

esc Profile

Value & Personality Analysis for John Doe

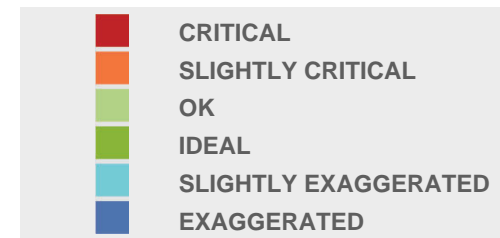
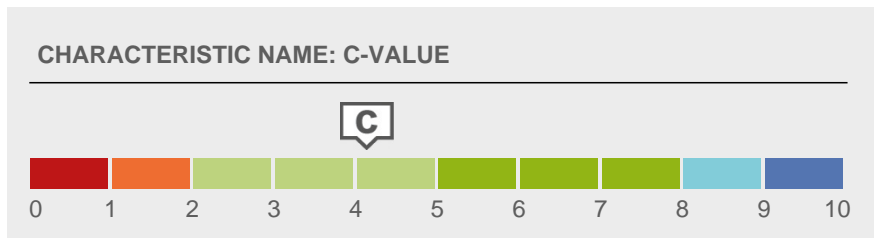
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Explanations for the esc Profile



Overview of the Measurement Concept

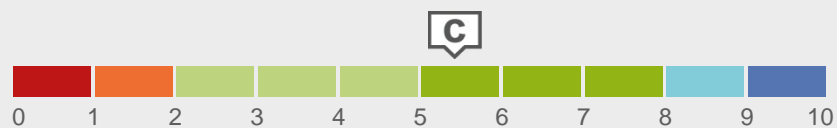
- 16 psychological characteristics are measured within a professional context.
- The 'C' value indicates the measured result. In the example above, the measured value is 4.1
- An RW value that appears in the detailed evaluation indicates the raw test score.

Scientific Background Information

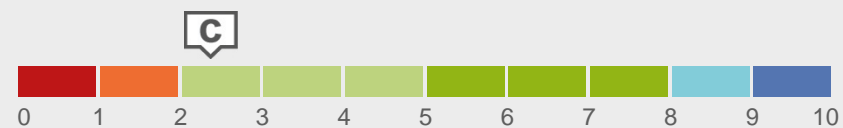
- C-values (used from 0 to 10) use a mean of 5 and a standard deviation of 2
- Accordingly, a C-value of 7 indicates that this result is one standard deviation above average in relation to the norm group
- Norm group base: Norming as of October 10, 2024, based on 1845 employees who are neither in leadership nor in sales positions

Results Overview:

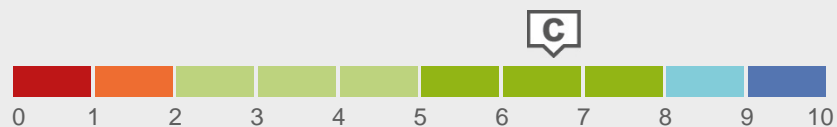
SERVICE PROVIDER FACTOR: 5.4



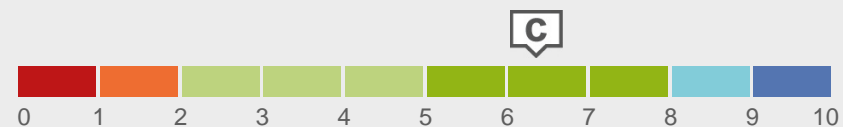
OVERVIEW ORIENTATION: 2.3



PROBLEM-SOLVING MOTIVATION: 6.6

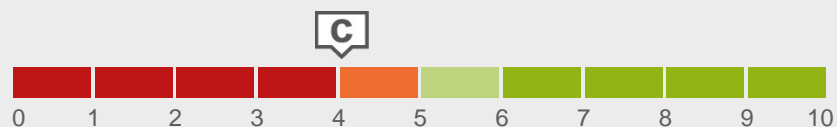


PROACTIVITY: 6.3

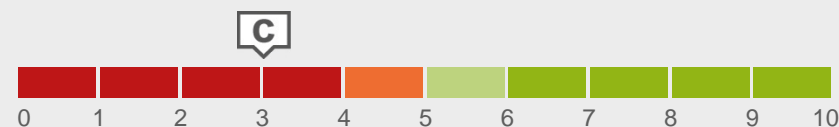


Results Overview:

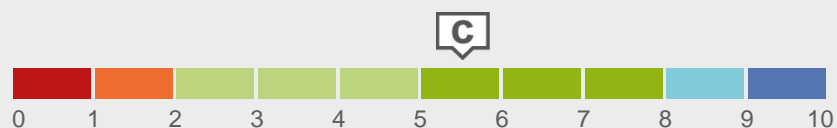
PERFORMANCE STABILITY: 4



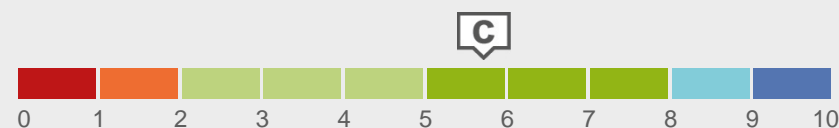
FAILURE TOLERANCE: 3



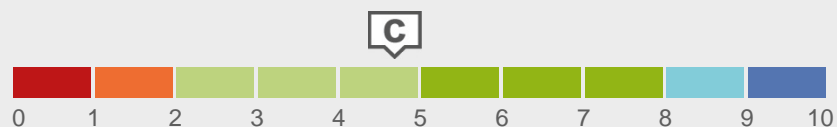
CONTINUITY: 5.5



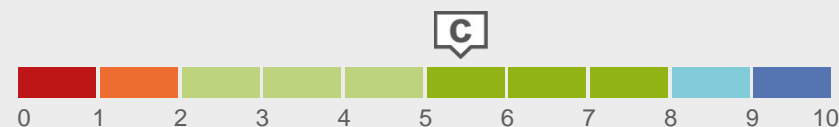
PEOPLE ORIENTATION: 5.7



PRACTICAL ORIENTATION: 4.7



RAPPORT FACTOR: 5.4

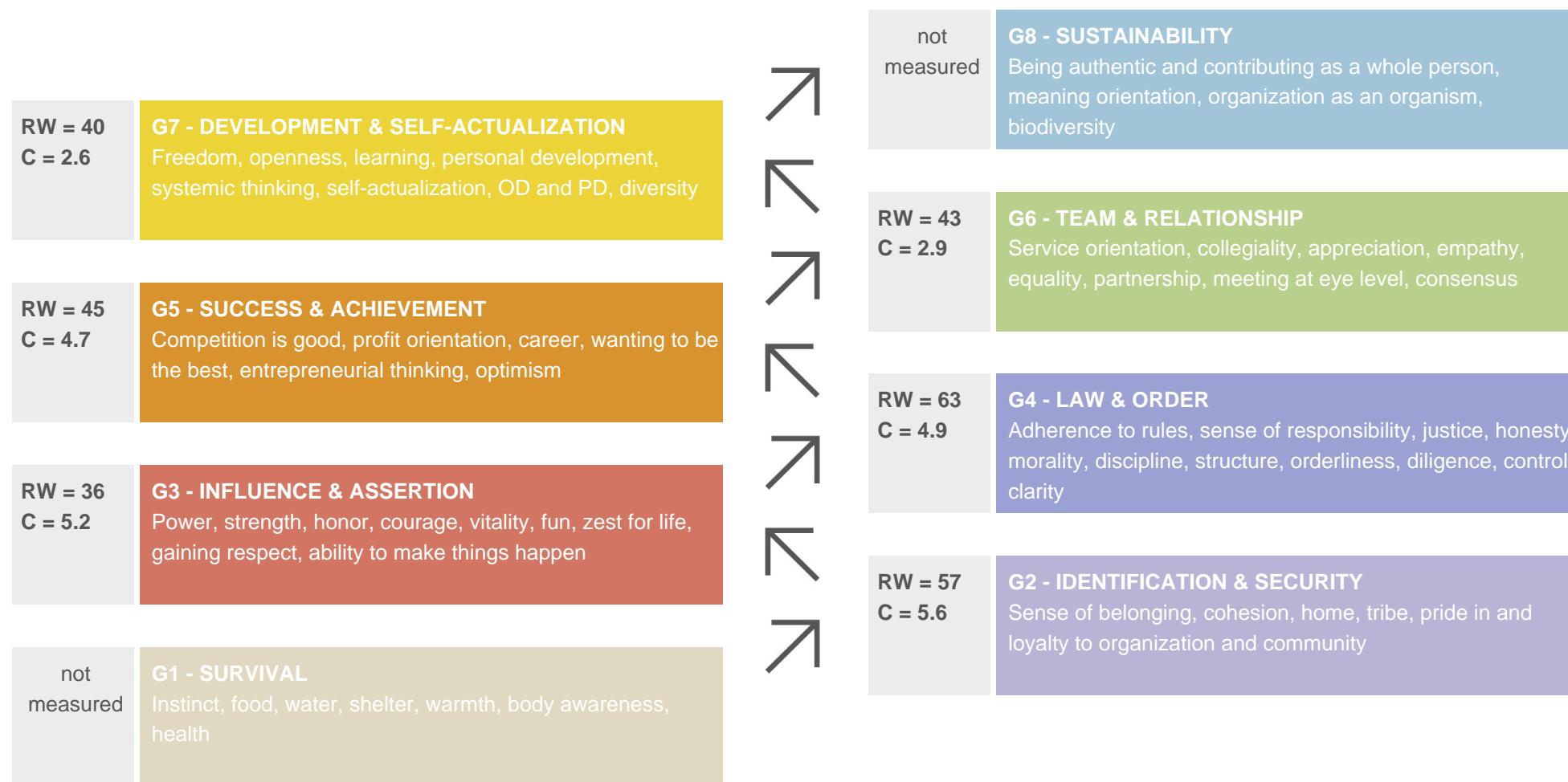


GRAVES MODEL - Basic Attitudes and Value Systems

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

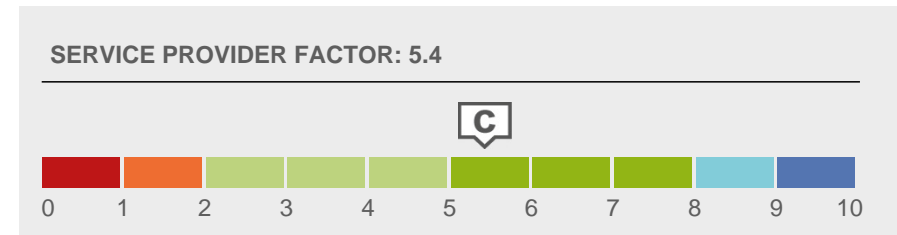
To compare the motivational strength of the Graves levels with each other, please use the RW values (Raw Values).

1.3 = Tends towards We-type, i.e., the We-values are somewhat stronger than the I-values.



Operational Competence: Service Provider Factor

C-Value: 5.4 / RW = 58

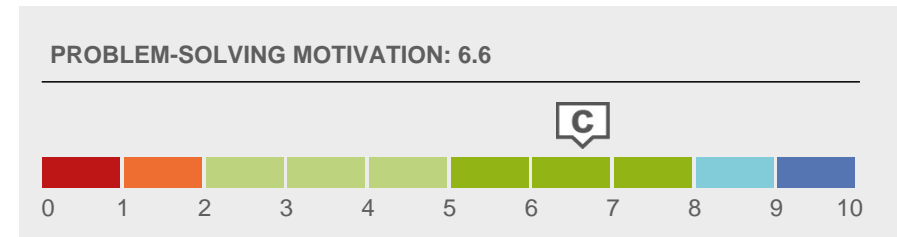


INTERNAL Left & EXTERNAL Right: With a strongly pronounced Service Provider Factor, there is a high openness to feedback. This is ideal for service positions or for positions where customer orientation is an important success factor. There is then the ability to empathize emotionally with customers. This emotional openness to the customer is called the Service Provider Factor here. If this factor is low, there is a tendency to patronize the customer. Even if this mental attitude is only communicated subtly, only those customers who expect guidance from the salesperson react positively. In other words, a low Service Provider Factor signals a certain leadership potential.

In his decisions, Mr. Doe mainly considers the opinion and feedback of others (colleagues, managers, customers, ...). At the same time, he also has his own criteria and standards for his decisions. This makes him diplomatic and customer-oriented in communication and he can simultaneously convey his own standpoints. Praise and positive feedback strengthen his motivation. Work requirements are optimal where he can orient himself to external requirements and simultaneously has a certain independence.

Operational Competence: Problem-Solving Motivation

C-Value: 6.6 / RW = 68

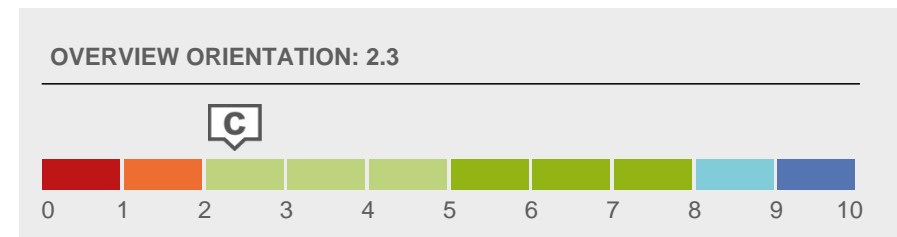


TOWARDS Left & AWAY-FROM Right: People with high problem-solving motivation are motivated in the long term to overcome challenges or solve/avoid problems. Impending problems and crises have an invigorating effect on them. Generally, high values in problem-solving motivation increase quality awareness. Weakly pronounced problem-solving motivation means that motivational strength mainly arises from goal and future motivation, i.e., from the desire to get or achieve something.

Mr. Doe is motivated to solve problems and master challenges. At the same time, he also has the ability to work goal-oriented. Work requirements are optimal where he can profitably use his problem-solving ability. He has the solid ability to face problems with long-term motivation.

Operational Competence: Overview Orientation

C-Value: 2.3 / RW = 32

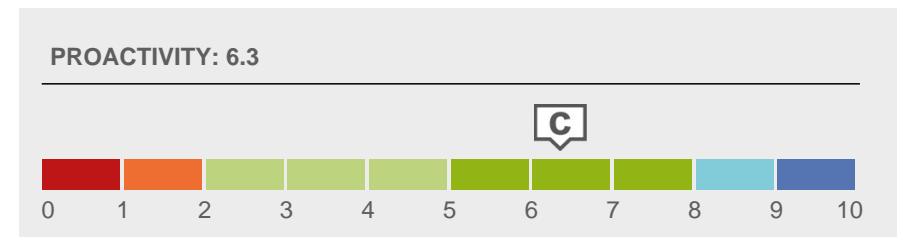


DETAIL Left & GLOBAL Right: Does a person prefer to work with an overview or with specific details? People with high values in overview orientation love the global and conceptual work. They often develop and present not in linear order, but proceed deductively: Starting from the overview, they highlight the most important aspects first. Details tend to be omitted.

Mr. Doe is rather a detail thinker with a view for the whole. He works through tasks step by step and can also effectively handle larger task packages. Work requirements are optimal where he creates order and systematization through detail work. The preferred working style is bottom-up, meaning he develops an overview through intensive engagement with all details.

Operational Competence: Proactivity

C-Value: 6.3 / RW = 53

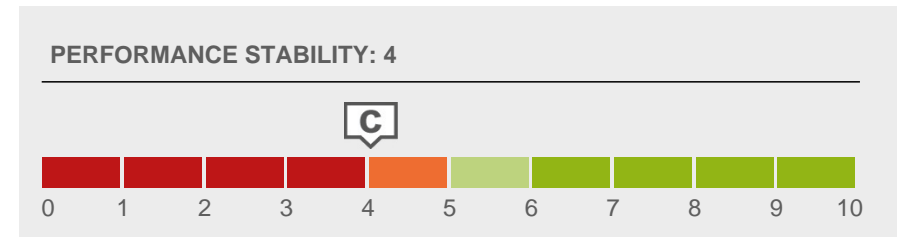


REFLECTIVE Left & PROACTIVE Right: People with high proactivity values act spontaneously with little or no deliberation. With very strong expression, they often regret their impulsive behavior, true to the motto: How can I know what I think before I hear what I say? They take the initiative in relationships. 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 create what they desire. The telephone is preferred as a direct medium over email and written correspondence. Proactive people are doer personalities who drive things forward entrepreneurially. With low proactivity values, they tend to react rather than act. However, they then have the analytical ability to observe, analyze, and plan.

Mr. Doe has a balanced combination of a thinker and doer personality. Depending on the situation, he thinks through his reaction or acts spontaneously. Also in relationships and groups, he takes the initiative depending on the situation or waits observantly. His strengths are his analytical abilities in combination with his implementation power.

Operational Competence: Performance Stability

C-Value: 4 / RW = 58

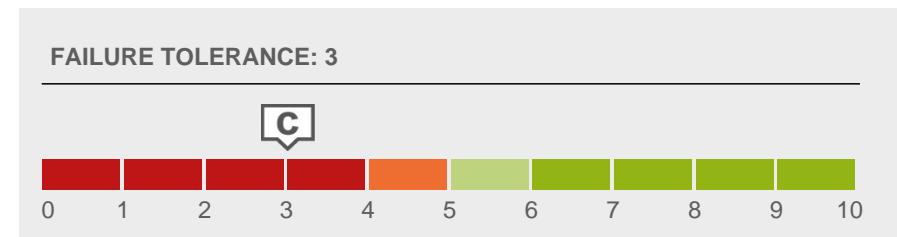


UNIPOLAR SCALE: Strong Performance Stability is shown in good emotional control, composure, and flexibility in action. People with stable Performance Stability are consistently productive. Reduced Performance Stability is often shown by people who, for example, are temporarily less productive due to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

Mr. Doe has emotional control. He can perceive his emotions and moods and usually control them when needed. This supports him in stress management and helps him maintain his productivity even in difficult times.

Operational Competence: Failure Tolerance

C-Value: 3 / RW = 45

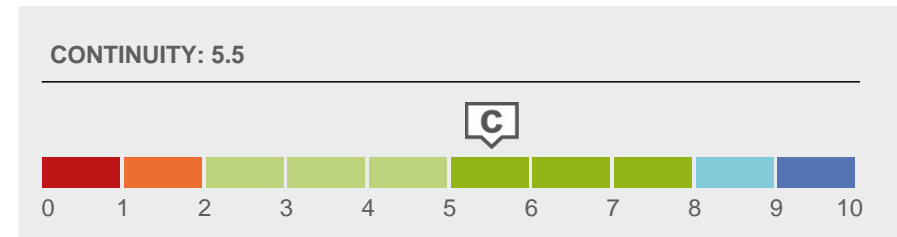


UNIPOLAR SCALE: Strongly pronounced failure tolerance means that setbacks and criticism are emotionally processed effectively with the help of learning processes. After some time, one only remembers the lessons learned, but the memory is emotionally neutral to positive. With low tolerance for failure, setbacks are emotionally repressed rather than processed. Recalling the experience then usually leads back to the original feelings of failure and is thus emotionally negative.

Mr. Doe's failure tolerance is in the middle range. It would be important for him to perceive setbacks and criticism more strongly as feedback for improvement. Failures help to perceive one's own abilities more clearly and find development approaches. With this perspective, he could strengthen his existing resilience qualities, so that he can overcome obstacles more easily and achieve his goals more effectively.

Operational Competence: Continuity

C-Value: 5.5 / RW = 63

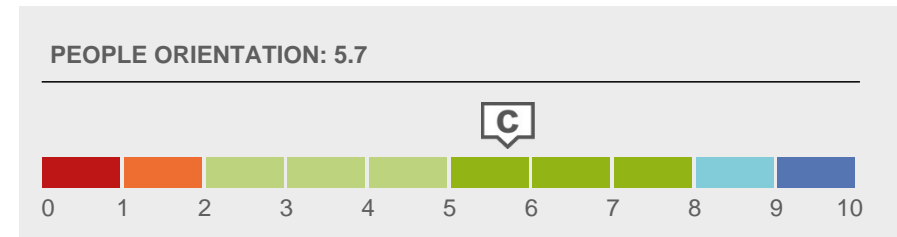


OPTIONAL Left & PROCEDURAL Right: Many positions have a well-structured workflow. People who are successful in these positions in the long term have good discipline in carrying out routine activities. The strength of continuity indicates how strongly one is and remains motivated in this routine aspect in the long term. A low score in continuity often indicates the motivation to build or develop something innovative. These people always want to break new ground, and options are important to them.

Mr. Doe is motivated when he has clearly structured framework conditions, there is a focus on daily business and he can also adhere to proven processes and procedures. At the same time, it also motivates him to do something in a new way or provide some development work. He is tendentially a line-oriented implementer rather than a builder. Work requirements are optimal where he takes responsibility for daily work and can occasionally enter new territory.

Operational Competence: People Orientation

C-Value: 5.7 / RW = 53

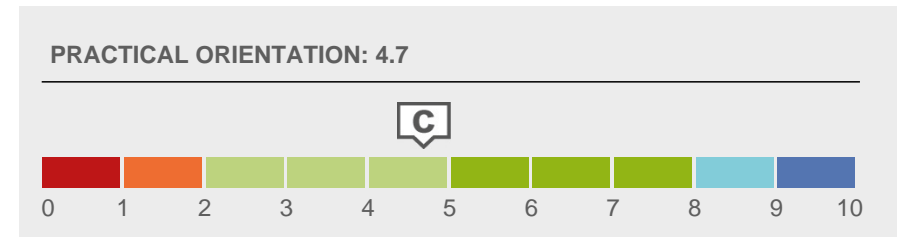


TASK-ORIENTATION Left & PEOPLE-ORIENTATION Right: People with high people orientation organize their work primarily focusing on people and emotions, with the task aspect somewhat in the background. However, balance with task orientation is important, because if people orientation is overemphasized, the task aspect becomes unimportant or is only vaguely represented mentally. The difference to the Graves G6 <Team and Relationship> basic attitude is that people orientation is not about a value stance, but about how work is mentally organized.

Mr. Doe organizes his work so that on one hand people and feelings and on the other hand objective requirements are important. Optimal work requirements for him are where there is both a people orientation as well as an objective orientation.

Operational Competence: Practical Orientation

C-Value: 4.7 / RW = 59

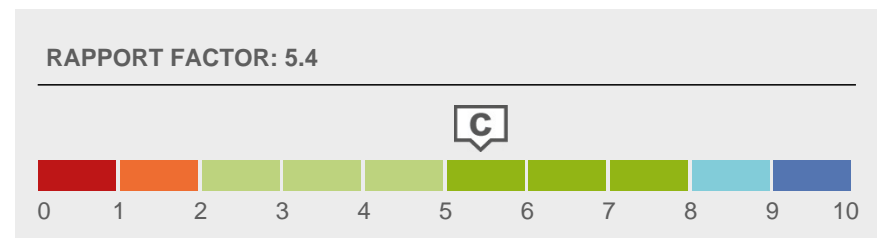


THEORY/ABSTRACT Left & PRACTICAL/CONCRETE Right: High practical orientation means a down-to-earth focus on facts and concrete realities in daily work. With a low score, the orientation tends to be lofty, theoretical, conceptual, imaginative, intuitive, and creative.

The practical orientation of Mr. Doe is well developed and benefits customers. His thinking and actions are rather concrete and fact-based, while simultaneously possessing the ability to work with abstract strategies and concepts. Overall, there is a good orientation toward operational daily business.

Operational Competence: Rapport Factor

C-Value: 5.4 / RW = 65

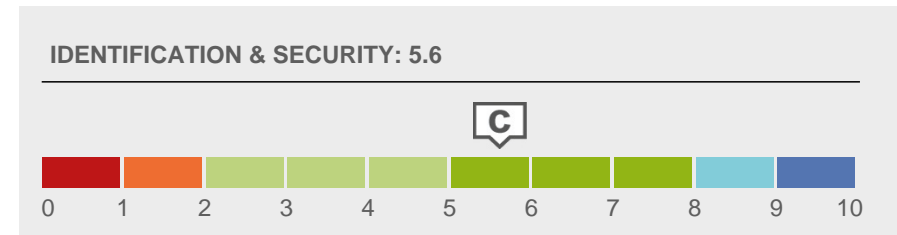


MISMATCHING Left & MATCHING Right: Perception is oriented towards sameness, i.e., points of connection, life themes, and value attitudes that are the same in the conversation partner are noticed first. This supports relationship building (rapport). A low rapport factor is associated with a critical view, i.e., perception is oriented towards differences. With a high rapport factor combined with a high goal focus (Towards), the uncritical view can lead to quality problems. High problem-solving motivation (Away-From) can compensate for this.

In relationship to colleagues, Mr. Doe has mainly an eye for commonalities. It is relatively easy for him to align with the worldview of another. His attention is mainly directed towards what is coherent, meaning where his criteria/values are fulfilled. At the same time, he also examines on the side what is not coherent. His strength lies in his ability to adapt to colleagues, superiors and customers.

Basic Attitudes and Value System: Identification & Security

C-Value: 5.6 / RW = 57

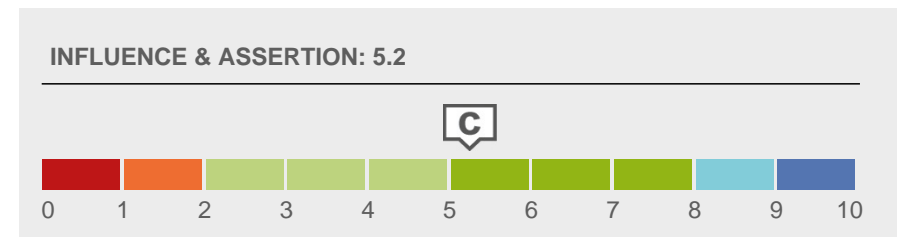


GRAVES G2 LEVEL: A good score in the basic attitude of Identification & Security creates a fundamental sense of belonging. If too weak, attachment is reduced. With a high score, organizational identification is strong, one is proud of belonging to the organization, and personal job security is an important motivator. The following values are important in this basic attitude: security, attachment, feeling at home, loyalty to the organization, belonging, the principle of elders/seniority, past orientation, and awareness of tradition. Especially in family businesses or former family businesses where a strong value is placed on almost family-like ties, the basic attitude of Identification & Security is important.

The following values are motivating for Mr. Doe: security, belonging, feeling at home, loyalty to the organization, being part of the group, being proud of the organization, local attachment, loyalty to roots. For Mr. Doe, a permanent job or job security is usually important. He prefers a family atmosphere at work and usually has a sense of family and cohesion, so for him, for example, the termination of an employment relationship is probably an emotional matter. Mr. Doe wants to be proud of "his" company and expects this from his colleagues as well. With his values, he fits well into a family business.

Basic Attitudes and Value System: Influence & Assertion

C-Value: 5.2 / RW = 36

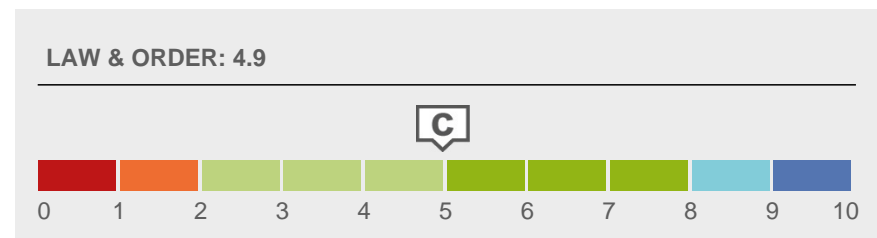


GRAVES G3 LEVEL: In the basic attitude of Influence & Assertion shows immediate assertiveness. If too weak, necessary conflicts are avoided. The Graves G3 value system includes values such as: strength, honor, courage, power, gaining respect, being cool, being unyielding, assertiveness, implementation power, action orientation. This shows immediate assertiveness, i.e., how the salesperson can assert themselves with customers and in the market. A high Graves G3 strength is particularly important in sales activities, where in the market particularly rustic conditions prevail, such as in the construction industry.

The following values are more or less relevant for Mr. Doe: strength, power, leadership claim, assertiveness and independence. If the value system "Law & Order" is not so strongly pronounced, Mr. Doe could optimize his behavior in situations where it comes to questions of power or where an authoritarian approach is goal-oriented. A strength in the value system "Influence & Assertion" is especially important when the environment is rough and questions of power play a role. Mr. Doe has sufficient assertiveness to be able to assert himself.

Basic Attitudes and Value System: Law & Order

C-Value: 4.9 / RW = 63

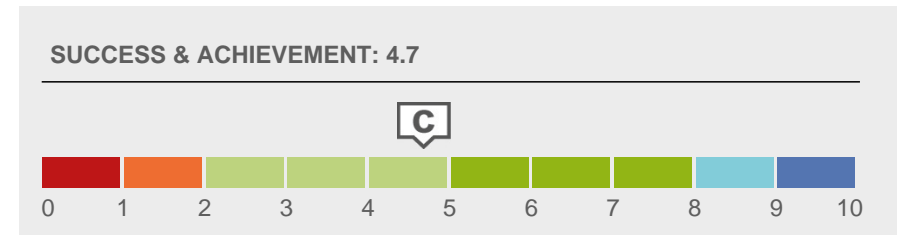


GRAVES G4 LEVEL: The Law & Order value system deals with topics such as service orientation and reliability. A strong expression creates a solid sense of responsibility, gives a basic understanding of rules and regulations. If the Graves G4 components are constructively integrated into a mature personality, the person has stability and a sense of responsibility. They are conscientious, stand up for law, order, and the common good, are well-organized, and systematic in their approach.

Most of the following values are motivating for Mr. Doe: law, order, structure, loyalty, handshake quality, honesty, truth, justice, accuracy, thoroughness, adherence to principles, morality, politeness, discipline, reliability, stability and clarity. In the following areas, strength in the value system "Law & Order" is particularly strongly needed: 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 also embody them. He definitely values quality. He has the ability to integrate into the hierarchy of a larger organization. He expects others to fulfill their duties as disciplined and reliably as he does himself. In responsible positions, he shows clarity, stability and sense of responsibility, is dutiful, well organized and systematic in his approach. With pronounced strength in the value system "Success & Achievement", he is a high performer in implementation, especially when the value system "Team & Relationship" is also well developed.

Basic Attitudes and Value System: Success & Achievement

C-Value: 4.7 / RW = 45

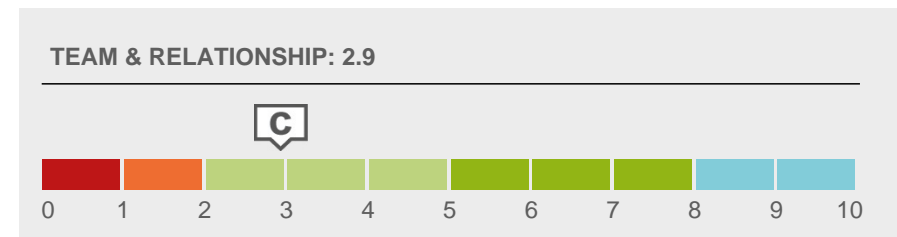


GRAVES G5 LEVEL: A high score in the Success & Achievement value system means entrepreneurial thinking, career and goal orientation. The basic attitude towards competition is positive: "Competition stimulates business. I can show that I am better!". The leadership style associated with this value system is cooperative leadership or leading with objectives. The individual sees the world full of possibilities and opportunities. People with a strongly pronounced Graves G5 value system want to compete with others and show that they can do more than others. They want to advance socially, are career-oriented, and strive for success and prosperity.

The following values are more or less relevant for Mr. Doe: prosperity, entrepreneurial thinking, commitment, challenge, career, profit, goal and result orientation, productivity, value creation, growth, expansion, financial freedom, pragmatism, progress and science. Mr. Doe's ambitions and career orientation are somewhat less pronounced. However, he accepts competition on the path to success. At the same time, other values are more important to him, so appropriate success bonuses only have a performance-enhancing effect in combination with other factors. Generally, Mr. Doe could focus his attention somewhat more strongly on goal, result and profit orientation if he decides on a next career step.

Basic Attitudes and Value System: Team & Relationship

C-Value: 2.9 / RW = 43

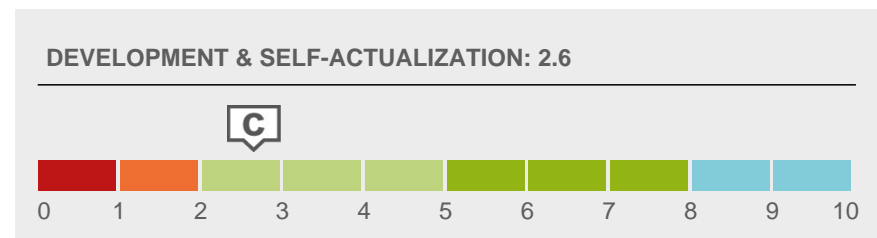


GRAVES G6 LEVEL: A high score in the Team & Relationship value system places people at the center and promotes social intelligence, authenticity, and appreciation. If this value system is strong, then employees want to be led at eye level, or lead others at eye level through relationships. If the Graves G6 value level is constructively integrated into a personality, then the person is empathetic, relationship-oriented, and has high social intelligence. They can act well in groups and in customer situations. In organizations, the Graves G6 value level is team and customer orientation. The associated leadership style is participative leadership or the mentor style.

The following values are more or less relevant for Mr. Doe: team spirit, relationships, appreciation, group we-feeling, collegiality, harmony, cooperation, humanity, equality, collaboration, social responsibility, understanding for others, consensus, community, networking. His relationship orientation is basically pronounced, but he works more strongly on the objective level with goals and professional aspects.

Basic Attitudes and Value System: Development & Self-Actualization

C-Value: 2.6 / RW = 40



GRAVES G7 LEVEL: A high score 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. Personal development and self-actualization are very important for people who have a strong Graves G7 level. The integration of the Graves G7 level makes an organization a learning organization, as learning, expanding knowledge, and further development are central Graves G7 values. The leadership style associated with the Graves G7 level is situational leadership or the guidance of the self-organizing power of the collective team intelligence.

The following values are more or less relevant for Mr. Doe: freedom, learning, expanding knowledge, curiosity, talent development, individuality, systems thinking, recognizing connections, competence, functionality, usefulness, long-term strategies and flexibility. Mr. Doe still has a basic development orientation, meaning he wants to continue his education and learn. Mr. Doe is rather involved in operational topics and works less strategically, abstractly and conceptually.



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