

esc Profile LEADERSHIP

Values & Personality Analysis for John Doe

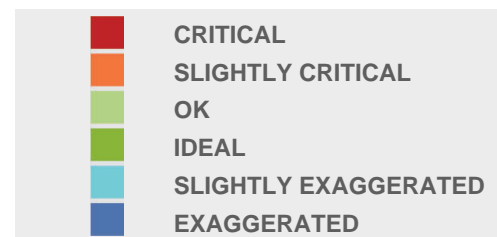
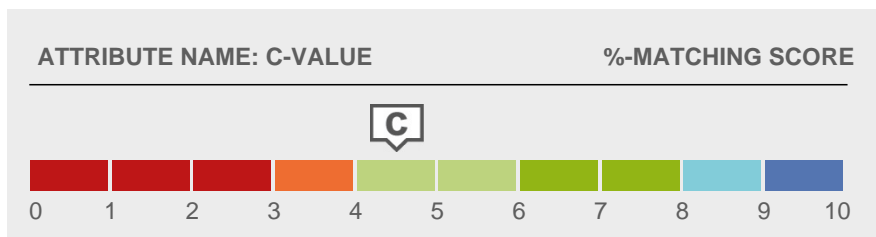
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Measurement Concept



Norm Group

The C-norm is based on the Norm group leadership: Norm group as of October 10, 2024, based on 1105 executives

C-Values

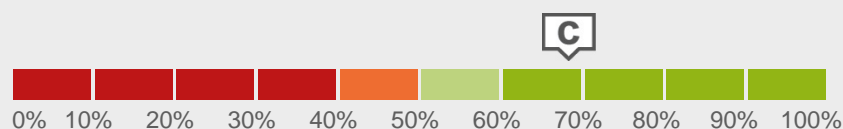
C-values (used from 0 to 10) use a mean of 5 and a standard deviation of 2. Accordingly, a C-value of 7 indicates that this result is one standard deviation above average in relation to the norm group.

Ideal Profile

An ideal profile denotes the measurement range of a trait that has proven optimal due to its correlation with key performance indicators. The percentage matching score of an individual C-value with the ideal profile is calculated from the absolute distance of the C-value from the ideal value relative to the maximum possible distance of any C-value. The ideal value lies at the center of the optimal measurement range (dark green).

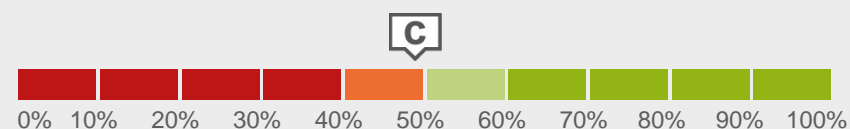
Overall Results Summary

MANAGEMENT SCORE: 68%



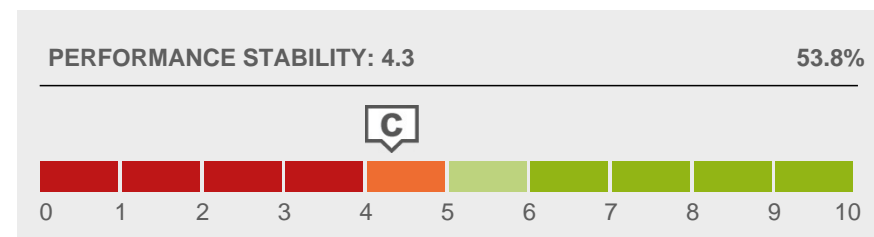
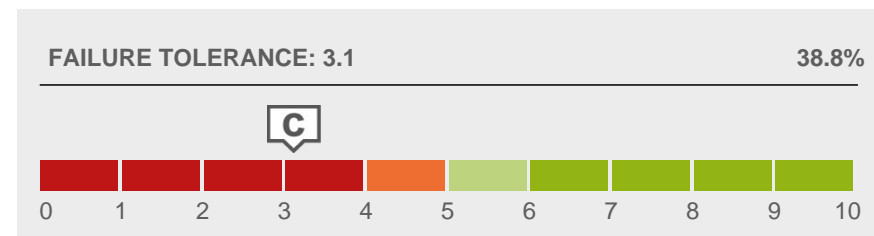
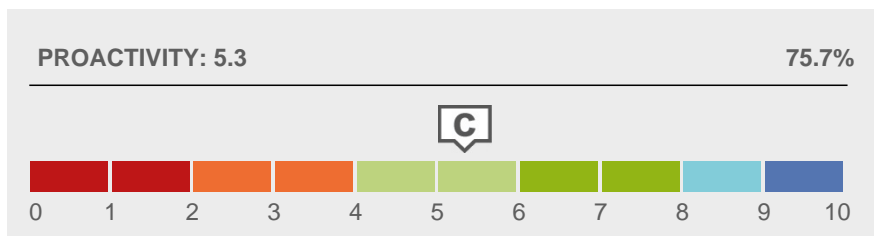
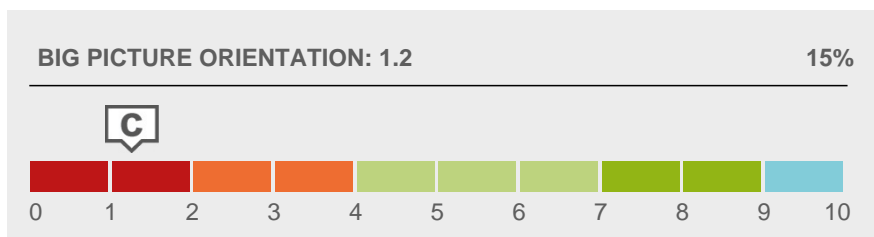
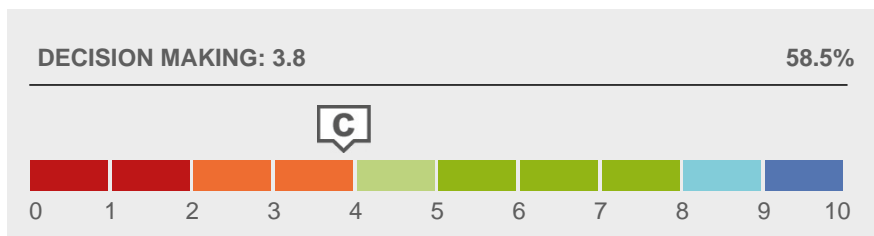
Management refers to the ability to efficiently implement decisions and achieve short-term results. It involves assigning and distributing tasks effectively. The focus lies on the past and present, detailed planning, preserving proven methods, completing tasks efficiently, budgeting, structuring workflows, defining clear goals, and solving complex problems.

LEADERSHIP SCORE: 48%

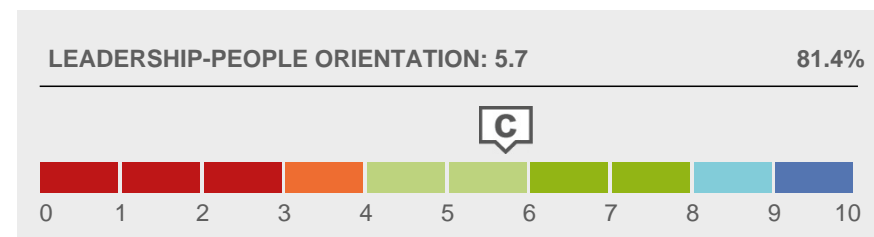
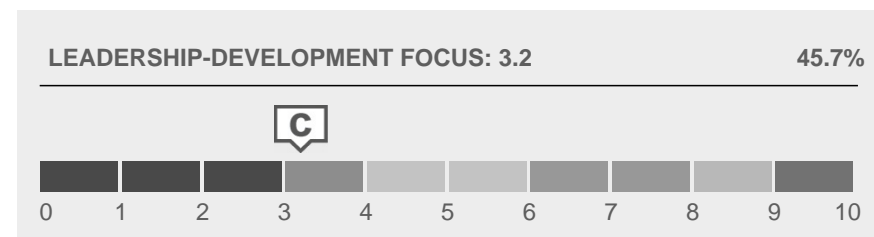
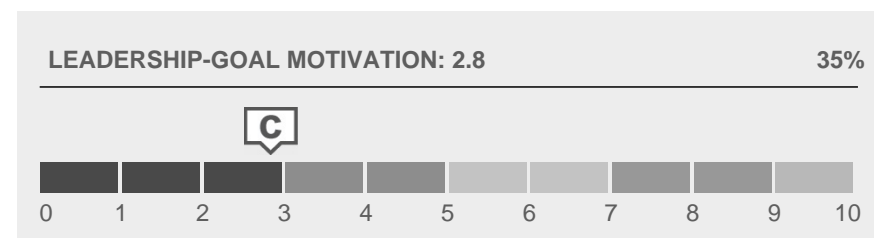
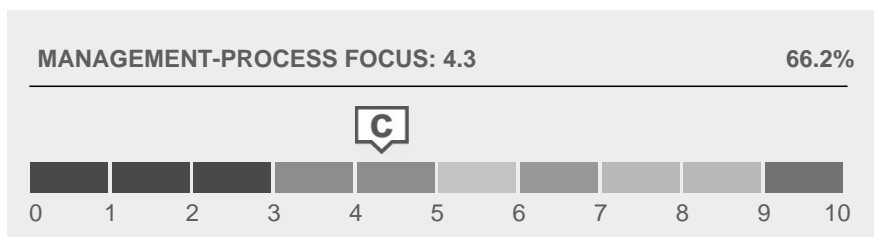
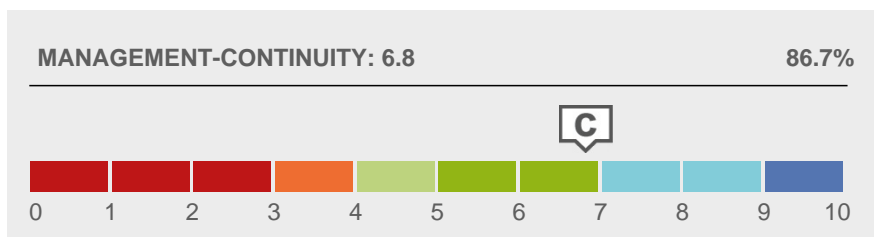
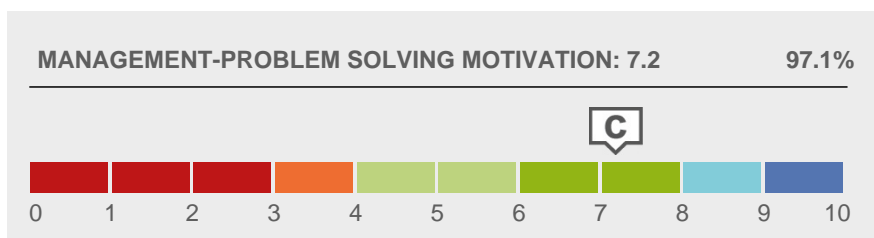


Leadership is geared towards recognizing opportunities and possibilities in markets and people, both now and in the future. Its focus lies on providing direction, identifying and taking risks, exploring new territory, development, and transformation. Leadership is achieved through empowerment, encouragement and challenge.

General Competencies & Resilience



Management Competencies / Leadership Competencies

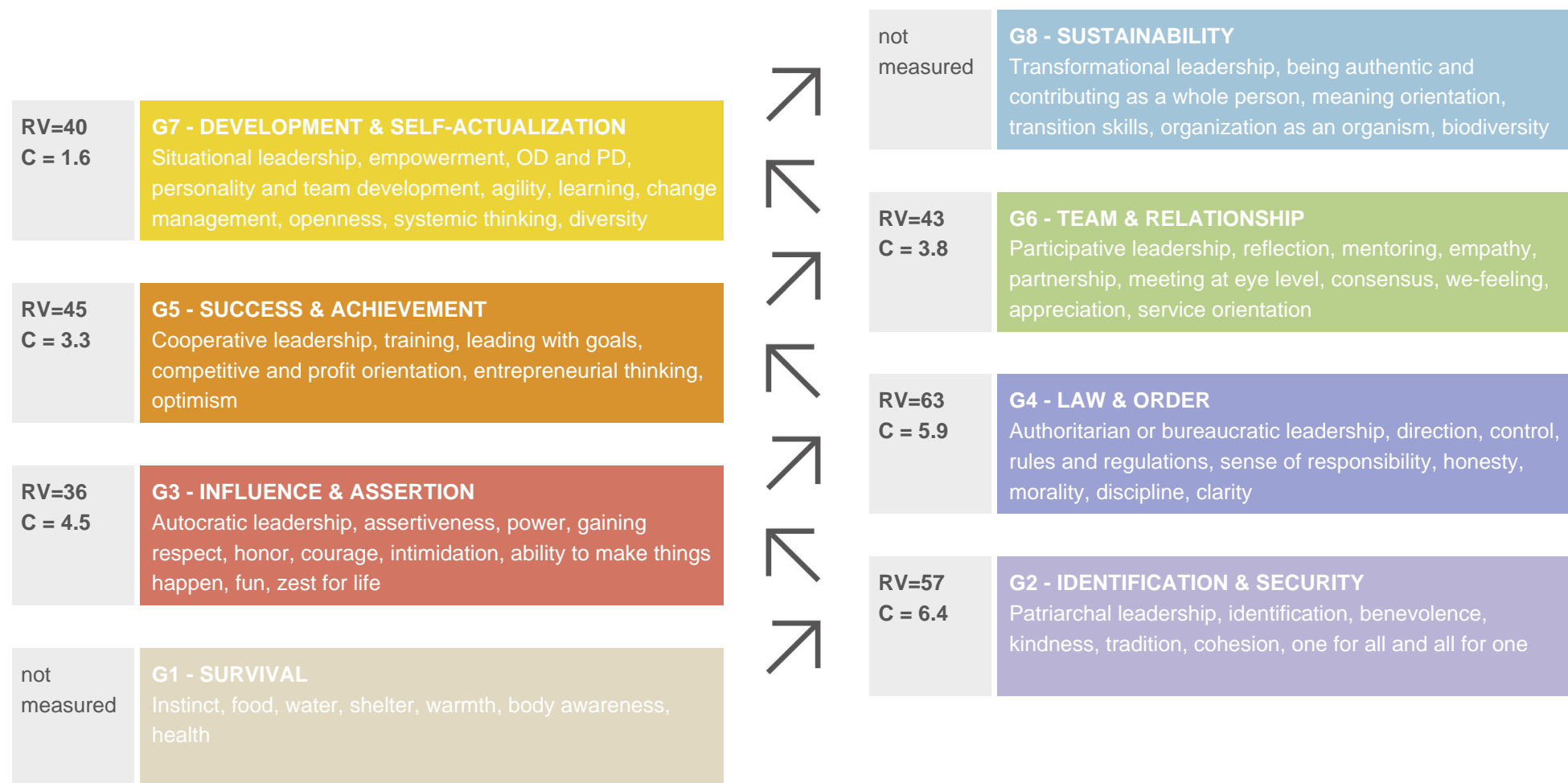


GRAVES MODEL - Basic Attitudes and Value Systems

The management and leadership value systems are based on the Graves model by Prof. Clare Graves.

To compare the motivational strength of the Graves levels with each other, please use the RV values (Raw Values).

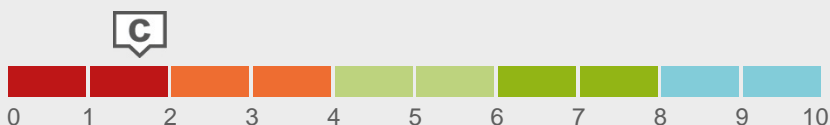
We/I Ratio:1.3 = Moderately group-oriented type; the We-values slightly exceed the I-values.



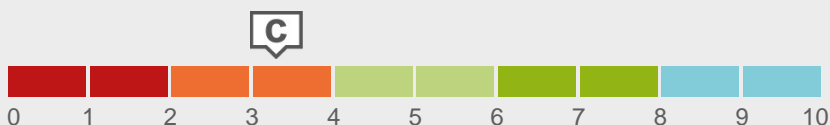
GRAVES MODEL - Management and Leadership

LEADERSHIP

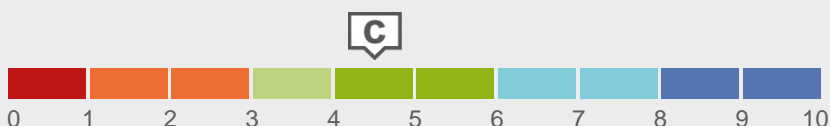
G7 - DEVELOPMENT & SELF-ACTUALIZATION: 1.6 22.9%



G5 - SUCCESS & ACHIEVEMENT: 3.3 47.1%

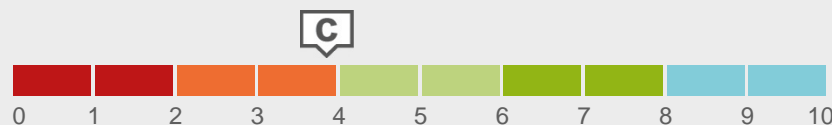


G3 - INFLUENCE & ASSERTION: 4.5 90%

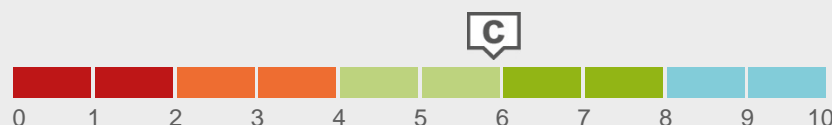


MANAGEMENT

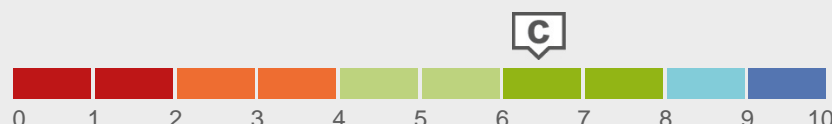
G6 - TEAM & RELATIONSHIP: 3.8 54.3%



G4 - LAW & ORDER: 5.9 84.3%



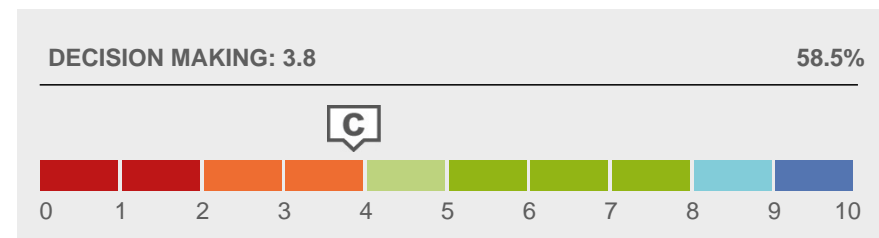
G2 - IDENTIFICATION & SECURITY: 6.4 91.4%



Decision Making

58.5% match with the ideal profile LEADERSHIP 2025

C-Value: 3.8 / RV = 42



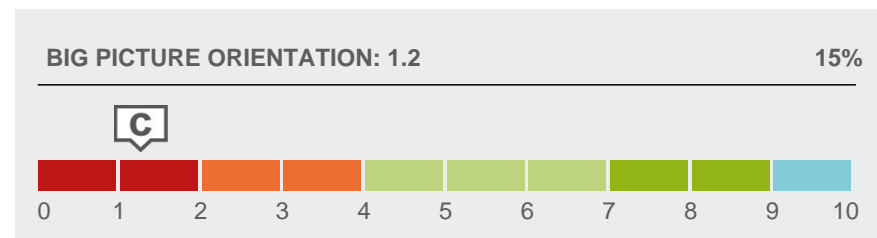
People with high values in decision-making ability judge the quality of their work themselves according to their own criteria. They need little or no praise and make decisions quickly. They are steadfast in their own opinion and in the implementation of decisions made. They have the ability to stay true to themselves and possess a good ability to distance themselves from others. They can effectively set a line and have distinct decisiveness and judgment.

Mr. Doe is open for the opinions and wishes of his coworkers and considers them in his decisions. Praise and positive feedback strengthen his motivation. At the same time, he has clear success and quality criteria for himself and his team. Thus, he is diplomatic in his communication and is coworker-oriented, but also can communicate his own points of view. This is advantageous to the leadership of high-performance, synergetic teams, as those unfold their collective intelligence when they are included in decision-making processes. Optimal are leadership tasks where Mr. Doe can use his coworker orientation as a strength.

Big Picture Orientation

15% match with the ideal profile LEADERSHIP 2025

C-Value: 1.2 / RV = 32



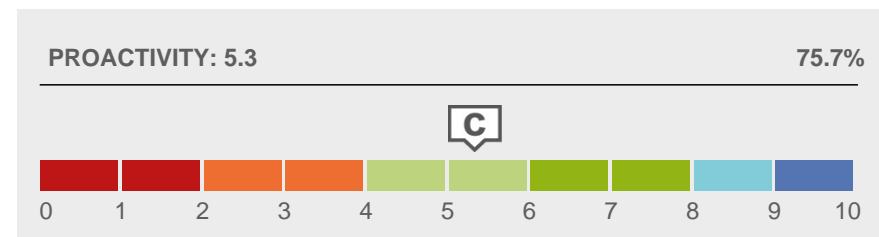
Does a person prefer to work with an overview or with specific details? People with high values in big picture orientation love the global and conceptual work. They often do not develop and present in a linear sequence but proceed deductively: starting from the overview, they first illuminate the most important aspects. Details tend to be omitted. Since they are less interested in details, they can usually delegate well during implementation. They have a strength in the leadership task of planning and also maintain an overview during implementation.

Mr. Doe is rather a detail thinker. As he is strongly involved with details, he tends to implement current work packages himself instead of delegating them. His preferred method of operation is bottom-up: he works out an overview by intensive occupation with all details. Mr. Doe is probably not motivated for classic strategic leadership tasks in the long run. It is important for him to maintain a broad vision in his daily leadership work. Optimal for Mr. Doe are leadership and management tasks where he can assume detail responsibility.

Proactivity

75.7% match with the ideal profile LEADERSHIP 2025

C-Value: 5.3 / RV = 53



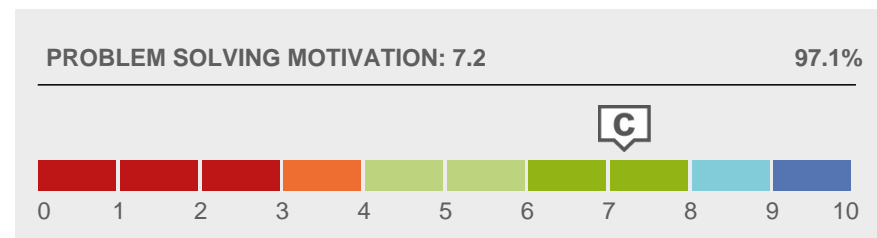
People with high proactivity values act spontaneously with little or no prior consideration. Depending on the intensity, they may regret their impulsive behavior more often, true to the motto: "How can I know what I think before I hear what I say?" They take the initiative in relationships. They usually appear powerful with dynamic body language and speak in short sentences with clear, unambiguous sentence structure. They experience themselves as the cause, i.e., they have fewer expectations but rather create what they desire. The telephone is preferred as a direct medium over email and written correspondence. Proactive leaders are doer personalities who drive entrepreneurially.

Mr. Doe is an average action-oriented executive with good analytical abilities. Depending on the situation, he reconsiders his reaction or acts spontaneously. In relationships and groups, he takes the initiative, depending on the situation, or waits observingly. In reference to the existing orientation for action, he can be a role model for his coworkers if he wants to. The balance between orientation for action and reflectivity helps him in his leadership work. His strengths are his analytical abilities and his implementation strength.

Problem Solving Motivation

97.1% match with the ideal profile LEADERSHIP 2025

C-Value: 7.2 / RV = 68



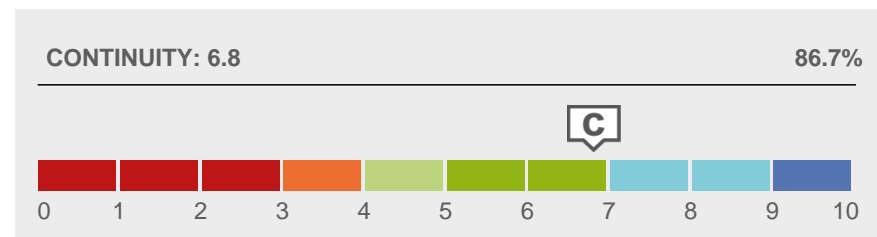
People with high problem-solving motivation are motivated in the long term to master challenges or solve problems, i.e., to avoid them. Impending problems and crises have a stimulating effect on them. Generally, with high values in problem-solving motivation, quality awareness increases. This is important for the leadership task of controlling. A weakly expressed problem-solving motivation means that the motivational force arises mainly from goal and future motivation, i.e., from the desire to obtain or achieve something.

Mr. Doe is motivated to solve problems and master challenges, and he has the ability to work in a future-oriented manner. His quality awareness makes him work with accuracy, whereby he can prevent mistakes effectively (i.e., he recognizes the mistakes of others). His well-defined motivation to solve problems ideally supports the implementation and control of operative management tasks. Mr. Doe possesses a solid ability to meet problems in the day-to-day business in the long run in a motivated manner. He motivates his coworkers more with quality-oriented rules and orders than with objectives. In planning, it would be helpful for Mr. Doe to focus more closely on goals. Optimal are management tasks where Mr. Doe can use his quality awareness and motivation to solve problems in a profitable way.

Continuity

86.7% match with the ideal profile LEADERSHIP 2025

C-Value: 6.8 / RV = 63



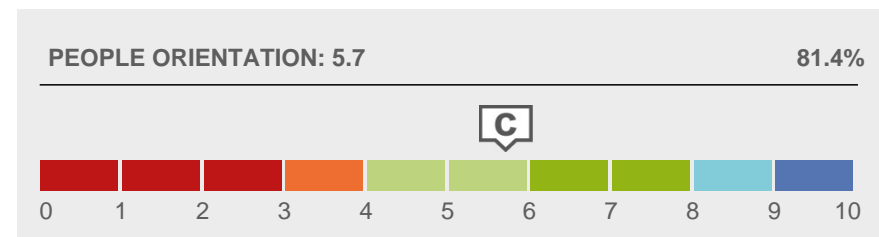
People with high continuity prefer to stick to proven methods or strategies and are therefore strong in handling daily business. They perform optimally in managing existing processes and achieve optimal results through proven methodology. A low expression in continuity often indicates the motivation to build or develop something innovative. These people always want to break new ground.

Mr. Doe is motivated in his management work when there are clear structures with a focus on the day-to-day business. At the same time, he is motivated to perform business development. His continuity for the conversion and control of operative management tasks is well-defined. Through his strongly structured approach, he has good organizational skills. He can define responsibilities and processes, and organize his area of responsibility well. Optimal are management tasks where Mr. Doe can take responsibility for operative conversion and occasionally perform business development.

People Orientation

81.4% match with the ideal profile LEADERSHIP 2025

C-Value: 5.7 / RV = 53



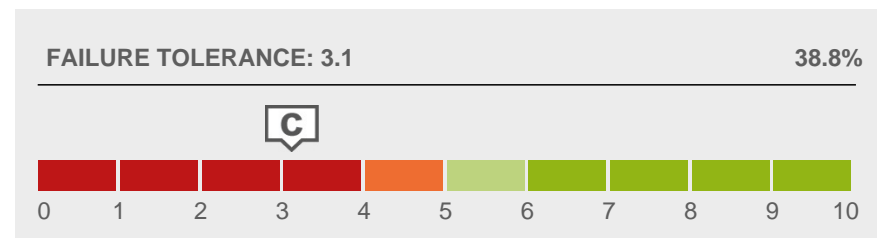
Leaders with a high people orientation organize their work so that they primarily focus on people and feelings, with the factual aspect of a task being implicitly connected in the background. High people orientation supports leadership competence. However, balance with task orientation is important, because in exaggeration, the factual aspect becomes unimportant or is only imprecisely represented mentally. The difference to the basic attitude "Team & Relationship Orientation" is that people orientation is not about a value stance, but about how work is mentally organized.

For Mr. Doe, there is a balance between technical aspects and people orientation in relation to people and feelings. Relationships and technical levels are likewise important to him. This balance helps him look upon operational and organizational structures from a technical viewpoint (e.g., considering technical criteria in decision-making) while not ignoring emotional relationships and teamwork issues. His technical focus is well-defined enough for operative management. Optimal are leadership responsibilities that include technical tasks, as well as people-oriented leadership tasks.

Failure Tolerance

38.8% match with the ideal profile LEADERSHIP 2025

C-Value: 3.1 / RV = 45



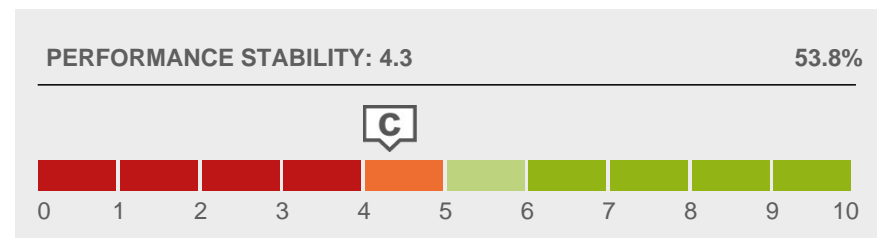
A strongly pronounced failure tolerance means that failures and criticism are effectively processed emotionally with the help of learning processes. After some time, one only remembers the "tuition fee" one had to pay, but the memory is emotionally neutral to positive. With a low pronounced failure tolerance, failures are emotionally repressed rather than processed. Remembering the experience then usually leads back to the original feelings of failure and is thus emotionally negatively charged.

His tolerance of failure is in the middle range. It would be essential for him to accept setbacks and criticism more in the sense of feedback for improvement. Failures can more clearly reveal the abilities that one has and help people find approaches to development. With this perception, Mr. Doe could build up his taker qualities and strengthen his self-confidence so that he could overcome obstacles and reach his goals more effectively.

Performance Stability

53.8% match with the ideal profile LEADERSHIP 2025

C-Value: 4.3 / RV = 58



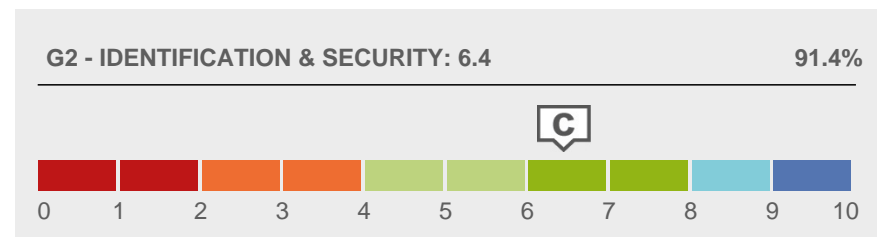
Pronounced performance stability is demonstrated by good emotional control, composure, and flexibility in action. People with stable performance stability are consistently productive. Reduced performance stability is often shown by people who, for example, are temporarily less productive due to mood swings, but at other times often bring more creativity to their work.

Mr. Doe has emotional control. He can realize his emotions and moods and generally control them when needed. This supports him in coping with stress and helps him stabilize his productivity, even in difficult times.

G2 - Identification & Security

91.4% match with the ideal profile LEADERSHIP 2025

C-Value: 6.4 / RV = 57



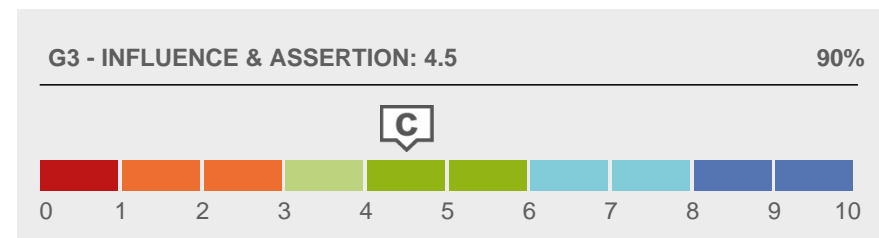
A good expression in the basic attitude "Identification & Security" creates a fundamental organizational affiliation. If weakly expressed, the bond is reduced. If highly expressed, organizational identification is strong, one is proud of belonging to the organization, and personal job security is an important motivator. Values important in this attitude include: security, attachment, feeling at home, loyalty to the organization, belonging, the principle of seniority, past orientation, and traditional awareness. This attitude is particularly important in family businesses or former family businesses where a strong value is placed on an almost familial bond, or if the company's products/services relate to themes of security, health, or home, and e.g., the target group is elderly people.

The following values are motivating to Mr. Doe: security, affiliation, feeling at home, faithfulness to the organization, being part of the group, being proud of the organization, local ligation, faithfulness to the roots. Generally, job security is important to Mr. Doe. He prefers a family atmosphere at work and, as a rule, has a feeling for family team spirit. Thus, for him, the termination of employment is probably an emotional matter. Mr. Doe wants to be proud of his enterprise and expects the same from his colleagues. With his values, he fits well into a family enterprise. As an executive, Mr. Doe tends to communicate appraisal to his coworkers and offer them a professional home.

G3 - Influence & Assertion

90% match with the ideal profile LEADERSHIP 2025

C-Value: 4.5 / RV = 36



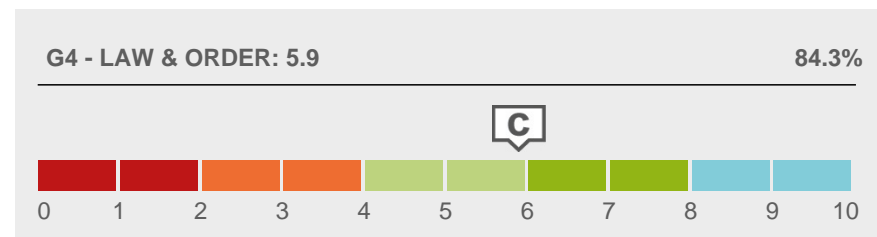
The basic attitude "Influence & Assertion" reflects the direct assertiveness of leaders.

The following values are more or less relevant to Mr. Doe: strength, power, leadership claim, assertiveness and independence. As an executive, Mr. Doe basically possesses enough assertiveness, leadership strength and implementation strength, especially if his law-and-order value system is strong. If his law-and-order value system is not very distinct, Mr. Doe could optimize his behavior in situations in situations with power issues or where an authoritarian approach is constructive. Strength in the influence-and-assertiveness value system is especially important when the environment is rough and power issues play a role in the leadership work. Mr. Doe has sufficient assertiveness to stand his ground.

G4 - Law & Order

84.3% match with the ideal profile LEADERSHIP 2025

C-Value: 5.9 / RV = 63



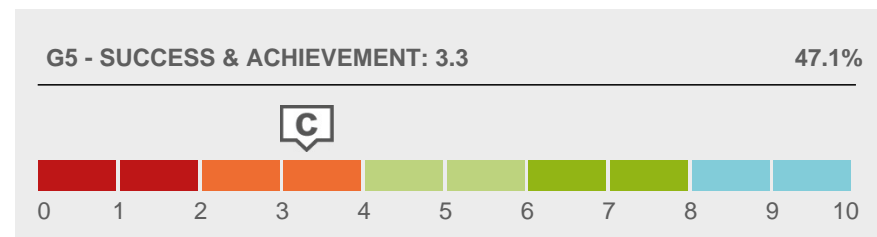
The "Law & Order" value system concerns issues such as accuracy, service orientation, and reliability. It also involves areas like budget adherence, punctuality, and quality awareness. A strong expression creates a solid sense of responsibility, provides a basic understanding of rules and regulations, and with this value system comes the ability to lead authoritatively if necessary.

Most of the following values are relevant to Mr. Doe: law, order, structure, loyalty, handshake-quality, honesty, faithfulness to principles, morality, politeness, discipline, reliability, stability and clearness. Mr. Doe basically has the ability to organize his area of responsibility and can handle organizational rules and process definitions well. In the following areas, strength is strongly needed in the law-and-order value system: administration, organization, accounting, production, bookkeeping, controlling and quality assurance. Mr. Doe has the ability to explain process definitions, organizational rules and norms to new colleagues and to embody these qualities. In any case, he sets a high value on quality. He has the ability to integrate himself in the hierarchy of a larger organization. He expects that others will perform their duties in a manner as disciplined and reliable as his. If his development-and-self-fulfillment value system is rather weakly defined, he could further develop his leadership style by making his leadership behavior more flexible to his coworkers' level of maturity. In responsible positions, he shows clearness, stability and sense of responsibility. He is dutiful, well organized and systematic in his approach. With distinct strength in the success-and-performance value system, he is a high performer especially if also the team-and-relationship value system is well defined. If furthermore his development-and-self-fulfillment value system is well defined, there is a readiness to assume greater responsibility in organizational development?that is, in business development.

G5 - Success & Achievement

47.1% match with the ideal profile LEADERSHIP 2025

C-Value: 3.3 / RV = 45



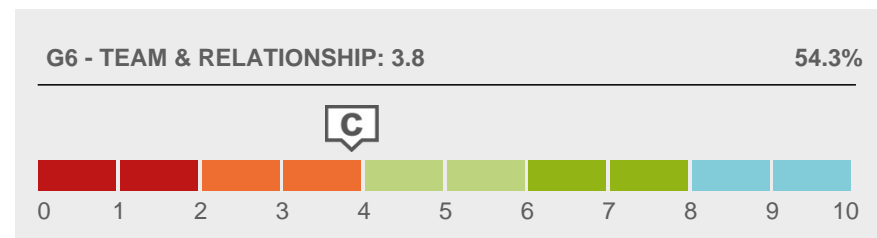
A high expression in the "Success & Achievement" value system means entrepreneurial thinking, career and profit orientation. The basic attitude towards competition is positive: "Competition stimulates business. I can show that I am better!" The leadership style associated with this value system is cooperative leadership with goals. Here, the leader acts as a top-performance coach who is involved in the matter and motivates through competitive feelings.

The following values are more or less relevant to Mr. Doe: wealth, entrepreneurial thinking, commitment, challenge, career, profit, a goal-and-results orientation, productivity, value creation, growth, expansion, financial freedom, pragmatism, progress, and science. His ambitions and career orientation are not so well defined, but he accepts competition on the way to success. At the same time, other values are more important to him, so that adequate success commissions enhance his performance only in combination with other factors. Generally, Mr. Doe should put his focus more on goal, results, and profit orientation if he decides for a next career step. If the team-and-relationship value system is more strongly defined, then Mr. Doe leads by using relationship more than goals.

G6 - Team & Relationship

54.3% match with the ideal profile LEADERSHIP 2025

C-Value: 3.8 / RV = 43



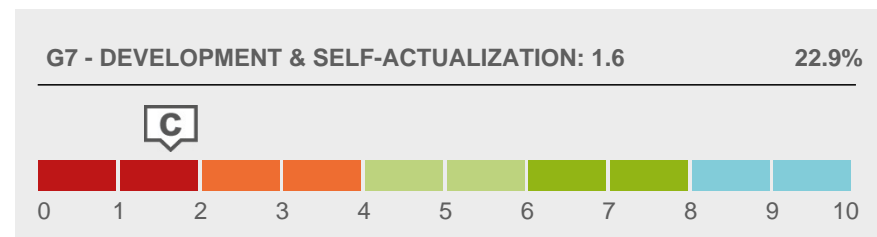
A high expression in the "Team & Relationship" value system places people at the center of leadership work and promotes social intelligence, authenticity, and appreciation. The leadership style associated with this value system is participative leadership at eye level. The task itself recedes into the background. Here, the leader is a mentor who is not involved in the task and motivates through the relationship level.

The following values are more or less relevant to Mr. Doe: team spirit, relationships, appreciation, sense of group togetherness, collegiality, harmony, teamwork, humanity, equality, cooperation, social responsibility, sympathy for others, consensus, community, and networking. His relationship orientation is generally well defined, but he works more intensely on factual levels with goals and technical aspects. As an executive, he tends to involve the team in his decisions. If the success-and-performance value system is well defined, he will be communicative and act in a goal-oriented manner in group and customer situations. To support and develop how coworkers' abilities, he should strengthen his ability to communicate and his relationship readiness, support more strongly a sense of togetherness within the team, and use the collective team intelligence more intensely to achieve results.

G7 - Development & Self-Actualization

22.9% match with the ideal profile LEADERSHIP 2025

C-Value: 1.6 / RV = 40



A high expression in the "Development & Self-Actualization" value system changes the worldview and the perception of all other value systems. The entire thinking becomes development-oriented, and one recognizes that each value system is only a stage of development. Here, the leader becomes a coach. The leadership style associated with this value system is situational leadership. Here, the leader flexibly adapts to the employee's professional competence, value systems, and psychological maturity level.

The following values are more or less relevant to Mr. Doe: freedom, learning, increasing knowledge, curiosity, talent development, individuality, systematic thinking, recognizing contexts, competency, functionality, usefulness, long-term strategies, and flexibility. Mr. Doe has a fundamental development orientation; that is, he wants to educate himself further and learn. He is more involved in operational themes and works in a less strategic, abstract, and conceptual manner. He needs coworkers, colleagues, or executives who connect him to the long-term strategy over and over again. As an executive, he can further develop his leadership style by focusing more on long-term aspects and by supporting his coworkers and developing their performance in a stronger way. It would be helpful for him to build up the development-and-self-fulfillment value system if he desires to facilitate and utilize collective teamwork in his enterprise.

Analysis by

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