



# "Talents"

*Self awareness and  
understanding of capabilities at work*

*Talents II : Mr Espen Henriksen  
05.06.2020 / N° 5fd7a658aa19 / Turningpoint France  
© TLP-Navigator / [www.tlp-navigator.com](http://www.tlp-navigator.com)*

## Welcome Espen Henriksen,

The *Talents* profile allows you to understand the best of yourself. It highlights your personal strengths to support you in your career choices and in business.

All too often we are unaware of our specific talents. We assume that what we do with ease can also be achieved by anyone with minimal effort. Many of the difficulties encountered in the workplace come from ignorance of individual differences and from the presumption that we all work more or less in the same way.

In reality, each of us has different abilities and despite our best efforts, we cannot excel in everything. We all have roles in which we are ineffectual, wasting our time and energy. **We also have areas of excellence, where we learn happily and easily, and in which we are capable of quickly achieving superior results. It is these that need to be identified and systematically exploited to fulfill our potential.**

We hope that your profile will help you to know yourself better and to grow your talents, primary conditions to build self-confidence and to allow you to better "steer your ship".

Enjoy reading !

**TLP-Navigator**

*Preliminary indications:*

*The "Talents" profile does not claim to present the richness and uniqueness of your personality. It does not cover aspects such as your experience, your culture, your ethics, your IQ, your awareness and acumen, etc. Nor is its purpose to catalog you within a classification. It essentially aims to highlight your dynamics at work - your main predispositions, your motivations and strengths - as well as potential areas of personal development.*

*The information contained in this profile serves as food for thought. TLP-Navigator can not be held responsible for decisions resulting from this information.*

*N.B. This profile is confidential and can only be handed to you by a TLP-Navigator certified coach. Your data will be automatically deleted from the TLP-Navigator platform in 24 months - or earlier if you make the request to your coach (cf. GDPR regulation).*



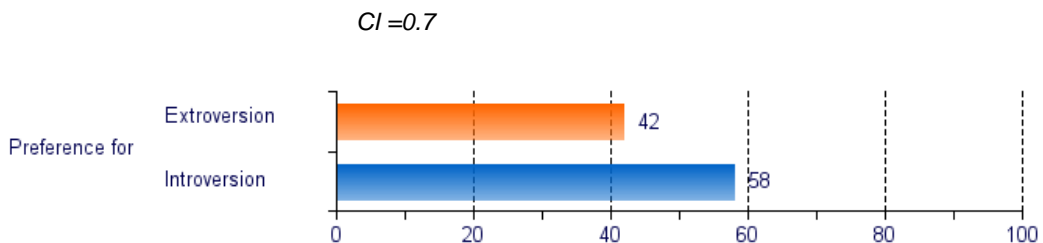
# YOUR WORK PREFERENCES

## Modality of Relationship

Our energy can lead us in two opposite directions:

- outwards, towards others, in a spontaneous and immediate relationship with the world (preference for Extroversion),
- inwards, towards oneself, reflectively, in a relationship with our thoughts and inner life (preference for Introversion).

Your answers to the *Talents* questionnaire indicate that you are first and foremost a thoughtful person who prefers to feed yourself to an inner source.

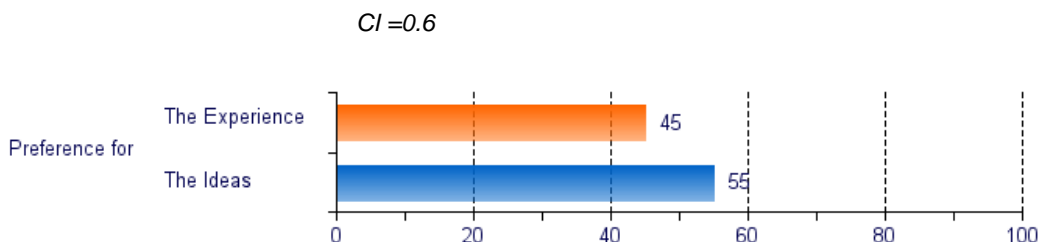


## Modality of Perception (cognitive function)

We can perceive things by referring:

- to our sensations and to concrete data, attentive to the present details and to practical realities (reference to the Experience)
- to our intuition to conceive, beyond the present situation, a global vision and the possibilities it holds (reference to the Ideas).

Your answers to the *Talents* questionnaire indicate that you like developing new Ideas and imagining ways for the future.



CI = Consistency Index (< 0.7, the trend is considered as slightly marked).

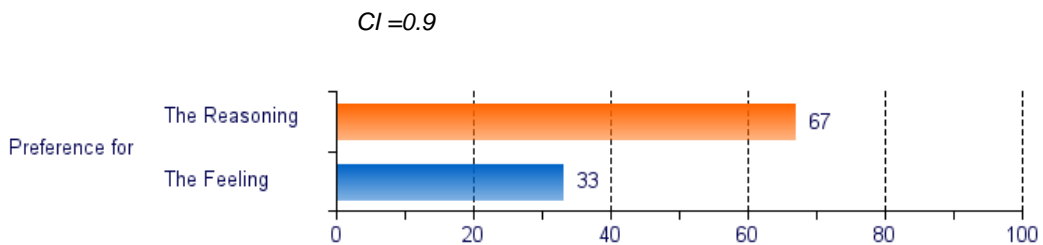


## Modality of Decision (judicative function)

We can make our decisions:

- rationally, with "our head", in a "cold" and distanced way, to aim at the greatest objectivity (decision based on Reasoning)
- in a personal and subjective way, with "our heart", according to what we esteem is right or wrong (decision based on Feeling).

Your answers to the *Talents* questionnaire indicate that you make your decisions easier when you can objectively analyze the situation.

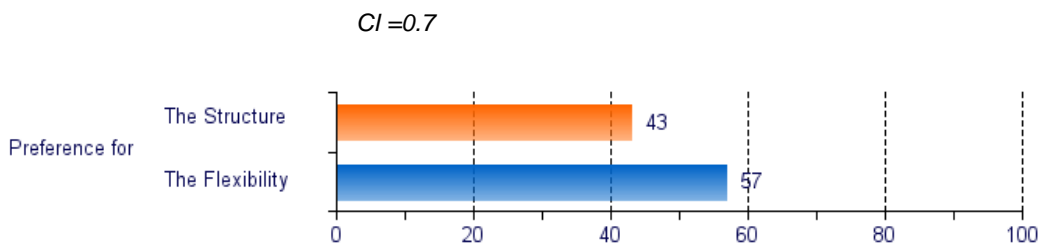


## Modality of Action

In action, we can:

- set and follow plans to control the course of events (preference for Structure)
- leave things open so that we can adapt ourselves to new elements (preference for Flexibility).

Your answers to the *Talents* questionnaire indicate that you favor a Flexible approach that allows you maximum opportunities for adaptation.



CI = Consistency Index (< 0.7, the trend is considered as slightly marked)



## YOUR TALENTS AT A GLANCE: *Investigator, Strategist and Designer*

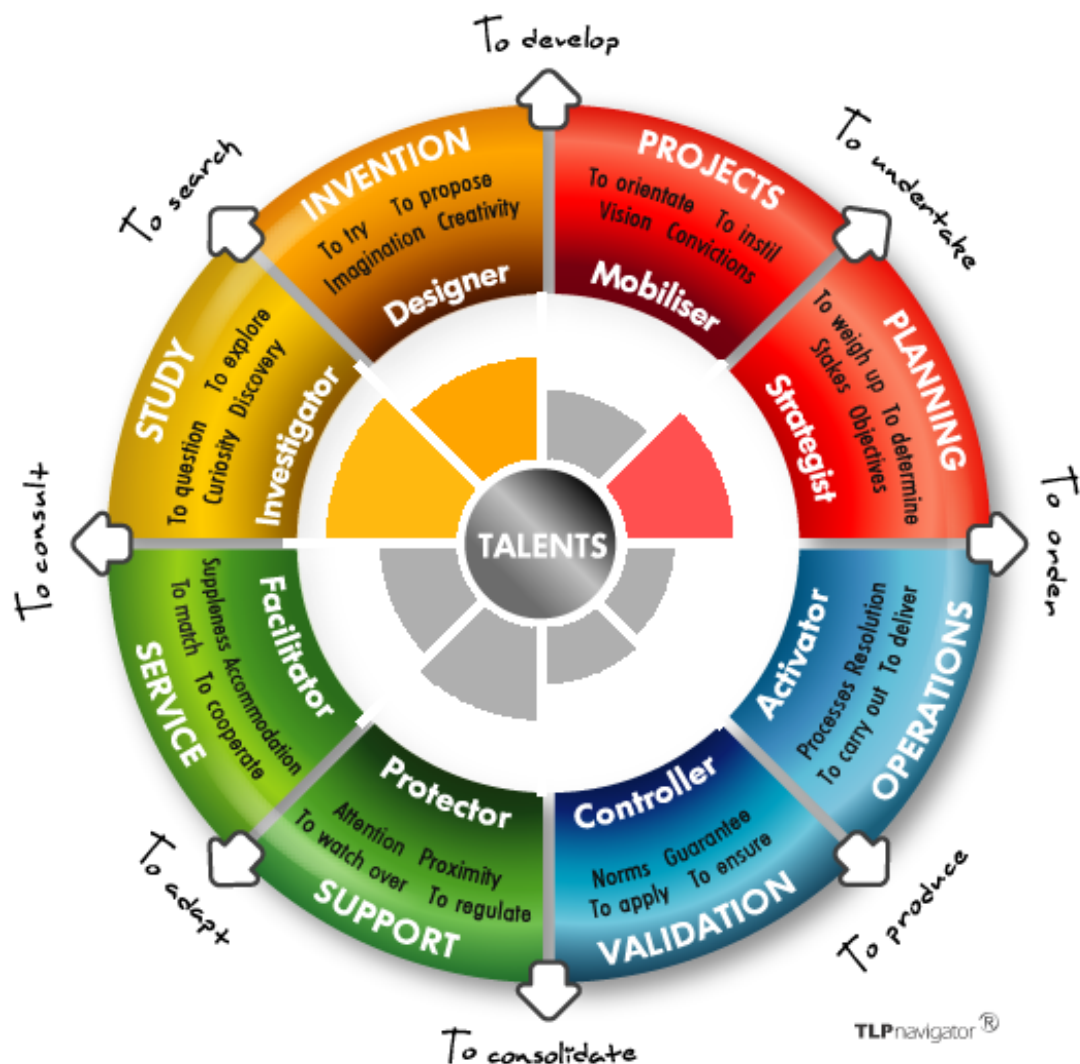
Each of us is composed of forces, trends, preferences, combined in a singular and original way. What differentiates us from each other at work, it is the hierarchy according to which these strengths are organized.

The combination of your personal preferences (see previous two pages) makes you benefit from a maximum power in the Study and Planning functions.

It is particularly in roles of **Investigator** - to question, to deepen, to learn - and of **Strategist** - to assess risks, to set objectives - that you can better realize your potential and become, with training and practice, very powerful.

You have a third remarkable talent: **Designer** - to imagine, to experiment, to propose.

Overall you have fewer resources in the blue and green areas on the TLP-Navigator model.



## MAIN ASSETS: to conceive and plan

**Mainly attracted by new possibilities and solutions, you are a researcher.**

Difficult problems arouse your curiosity. You like to delve into subjects and to exceed the limits of what is known. You do not like sticking to appearances and obvious claims; you prefer to independently explore the complexity of situations to better understand them and to seek improvements. You are fundamentally motivated by the need to move things forward.

Every time the intellectual challenge is sizeable, when serious investigation is required to discern causes and effects and to find a convincing explanation, you are ready. Research into why and how interests you and you can stay absorbed in a subject that is complex for a long time.

**Your reflective skills enable you to perceive hidden connections within systems and suggest original interpretations.** One of your best qualities is your ability to read and decipher things. You easily develop interesting concepts, which include a large number of variables.

**In order to carry out your research properly, you remain on the lookout for new information and knowledge.** You are open to ideas and lend an attentive ear to anything that can help to enrich your understanding. It is likely that you devote much time consulting documents on the subjects that interest you.

**For your personal balance it is essential to keep a certain distance between you and others, to remain independent and able to perform your analyses with optimal objectivity.** You tend to contemplate things with detachment, impartiality and lucidity. You don't want to feel tied to obligations and commitments likely to limit your freedom of thought.

**Your critical mind means you consider many points of view and question opinions. You are committed to methodical doubt.** You fight against prejudices, against a lack of serious study. You spot failures and logical inconsistencies, whether this is in your own reasoning or that of others. In your opinion, everything needs to be discussed regularly, chewed over repeatedly, to find a new perspective and a clarity likely to help everyone progress. You rely on this mental fluidity more than anything. In your eyes research and analysis are the charms of life.

You might postpone a decision in order to think more deeply about the situation. You do not make up your mind lightly; you want to be able to intellectually understand the causes and consequences, to consider different options and to weigh up the advantages and disadvantages logically. You are often surprised to note that some people around you make decisions very spontaneously without analysing the situation properly. They do not deliberate as much as you.



In your opinion, following an intellectual path is as important as the result itself. Once the solution is found, its implementation appears less exciting and you prefer to reinvest your energy in a new intellectually captivating challenge. The application of proven processes and instructions seems rather off-putting to you.

For the same reason, you do not overly invest in everyday management. **Routine tasks, which do not teach you anything, make you feel like you are wasting your time.** When design and development possibilities are reduced, you lose your momentum.

**This taste for reflection and experimentation means that you do not always complete your work on time.** In fact your demanding side leads you to relentlessly continue to imagine new ways of improving, often beyond expected limits.



## WITH OTHERS: freedom of thought and rationality

You are happy to work alone and focus on the subject in question, reading and developing your ideas by following your own logical approach. Professionally speaking, an activity satisfies you when you are paid to do a job that gives you the flexibility to study subjects in your own way.

**You are happy to work as part of a team but without letting yourself be absorbed by the group. You like to maintain your own room for manoeuvre.**

You do not like the weight of hierarchical systems. You are not at ease, for example, when you are subject to restrictive plans that do not allow you to do your work with the freedom you require.

When you feel like you are held back by bureaucratic or political constraints, you may take a separate and different route. If others follow you, even better, if not, you are ready to continue your research alone despite the opposition or indifference of others. You have enough confidence in the strength of your approach that you do not hesitate to take your own path. You are a free-thinker.

Even though you readily discuss things with the wisest of your colleagues, you are discreet as part of a group. **You prefer to keep quiet rather than stating the obvious.** You feel like people tend to talk too much, that they mostly stay on the surface of things and are usually happy to repeat what has already been said.

You can give the impression to those around you that you are somewhat in your own world. Perhaps some people do not think you are sociable enough, that you are too individualistic, cut off in your inner life and show little interest in others.

**Your cerebral side can lead to you become detached, which you are certainly not.** This may trouble sentimental people in particular, who need to feel close to others and live in unity. They get the impression that you like to keep your distance and that you do not really need others. They would like it if you were more present and more involved in collective life.

It is true to say that you do not spontaneously show your emotions and you probably have less need for contact than the average person. If the conversation becomes too personal you prefer to focus it on a more general subject.

**Given that you spend a long time absorbed in your thoughts you may miss things that others say or do.** It may also be that you underestimate your effect on people and that you are surprised by the importance that they attach to a thought, which, in your mind, was in jest.

**However, at times you can be very animated, even inexhaustible, particularly when you are dealing with a subject that interests you.** Ideas appear clearly in your mind and you tend to explain things accurately. You do not skimp on explanations but in communication you expect optimal listening and relevance from others. An ill-considered thought or approximate discourse quickly





makes you impatient. If the exchange does not provide anything new, you prefer to return to your inner life.

**When reasoning seems obscure or logically lacking to you, you can be critical and even prickly**, even if you are fundamentally kind and your intention is not to hurt. You are easily able to distinguish between the person themselves and the reasoning they have, but some people will not necessarily make this separation and your comments can sometimes be interpreted as personal criticism.

**Your colleagues think you are pervasive and creative but perhaps sometimes too abstract**. It is true that it is not always easy to expose things that are a little new and strange simply. Although, due to a concern for the truth, you want to get to the bottom of things without skimping on the subtleties, it remains essential to ensure you are well understood. Those who know you well are aware of the originality and value of your contribution but in the wider world, due to your discretion, it is likely that people will not necessarily recognise the value of your contribution.



## CAREER CHOICES: getting the best out of your talents

To use their resources wisely in activities that offer the best chance of performance and personal development, everyone should be aware of their talents and cultivate them in their chosen areas.

As indicated in the TLP-Navigator model, **your qualities combined mean you benefit from remarkable talents in the Study and Invention functions.** Here you evolve in a natural and easy manner with an optimal effort/results ratio.

You can, of course, work in other activity sectors, but it is, above all, when you are called to analyse things and to propose plans for the future that you are able to give the best of yourself, which is a must in an increasingly demanding and competitive professional environment.

You are very dynamic when it comes to creation and design, you take Research activities to heart and like to communicate your ideas to people interested in your work. Captivated by complex problems, you need to learn. You derive pleasure from dealing with new issues and looking for suitable solutions. You are very useful when it comes to questioning the existing and generating new possibilities.

**These characteristics make you highly sought after in roles requiring research and development skills.** With training and experience in these types of activities - by developing your knowledge further and by perfecting your logical analysis skills - you will get the most out of your potential and quickly achieve high performance.

Your skills - which do not necessarily correspond to your tastes - are particularly suited to activities such as **study, science, development, engineering, R&D, technique, experimentation, advice, teaching, training, etc.**

These activities may have, as we can see, varied content (science, engineering, teaching, etc.), the choice of which depends, in the end, on your personal tastes, your training and your interests. Their common denominator is demanding curiosity and creativity.

Rather than being present on the front line, you prefer to occupy a functional role within organisations so that you have time to gather information and think of new options. You enjoy careers in which you face varied or complex problems. Your researcher's mind is essential when it comes to finding solutions, designing a new product or a new process.

You feel cramped in conservative and highly hierarchical systems. In order to give the best of yourself you need to work in close collaboration with competent people, within a start-up environment which enables you to continue your work according to your requirements. If your work becomes too routine or bureaucratic, or if external constraints are pressing to the point of limiting your developments, you would probably prefer to change jobs.



In addition, you have resources as Strategist to develop **Plans**. Your ideas and concern for rationality can be the starting point for projects and new ventures. Once your plan is designed, you become convinced, defining clear objectives and organizing things to move forward in an orderly manner. In these times you are more interested in action than in research. You put more determination in your positions and you want things to be implemented.

In this domain it is likely that you will grow tired, especially if you need to devote to it a large part of your working time. Undertaking also requires to promote messages, to have a taste for politics, to convince and mobilise forces, activities for which you are less predisposed.

The areas in blue and green are the least suited to you. They do not correspond to your best skills and the results you would achieve in these activities may not match the energy invested.

**Operations** and **Validation** have a constraining and repetitive side that goes against your taste for novelty and experimentation. Once projects are up and running, you prefer to delegate production and control aspects and move on to new challenges. Similarly, **Support** and **Service** activities, in green, seem to you uninspiring: in these activities one needs to help out, to show patience and understanding, to play mediators, etc. Over time you can feel that as burdensome.

Moreover, when people focused on Validation and Support tasks spend a long time defining precise procedures, you certainly start to get bored.



## ABILITY TO CHANGE: on the lookout for new developments

More motivated by future prospects than managing current affairs, you are still spurred on by evolutions. When a new project sees the light of day, it is like a force that calls to you and you then expend remarkable energy. **The solutions you develop animate you and you commit yourself fully. You may be at the origin of significant changes.**

You are certainly intellectually quite innovative but when there is a need to concretely defend your project on the ground, it is likely that you will no longer have the same energy. As we have seen, it is the design phase that you enjoy the most.

Thus it may be that creative personalities such as you struggle to implement and finalise the change that they have developed, even if the latter seems judicious. This is because implementation often requires people to convince and jostle to impose their views; they must enter into contingencies and concerns of all kinds that annoy you.

Thus you can have avant-garde ideas but your actions stay within what you can hope to achieve. Actions appear somewhat secondary to you, relative to the pleasure of intellectual life, which is most interesting in your opinion. Engagement in action is not very compatible with the calm required by efficient thinking.

It may be that, for you, to develop a concept is to have done the essential. Then the execution itself concerns you less: you tend to consider that stewardship will follow. Often your optimistic side leads you to assume that the work to be done is easier than it actually is. This may lead, if you do not keep it in check, to some time management issues.

**To launch actions and carry out workshops practically, you like to work with complementary personalities.** It would be a good idea to surround yourself with Planning and Operations people, who enjoy managing and finalising projects. Rather than the uncertainty of design, these people prefer the materiality of actions and their results.



## MANAGEMENT STYLE: a large degree of autonomy

Fundamentally you are not especially motivated by access to a ranked position. **For you, real authority lies more in skills than in status.** If you hold the position of manager, you are certainly not one to abuse your power. Just as you do not like to be closely controlled in your own activities, you do not like to pressure others or have to monitor their work closely.

**You tend to give your colleagues a lot of independence, not setting strict obligations and rules unless it is really necessary.** You start with the idea that you are dealing with adults and thus you do not need to manage them too closely. You are open and tolerant. In your opinion everyone should be able to complete their own tasks with a minimum amount of supervision.

**As a manager you take pleasure in leading small groups of people who are well-trained, independent and not concerned with social promotion and titles, with whom you can share your knowledge and manage projects.**

Typically these teams are found within research and development departments.

Perhaps you tend to over-estimate your colleagues' skills and do not support them enough, or you delegate work to them a little too quickly. You explain the goal clearly but then you think that everyone should work on their own. Perhaps some people wish you were more formal and explicit in the way you manage.

Thus the less experienced among them can reproach you for a lack of supervision. Tell yourself, for example, that Operational types need to be able to focus on solid structured programmes to feel at ease in their roles. Do all you can to support them. In addition, ensure you recognise the quality of their work whenever possible.

**It is likely that there is no need for you to organise meetings regularly.**

Often, in your eyes, they are not really necessary to move the work forward and represent a waste of time. One does not learn anything useful in these situations. However, even though meetings are not always as relevant as you would like them to be, they are the chance to listen, reach agreements and bring the team closer together. Perhaps some people think you are somewhat too detached and exist outside the life and emotions of the team.

You like to keep some time for yourself in order to reflect and come up with different options. **However, make sure that you involve others in the development of your projects.** The lack of communication can lead to misunderstandings and resistance. By progressing in your thoughts alone, you risk taking the lead and finding yourself differing from others. Some people may be surprised by some of your suggestions. A regular summary of your position and the progress of your work enables you to maintain contact and cohesion within the group.



**Some people around you, those who are more "dynamic", sometimes prefer to move on to action more quickly.** You are not someone who commits themselves impulsively. You prefer to stay reserved, to keep a certain distance, because new unknowns or new possibilities that it would be silly not to consider, may arise. You prefer to stay in the speculative domain for longer rather than running the risk of premature commitment. **You are someone who enjoys thinking more than acting.**

Ultimately it may be that you do not really like the role of manager because it distracts you from that which, for you, is most important work, namely research and experimentation. **Over a role of team manager, which requires you to take care of all sorts of contingencies and which bores you in the long-term, perhaps you would prefer the role of functional or resource manager where you do not have to lead a team.** We have seen that you do not really like having to take care of daily management tasks or to monitor daily business.



# YOUR PROFILE IN NUMBERS

Rating of coherence

