



**Jules MOREAU**

Management

---

AEC DISC Personal Profile

# Table of contents

Introduction.....	3
Presentation of the Colours.....	4
Synthesis of your graphs.....	5
Talents for the company.....	6
Optimal environment.....	7
Your Values associated with the Colors.....	8
Your general characteristics.....	10
Your Opposite.....	12
Your specific characteristics.....	14
Perceptions.....	15
The Do's to better interact with you.....	16
The Don'ts to better interact with you.....	17
Keys to motivating.....	18
Keys to managing.....	19
Your areas for improvement.....	20
Indicators.....	21
The Interactive Management.....	23
Natural Style of Management.....	24
Adapted Style of Management.....	26
Your Colours.....	28
Comparison Natural - Adapted Styles.....	29
Your Styles on the AeC Wheel.....	30
Your Position on the Wheel.....	31
The Values which moderate the Colours.....	32
Your general characteristics.....	33
Your specific characteristics.....	35
Your Values.....	36

## Introduction

*The wise man is the one who has:  
The strength and courage to change what he can change  
The serenity to accept what he can't change  
The wisdom to make the difference between the two.*

*Marcus-Aurelius*

*This profile offers you to :*

☆ *Change what you can change in order to improve yourself by reducing your weaknesses.*

★ *Accept what you can't change by respecting your limits.*

⊕ *Acquire the wisdom to make the difference between the two by understanding yourself better, your strengths and weaknesses and your limits in relationship to others and your surroundings.*

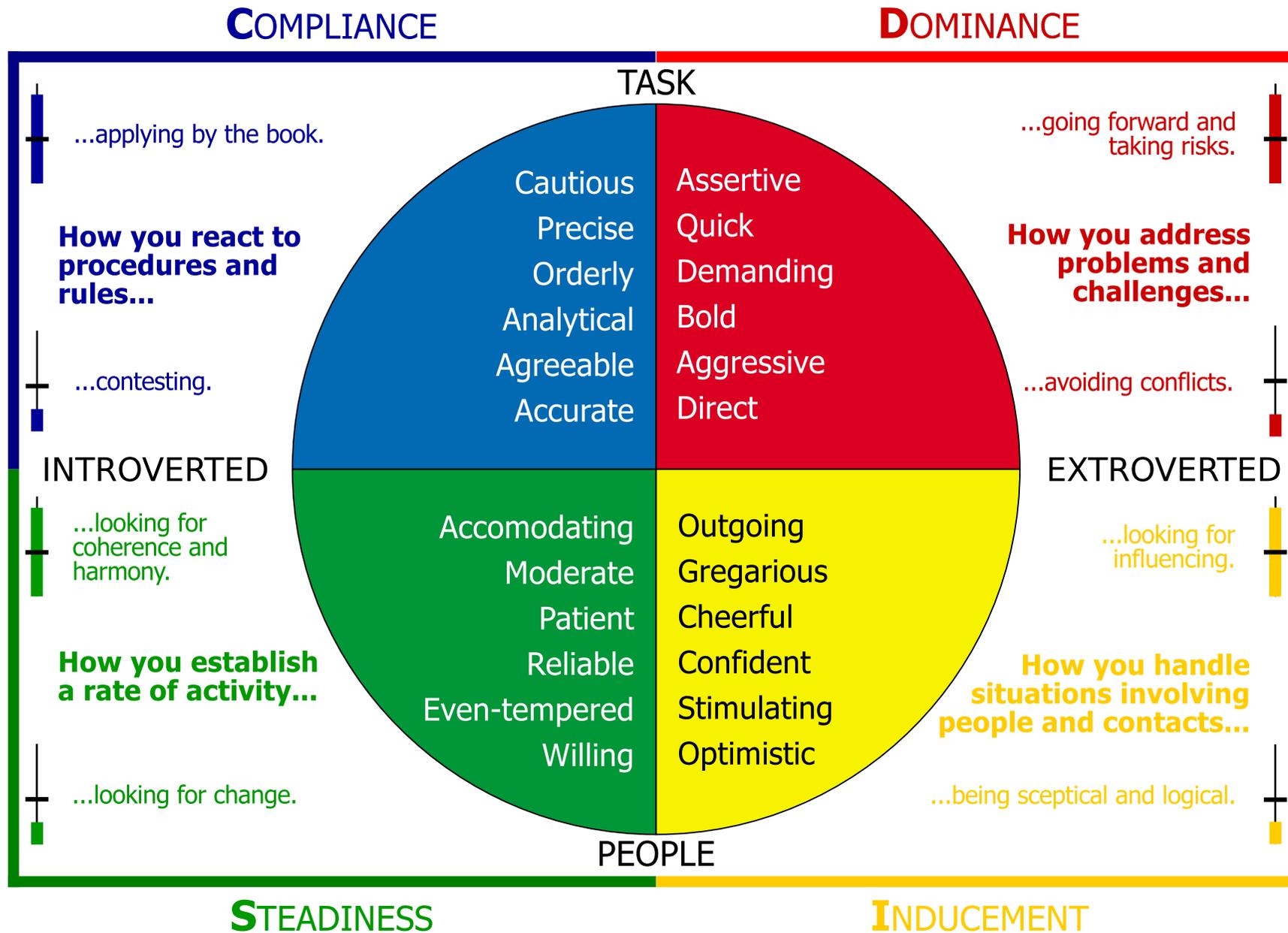
*Innovative, but widely accepted, it summarizes Carl JUNG's work about the psychological types and the DISC theory associated with the research on behaviours and colors by William MARSTON: The Color Method®.*

**This profile is your personal Profile among thousands. It takes into account different parts of yourself which can sometimes be in opposition.**

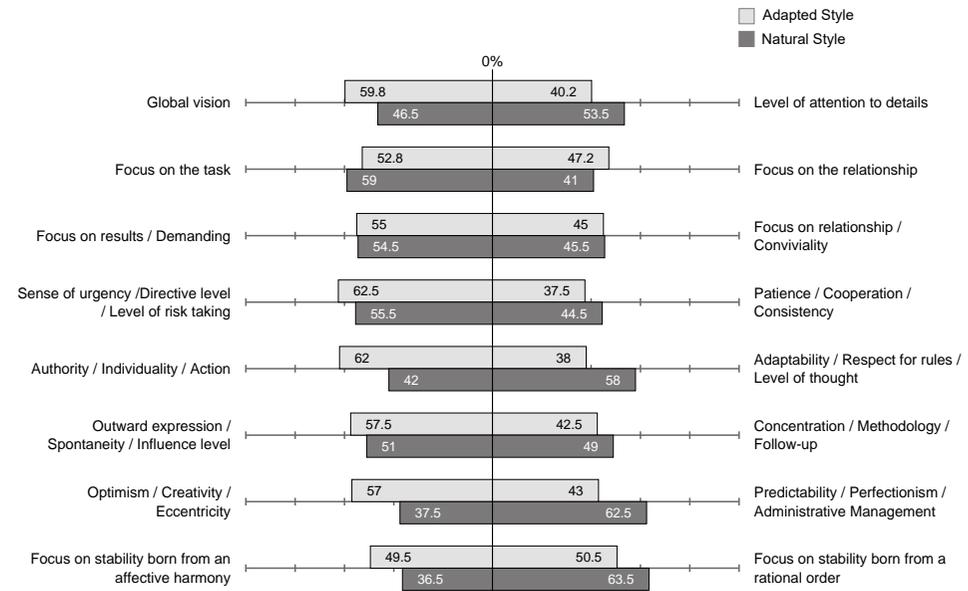
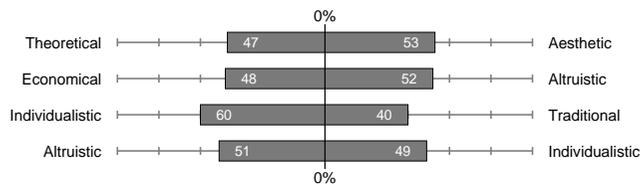
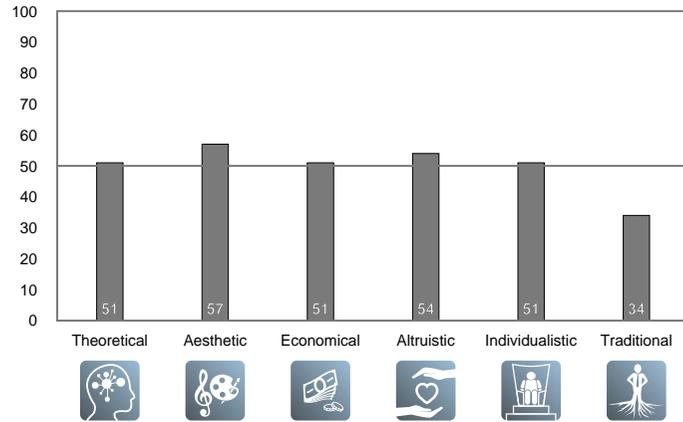
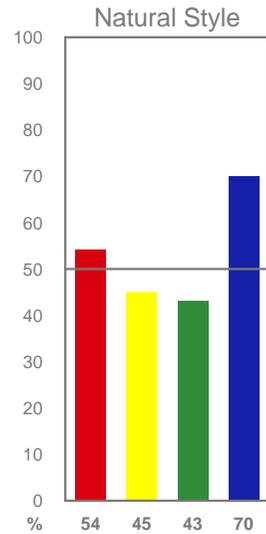
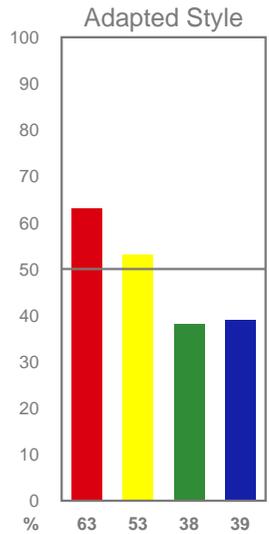
**If you are concerned by the cryptic meaning of some sentences or words, do not hesitate to rewrite them using your own words, which may make more sense for you.**

**Do not take into account elements which may seem inappropriate to you.**

**Please check with people close to you so that they may see a part of yourself that you may not be aware of.**



Presentation of the Colours



☆ Your Adapted Style  
○ Your Natural Style



## *Talents for the company*

This section defines the talents you bring to the company, in a descending order.

***Please check that you are using them or you can ask yourself how you could use them better.***

- ☆ Knows how to analyze and resolve problems
- ☆ Makes definite decisions
- ☆ Relies on rules to perform quality work
- ☆ Is organized and precise
- ☆ Is conscientious and serious
- ☆ Is able to multitask
- ☆ Likes mobility and the absence of routine
- ☆ Can react quickly
- ☆ Is factual and logical
- ☆ Is serious
- ☆ Doesn't get carried away by emotion
- ☆ Has a creative approach to problem solving
- ☆ Knows how to take risks if necessary
- ☆ Can be decisive
- ☆ Is entrepreneurial

## *Optimal environment*

This is a brief overview of the optimal environment that corresponds to some of your talents and needs, in a descending order.

It describes some of these for which your environment must allow the expression and the fulfilment in order to favour your success for the best.

***Clarify, among the following items, those which are more concerned with your talents and those which are more concerned with your needs.***

***Check how your present environment allows their expression and fulfilment.***

- ☆ Structured work environment
- ☆ Follow up of rules and procedures
- ☆ High level of quality control standards
- ☆ Tidy, organized and clean work space
- ☆ Ability to juggle many things at once if necessary
- ☆ Job which may change
- ☆ Logical and factual approach to problems
- ☆ Unique choice of words in expressing oneself in a favourable environment
- ☆ Limited working relationships
- ☆ Authority corresponding to the job responsibilities
- ☆ Initiate and support change
- ☆ Contribution to decision making

## *Your Values associated with the colors*

In addition to the section about “Values which moderate the colours” included at the end of this Profile, **this section connects and summarizes the deep and specific Motivations** that compels us to act, or Values, as well as **the specific observable behaviours** that show how we behave, or Colours.

It describes the consistencies and contradictions that appear between the two entities, either strengthening each other, or having a moderating effect.

It provides a broader and more global perception of your Profile.

***This association must then be further refined through the scores of your Colours and your Values.***

### **A combative and directive component (Red above 50) of your behaviour :**

- ☆ Makes your intellectual rigour efficient
- ☆ Can mask and seemingly harden your gentle sensitivity
- ☆ Optimizes you need for a return on your investment
- ☆ Can manifest itself when serving others but also seemingly dehumanises this quality
- ☆ Emphasizes your need to succeed in life with determination
- ☆ Is made more subtle though your tolerance of others' value systems

### **A solitary, incisive and logical component (Yellow below 50) of your behaviour :**

- ☆ Emphasizes your need for understanding and intellectual knowledge
- ☆ Expresses, paradoxically in an austere appearance, your sensitive nature
- ☆ Emphasizes your search for a carefully calculated profitability
- ☆ Is moderated, in a seemingly distant way, by your consideration for others
- ☆ Goes with your need to succeed in life yet without becoming a "star"
- ☆ Is linked with your understanding of different points of view

### **A effervescent component (Green below 50) of your behaviour :**

- ☆ Manifests, quickly and about different topics in parallel, your need for an objective search for facts
- ☆ Externalizes, in movement and diversity, your quest for beauty

## **Your Values associated with the colors**

In addition to the section about “Values which moderate the colours” included at the end of this Profile, **this section connects and summarizes the deep and specific Motivations** that compels us to act, or Values, as well as **the specific observable behaviours** that show how we behave, or Colours.

It describes the consistencies and contradictions that appear between the two entities, either strengthening each other, or having a moderating effect.

It provides a broader and more global perception of your Profile.

***This association must then be further refined through the scores of your Colours and your Values.***

- ☆ Is linked to your pursuit of usefulness
- ☆ Can overshadow, through lack of time, your interest and listening skills where others are concerned
- ☆ Goes with your need to assert yourself though diversity
- ☆ Goes with your independent spirit

### **A normalizing, respectful of rules and procedures, component (Blue above 50) of your behaviour :**

- ☆ Emphasizes your need for structured knowledge
- ☆ Can overshadow your fine perception which contrasts with its strict rationality
- ☆ Ensures, by taking calculated risks, your search for profitability
- ☆ Is linked with your emotional desire to help others within a rational formalized framework
- ☆ Expresses your need to be different, paradoxically in compliance with these rules
- ☆ Demonstrates, paradoxically in the respect for a factual order, your openness to value systems other than yours

## General characteristics of your Natural Style

The first general characteristics refer to your position, among the 68 positions of the AeC Wheel situated at the end of your Profile.

***They will be refined in the following pages according to your answers to the questionnaire which give rise to your personal Profile among thousands of different profiles.***

You are rather the "NORMALIZING" type on the AeC Wheel which is at the end of your Profile. Your primary colour is Blue. Your secondary colour is Red. They have to be nuanced according to their intensity in connection with the intensity of the two other colours Yellow and Green.

Your main characteristics are your rigor, your ability to step back, your seriousness, your respect for rules, your precision with even the smallest details and your ability for clear analysis. You approach people and situations with diplomacy, in a rational and organized manner and need time to do that. You can also be very demanding when you strive for results, which reinforces your rational appearance.

You know how to use the rules, procedures and laws to express your creativity from a solid and objective perspective. You are more at ease analyzing procedures than you are at getting the results they generate, even if you understand that both are necessary. You have the ability to objectively step back from a situation. This is particularly valued in times of crisis.

Your ability to take calculated risks in a prudent and well-thought out manner is one of your best qualities. You only make final decisions after having gathered all the information you need, and sometimes, you may get mired in the details. Your demand for quality may be seen as being perfectionist and critical.

You appreciate a stable, clearly defined and structured environment with specific instructions while seeking inside this one different activities simultaneously. You prefer to avoid sudden variations in your field and, generally, avoid anything unexpected or unplanned. Your penchant towards discipline and agreement along with your attention to detail may cause you to fear chaos and innovation as well as conflicts and abrupt changes. This is because you seek out order and are wary of anything that threatens it. Nevertheless, there is also an adventurous person within you.

This order is made up of logic based on facts, numbers and rules. In a certain way, you are the gatekeeper of the laws you use to innovate. You are the type of person that allows the human race to fly in airplanes by focusing on the law of gravity.

You do not easily express yourself and your reserve comes from flexibility, patience, prudence and being deeply analytical. You do not like what appears to you to be irrational or disorganized, or emotional expressions of the human soul. Your rigor does not allow you to be carried away by emotion to the point where you are often a harsh judge of yourself and others. This strength may also be one of

## **General characteristics of your Natural Style**

The first general characteristics refer to your position, among the 68 positions of the AeC Wheel situated at the end of your Profile.

***They will be refined in the following pages according to your answers to the questionnaire which give rise to your personal Profile among thousands of different profiles.***

your weaknesses.

Your search for perfection and your desire to rationally and meticulously explore every possible alternative before making a "good" decision may cause you to be uncomfortable in relationships with others, the complexity of which disorients you because they lack clear-cut rules. Your lack of ease in relationships may also be perceived as inflexible conservatism since you can be critical towards what you consider to be emotional excesses from which you have a tendency to protect yourself with excessive rationalism.

One area in which you could improve would be to become more open to human sentiment which is not easily found and quantified.

You run the risk of not sufficiently and necessarily taking others into account, by using rules and procedures to protect yourself from them, which may make you appear to be technocratic.

Your highest risk of conflict is with your Opposite, the "OUTGOING" type, whom you might consider to be unrealistic, even vain, due to his/her emotional spontaneity which contrasts with your cold, analytical rationalism.

## Your Opposite

***Your Opposite is described in the masculine, as a generic term, but represents either a woman or a man.***

The following general characteristics refer to your opposite typology, among the 68 positions on the AeC Wheel. They allow you to better understand your Opposite's qualities, but they need to be refined according to each person.

***They are also addressed to you and your "Shadow," as Carl Gustav Jung called it. This is analogous to a photographic negative. It represents the aspects of yourself that may be not very developed, unknown or hidden, and that it is suggested you become acquainted with and perhaps accept.***

Your Opposite is rather the "OUTGOING" type. His primary colour is Yellow. His secondary colour is Green.

His primary characteristic is his outgoing and social side, his search for pleasure along with his optimism. He also has a more introverted side based on subtlety and controlled emotion.

He likes to communicate for enjoyment, without rules. He is eager to be the centre of attention, which brings him the popularity that he so greatly needs, since he naturally attracts affection thanks to his joyful nature and his enthusiasm which rubs off on others. He can sometimes step back in order to listen and be attentive to others.

Your Opposite most often sees the good side of people and situations, and he easily makes friends who appreciate his cheerfulness and his easy-going side.

His main characteristics are his communication and inducement skills, his sociability, his energy, his enthusiasm for communication, his uniqueness, the fact that he knows how to put people at ease in a tense situation or poke fun at someone, and the fact that he loves life and makes other people want to have this same zest for living. He loves pleasure, celebrations and company.

He finds pessimistic people disconcerting. He always has an anecdote to tell them, to remind both him and them that life is grand. His uniqueness doesn't get bogged down in the details. He trusts his social qualities and improvisational skills. Anything that isn't lively bores him very quickly. He dislikes both routine and the status quo. He prefers innovative projects as long as they don't represent a risk which exposes and unsettles him too much.

Your Opposite shows a strong extroverted and relationship-oriented emotional side, and he enjoys expressing this since silence inside and/or outside can scare him you if it lacks harmony.

His motivation is all the more oriented towards pleasure and freedom since it goes against conformity and respect for rules and procedures, an idea that he doesn't like very much, or not at all especially when the rules and procedures are set up by someone other than himself. They might seem suffocating to him, since he is somewhat of a rebel and resists any form of authority that is imposed on him from outside. He prefers complying with his own rules that he has established for himself, especially if they go along with his search for pleasure. Others envy his optimism, his spontaneity and his "off the beaten

## Your Opposite

***Your Opposite is described in the masculine, as a generic term, but represents either a woman or a man.***

The following general characteristics refer to your opposite typology, among the 68 positions on the AeC Wheel. They allow you to better understand your Opposite's qualities, but they need to be refined according to each person.

***They are also addressed to you and your "Shadow," as Carl Gustav Jung called it. This is analogous to a photographic negative. It represents the aspects of yourself that may be not very developed, unknown or hidden, and that it is suggested you become acquainted with and perhaps accept.***

track" approach.

His spontaneity and his search for pleasure may lead him to be somewhat uncomfortable with an element of reality that is rational, hard and cold. He has a tendency to neglect this element since it is logical and calculated. Your Opposite doesn't like too much what seems to be pragmatic or efficiency-oriented, rational or organized, and maybe he doesn't give enough consideration to the necessity of objectives and results, rules and structures in order to complete any collaborative project.

He runs the risk of communicating by referring to himself and others and not sufficiently and necessarily taking into account the situation, which may make him seem utopian.

His highest risk for conflict is with you, the "NORMALIZING", whom he might consider to be technocratic and a "hair-splitter," because your analytical rationality contrasts with his emotional spontaneity.

## Specific characteristics of your Natural Style

The following characteristics help you to qualify and refine your type. They refer to your answers to the questionnaire and your Profile will be generated among thousand of others.

***They mention, among other things, the perceptions that others may have about you. Even if these don't always correspond to what you are, it is nevertheless important for you to be aware of them.***

Jules may be categorized as pretty rational. He has a fairly reflective nature and knows how to step back and analyze information in a precise and detailed way before making decisions in a definitely prudent manner. He may be perceived as a rather measured and somewhat analytical person. He has somewhere a tendency towards quick action supported by concrete results, as well as for taking the risks that go along with this. Others may perceive him as somewhat a pragmatic person who is not really driven and patient. One of Jules's assets, and perhaps also difficulties, is knowing how to reconcile and manage these two opposing facets of his personality.

Jules likes challenges that energize him when executing the goals that he sets for herself. Others may perceive him as relatively harsh with himself as well as with others. He is not very relationship oriented and friendly, is rather wary and controlled and can therefore also appear relatively austere.

Jules likes mobility and the absence of routine. He can juggle different projects and move from one project to another fairly easily. He is not very outgoing and slightly dislikes being the centre of attention. He prefers to work alone. Others may perceive him as more rational-minded than emotional.

Jules has a somewhat controlling, direct and somewhat provocative nature. Conflicts do not really scare him. He doesn't particularly manifest listening and can show himself to be not particularly willing to achieve consensus, maybe due to a lack of time. Others may perceive him as a person who is relatively directive and not very attentive.

Jules has a nature that respects rules and procedures, which may make him seem rather conventional. He also leans towards a logical and factual approach that doesn't leave too much room for originality or emotionalism and may make him appear to be a bit inflexible.

Jules has a certain inclination for order, planning and organization, which makes him seem rather organized. He is not too fond of things that are stable, coherent and harmonious as a result of emotional feelings rather than a rational explanation. Others may also perceive him as a person who is somewhat effervescent.

## Perceptions

It is important to understand that others can perceive us differently and more harshly than we perceive ourselves, especially when we are under stress. The more they are different from us and get nearer to our Opposite, the more it is possible.

*Even if the perceptions that others may have about you don't always correspond to what you are, it is nevertheless important for you to be aware of them.*

*This page informs you of the potential differences between these two perceptions.*

**Under normal circumstances, you perceive yourself as rather :**

- ▲ Precise
- ▲ Reflective
- ▲ Realistic
- ▲ Objective
- ▲ Sure
- ▲ Organized

**In a more or less stressful situation, others may also perceive you as rather :**

- ▼ Finicky
- ▼ Killjoy
- ▼ Boring
- ▼ Critical
- ▼ Pessimistic
- ▼ Technocratic

## *The Do's to better interact with you*

This section describes what should be done to better interact with you, in a descending order.

***We recommend that you show this to people around you and especially to those with whom you have difficulties communicating.***

### **The person you interact with should :**

- Provide solid, tangible and concrete evidence
- Minimize risks by offering guarantees
- Remain distant
- Have a thoughtful and structured approach
- Accept that you can listen while multi-tasking
- Not take too much time
- Control his/her emotions
- Not be spread too thin
- Be concrete and pragmatic
- Show you that he/she can make decisions
- Have an objective and to achieve it with you

## ***The Don'ts to better interact with you***

This section describes what shouldn't be done to better interact with you, in a descending order.

***We recommend that you show this to people around you and especially to those with whom you have difficulties communicating.***

### **The person you interact with should avoid :**

- Procrastinating
- Getting emotionally involved in an obvious way
- Talking without saying anything
- Being familiar
- Listening to you without talking, or while talking too slowly
- Giving too much weight to personal feelings
- Adopting a paternalistic attitude
- Playing too much on feelings
- Touching you when he/she is talking
- Repeating himself/herself
- Thinking too much and not acting enough
- Asking questions just because, or useless questions that serve no purpose
- Being evasive and vague
- Being directive or give orders

## Keys to motivating

People succeed better when they can express their abilities in an environment which gives them the potential to do so.

***Please check, in a descending order, if this is the case, as this will help you to better understand how to succeed, but also confront the difficulties with which you may have to deal.***

### Jules wishes :

- ♥ Work standards that are of high quality
- ♥ Written and precise work methodology
- ♥ Safety rules
- ♥ Confirmation that he is doing a good job
- ♥ Variety of tasks in an activity of general nature
- ♥ Global perspectives
- ♥ Opportunities for travel
- ♥ A limited personal life
- ♥ Opportunities to concentrate
- ♥ A predictable environment where he is not required to show his emotions
- ♥ Logical information
- ♥ Situations that he can confront: new challenges or problems to resolve
- ♥ Opportunities to make decisions and take charge when required
- ♥ Recognition for his tangible results

## Keys to managing

This section introduces some elements, in a descending order, to help you give the best of yourself thanks to an adapted way of managing.

***Talk about this with your manager so that he/she may be able to adapt his/her way of managing you.***

### Jules needs :

- Planning that avoids starts and stops
- Clear explanations of what is asked of him
- Help when he has trouble making decisions
- An organized and well-equipped work space
- Help with getting off the beaten track or making risky decisions
- Regular appreciation of his work
- More consistency and method
- To understand people who are slower
- To establish his pace
- Time to assemble facts and data
- To express his ideas with more enthusiasm
- To develop more confidence in herself
- Time to get to know others
- To know what others think
- To understand his role in the team: as a member or as a leader
- To have decision-making authority that matches his motivation
- To know that his efficiency is a significant factor for his evaluation

## Your areas for improvement

You will find below some suggestions, in a descending order, on how to improve yourself concerning your Natural Style.

***Don't take into consideration the order of proposal of these suggestions. Here again, this profile is your Profile. It takes into account different parts of yourself which can sometimes be in opposition. These are more or less still present according to the personal development you have already done concerning yourself.***

***Choose one, two, or three of these recommendations and create an action plan to help you to follow them.***

### Jules may tend :

- To focus too much on details and make a mountain out of a molehill
- To rely on technical success
- To worry too much and underestimate himself
- To voluntarily give up ground in order to avoid any controversy
- To be on the defensive when he feels threatened
- To have trouble deciding because he must make the right decision
- To have an irregular pace
- To emphasize innovation and creativity to the point of forgetting the methodology
- Sometimes to make off-the-cuff remarks that are often perceived as personal jabs
- To be withdrawn and to lack sympathy
- To be too concentrated
- To seem too distant
- Not to laugh enough
- To be directive and sometimes lacking in tolerance and patience
- To potentially be too results-oriented at the risk of ignoring other criteria

## Indicators

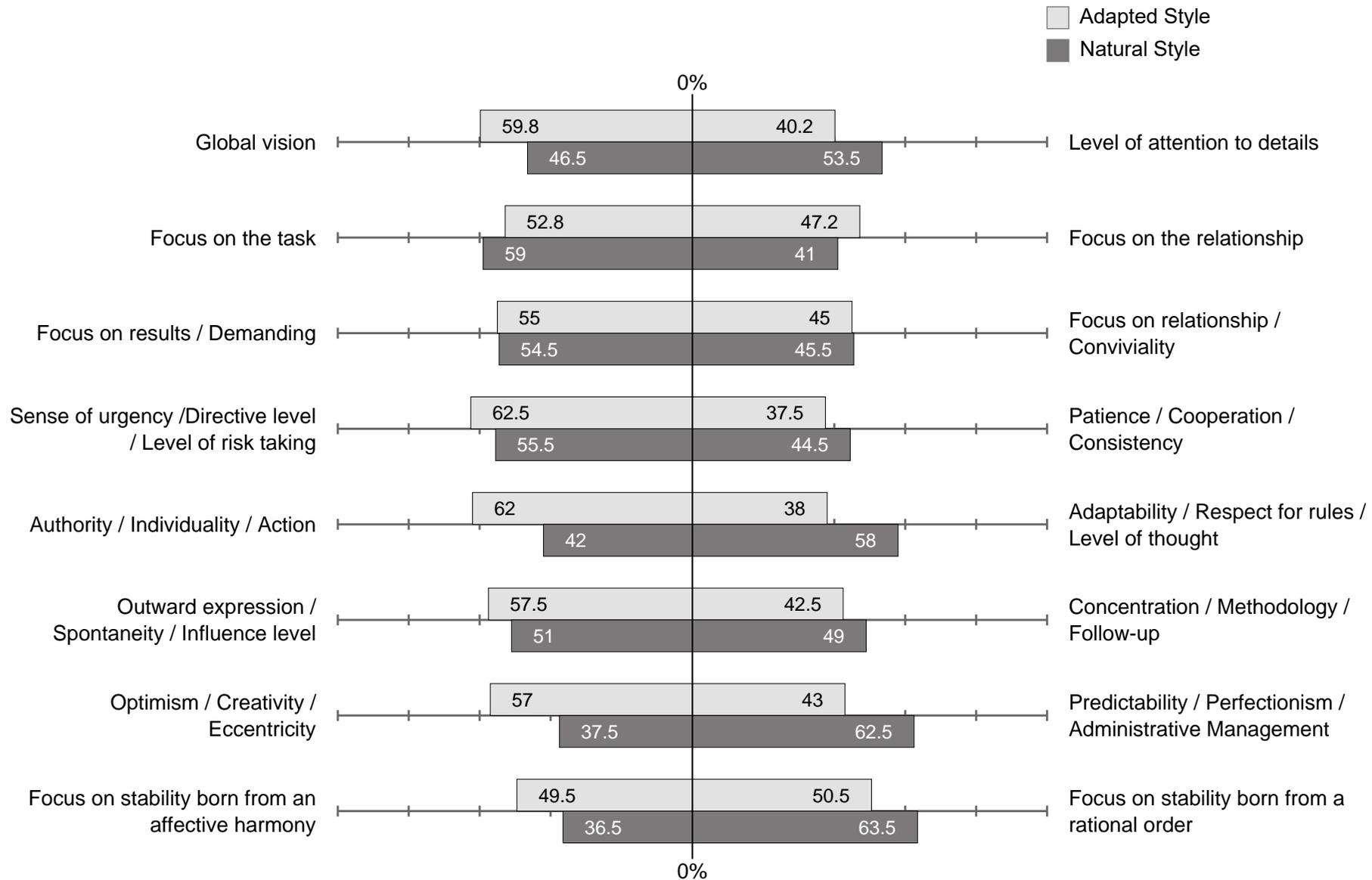
*This page is designed to summarize and simplify this job profile into 16 indicators, compared 2 by 2, which don't measure the intensity of the colours, as it is the case with the graphs, but the ratio existing between them.*

These indicators are represented as percentages of ratios from 0 to 100 on two graduated scales corresponding to the Natural and Adapted Styles. These are :

- Global vision
- Level of attention to details
- Focus on the task
- Focus on the relationship
- Focus on results/Demanding
- Focus on relationship/Conviviality
- Sense of urgency/Directive level/Level of risk taking
- Patience/Cooperation/Consistency
- Authority/Individuality/Action
- Adaptability/Respect for rules/Level of thought
- Outward expression/Spontaneity/Influence level
- Concentration/Methodology/Follow-up
- Optimism/Creativity/Eccentricity
- Predictability/Perfectionism/Administrative Management
- Focus on stability born from an affective harmony
- Focus on stability born from a rational order

***So you can quickly view your strengths and your weaknesses in compensation.***

Here again, there are no good or bad indicators, just a visual and quantifiable representation of the dynamics existing between each one of the two poles concerning your natural and adapted styles.



Indicators

## *Jules, in his practice of Interactive Management*

*One of the keys to succeed in management is to be able to adjust the three following components: oneself as a person, others as individuals and the current situation. The situation includes objective data such as context, company, goals, and time. It also takes into account the manager's job description and that of the members of his team, including their rights and duties.*

The risk for the manager is to simplify this and leave aside one of the components mentioned above: himself, others or the current situation. It is easier, but also straightforward, to juggle two balls instead of three.

One of the other keys to succeed in management is to be able to reconcile one's personal power with one's professional power through two opposite but complementary elements: the "equality of people" **and** the "hierarchy of duties".

The "**equality of people**" refers to the fact that all human beings are equal and similar in the way their egos function to achieve their personal well-being. This means that the Manager (N) is not superior (nor inferior, of course) to his team members (N-1).

The "**hierarchy of duties**" refers to the necessity to create an organization and a hierarchical infrastructure for duties because the objective is to be able to work together. This means that the Manager (N) is clearly hierarchically superior to his team members (N-1).

The task is risky because it may create misrepresentations:

- either confusion between the two concepts by associating wrong terms like "hierarchy of people" **or** "equality of duties".
- either giving a strong focus on one concept by minimizing the importance of the other either on "hierarchy of duties" **or** on "equality of people".

**This module details, in descending order, for each one, the generic items followed by the strengths then the risks corresponding to your Natural Style and to your Adapted Style. It also takes into account diverse aspects of yourself, which may sometimes be in opposition or in contradiction, but which represent advantages as well as potential difficulties.**

The module also describes how you are perceived by the members of your team which may vary from reality because they are only perceptions. However, it is important for you to be aware of these perceptions.

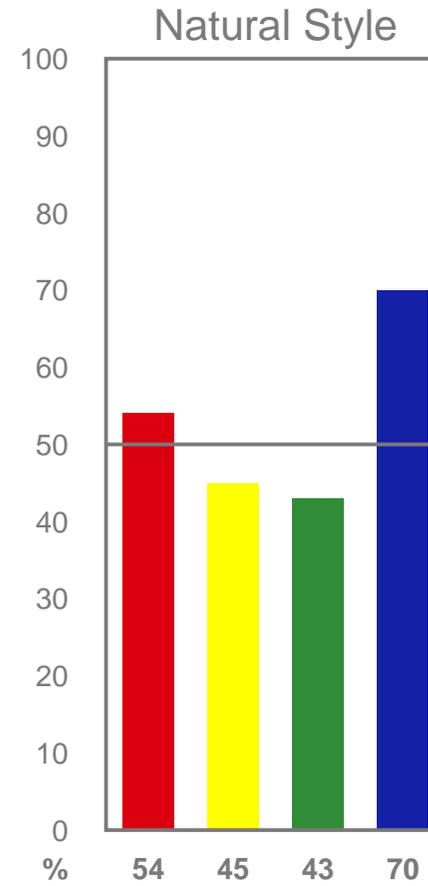
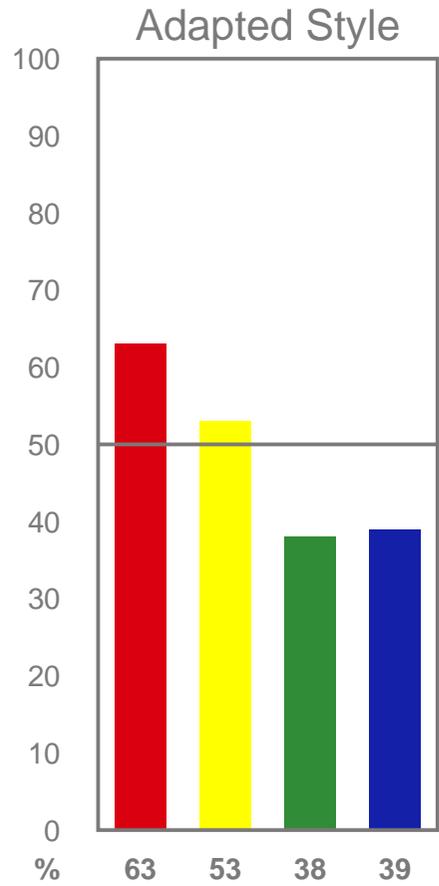
- Has a rather logical and factual approach to management.
- Does not tend to adopt a participative management style.
- Can handle many projects and many teams at the same time.
- Has a rather conventional and structured approach to management.
- ▲ Can exercise his power, without delegation, to reach a final decision.
- ▲ Gives and makes sure directions are respected; is a point of reference to complete a project.
- ▲ If the situation requires it, can take difficult decisions even if they are unpopular.
- ▲ Sticks to his objectives.
- ▲ Has innate authority.
- ▲ He has a mastery of controlling others which is inseparable from delegation.
- ▲ Is not easily intoxicated by success nor discouraged by failure.
- ▲ His team appreciates his responsiveness to problem solving.
- ▲ Perfectly masters the logistics and the rules related to the completion of a project.
- ▲ His power and authority comes from his expertise.
- ▼ May perhaps not take into account the importance of motivating his team or has trouble doing so.
- ▼ When problems achieve a point of no return, he may be unable to stand back and call on

his team to discuss the situation.

- ▼ Because he is rules-oriented and a "normalizing technocrat", he may forget the necessity to take people's sensitivity into account and to consider their human weaknesses.
- ▼ Can be seen as a technocrat by focusing too much on the concept of "hierarchy of duties". He may focus more on himself and the situation above others and minimize the concept of "equality of people". When this is the case, the members of his team may perceive this behaviour as functional abuse of power.
- ▼ Can respond inappropriately to urgent situations: if there is a fire in the company, he may open an investigation to find out the reasons for the fire instead of calling the fire department...
- ▼ When he delegates, he exercises premature and unplanned control because he is asked to do so. Therefore, his team considers him as a paternalistic leader and they tend to behave as assisted members.
- ▼ May use rules and procedures to protect himself from others. He may respond to members of his team who want a meeting with him by saying: "Send me a memo in three copies....."

- Does not tend to adopt a participative management style.
- Can handle many projects and many teams at the same time.
- Has a relatively unconventional and unstructured approach to management.
- ▲ Can exercise his power, without delegation, to reach a final decision.
- ▲ Gives and makes sure directions are respected; is a point of reference to complete a project.
- ▲ If the situation requires it, can take difficult decisions even if they are unpopular.
- ▲ Sticks to his objectives.
- ▲ Has innate authority.
- ▲ He has a mastery of controlling others which is inseparable from delegation.
- ▲ Trusts his team.
- ▲ Has a talent for motivating his team to complete projects by creating a relaxed and pleasant working experience in a convivial environment.
- ▲ Knows how to manage his team because he gets involved personally.
- ▲ If his team is feeling down because of the stock market, the economy or basically when nothing is working, he resists the glumness and spreads his enthusiasm to cheer the team up.
- ▲ His team appreciates his responsiveness to problem solving.
- ▲ Comfortable in unusual situations.

- ▼ May not entirely take on his hierarchical functions because of the idealistic affective relationship he maintains with his team.
- ▼ Can sometimes delegate freely: doesn't establish limits in terms of delegation or rules of the games and therefore doesn't exercise any control or accountability for actions which should be inseparable from delegation.
- ▼ When problems achieve a point of no return, he may be unable to stand back and call on his team to discuss the situation.
- ▼ Can question the established rules of authority.
- ▼ May be tempted in not following established policies.

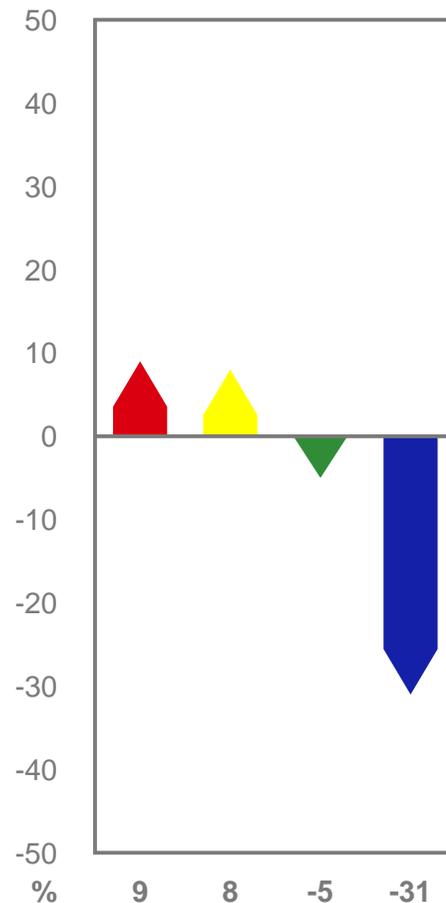


Your Colours

## Comparison between your Natural Style and your Adapted Style

This section gives you the opportunity to discover, analyze and understand the differences that may exist between your Natural Style, which describes who you are, and your Adapted Style, which is how you may appear. **It helps you to become aware of the tension that may arise in a gap between your two styles, and to understand if your ability to adapt is :**

- **rather a conscious strategy to win because the environment is asking you to do so,**
- **rather a survival strategy which you are more subjected to and less aware of because the environment doesn't give you the choice, which may reveal a more or less intense discomfort.**



### General meaning of the Colors that increase (unlike those that decrease)

**Red** : more demanding with oneself and others, result oriented, aggressive and interventionist

**Yellow** : more expansive, friendly, relational and spontaneous

**Green** : more cooperative, orderly, focused, consistent, stable, coherent, nuanced and patient

**Blue** : more focused on the rules and procedures, perfectionist, precise, providing and thoughtful

### General meaning of the Colors that decrease (unlike those that increase)

**Red** : more accommodating, attentive and peaceful

**Yellow** : more incisive, factual, logical, solitary, reserved and controlled

**Green** : more effervescent, fast and multi-tasking

**Blue** : more fearless, innovative and independent

## Your Styles on the AeC Wheel

Each person is unique. The AeC Method is based on William Moulton Marston's research and work, "Emotions of Normal People" published in 1928, of Carl Gustav Jung's "Psychological Types" published in 1921 and of Eduard Spranger's « Types of men » published in 1928.

**William Moulton Marston** bases his theories on four main characteristics: Dominance, Inducement, Steadiness and Compliance linked with the four colours Red, Yellow, Green and Blue.

**Carl Gustav Jung** defines two attitudes (introversion and extraversion) and four functions (thinking, feeling, sensation and intuition), identifying eight distinctive types.

The AeC Wheel is a visual presentation of 68 main combinations of these four colours based on their differences in intensity and grouped according to the eight different types, concerning your natural style and your adapted style. **It only takes into consideration the intensities above 50% and cannot be dissociated from the graphs.**

Your **Styles** on the AeC Wheel :

Adapted Style : **Proactive** position 12

Natural Style : **Normalizing** position 23

- ☆ Your Adapted Style
- Your Natural Style



Your Position on the Wheel

## The Values which moderate the Colours

*The Values are not observable. They inform us of our deep Motivations. They trigger the "Why" in how we act in a certain way rather than another way expressed by behaviour. This one is about "How" we really act in a certain way. They qualify the colours linked with behaviour and give you a wider and global view of your Profile.*

The **Theoretical** Motivation concerns the search, understanding and systematization of objective truth with intellectual knowledge.

The **Aesthetic** Motivation gives priority to subjective feeling at the expense of objective rationality. It concerns the capacity to feel the outer and/or inner beauty, literally specified as being the contrary of anaesthesia.

The **Economical** Motivation concerns the search for usefulness, profitability and return on investment.

The **Altruistic** Motivation concerns the selfless action in order to help others.

The **Individualistic** Motivation concerns the search for power and for control of one's own life.

The **Traditional** Motivation concerns all persons having a strong system of beliefs, values and universal principles above them. It situates the individual in a framework tested by time and which is beyond him.

They correspond to universal Values found in philosophy: Truth, Beauty, Usefulness, Love, Power and Unity. These deep Motivations can be opposed and analysed two by two: Theoretical – Aesthetic, Economical– Altruistic, Individualistic – Traditional. You will find on the following page these six Values developed by **Eduard Spranger** with, in which concerns yourself, their degree of intensity for each one taken apart as well as the representation, in the form of indicators, of these three pairs of values.

**In the same way there are not good and bad Colours, there are not good and bad Motivations. Money is needed to help people and to keep the meaning of the economic reality. Aestheticism needs a rational counterbalance which gives it a structure and Individualism is necessary to be able to enter the service of principles and organizations that are beyond itself. Each Motivation has its strengths and its weaknesses.**

**A medium Theoretical Motivation :**

- ☆ Loves to gain knowledge in his areas of interest
- ☆ Enjoys reading and documenting
- ☆ Has a need to learn and tends to ask questions to satisfy his need to understand
- ☆ Respects the proven rational theories
- ☆ Is curious in the areas in which he is interested

**A high Aesthetic Motivation :**

- ☆ Has a deep need to express himself in harmony
- ☆ Has an excellent ability to see inner and outer beauty in all its forms
- ☆ Has a fundamental need for aesthetics in her life
- ☆ Has strong feelings, sensitivity and intuition

**A medium Economical Motivation :**

- ☆ Appreciates value and return on investment
- ☆ Knows how to use his resources
- ☆ Has a sense of economic reality

**A medium Altruistic Motivation :**

- ☆ Is sensitive to others
- ☆ Has a sense of humanism
- ☆ Likes to feel useful
- ☆ Enjoys contributing to the well-being of his family

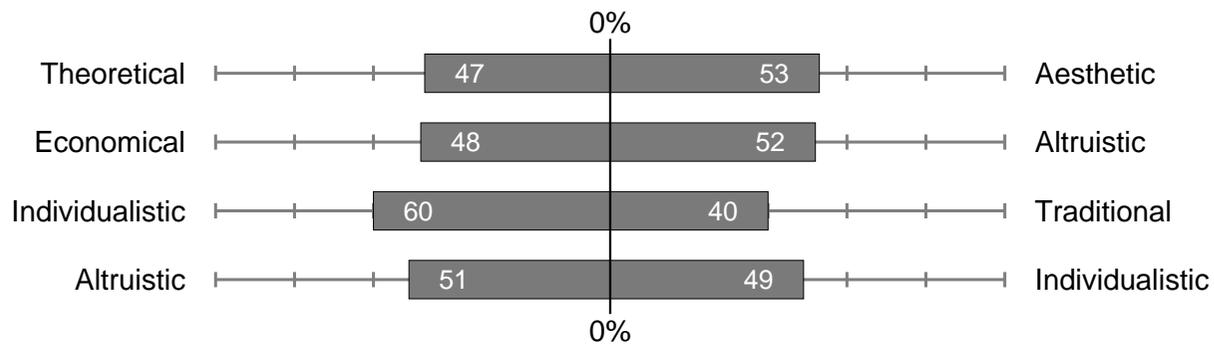
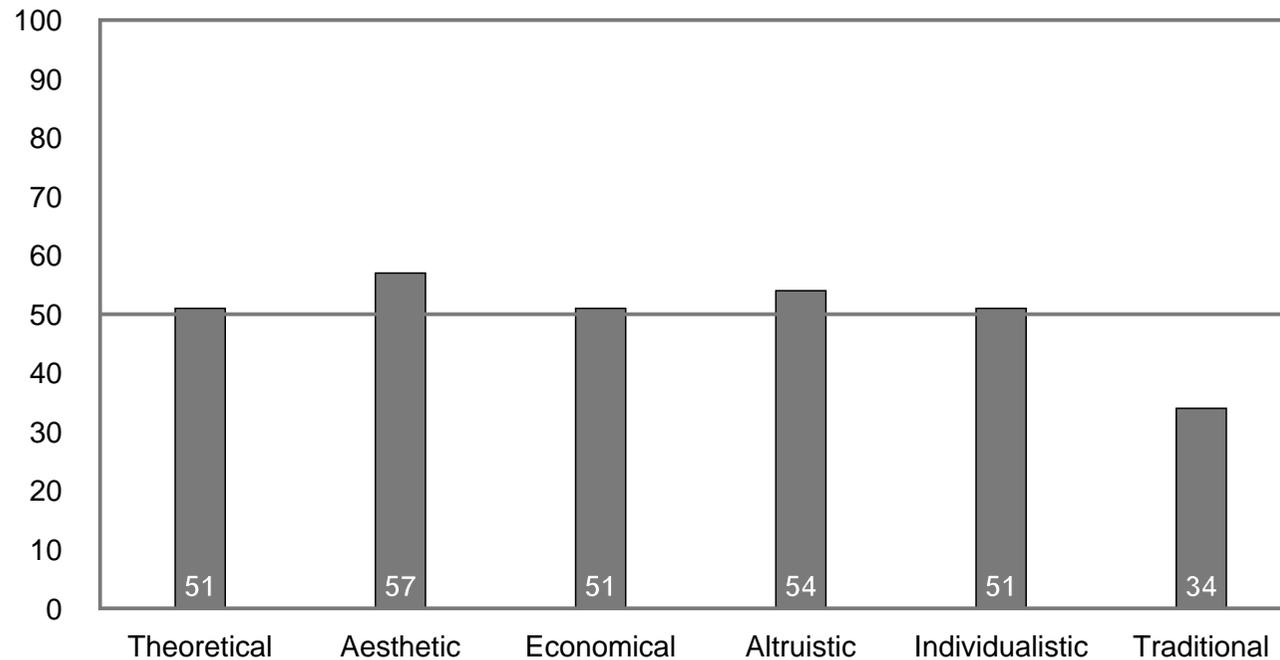
**A medium Individualistic Motivation :**

- ☆ Appreciates recognition
- ☆ Needs independence and autonomy
- ☆ Can provide leadership when needed
- ☆ Has a need for social status
- ☆ Likes to have power
- ☆ Likes to feel unique and different

**A low Traditional Motivation :**

- ☆ Gives little weight to traditional reference systems
- ☆ His value system does not influence his life and may change often
- ☆ Is tolerant and open to the values of others
- ☆ Is more flexible and open to beliefs different than his own

- ☆ Seeks knowledge that can contribute to the achievement of inner harmony
- ☆ Appreciates receiving recognition for his intellectual knowledge
- ☆ Can have both a strong subjective feeling while keeping a practical common sense
- ☆ Can manage his resources in a creative and intuitive way
- ☆ Generates results originally and imaginatively
- ☆ Appreciates helping around him to realize and develop her potential
- ☆ Appreciates creating harmony in his interactions with others
- ☆ Has a need for creative self-expression
- ☆ Lives in harmony with a wide acceptance of value systems of others



Your Values