Combining talent sweet spots, the winning strategic model

The world has changed. What held true yesterday can no longer be deployed as it always was in the past. In order to orient and deploy themselves today, individuals and businesses require a much more precise knowledge and understanding of their own strengths and differences and of their environment than in the past.

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Lyriken

The development of a career and the strategy of a company have long both taken their roots in the fundamentals of the individual or of the organisation.

But today, experience and education being equal or for identical business activities, what truly distinguishes one Person from another or one Company from another?

Their path, their experience, their offer, their strategy to grow or evolve, their "brand"? Without a doubt.

However, which specificities or key components - in other words what personality - underpin these elements? Are they so well known and understood that they are fully and skillfully exploited by the individual or the company to respond to such and such an opportunity or this or that market need?

Which person or company will deliver - thanks to their singularity, their culture or their strategic orientations - the best solution in a given context ?

And beyond that, which allocation of roles & responsibilities and which combination of complementary talents will be the most appropriate to identify, deploy and manage the best solutions?

Assimilate, adapt, evolve - the cycles are accelerating

For millennia, Man has adapted to his environment, shaping it, little by little, according to his aptitudes and the necessities and risks he faced. In order to protect himself against new risks and seize opportunities, he has migrated, organised himself, conquered new territories, innovated and developed himself, leveraging both age-old know-how as well as improvements developed progressively over the generations.

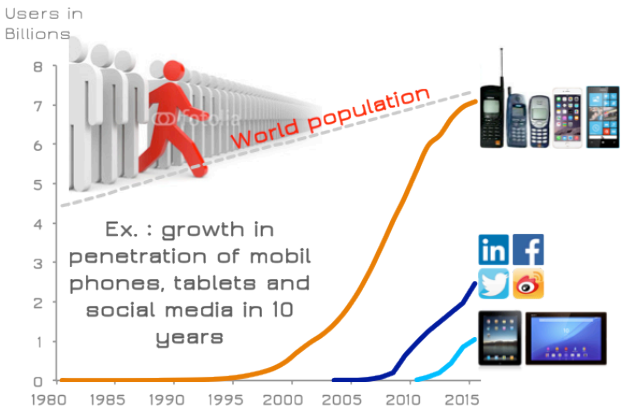
Whilst no one can deny that the world has radically evolved, nevertheless many of the same principles still apply. True, they may appear in fundamentally more elaborate forms, however, in order to progress, there is still thinking to be done, improvements to be made and roles and responsibilities to be shouldered.

At each century, the progress, the perils and boom-bust cycles have encouraged Man to push back his own limits and the frontiers of knowledge. It is by understanding, experimenting and reshaping what he was and his world, that Man has regularly redesigned the contours of our Societies.

These cycles of development, over relatively long time spans, left some leeway to anticipate, assimilate and adapt, even during the early years of mecanisation.

Until just very recently, the world evolved in a well-known and well-defined context (limited and geo-sectorised client markets, clearly identified competitive landscapes, highly localised qualified resources, etc.), which was relatively simple to apprehend with the commonly used methods and tools.

However, in a very short lapse of time, industrialisation, trade liberalisation, progress in means of transportation and the exponential growth of technologies have radically changed the global economic and social landscape.



This acceleration has irreversibly impacted the manners in which we : live and grow; learn and stay informed; work; design and manufacture; communicate and consume; travel; play; … hardly leaving us the time to assimilate and adapt to them.

The Era of continuous change

Societies, like Men or Organisations, are living organisms who all obey the laws of evolution, mutation and transmission. And, no one can escape from these laws, since it is impossible to stop the world from evolving.

In order to evolve, the first imperative is to understand and assimilate that "newness" alone is not sufficient, no more so than proven time-honored methods are. Only by considering what both the old and new developments can contribute, can one develop and deploy the models best suited to the new threats and opportunities.

Yet, an individual just like an organisation will progress and adapt to change all the more easily if they are aware of the evolution underway and of the role they can play in it, taking into account who they are. And, it is only by virtue of their specific characteristics that they can actively contribute to and benefit from the changes in progress to consolidate their positions and advance.

Over the years, individuals, just like companies, have become more qualified, professional, specialised and have industrialised and migrated in order to consolidate their positions and grow.

CHANGE IN PROGRESS

Today, however, in a world where everything is accelerating and where globality rhymes with complexity, instability, productivity, preservation, competition and competitivity - intuitions, competences and experiencies are no longer necessarily sufficient to detect the prolific vein.

The cycles of development, adaptation and anticipation have shortened considerably. The chessboard on which the players were used to playing has become global, and, as a result, considerably more complex to analyse and conquer.

Where yesterday only required an intuitive or empirical knowledge of the evolutions to the environment and of the competencies, specificities and complementarities to orchestrate in order to build and deploy the development strategy of an individual or a company, today can no long be left to chance, experience alone or an imprecise perception.

Just as the realms of possibility are increasing, the realms of certainty are decreasing

DigitalWorld

The digital era has revolutionised and democratised communications and design technology, not only transforming each individual and each company into a vector of information and a potential designer, but also accelerating the process of learning and adaptation of the younger generations and emerging countries.

Today, within a second, wherever we are in the world, we can both know what is happening and are also able to communicate who we are or what we are doing.

Whilst the first consequence of this flow of information is to awaken the mind, for better or for worse, to bring people closer together and to make each individual and each organisation want to take advantage of this progress. However, it also densifies the information, thereby making the work of monitoring, selecting and analysing data relevant to profound thinking and strategy development much more complex and abstruse.

With the opening of borders and the development of free trade, the ability and desire of nations and businesses to play a role in the evolutions in progress has multiplied the number of credible offers globally and locally, thereby accelerating the development of certain emerging economies. By shifting the zones of value-added, these movements and offers, whilst undoubtedly benefiting the largest majority, have created such a competitive universe that is has become difficult to develop and grow.

At an individual level, competition is also tough. Today, qualified resources and profiles come from all over the world. But whilst this substantially increases the supply of and access to qualified and/or cost-effective labor, it also makes the tasks of approaching and differentiating themselves for candidates and of selection for companies more complex.

From multi-competence to the complementarity of capabilities

Today, for an individual or a business, orientation, development and expansion mean questions, hesitations and reconversions more often than they mean certainty and established positions.

Driven by these rapid evolutions, organisations themselves have changed. In doing so they have modified both certain learnings and teachings as well as a number of roles and responsibilities, creating new positions and activities which did not even exist 10 years ago, and which can remain difficult to apprehend, master and/or organise depending on the level of understanding of the competences, methods and tools to use.

- Monitor, analyse, understand and anticipate the environment, the opportunities and the threats
- Quantify and minimise operational and financial risks
- Track, measure and manage the activities
- Produce and ensure profitability and quality
- Mobilise and federate the teams and employees of each entity
- Develop and deploy differentiating strategies well suited to both the company and the target markets
- Convince shareholders and investors of the merits of the choices made and of the paths to pursue
- Develop and perpetuate skills and know-how accordingly
- Consider, analyse and realise appropriate acquisitions, and succeed in integrating them.

… are just some of the challenges and roles that Top Management need to take-on and shoulder on a daily basis

However, nothing is more difficult than to reflect and act simultaneously; to be at the coal-face to deliver excellence and to take a step back to visualise the opportunities and counter the threats.

Today, the complex and ever-evolving context facing an organisation imposes such specific and varied capabilities and aptitudes, that it has become difficult for one individual or even a small group to master them all without leveraging the capacities and characteristics of a large number of contributors.

Concretely however, which capacities and characteristics are the most appropriate for each challenge?

And, taking into account the resources and means at your disposal, which teams and complementarities should be deployed?

Know yourself better to rise to the surface

The paradygme has also changed for a student or an individual job-seeker. To position and differentiate oneself today, requires much greater knowledge and understanding of oneself and of the environment than in the past.

Although various digital tools simplify getting in touch with organisations, confronted by increased competition, candidates still struggle every day with the complexity of finding their path and being recruited.

In the past, aspirations, education, experience and motivation were often sufficient to build and differentiate an application for a candidate.

But today, faced with multiple development opportunities, obligations of mobility, the exponential growth in the number of candidates, the increase in unemployment and under-employment (e.g. University graduate working shifts at McDonalds) many people no longer manage to choose a path and market themselves with the usual methods.

In the present era of "the crisis", internet, social media and new professions, confronted by labyrinths of information and a multitude of contradictory messages every day, which paths can each person take?

Which one will be most appropriate to serve the development of his/her individuality and that of the companies he/she wishes to apply to or work at?

Anticipation, differentiation, positioning, attraction, highlighting value, retention, survival, growth and evolution are more critical than ever today.

Yet, few individuals or companies have a keen knowledge and an accurate appreciation of their capacities and characteristics nor of the complementarities they could deploy in order to reach their objectives.

After more than 20 years spent at the service of companies and of the individuals which compose them to help define the strategies and organisations most appropriate to their needs and markets, we note that a number of values and capacities are still insufficiently understood and exploited.

Countless individuals and businesses are searching for the ideas, solutions and orientations which would enable them to differentiate themselves and grow.

Yet the approaches and frameworks used often leave those individuals and businesses alone with their own understanding and application of existing business models, or of those to be developed.

Furthermore, what could be more complex to apprehend when one realises that a number of models which had proven their worth in the past are, given the new demands, insufficient or obsolete to :

- anticipate the evolutions of the environment,
- orient and position oneself,
- exploit, organise and federate the talent pool of the organisation,
- track and manage activities daily,
- Communicate,
- etc.

… at least as they were applied in the past.

Yet, efficient methods, keys and frameworks do exist, however they are not yet sufficiently utilised.

For an organisation, it is essential to understand upfront that there is no single winning entreprise model or organisational model. Instead there are :

1. Activities which must be successfully performed in order to develop and grow

2. Individuals responsible for devising, improving and executing them

And that there is a necessity to think through and apprehend, with regard to the actions to be carried out and the needs and means at its disposal, the organisation, the strategies, the methods and the processes most suited to serve its development.

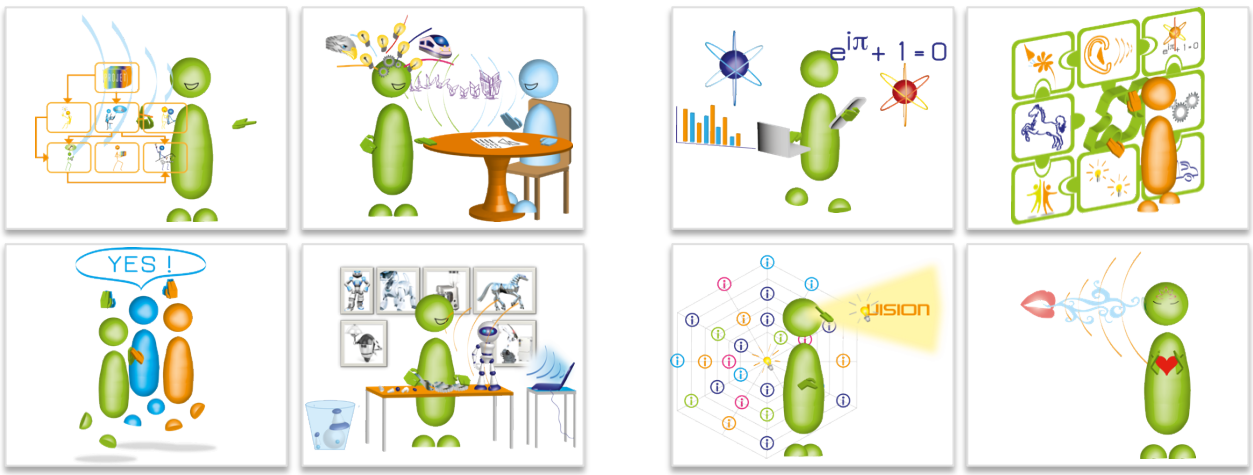
Indeed, every company has different obligations and priorities related to the objectives it has and the issues it encounters. And each Person has capabilities, needs, characteristics, potentialities and modes of management which each need to be studied in order to both develop the appropriate enterprise models as well as to optimise value creation.

Exploring and grasping the personality profile of a candidate, a leader, of each employee and hence of the organisation allows one to define - based on an understanding and utilisation of their specificities and added-value - the strategies, organisation and complementarities most able to perpetuate the development of the company and that of the individuals which compose it.

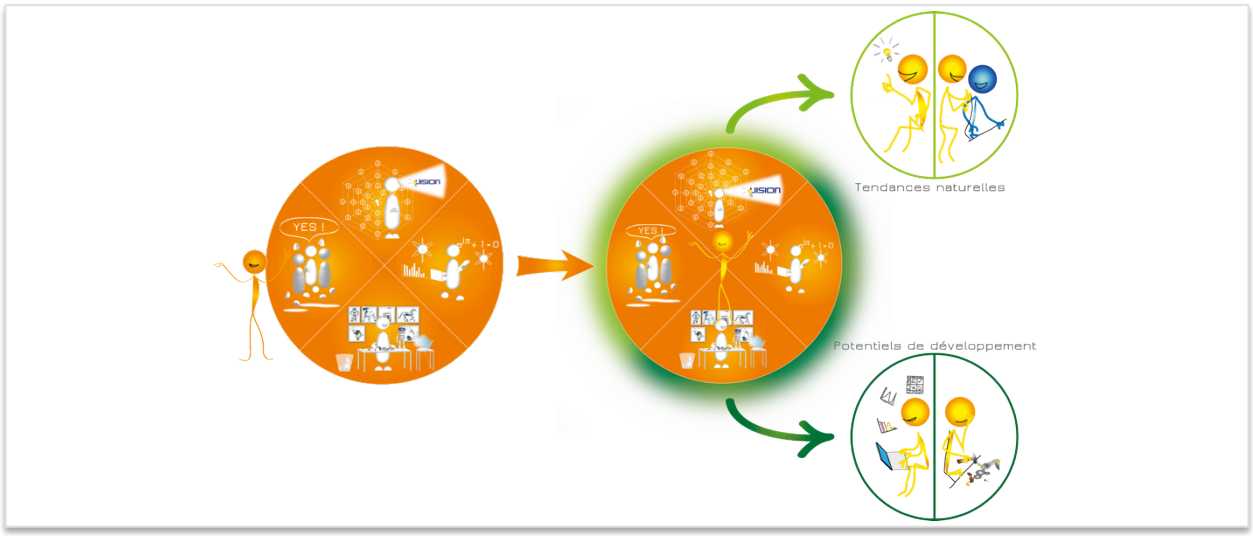
In fact, just as each individual has a natural predisposition to write with either their right hand or left hand, he/she also possesses, over and above education, experience or culture, certain distinctive characteristics and aptitudes - also known as personality profiles - which make him/her if not a unique being, at least a very specific being.

Where certain individuals are first and foremost driven by their capacities to organise, to innovate, to animate, or to experiment and negotiate, and need to interact orally with others in order to think or re-energise …

… Others will be driven by their abilities to conceptualise and model, to observe and analyse, to develop a vision, or to listen and reformulate, and in their case solitude and silence are necessary for them to reflect or recharge their batteries.

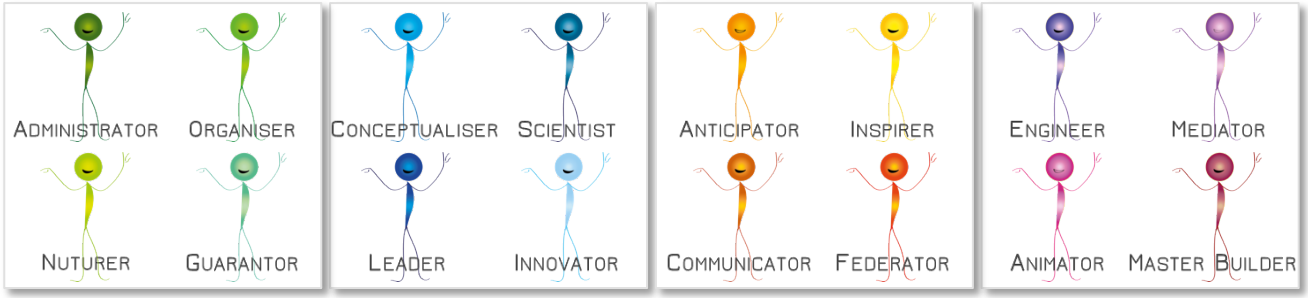


An individual cannot be reduced to a single characteristic, he/she is composed of 4 major specificities which will be more or less developed depending on age, experience, maturity and the manner in which they have been stimulated : 2 specificities correspond to his/her natural operating modes, the 2 others represent his/her development potential.



ILLUSTRATION

For each group of personality profiles ...



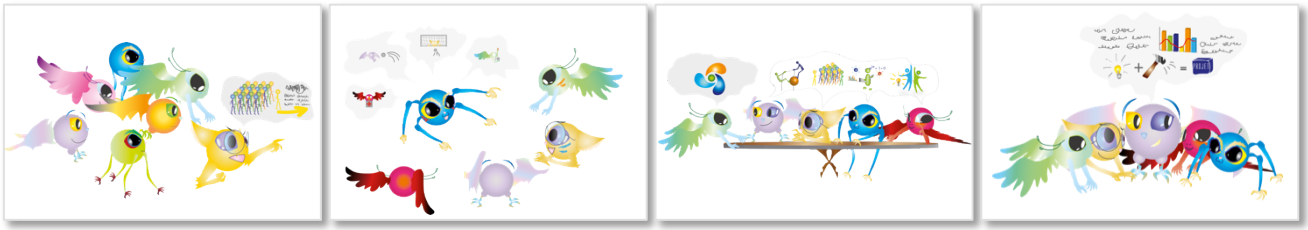
Their temperment...

DUTY | KNOWLEDGE | EVOLUTION | POSSIBILITY

Their main qualities and weaknesses ...

• Realism	• Theory	• Perspicacity	• Practical sense
• Organisation	• Innovation	• Idealism	• Realism
• Responsibility	• Competence	• Search for meaning	• Flexibility
• Structured context	• Rationality	• Empathy	• Action
• Hierarchy	• Intellectual challenge	• Alertness, awareness	• Negociation
• Risk : interventionist	• Risk : coldness	• Risk : hyper-sensitivity	• Risk : fickleness

their style of management and of being managed ...



DIRECTIVE STYLE

- Role : Structure
- Key responsibilities :
  - Organise
  - Plan
  - Control

DELEGATING STYLE

- Role : Delegate
- Key responsibilities :
  - Innovate
  - Venture
  - Evaluate

PARTICIPATORY STYLE

- Role : Engage
- Key responsibilities :
  - Listen
  - Advise
  - Arbitrate

PERSUASIVE STYLE

- Role : Mobilise
- Key responsibilities :
  - Explain
  - Persuade
  - Show

The ways in which they create and innovate.

MODIFIERS

- Combine existing techniques to create and design a new generation of products

VISIONARIES

- Develop a vision of the future in order to imagine and create innovative ideas or products

EXPLORERS

- Take inspiration from what they see or hear in order to innovate by analogy

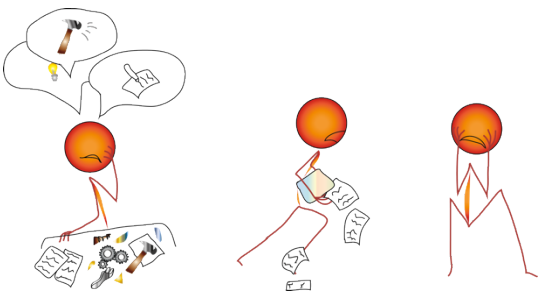
EXPERIMENTERS

- Carry out numerous tests and trials to create a new idea or process

These characteristics colour all of our actions and, combined with our life experience, they distinguish one person from another in the manner in which we live, perceive reality, work, analyse the facts, consider the possibilities, innovate, etc.

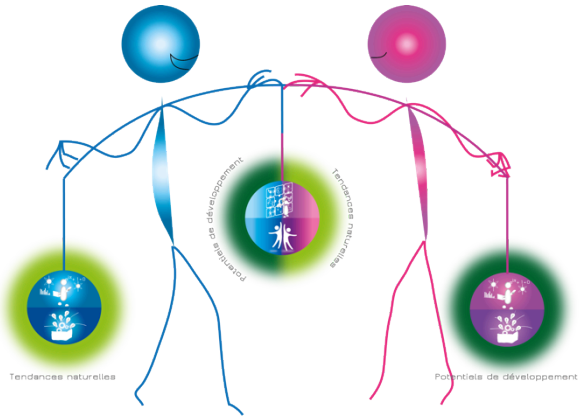
A better understanding of personality profiles, is first and foremost to understand the innate capacities of each person and what drives us, so that we can focus on the activities most atuned to our characteristics and thereby optimise the value delivered collectively.

In fact, constraining an individual to task and activities that are too far removed from his/her natural tendencies, will not only exhaust, stress or asphixiate them - where others would be galvanized - but also results in a serious loss in efficiency and creativity for the organisation (cf. examples to follow).



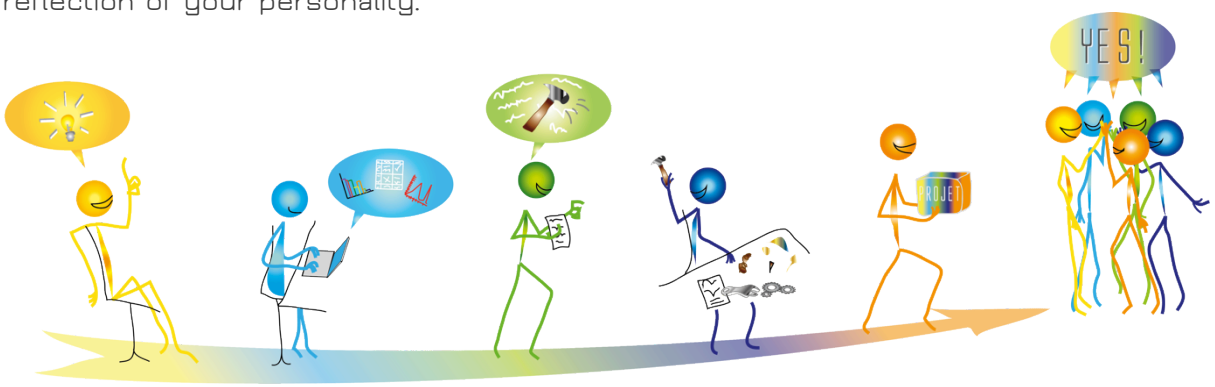
For oneself, having a clear awareness of your characteristics and potential, enables you to exploit and market them well all through life, to develop and establish them as a distinctive personal brand, a true reflection of your personality.

More broadly, understanding the strengths and weaknesses, qualities and faults of individuals, is above all being able to understand how to best utilise their characteristics to optimise the creativity, performance and competitiveness of each person and that of the organisation where they work.



This understanding of Oneself and of Others, enables one to :

- understand what the characteristics and specificities can contribute to the challenges of the function, role and responsabilities taken on, and be able to articulate and highlight it,
- apprehend the natural predispositions and differences of Others, without being troubled or injured by them, in order to better exploit the potential and added-value of those differences.
- assess, with regards to the needs, resources and means of an organisation, the complementarities specific to developing this or that strategy or activity.



EXAMPLE

Customer Conquest and Development Strategy

For each personality, his manner of approaching the topic

Personalities who need calm and solitude to think and recharge their batteries

- Look to understand and qualify target customers and their needs upfront
- Have the need to prepare and master the subject matter of their speech or presentations before making contact
- Use a sequenced approach to engage the target, from written to oral
- Proceed by influencing the target and/or by establishing a relationship built on trust
- Advantage : Controlled and underpinned approach
- Disadvantage : Time to first contact, less at ease with improvised contacts

Personalities who think and re-energise in contact with others

- Analyse clients and their needs live during meetings
- Initiate contact easily with a bare minimum of elements about the subject at hand
- Approach the target in person and orally
- Proceed with an instinctive and opportunistic approach

➢ Advantage : Direct and fast approach

➢ Disadvantage : works on an ad hoc basis (one-shot), may lack answers if the subject matter is poorly

Beware, within these 2 groups, there are also significant differences…

Let us take two examples per category

The Anticipator

An astute Hunter, who considers and carefully prepares an engagement strategy. He/she uses a systematic 360° analysis of the target to develop the appropriate lobbying strategy, which he/she deploys by leveraging the most capable individuals for each task at every step of the customer conquest process.

Aim : Understand and anticipate customer needs in order to create an innovative solution and stay one step ahead of demand.

Risk : Insufficient transformation of the ideas developed into relationships. Asphyxiate his/her creativity with a dearth of novelty in a hum-drum product environment.

The Conceptualiser

A confident Farmer, who devises his/her engagement strategy in line with the objectives set and delegates qualifying and contacting the target clients to experienced individuals. He/she develops and, over time, establishes a trusted relationship with his/her clients, based on defining ideas and exchanges.

Aim : Thoroughly understand the customer's needs, in order to build and maintain the relationship by offering congruent solutions.

Risk : Limit him/herself to existing clients. Tire through lack of stimulating relationships and innovative solutions.

The Animator

At times a Hunter, at others a Farmer, he/she adapts according to the opportunity. Motivated by action and relationships which he/she cultivates easily, he/she experiments with clients or prospects the solutions or products which could meet their needs. A skillful negotiator, discussion is a game at which he/she can excel.

Aim : Act and activate a network of contacts and relationships for the pleasure of experimenting and sharing ideas.

Risk : Missing strategy. Not listening sufficiently to client needs. Wither in an environment lacking in action or of a role for him/her to play.

The Innovator

Passionate about novelty, he/she is both Hunter and Farmer. Relationships, far from being off-putting, galvanise him/her, all the more so as they hold the promise of a constructive and innovate exchange. The more the solution to be developed is based on this type of exchange, the more he/she will excel in finding it.

Aim : Meet and discuss with people of different horizons to enrich his/her knowledge and develop creative and appropriate offers.

Risk : To be drawn too much by novelty and not listen sufficiently to client needs. Smother his/her capacities and creativity in an activity and relastionships which are too "classical".

➢ Know your teams well, in order to understand their aptitudes and utilise them wisely

EXAMPLE

Work on the complementarity of teams and organisations

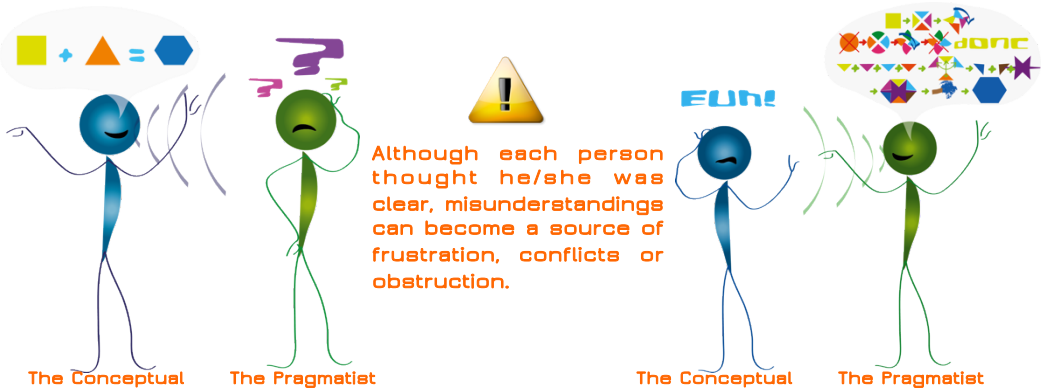
Just as there are different languages, there are also different ways of explaining, understanding, interpreting information, etc., depending on personality profiles...

Synoptic and conceptual minds

- Top-Down reasoning
- Summarise their thoughts in a few words, without spelling-out the details which they consider to be already assimilated.
- Understand half-spoken or implied information, a summary suffices for them to apprehend the reality of the situation.

Pragmatic and factual minds

- Bottom-Up reasoning
- Spell out in detail all the facts of what they wish to explain
- Understand a reasoning based on observation and detailed with all the implications in order to apprehend the overall situation.



Example : Problem Solving

Whilst "The conceptual" understands the situation in few words, he/she may not ask enough questions and as a result may lack certain elements and details necessary to develop the most suitable solution and to defend it. Indeed, his/her line of reasoning, often quite synoptic, may lack the explanations or examples useful for others to understand and take ownership of the solution.

On the other hand, "The Pragmatist" who needs a detailed and structured briefing in order to apprehend the situation, risks spending too much time collecting information and lose him/herself in the details (or focus only on certain details) in order to be sure to be able to develop the most appropriate solution. However, he/she is often best placed to exemplify and factualise the proposed solution.

➢ Combining "Pragmatists" who ask questions to enrich the information available before developing a solution with "Conceptuals" who quickly apprehend the answer based on the elements collected can prove to be the winning formula.

Our experience has shown that each time an individual, a team or an organisation has seen the specificities which characterise and differentiate them revealed and orchestrated, they feel supported and valued to see what they suspected intuitively clarified and factualised.

And, it is so much easier to develop the appropriate enterprise models, upgrade or recruit suitable profiles, combine talents, acquire or integrate other companies, communicate, … when one analyses and executes it based on who one is and what one really need in terms of improvement and optimisation, beyond the products, services, role and experience one is acquiring.

Over the years, effective methods* and tools** have been developed to facilitate exploring, understanding and utilising the specificities and complementarities of one or more individuals.

At an individual level, it is essential to develop an understanding, within the context of their role, responsibilities and objectives, of :

1. the specific capacities of that individual in particular
2. the value-added, the advantages and the drawbacks of their specificities
3. their needs in terms of organisation, complementarities and evolution in order to develop their performance, potential and creativity and that of the organisation

It is also important to assess the actions and tasks that an individual has the capability to develop, over and above their assigned role or function.

Indeed, it can be useful, or even essential, to an organisation to understand how certain aptitudes and characteristics of an individual could contribute to develop the organisation's performance, creativity, or improve or optimise certain of its operations or actions.

Hence, a number of people could turn-out to be very precious, depending on their dominant and key characteristics, beyond their role and responsibilities.

And, for the organisation, the more the characteristics of an individual are exploited and valued, the greater their creativity and efficiency, with a clear impact on their competitivity and that of the organisation, their motivation, their sense of belonging and their ability to express and share it.

All the more important when one considers that for a business today, attracting, retaining, developing and perpetuating its talent pool is a major issue and a key lever for differentiation and communication.

But before being able to cultivate and combine talents, one must first understand and apprehend them - which is all the easier to do when one realises that there are no "good" or "bad" profiles, just specific characteristics and complementarities to be taken into account.

* Theory of psychological types, known as Jungian Types, proposed in 1920 by the Swiss psychiatrist Carl Gustav Jung to characterise the psychological mode of operation of a subject. It results in distinguishing 16 psychological types.

** Myers-Briggs type Indicators and interviews (MBTI) and Cailloux-Cauvin, Osiris Conseil, type indicators (CCTI).

In a world filled with uncertainties and opportunities, each key component and each activity of an organisation or society deserves to be borne by the experiences and characteristics which are most suited to develop them, in order to respond to competitive necessities.

Leveraging singularities and complementarities is the source of progress and bringing to bear multiple talents and strengths generates success.

And because one Person is not an Other, knowing which Person for which challenge is key to develop efficiency and tend towards excellence.

So that each person and each organisation deploys its capacities and values in the markets and develops the model suitable to their specificities, it is time to exploit personality profiles.

Who is Yuriken?

For over 20 years, the teams at Yuriken have participated in the strategic development of organisations and of their vital forces, with the conviction that developing People increases value and builds tomorrow's Society.

Founded in 2009, Yuriken is dedicated to the development of the potential, the creativity and the performance of individuals, teams and their organisations.

Each day, we are whole-heartedly committed to help individuals and organisations cultivate their talents and their complementarities so they can take on the challenges imposed by a constantly evolving world, and seize the opportunities it offers.

Our wealth:

- The diversity of our experience
- The complementarity of our competences
- The convergence of our ideas

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