PROFILIX INSIGHTS

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FROM OBSERVATION TO DECISION
Interpreting Without Confining

Depth · Clarity · Growth

A PROFILIX publication on human understanding, talent development and responsible decision-making.

OBSERVE
Describe Before Drawing Conclusions

One behaviour does not tell a person's whole story

A colleague says little during a meeting. The observation is straightforward: she spoke little in that situation. Saying that she lacks ideas, ambition or leadership already adds an interpretation.

Understanding requires hearing her perspective and observing other situations.

Distinguish three levels

An observation describes a situated fact: "She submitted two written proposals after the meeting."

An interpretation offers a hypothesis: "She appears to prefer preparing her contribution."

A decision commits to action: "We will share the agenda in advance."

Moving between these levels requires further information.

Ask an opening question

Before assigning a trait, ask: under what conditions does this behaviour occur?

The assigned role, working language, preparation time and team relationships may help explain the situation.

The aim is to check relevant explanations, rather than simply collect them.

KEY TAKEAWAY

An observed fact is a starting point, never a definition of the person.

INTERPRET
The Value of Models and Their Limitations

State your degree of certainty

A useful hypothesis remains open to revision.

“This person may need clearer instructions” allows verification.

“This person cannot work independently” turns a situated difficulty into a general inability.

Our language influences the possibilities we leave open.

Compare perspectives with care

An interview, a work sample and a questionnaire may provide different information.

Agreement deserves examination; disagreement does too.

Several consistent results are not independent evidence when they draw on the same answers or assumptions.

Respect each model’s scope

Models differ in their foundations and level of validation.

A symbolic approach may support freely chosen personal reflection; it cannot establish competence or predict job performance.

Recruitment, promotion and exclusion require job-relevant criteria and methods suited to that purpose.

KEY TAKEAWAY

Responsible interpretation states what it suggests, what it does not know and how it can be checked.

DECIDE

Connect Actions to Explicit Criteria

Start with the professional question

Are we recruiting, supporting someone in a new role or addressing a cooperation difficulty?

The question determines the information needed. In selection, required skills and job demands should guide assessment. A stated preference demonstrates neither competence nor its absence.

A practical example: speaking in meetings

Return to our colleague.

Before concluding that she cannot lead a team, offer a prepared facilitation task with a clear objective.

Observe clarity of instructions, listening, time management and follow-up on decisions.

Then discuss the difficulties encountered and the resources used.

Make the decision explainable

A decision should be traceable to observations and stated criteria.

- What supports it?
- What remains uncertain?
- Which alternatives were considered?

A digital recommendation can structure reflection; the responsible person must be able to examine its limitations and justify the choice.

KEY TAKEAWAY

Decision quality depends on the link between the question, the evidence gathered and the action chosen.

DEVELOP

Turn Understanding into Possibility

A limited trial, followed by a review

For a development action, choose a concrete goal and an agreed review date.

For example: prepare and facilitate two meetings during the month, with feedback after each.

This illustrative scenario describes neither a study nor a result achieved with PROFILIX.

Consider the environment too

If the trial does not produce the expected effect, examine resources, instructions, workload and support. A difficulty does not prove a lack of potential.

The review should help adjust support, reframe the goal or explore another possibility with the person.

Five questions before acting

- What did we actually observe?
- What is our interpretation?
- Have we heard the person concerned?
- Is the information relevant to this decision?
- When and how will we review our choice?

These questions offer a reflective discipline, rather than a validated test.

The PROFILIX continuity

Following “Understanding Before Categorizing”, this second issue invites us to make every transition explicit: from fact to hypothesis, from hypothesis to verification, and from decision to development. Technology serves human potential when it supports this discernment.

KEY TAKEAWAY

Better understanding should lead to actions that are discussed, observable and open to revision.

PROFILIX

An international vision, born in Africa.