your sensitivity
- You have a profound need to feel that your actions contribute to your personal development and self-actualization



Your UTILITARIAN motivation + RED:

- Your ambitious nature is bolstered by your thirst for quick, profitable and effective results
- You tend to be extremely demanding in terms of your performance; your central focus revolves around productivity, profitability and effectiveness



Your IDEOLOGICAL motivation + RED:

- You have a strong tendency to defend your values eagerly and confront people who do not endorse them
- You tend to impose your principles and code of conduct on others, which could generate conflicts with people who do not support them



Your COGNITIVE motivation + BLUE:

 Your need to gain knowledge is reinforced by your intellectual diligence







Your AESTHETIC motivation + BLUE:

- You have psychic gifts and/or intuitive ability although you tend to doubt these aspects of you
- Your rational mind is counterbalanced by your artistic sensitivity



Your UTILITARIAN motivation + BLUE:

- Your preciseness and meticulous nature enables you to excel in financial planning and budget management
- You use rules and structures strategically and pragmatically to achieve your goals



Your IDEOLOGICAL motivation + BLUE:

- Your respect for rules is strengthened by your code of ethics and self-discipline
- You can be inflexible at times in dealing with people who do not share your principles and values

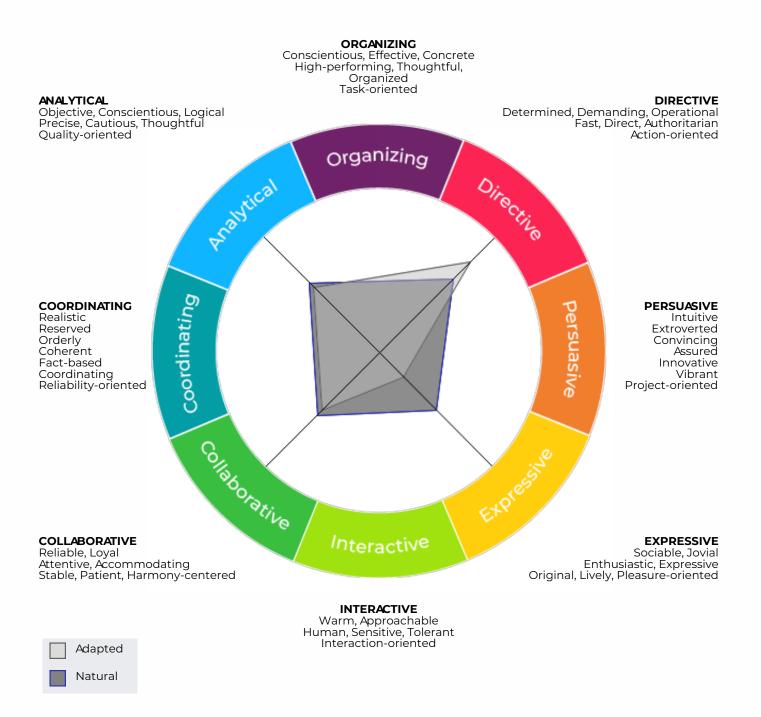


Your Natural Talents

- Your objectivity and realism make it extremely easy for you to analyze facts
- Your professionalism makes you serious and focused at work
- You enjoy a job well done and you can be relied on to carry out quality work
- Your rigor and self-discipline are exemplary
- You have a gift for planning, order and organization
- You pay careful attention to detail, which makes you meticulous in performing your tasks
- Your analytical mind allows you to get straight to the heart of the matter
- You like to act consistently and methodically
- You are relatively reliable and sincere
- You are appreciated for being highly efficient and getting things done
- You constantly try to exceed yourself and surpass your limits
- Your natural leadership qualities and self-confidence make you a talented leader
- Nothing stops you; you are strong-willed and determined
- You have a certain magnetism about you
- You are creative and imaginative
- You have the unusual ability to make difficult decisions based on a calculated analysis of the risk before taking action
- You have the ability to be attentive to others, and focus on reaching your objectives
- You are highly creative and intuitive in achieving your goals
- You have a strong tendency to turn your creative ideas into reality

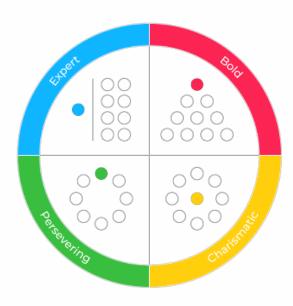


The 8 Psychological Types





Your Natural Leadership Style



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

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

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

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

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

- You keep a close eye on the profitability of your project
- You manage your resources efficiently and usefully (time, money, etc.)
- You manage the financial aspect of your projects diligently and with foresight (budgeting, statements of account, etc.)
- You are pragmatic and down to earth with a good sense of the "playing field"
- You obtain results that measure up to your ambitions
- You make sure that you are in a continuous learning process
- You surround yourself with professionals who are experts in their field
- You transmit strong values
- You demonstrate fairness, integrity and ethics in your actions
- It is easy for you to listen to your intuitions and feelings
- You are involved in a dynamic process of personal growth and self-actualization
- You are goal and result-oriented
- You foresee and anticipate risks
- You demand excellence of yourself and others
- You respect high quality criteria and strive for a job well-done



- Thanks to your strong personality, your intensity is striking
- You show a lot of determination and perseverance in your actions
- You have no difficulty with providing clear instructions and delegating
- \circ You have the courage to make decisions which can be difficult at times and to assume full responsibility all by yourself
- You have a clear and realistic vision of the tasks to be achieved to carry out your projects



Improving as a Leader

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

- Refusing to delegate certain tasks, persuaded that "if you want a job done right, better do it yourself"
- Exacting too high a performance from yourself and others
- Wanting to be right and win in every situation
- · Lacking versatility and flexibility, and not leaving others enough room for maneuver
- Trying to keep control in every situation and having a hard time with letting go
- Setting your bar too high and never feeling satisfied with your performance
- Owing to your rather perfectionist nature, being overly critical of the quality of your work
- Wanting to control everything and making sure that everyone does things exactly your way
- Becoming dictatorial and impatient under pressure or in a critical situation
- Being headstrong and/or stubborn when differences of opinions between you and others arise
- Forgetting to celebrate your accomplishments and rushing from one objective to the next



Your Communication Style

Sophie, **depending on circumstances**, your style of communication can be described as follows:

- In your interactions, you are rather direct and outspoken
- You are rather reserved and discrete, you prefer it when others do the talking
- Your communication is subtler and more nuanced given that you don't use a lot of words to express yourself
- When you express an opinion, you choose your words wisely as to not hurt anyone
- You prefer keeping quiet and taking the time to allow your impressions to ripen before expressing yourself
- When engaged in conversations, you demonstrate great listening skills, quality of presence, and receptiveness
- You speak in few words, and only when you judge it necessary
- You exude a certain level of self-confidence and charisma when you speak
- You are rather warm and friendly in your exchanges
- You take pleasure in exchanging with others
- You are rather formal, precise, and focused in your exchanges
- When you communicate, you tend to focus solely on objectives, results, and concrete facts
- When you communicate, you focus primarily on objectives, results and concrete facts
- You prefer to focus your discussions on objective facts, details and evidence
- You prefer to take the time to carefully analyze a topic before expressing an opinion on it
- Somewhat critical and skeptical by nature, you are extremely insightful and require fact- and evidence-based arguments

Your communication risks are:

- You can sometimes risk offending others due to your tone that can sometimes lack tact and be aggressive or confrontational
- You sometimes risk "bursting someone's bubble" when new ideas are presented to you because of your realistic and cautious nature



How to Interact More Effectively With You

Sophie, here are your needs when others interact with you:

- Demonstrate leadership, confidence and initiative
- Be proactive and offer solutions to existing problems
- Be prepared and organized before meetings
- Send your written material to satisfy your urge to analyze
- Be concise, quick and on topic
- Be honest and direct
- Respect your need for action and, before meetings, ask "How much time do we have?"
- Talk in terms of concrete results, objectives and challenges
- Be specific, logical and factual
- Stand up for yourself when the situation demands for healthy confrontation

What others should avoid when communicating with you:

- Hesitate or lack confidence
- Impose decisions or speak on your behalf
- Be oversensitive or take things personally
- Try to get you to talk about yourself or be on familiar terms with you
- Force you to express yourself
- Be hasty, impatient and force you to pick up your pace
- Lack listening and consideration as well as empathy
- Take advantage of your generosity
- Use an aggressive or confrontational tone
- Dismiss details and/or self-criticizing your work
- Be disorganized, unclear and illogical
- Surprise yourself at the last minute with unexpected tasks
- Try to get you to talk about yourself or be too familiar with you
- Talk about their feelings or personal lives
- Go off topic and/or engage in idle chit-chat
- Talk a lot and try to be close



Your Cognitive Preferences

We all have preferences and behaviours that feel more natural and comfortable to us than others. Just as we have a preference for writing with our right or left hand, certain behaviours are more natural, innate and easy. Even though we carry the potential inside us for an infinite number of personality traits, we "choose" some over others. Your preferences are as follows:

EXTROVERSION: Externalization

Draws energy from outside sources: takes action, communicative, social, vibrant, highenergy, spontaneous and impulsive. Needs interaction and action.

INTROVERSION: Internalization

Draws energy from internal sources: analytical, reserved, calm and introspective. Prefers silence, calm, solitude, and a small circle of personal relationships. Seeks tranquility.

THOUGHT: Objectivity

Makes rational and logical decisions, analyses. Reflections made based on facts and logic with a focus on results and effectiveness. Pragmatic and concrete.

FEELING: Emotion

Let's the heart decide. Listens to intuition, feelings and emotions. Sensitive to others, benevolent, thoughtful and loving. Is guided by what vibrates within them.

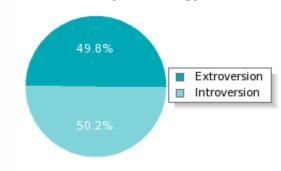
SENSATION: Learns through the five senses

Fact-based and systematic, needs proof and concrete tangible facts, down-to-earth and pragmatic; needs to see it to believe it. Focused on the present moment and on objective reality. Likes what's tangible.

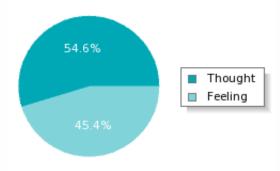
INTUITION: Senses the environment

Imaginative, visualizes, sees future possibilities, allows answers to come from within. Inspirations, emotions and impressions. They can see the bigger picture.

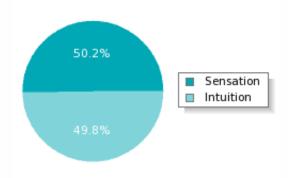
The direction of your energy:



Your decision-making style:

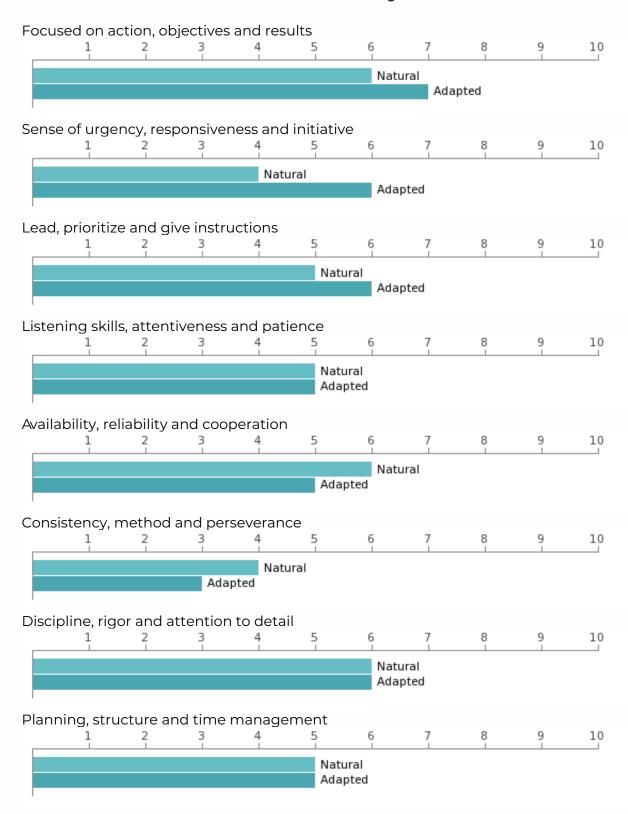


How you perceive:

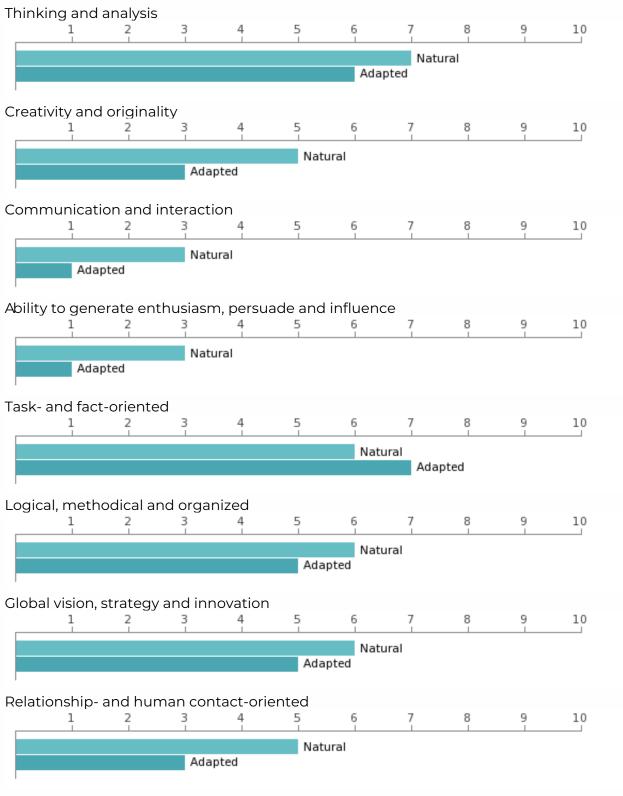




Your Ability Scale









Areas for Development

Sophie, in the following statements, we describe aspects of your personality that could be improved. These are possible paths for development and areas to keep an eye on.

They are not truths, but merely possibilities.

Sophie, you sometimes tend to:

- Take the "glass half empty" outlook
- Rationalize and cut yourself off from your feelings, inspirations and intuitions
- Be critical and judgemental toward other people's new ideas
- Be close-minded and show a rigid attitude toward people who live by a different code of conduct than you do
- Sometimes be hurtful or confrontational in your interactions due to a lack of tact or aggressive attitude



Your Development Plan

What breakthroughs in awareness have I gained after reading my profile?

Concerning how I approach problems and challenges?
Concerning how I interact with others?
Concerning how I respond to change and my pace?
Concerning how I approach rules and procedures?
Concerning my communication style?
Concerning things to watch for in how I interact with others?
Concerning things people should avoid when interacting with me?



Concerning my unique talents:
Concerning my motivation sources?
• Cognitive:
Aesthetic:
。 Utilitarian:
• Altruistic:
Individualistic:
Ideologically, what values are non-negotiable for me? • How would I describe my system of values?



Is there a cause that is really important to me?
 Is every sphere of my life in harmony with my value system?
o If so, how does it manifest itself?
o If not, why? How can I change the situation?
Do I nurture my major motivation sources? • If so, how?
o If not, why, and how can I change the situation?
What have I learned from the associations made from the combination of my motivation sources?



Concerning the major aspects of my Nova Global Profile:

What main areas of my profile surprised me the most? Why?
What aspects of my personality did I already know about and that my Nova Global Profile confirmed?
What aspects of my profile create a reaction within me?
Why do they affect me?
What aspects of my profile do I disagree with?
 Why do I disagree? Suggestion: It might be interesting to check with the people who know you well to see whether these aspects are perhaps unconscious or unknown to you.



What items do	l agree with	in the "Are	eas for Deve	elopment"	section?

• Which areas for development would I like to focus attention on right now?

After reading my profile, what actions and commitments am I going to take?

Key behaviour Means Timeframe