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MARINE WERWINSKI

PROFESSIONAL PROFILE FOR RECRUITERS & HIRING MANAGERS

A focused view of how she thinks, collaborates, makes decisions and contributes over time.

STRUCTURE · SIMPLIFY · SUPPORT

Understand a situation, imagine a better way forward, organise its implementation and help people make it their own.



Operational coordination · Projects · Continuous improvement
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01 PROFILE AT A GLANCE

A concise overview for recruiters and hiring managers

Marine is a constructive, analytical and creative coordinator. She performs at her best when she can understand a situation, clarify what is getting in the way, design a practical response, organise its implementation and help the people involved make it their own.

The common thread

Understand a situation, imagine a better way forward, organise its implementation and help people make it their own.

What the assessments highlight

A structuring mindset She connects information, identifies inconsistencies and turns unclear subjects into understandable steps.	Applied creativity She looks for useful, workable solutions, then tests, adjusts and improves them rather than stopping at the idea.
A collective orientation She enjoys helping a group progress, sharing a method and enabling cooperation around a shared objective.	A need for coherence She remains engaged over time when priorities, resources, responsibilities and values are aligned.

Quick hiring overview

What she primarily brings • Analysis and problem-solving. • Project organisation and cross-functional coordination. • Creation of tools, resources and working methods. • Knowledge sharing, support and user adoption.	Where she thrives • A clear framework without unnecessary rigidity. • A cooperative and dependable team. • Genuine autonomy over how the work is done. • Varied subjects with a visible purpose.
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02 HOW SHE THINKS AND WORKS

How she turns a difficulty into a practical contribution

Her approach combines analysis, imagination, organisation and action. She prefers to understand the system before acting, but does not need a perfect plan before she begins: she progresses through hypotheses, trials, feedback and corrections.

1. Understand Gather the facts, distinguish causes from symptoms, and identify stakeholders, constraints and dependencies.	2. Design Turn the need into a clear solution: a tool, method, resource, process, action plan or new way of organising the work.
3. Coordinate Make roles, deadlines and decisions visible, track blockers and maintain the flow of information.	4. Enable adoption Explain the purpose, adapt the level of detail, reassure, train and support people until they can work independently.

Decision-making, learning and autonomy

Making decisions She considers the consequences, seeks enough information to make a sound choice, then decides. She is comfortable experimenting when there is a review point and room to correct course.	Learning She learns quickly when she can understand the logic, observe an example, test it herself and explain it back. She readily creates her own reference points, trackers or operating guides.
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Her approach to quality

Quality is a working standard rather than a pursuit of abstract perfection. She checks what could weaken the result, while remaining able to deliver a useful version and improve it afterwards. She becomes less effective when approvals multiply without adding a decision or genuine security.

03 COLLABORATION AND COMMUNICATION

Adult-to-adult, direct and solution-focused cooperation

Marine values human interaction when it supports a mission, progress or a solution. She can speak publicly, facilitate, explain and build connections, while also needing protected periods of concentration for substantive work.

Within a team

- She gives others space and actively seeks their contributions.
- She readily supports someone who is trying to progress.
- She makes information accessible and rephrases it without patronising.
- She values reliability, reciprocity and keeping commitments.

In communication

- She favours clear, factual and sincere communication.
- She can be highly comfortable speaking and presenting to a group.
- She welcomes debate when it leads to better decisions.
- She prefers an acknowledged disagreement to unresolved ambiguity.

Coordination style

She does not need formal authority to help a group move forward. She coordinates through purpose, structure, clear reference points and the flow of information. Her influence is particularly effective when she has a clear mandate and the manager supports difficult trade-offs.

Assertiveness and conflict

Her natural response

Look for a constructive solution, state the facts, propose an adjustment and preserve the working relationship wherever possible.

Watch point

She may compensate for too long or hesitate to make a limit visible when she fears disappointing others. If warnings have no effect, her communication becomes more direct and she may then disengage.

04 MOTIVATION AND PROFESSIONAL ENERGY

What sustains engagement and what erodes it

The assessments converge on a need for stability, balance, usefulness and autonomy. The stability she seeks is not immobility: it is a dependable foundation that allows her to explore, create and take initiative without spending her energy repairing the framework itself.

23/25 security and stability	23/25 work-life balance	22/25 usefulness and values
20/25 autonomy	19/25 creativity / building	18/18 Social orientation (RIASEC)

What energises her

Stimulating activities • Analyse a problem and identify what is getting in the way. • Create or improve a tool, method or resource. • Design a presentation, process or programme. • Help a person or team understand more clearly. • Coordinate several stakeholders towards a visible result.	Motivating culture • A useful purpose beyond performance indicators alone. • Genuine cooperation and mutual respect. • Rules flexible enough to remain sensible. • Room for initiative and an accessible manager. • Clear objectives followed by coherent decisions.
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Core strengths

The VIA results particularly highlight judgement, curiosity, kindness, forgiveness, humour, perseverance, social intelligence and teamwork. These strengths support an approach that is demanding about the quality of the work while remaining attentive to how people experience it.

What quickly erodes engagement

Repetitive administration, constant chasing, unfiltered incoming requests, excessive standardisation, aggressive commercial targets and priority changes without clear trade-offs. She can handle these tasks as a supporting component, but they should not form the long-term core of the role.

05 MANAGEMENT GUIDE

The conditions that enable sustainable performance

Marine works best with a dependable, accessible manager who can make clear trade-offs. She expects neither constant supervision nor excessive protection: she needs a readable framework, genuine autonomy and a point of support when several constraints become incompatible.

What a manager can expect

- Strong commitment when she understands the purpose.
- Practical proposals and attention to inconsistencies.
- The ability to structure, share knowledge and move work forward.
- Respectful candour and a strong sense of responsibility.
- Increasing autonomy once she understands the context.

What she needs to succeed

- A clearly defined scope and a limited number of genuine priorities.
- Explicit trade-offs when everything cannot be done.
- Specific feedback, with the opportunity to correct course.
- Factual recognition of her contribution and scope.
- Access to the manager when there is a blocker or contradiction.

Effective delegation and feedback

Give the purpose

Clarify the expected outcome, non-negotiable constraints and success criteria.

Leave room for the method

Allow her to organise the route, test options and propose a better way of working.

Use meaningful checkpoints

Review decisions, risks and dependencies rather than controlling every step.

Be specific

State what is working, what needs to change and why, without making a global judgement about the person.

The key question when a new urgent task appears

"Which current priority should be postponed, delegated or removed?" This prevents reliability from becoming an invitation to absorb an unlimited workload.

06 PRESSURE, BOUNDARIES AND PREVENTION

Recognising the cost before performance turns into disengagement

Under pressure, Marine usually starts by adapting and compensating. Because she remains operational, the cost may be underestimated. Early prevention is more effective than intervening once irritability, withdrawal or loss of motivation are already established.

Main triggers • Inconsistency between what is said, what is decided and the resources provided. • Moving priorities without explicit trade-offs. • Responsibility without authority or support. • Unfair criticism or an invisible contribution. • Constant interruptions and repeated inefficiency. • Dependence on people who do not keep their commitments.	Signals to take seriously • Impatience or more abrupt communication. • Difficulty closing topics and a growing sense of fragmentation. • Relational withdrawal or fewer initiatives. • Execution without conviction, accompanied by a loss of meaning. • A rapid search for an exit when nothing changes.
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Useful management responses

Reduce Limit the number of simultaneous priorities and explicitly remove what can no longer fit.	Prioritise Decide who does what, by when, and to what genuinely expected standard.
Make it visible Formalise responsibilities, dependencies and warnings so they do not rely on memory or goodwill.	Follow through Set a decision or review date and keep it. Trust is built through consistency between words and actions.

Constructive watchpoint

Her sense of responsibility is a strength, but it can delay the warning. The right framework is not about asking her to care less: it is about making boundaries, resources and trade-offs visible early enough for commitment to remain sustainable.

07 CONTRIBUTION, ONBOARDING AND METHODOLOGY

What recruiters and managers can reasonably expect

This profile is particularly well suited to roles that combine understanding a need, organisation, coordination, improvement and support. Her contribution is less strong when a role is based mainly on repetition, aggressive prospecting or a permanent flow of individual requests.

Contexts of strong contribution

- Operational or project coordination.
- Continuous improvement and process simplification.
- Deployment of tools, methods or programmes.
- Functional support, user adoption and training.
- Education coordination, internal communications or structured events.

Recommended first months

- Clarify the scope, stakeholders and unwritten rules.
- Quickly assign a concrete topic to analyse or improve.
- Schedule short checkpoints focused on decisions and dependencies.
- Increase autonomy once the context is understood.
- Assess the contribution through visible results and the level of adoption achieved.

Evidence base

Source	What it highlights
AssessFirst · SWIPE / DRIVE / BRAIN	Personality, motivations, decision-making and learning
Odiapazon · Apec	Engagement factors and preferred work environment
VIA Character Strengths	Accessible character strengths
Adapted RIASEC	Professional interests
Career anchors	Long-term work priorities
Targeted questionnaires and scenarios	Collaboration, pressure, assertiveness, energy and management

This summary combines professional assessments, targeted questionnaires, scenarios and observed career patterns. It describes working tendencies and conditions for success; it is neither a clinical diagnosis nor a fixed label.

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