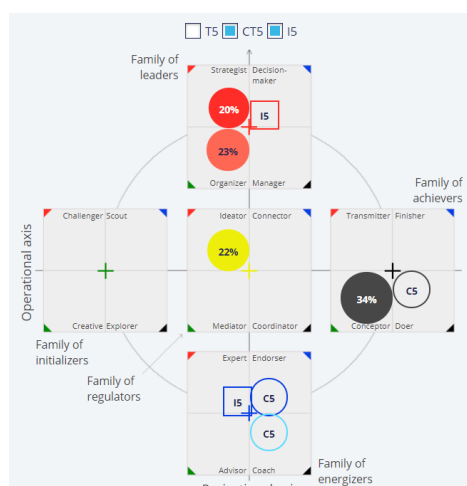
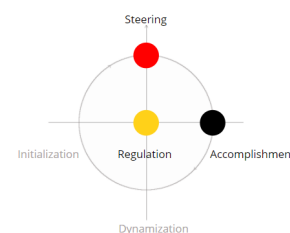


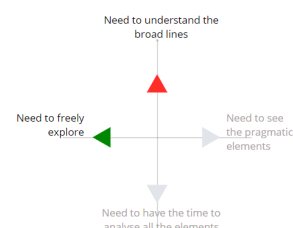
T5™ profile analysis of XL - CTO candidate - May 3rd, 2021



THE DYNAMICS



THE WAY TO ADDRESS ISSUES



THE TALENTS

This profile has a strong appetite to take height and project a long-term vision thanks to the talent of **strategist** and to sequence it by providing milestones and **organization**. This height of view is articulated with the appetite of the **conceptor** who will love to create processes and formalize practices in order to gain efficiency. This appetite is complemented by that of the **ideator** who will create value and new ideas by connecting ideas and concepts together. Finally, the C5 **endorser** reveals a comfort in analysis and decortication that stimulates reflection through its constructive criticism. His leadership style is oriented towards the development of others through the **coach's** questioning and the **doer** orientation.

INCOMFORT

The profile reveals an irritant **expert** often synonymous with the desire to remain a generalist in his profession (and to rely on the expertise of his team for technical topics) and an irritant in **decision-making** that may prove to be a point of vigilance for a member of a board.

CONTRIBUTION TO COLLECTIVE VALUE CREATION

The DNA talents show a spontaneous contribution to the growth phase (Q3) which is the transformation of the roadmap into a deliverable. It should also be noted that with C5, this profile is very present on the vertical axis of reflection and the phase of return on valuable experience in the maturity phase of projects.

DECISION MAKING APPROACH

Making decisions, adjudicating, and setting priorities is energy-consuming. He will take the subject in its entirety, with its ins and outs and wish to explore different avenues to compare the possibilities and forge his opinion.

KEY ELEMENTS OF THE JOB DESCRIPTION

- Lead the Tech/Data teams and support their development
- Manage Customer and Product Delivery
- Take responsibility for tech budget

COMFORT: C5 coach

NEUTRAL: no coordinator ori manager but APPETENT on organizer

NEUTRAL: no manager

-Being the guarantor of the execution of the Roadmap -Carry a global technological vision -Anticipate future developments -Optimize the delivery processes -Refining the scalability of our solutions -Accelerate delivery of new features and releases -Mastery of all technical issues -Managerial qualities, we are looking for a leader -Excellent communication with non tech -Entrepreneurial fiber developed	APPETENT: conceptor/COMFORT:doer APPETENT: Strategist and ideator + global vision of issues NEUTRAL: no scout APPETENT: conceptor and NEUTRAL no explorer NEUTRAL: no finalizer APPETENT: Q3- NEUTRAL: no doer nor coordinator IRRITANT: I5 expert APPETENT: T5 strategist to define a vision but IRRITANT decision maker NEUTRAL: no connector NEUTRAL: no presence in initialization dynamic
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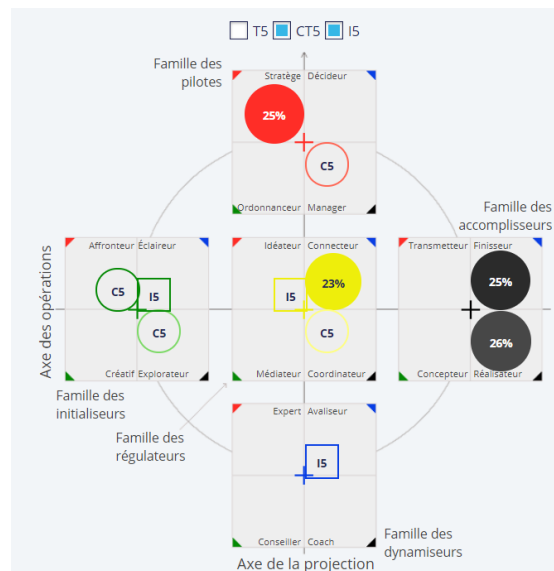
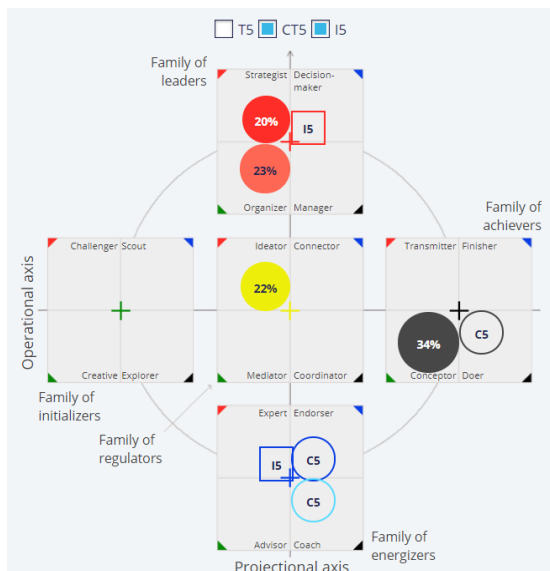
QUESTIONS TO ASK TO THE CANDIDATE

- What is his style of management? How does he motivate his teams? no talent manager/mediator/transmitter but appetite of the coach...
- How does he make his decisions? How does he set his priorities and those of his team? because irritant in decision maker
- How does he contribute to teamwork with his peers? for example in a CODIR? because no mediator/advisor
- What is its entrepreneurial spirit, its taste for innovation, its attraction for the start-up? no scout or green in general

Profil T5™ analysis of XL

vs

T5™ profile of YX- CEO



COMPLEMENTARITIES

The 2 profiles are quite complementary in the **dynamic of achievement** where the candidate can bring formalization and conceptualization.

The profiles are also complementary in the **dynamic of taking a step back**, where the candidate brings the analytical approach and the desire to challenge others through coaching, thus enriching the process of collective reflection.

The candidate's talent as an **ideator** is a useful complement to the CEO's 2 talents in the dynamics of regulation.

POINTS OF VIGILANCE

In initialization, the CEO's appetite to **generate ideas** is not present in the candidate's profile, which could eventually generate frustration not to see XL being spontaneously the force of proposals (since no talent appears in this dynamic).

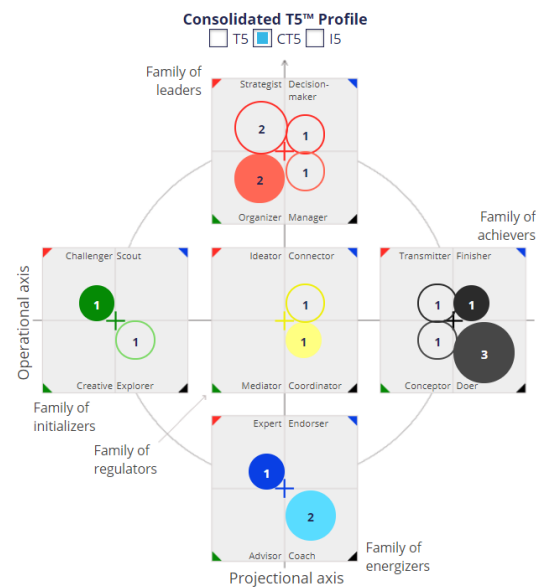
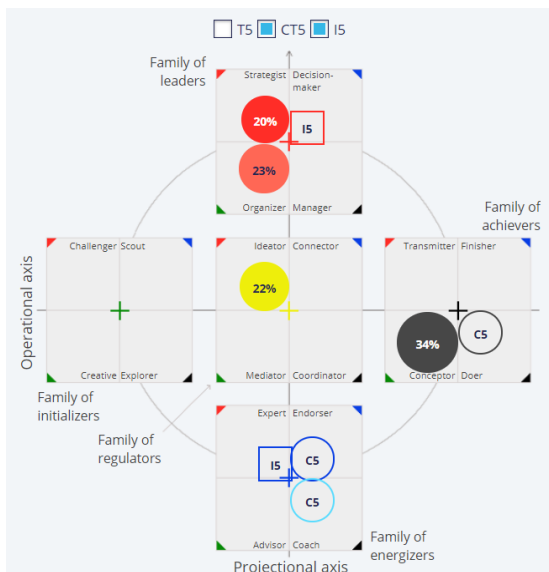
In the **dynamics of piloting**, there is a similar appetite for strategy which requires a regular alignment and exchange to ensure the consistency of the long-term visions of the candidate and the CEO (the mediator's talent being neutral in both profiles).

It should be noted that **the irritants** of one are not compensated by talents of the other except for the endorser which is brought in C5 by the candidate.

T5™ profile analysis of XL

vs

CODIR MapTeam



COMPLEMENTARITIES

The candidate's profile reinforces the spontaneous behaviours of the CODIR team by essentially contributing to the **development and feedback phases of value creation** (Q3 and Q4).

However, it reinforces certain “empty” areas that can become risk areas:

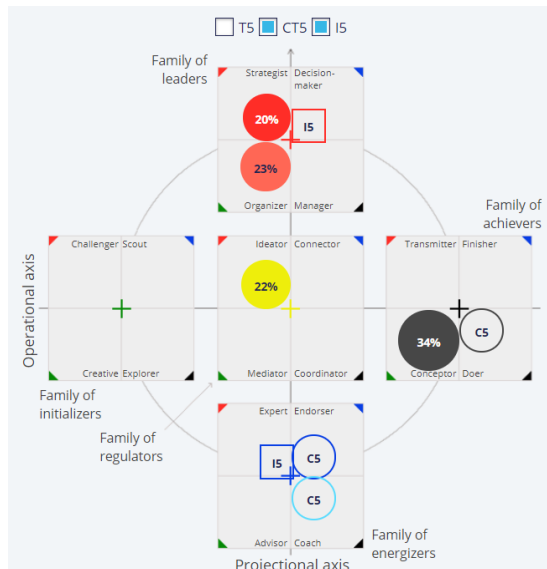
- by his talent of **ideator**, he brings transversal coherence between subjects, concepts and projects,
- by his T5 talent as a **conceptor** he brings formalization and process in a collective where there is only one C5
- its comfort of **endorsement** provides constructive criticism to feed the discussion into analytical elements

Moreover, his irritants are systematically compensated by the presence of a talent of another member of CODIR.

VIGILANCE

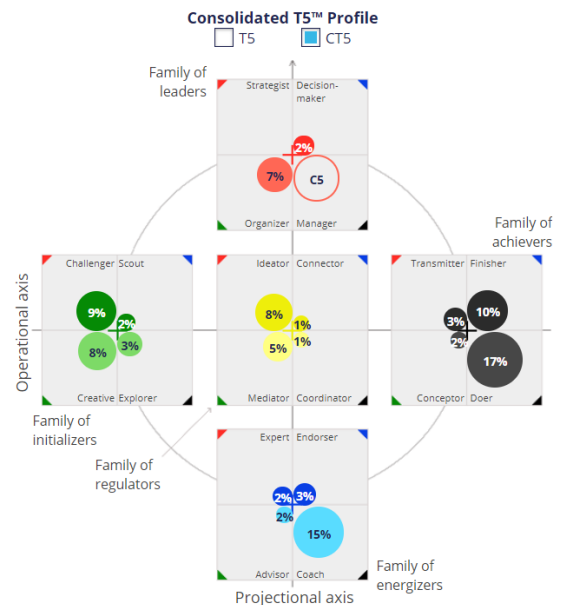
In general, the profile is quite complementary to that of CODIR which can create added value. However, it will not contribute spontaneously to the **cohesion of CODIR** because of the lack of **mediator** talent (alignment of men and actions & anticipation of conflicts), the **connector** talent (circulating information, talking to each other) and the **advisor** (sharing good practices).

Analyse profil T5™ de XL



vs

Team IT (16)



COMPLEMENTARITIES

The candidate reinforces the appetite already present to **conceptualize**, **connect concepts to each other** in a transverse way and **schedule** projects.

He then comes as a major complement to a key talent in a position of CTO: the **strategist**, little present in the team, which makes it possible to project a long-term vision.

If he is sufficiently attentive, he will be able to evaluate and carry the ideas of his team which is strong in the **dynamics of initialization**. He will have to rely on the few talents of **connector** to circulate information and on those of **mediator** to strengthen the alignment of people and actions. Thanks to his team's **advisors**, he can encourage the exchange of good practices that will naturally be their appetite.

He will not naturally complement the team's lack of appetite for **expertise**, but it's rather the team's responsibilities rather than the CTO's responsibilities.