



## Flash Profile: THE CHALLENGE


### Your Signature:

"The Organizational Climber - Your greatest performances are born on the edge of the precipice" Your driver is confronting obstacles and surpassing yourself. You do not seek comfort or routine, but complex situations, ambitious challenges, and problems deemed unsolvable. It is in adversity that you reveal yourself and create the most value.


### Your Superpowers


 **Decisional Courage:** You are not afraid to make difficult and risky decisions when the situation demands it, even without a guarantee of success.


 **Learning from Failure:** You see failure not as an end, but as a valuable source of information that allows you to improve and succeed the next time.

 **Collective Energizing:** Your energy in the face of a challenge is contagious. In times of crisis, you know how to mobilize the troops and focus them on the objective to be achieved.

### Your Blind Spots to Watch

 **Addiction to Urgency:** You may have a tendency to create artificial crises or to only feel alive in urgent situations, which is exhausting for those around you.

 **Unconscious Disparagement:** You risk underestimating or belittling those who seek stability or who do not have the same appetite for risk as you.

 **Team Burnout:** Your intense pace and high standards can lead your teams to exhaustion if you do not allow for recovery phases.

### Your Preferred Environment

You are in your element in high-intensity contexts:

- **Company turnaround** missions.
- High-risk, high-reward **product launches**.
- **VUCA** (Volatile, Uncertain, Complex, Ambiguous) environments.

### The Key to Your Interactions

- **In a calm phase:** Your challenge is to build up energy reserves and not create artificial crises to fulfill a need for stimulation.
- **In a critical phase:** Your role is to take command, simplify complexity, and delegate motivating sub-challenges to your team without imposing an unsustainable pace on them.

- **The "3 Horizons" Risk Grid:** Structure your challenges. Distinguish between operational challenges (short-term), tactical transformations (medium-term), and strategic shifts (long-term) to better allocate your energy.
- **The Critical Learning Journal:** After each major challenge, document the difficulties encountered, the solutions tested, and what you have capitalized on for the future.

**Your Coach's Key Advice** "Appoint a 'reality checker': a trusted colleague (often a 'Security' or 'Balance' profile) with the mandate to alert you when your challenges threaten the collective sustainability and energy of the team."