



MANAGEMENT

Evaluation Participant

Joseph Sample

The "Prüfinstitut für Service und Qualität" ("Testing Institute for Service and Quality") TiSQ hereby confirms that for the approach and procedure of the DNLA GmbH with regard to the planning of occupational aptitude assessments, the selection, compilation, execution and evaluation of procedures and the interpretation of the results of the procedure along with appraisals, the qualitative requirements of the DIN standard 33430 for professional aptitude assessments have been demonstrated successfully in a process audit. This certification is registered with the Association for the Accreditation of Certification Organizations e.V. registered under the number 801/19 and is valid until the 18th of March 2024. The certification was carried out by the Testing Institute for Service and Quality, Bad Nauheim, March 18, 2019 by Prof. Dr. Walter Simon. The previous certifications were carried out by the following auditors: Dipl.-Psych. H. Seibt, Dr. W. Jeserich, Prof. Dr. J. Deller. Validities were calculated by Prof. Dr. med. Bo Ekehammar, "DNLA: Technical Manual" by Ekehammar, Strasser & Bates 1993 and "evaluate", Institute of Business Psychology and Evaluation, University of Lüneburg, Director: Prof. Dr. med. S. Remdisch (Chair of Evaluation & Organization) and Dr. Dipl.-Psych. A. Utsch, 2003 as well as by Prof. Dr. René Lehmann, Professor of Business Mathematics and Statistics at the FOM Hochschule für Oekonomie und Management (Essen, Germany), a member of the Institute for Empirical Research and Statistics (ifes) and the Institute for Business Psychology (iwp), in the study "Evaluation of the DNLA SC analysis considering the quality criteria of psychometric measurements", 2021. Participants in the DNLA process are entitled to a comprehensive explanation of the results as well as to proposals for appropriate training and further education measures, as described and required e.g. in DIN 33430.



Participant: Joseph Sample

03.08.2020

Background information regarding your report

Dear Mr. Sample,

The economic success of a company is directly linked to the performance of its executive team. Studies have shown time and time again that corporate cultures or leadership styles only have a limited influence on the success of a company. What is much more important is how efficiently managers and staff work with each other.

Efficient cooperation involves all employees. A manager is particularly successful if they manage to "integrate" all employees behind specific targets, tasks and projects. This successful way of working is described as an "integrative leadership style". When we talk about leadership style, we do not mean the behaviour of managers or the way they treat their employees. What we focus on within DNLA Management is becoming more efficient in "integration".

No company can afford to ignore this aspect. Global competition, rising customer expectations and ever shorter cycles of innovation mean that managers today must react more quickly and more flexibly in order to maintain their competitive advantage.

Add to this the fact that innovative products and services are increasingly "intelligent" and therefore significantly more complex than their simpler equivalents in the past. Whereas unique selling points used to provide real advantages to companies in the past they now need to face small and large competitors from all over the world exploring every market niche. Despite increasing harmonization within the EU in terms of costs of materials and energy, wages and taxes, competition remains fierce.

The situation has become so complex that individual managers cannot possibly have a complete overview. They depend on their peers as well as their highly qualified staff, whose specialist knowledge might be vastly superior to their own.

The key to success clearly lies in the cooperation or integration of all involved. Everyone must take responsibility, think for themselves and work with everybody else. A functioning and efficient network of relationships is crucial. Such a network can only be created, however, if the manager has the necessary skills in the areas of leadership, cooperation and consensus as well as the necessary entrepreneurial thinking to influence the situation. Influence requires integration. If employees are not integrated even the best strategies will fail because the staff are not able or willing to implement them.

Let us look at one of the preconditions for success. This might sound a bit drastic, but what we are talking about here is "pressure to perform" (appropriate pressure). This might be an uncomfortable truth, but evidence from competitive market segments shows that those managers who are particularly successful are those who can motivate their staff to perform at the highest level.

Not that long ago a cooperative leadership style was the only way of achieving optimum performance. "Performance pressure" was a dirty word.



Pressure to perform, however, has nothing to do with authoritarian structures but is simply a precondition for generating motivation. This is best achieved if all members of the team are fully informed of the actual situation (competitors, strengths and weaknesses of own company, products or services) and understand it. Once team members think “we are not going to perform worse than others, we will be much better!” they are motivated to achieve.

Without pressure to perform there is no motivation to perform, without success there is no money, without money there is no innovation and without innovation there will be no future.

Integrative leadership relates to three areas: leadership qualities, ability to cooperate and achieve consensus as well as entrepreneurial spirit (thinking and actions).

Let us turn to the first of these important areas - leadership qualities. If members of staff are not involved in the sense of integrative leadership they will not be able or willing to make the company's goals their own. What is even worse is that they will not understand why they should perform and therefore will not be motivated.

The second important area covered by integrative leadership is the ability to cooperate and achieve consensus. What we mean by this is reaching agreement with peers and members of staff regarding the way to proceed. After all, everyone is dependent on the cooperation and support of others. Ideas and measures must be presented in such a way that a common consensus can be reached. Only then other leaders will contribute to achieving these goals and cooperate.

The third important aspect of integrative leadership describes an attitude - entrepreneurial spirit. Every manager, team leader or section head acts in such a way as if they were working for their own company and solely responsible for its success.

What value can you, Mr. Sample, derive from your DNLA-Management scores?



Just to clarify: DNLA Management does not tell you whether you are a good manager or a bad manager. Instead you will receive some indication as to which particular leadership skills you should improve. DNLA Management will provide you with a personal development plan giving detailed information on the following areas:

1. How to make sure that highly qualified, independent and self-confident members of staff recognize the goals they have been set, accept them and support you in achieving them
2. How to make sure your staff are highly motivated to complete their tasks
3. How to ensure that your team members work independently and cooperate well
4. How to achieve some entrepreneurial spirit within your team

Your results will provide you with information on those leadership skills which are absolutely fine and on those which require some effort on your part.

We wish you every success!



Participant: Joseph Sample
 Profile: board member, general manager, All Management tasks
 Date of execution: 03.08.2020 09:48:13
 Evaluated by: 1 DNLA GmbH - XL

If a factor exceeds the required range (130% - 150%) this can be quite OK and, depending on the situation, even better than the OPTIMAL range (90% - 110%). If results for a factor are low or extremely low (50% - 70%), then a potentially serious problem-area has been identified.

Leadership quality

Factors	Results					
	50%	70%	optimum range 90% 100% 110%		130%	150%
Authority				★		
Delegation Responsibility				★		
Involvement					★	
Legitimacy		★				
Need for Performance		★ →				
Employee Training and Development				★		
Self-confidence				★		
Responsibility for Staff				★		

50% = The requirements of the specified profile are not adequately matched.

70% = The requirements of the specified profile are just about matched.

90% = The requirements of the specified profile are almost always matched and are therefore within the performance range required by the company.

100% = The requirements of the specified profile are always matched and exactly meet the performance range required by the company.

110% = The requirements of the specified profile are more than matched.

130% = The requirements of the specified profile are more than matched and exceed the performance range required by the company.

150% = The requirements of the specified profile are significantly more than matched and far exceed the performance range required by the company.



Participant: Joseph Sample
 Profile: board member, general manager, All Management tasks
 Date of execution: 03.08.2020 09:48:13
 Evaluated by: 1 DNLA GmbH - XL

Cooperation and consensus

Factors	Results						
	50%	70%	90%	100%	110%	130%	150%
Influence				*			
Identification				*			
Image				*			
Communication Skills			*				
Conflict behaviour		*					
Consensus forming					*		
Cooperation	*						
Power Behaviour				*			
People Orientation			*				
Teamwork			←*				

50% = The requirements of the specified profile are not adequately matched.

70% = The requirements of the specified profile are just about matched.

90% = The requirements of the specified profile are almost always matched and are therefore within the performance range required by the company.

100% = The requirements of the specified profile are always matched and exactly meet the performance range required by the company.

110% = The requirements of the specified profile are more than matched.

130% = The requirements of the specified profile are more than matched and exceed the performance range required by the company.

150% = The requirements of the specified profile are significantly more than matched and far exceed the performance range required by the company.



Participant: Joseph Sample
 Profile: board member, general manager, All Management tasks
 Date of execution: 03.08.2020 09:48:13
 Evaluated by: 1 DNLA GmbH - XL

Entrepreneurial thinking

Factors	Results						
	50%	70%	90%	100%	110%	130%	150%
Personal standards				*			
Information handling				*			
Readiness to take decisions			*				
Innovation			*				
Quality Awareness					*		
Risk behaviour			*				
Systematic Mentality				*			

50% = The requirements of the specified profile are not adequately matched.

70% = The requirements of the specified profile are just about matched.

90% = The requirements of the specified profile are almost always matched and are therefore within the performance range required by the company.

100% = The requirements of the specified profile are always matched and exactly meet the performance range required by the company.

110% = The requirements of the specified profile are more than matched.

130% = The requirements of the specified profile are more than matched and exceed the performance range required by the company.

150% = The requirements of the specified profile are significantly more than matched and far exceed the performance range required by the company.



AUTHORITY

A certain authority on the part of the manager on the one hand and respect or esteem for the employees and team members on the other hand is a prerequisite of leadership. Supervisors must influence and direct the behavior of their employees in the interests of the company. This in turn requires a certain degree of "followership" on the part of the employees. This followership is particularly important when it comes to difficult things that initially cause certain resistance on the part of the employees, such as complying with rules, new requirements, taking risks and the like.

Your result

You establish authority meaningfully and use it to achieve a balance of friendliness and authority. Your style of leadership has no obvious preferences for either dominance or cooperativeness.

Requirements for the factor "authority" for agile companies:

There are different sources of authority:

- Authority in the sense of "coercion", of "command" and "control".
- A "natural", "grown" authority, which on the one hand is derived from experience, expertise, social competence, and proper, respectful interaction with team members, and
- on the other hand from the maturity of the team members, who work independently and who are self-motivated and willing and able to make their contribution to the success of the whole.

This second type of authority, which is based on personal responsibility, is the one that is becoming increasingly important in the age of digitization and ever faster changing environments and requirements. Authority in the sense of control "from above" can hardly function under these conditions and will not be enough to survive successfully in the long term.

For agile companies, a group of people who want to work together and be successful together must function like an autonomous, self-controlling system in order to be able to react adaptively, quickly and dynamically to the requirements of the environment (the market, the customers, ...).



DELEGATION RESPONSIBILITY

An important part of leadership is delegating tasks to your members of staff. These tasks can be delegated to varying degrees: at one end of the spectrum, the manager keeps all the threads in their hand and only delegates small tasks, whereas at the other end they make the employee fully responsible for handling the job. The appropriate degree of delegation will depend on the maturity or skill of the employee. At the same time, "lean production" and "lean management" also call for an increased amount of delegation. "Empowerment" is a motivator that time and again proves to be highly effective.

Leading means not having to do everything yourself, but handing over tasks and having them done by others. To this end, tasks are delegated to team members. These tasks can be delegated to the employees according to different criteria: Either the supervisor holds all the strings and delegates only fragments, or he or she leaves the full responsibility for execution to the employees. Depending on the "maturity level" or qualification of the employees, the right type of task delegation must be chosen. The leaner the organization wants to be with its management structures ("lean management"), the more high levels of delegation do go hand in hand with this. Delegation, if it is done to the right extent and in the right way (i.e., specifically and with a specific agreement and not with a general "i'll hand that to you, I trust you completely"), empowerment and the transfer of responsibility is a motivator that proves to be highly effective time and again.

Your result

You delegate tasks in the right way and to the right extent. You have no preference for too much or too little delegation.

Requirements for the factor "delegation" for agile companies:

Employees want to take on responsibility, and they should and can do so.

- It is important that the tasks/responsibilities are delegated correctly (i.e., above all: clarify goals and expectations and communicate them well).
- In addition, it is important not only to assign tasks, but also to provide scope for responsibility, action and decision-making.

Otherwise, flexible, proactive and anticipatory action, as agile companies must display, is not possible.

All of this presupposes the necessary maturity, expertise and personal competence among those who are assigned responsibility. If there are any doubts as to whether they will be able to handle the transferred responsibility, it is essential to ensure that the prerequisites are in place.

Under the conditions of digitalization and Industry 4.0, it is increasingly difficult for responsibility to be regulated hierarchically. The more responsibility is distributed to the employees / in the system and the faster it can therefore react to requirements or challenges, the more promising this is. Agile companies are characterized by a high degree of - successful - delegation.



INVOLVEMENT

A problem that can be found throughout many companies and hierarchical levels is a certain indifference on the part of employees due to a lack of involvement in goals, planning and changes. Brilliant projects or strategies are developed, but those affected are not properly involved in these processes and consequently do not follow through with implementation afterwards. Thus, it is much more difficult to achieve the set goals. The key to solving this problem is to turn " those affected " into " those involved ".

Your result

You have a tendency to involve staff extensively in changes, projects and planning. This approach usually motivates people and should normally ensure enhanced identification with desired objectives. It undoubtedly involves more effort on your part. Potential dangers: when a lot of changes are pending; or if staff are not sufficiently experienced or are not versed in the correct working methods; they could become weary to take decisions, spend too much time on trivial issues and can't come to a resolution on important matters.

Requirements for the factor "involvement" for agile companies:

For agile companies, the factor "involvement" is becoming increasingly important from two points of view:

Employees are usually highly qualified and specialized. In order to be able to contribute to a project with full commitment, with full conviction, and with all their ideas, they expect to be included in all important processes, plans, upcoming changes, and so on. This is the only way to create a real, inner commitment to their own tasks, to the company and its goals.

- Agile companies can only achieve the adaptability, flexibility and anticipation expected by the market and customers if they involve employees on a broad basis.
- The knowledge required to compete successfully in the market is becoming increasingly complex. It is generally distributed among more and more people - specialists and generalists - in the team.
- In addition, the pace of change is increasing, which means that the "half-life" of existing knowledge is decreasing. Moreover, an important focus is not on the possession of mere knowledge among employees, but on the availability of knowledge about how to quickly find and acquire new information.

All of this leads to the fact that the knowledge a person has at a given point in time, and the decision-making and setting of a direction by one person alone with their limited capacities under the conditions of digitalization and new work must as a rule lead to suboptimal results.

Parallel to this, therefore, the factor " involvement " is becoming more and more important.



LEGITIMACY

Management in the sense of demands is not accepted unconditionally by employees, but is most likely to be accepted when it is experienced as "legitimate". The manager should have earned trust and credibility through his or her example, through his or her commitment to the team, and through his or her successes. This builds a kind of "legitimacy account." When trust and credibility are present, employees "transfer" power and authority to the manager/supervisor. Without this legitimacy, no real allegiance is established. In order to really effectively pursue common goals, the latter is indispensable, as otherwise only the exercise of power and pressure would remain as a means of establishing followership. However, these are always associated with negative aspects and can also be called into question very quickly. If everyone is to really pull together and pursue the same goals, then this can only and best be done through a very high level of legitimacy. and a pronounced willingness to share resources and pursue goals together (= cooperation). The task of managers in the company is to promote a corresponding self-conception and work ethic and to anchor it in the company.

Your result

You do not regard legitimacy as particularly important. You see the needs of the company as being paramount and wish to satisfy those needs above all else. Potential dangers: in the long term your employees might not support you enough, if at all. Opposition might arise which could degenerate into conflict or confrontation. Greater efforts to establish legitimacy would be appropriate.

Requirements for the factor "legitimation" for agile companies:

Of course, an organization still needs people today who assume (overall) responsibility and who steer the company and its processes. However, these people no longer gain their legitimacy "automatically" through their position and function. On the contrary: Under today's conditions, for agile companies, this is even more true:

Real allegiance and recognition of a person as a legitimate superior arise when that person possesses the necessary qualities professionally, personally and methodically and uses these to advance the team. Employees must recognize that "if we follow our manager, we will better achieve both our personal and common goals/corporate objectives."

Without a corresponding "legitimation account", a kind of "leap of faith" by the employees, all ideas, goals and strategies are at risk of failure.



NEED FOR PERFORMANCE

Without a certain level of demand for performance, and, at times, even pressure to perform if necessary, no lasting success will be achieved. Keeping the demands and the performance level permanently high and at the right level - neither too high nor too low - is a very demanding task. Successful companies are also characterized by the fact that their employees are able to perform at a high level and that they themselves also have high expectations and want to perform very well by themselves (they "can do", "want to", and "are allowed to"). In addition to the necessary motivation and the right performance-enhancing climate in the company, the qualifications of the employees (-> see below: "Staff development") play an important role. The right leadership, the right mix of encouraging and challenging, is the third ingredient for success. This also includes striving for and achieving high performance by setting high goals (and enabling employees to achieve them in the first place) and then, if necessary, exerting moderate pressure to achieve them. This pressure consists, among other things, of giving greater importance to the achievement of goals than to other aspects or even to the claim of individual employees to carry out a task according to their own ideas and (lower) performance standards. The common goal takes precedence over everything else.

Your result

You reject pressure to perform. You experience inner conflict when staff show their opposition. You try to elicit good performance by a "good atmosphere". This approach is mainly the product of a very caring attitude to employees. Potential dangers: possible under-performance leading in turn to loss of motivation in staff.

Requirements for the factor "need for performance" for agile companies:

Performance must be. In agile companies, however, the source of the pressure to perform is increasingly shifting from managers to customers. Performance pressure no longer even has to be primarily generated internally within the company. Pressure to perform no longer has to be generated primarily within the company. Market participants - customers, but also competitors - challenge the company and its employees to constantly face new challenges and requirements. The task within the company is then primarily to identify obstacles and factors that inhibit motivation and to eliminate them as best as possible. The right equipment, the necessary tools and structures, and above all the right working environment and climate for performance - providing all of this is the primary task and (shared) responsibility of today's managers.



EMPLOYEE TRAINING AND DEVELOPMENT

The personal and professional development of employees is important, firstly to keep motivation at a high level and secondly to have the most highly qualified employees possible available in the company. Frequently, employee development only focuses on technical competencies. Equally important, or sometimes even more important, is the development and building of potential in the area of social competence.

Your result

You have a balanced and positive attitude towards the need for further qualification of employees. Ensure that their potential in the area of social competence is also developed.

Requirements for the factor "employee development" for agile companies:

Continuous learning and personal and professional development are an absolute prerequisite for employees and their companies to be successful. Especially in view of ever faster technological change and constantly changing market conditions and customer requirements, the development of one's own employees is an absolute MUST in order to be able to meet the demands placed on the company.

SELF-CONFIDENCE

Leadership is above all a matter of self-assurance and self-confidence. If a manager were to constantly signal to employees that he/she doubts his/her experience or is unsure whether the direction given is correct and whether his/her actions are also accepted, then this manager will quickly lose the trust of the employees. Confidence and trust are an important source of motivation for employees, which comes from the respective managers.

Your result

You have a quiet confidence in your own leadership abilities. You are free from uncertainty, self-doubt and arrogance.

Requirements for the factor "self-confidence" for agile companies:

Those who assume and carry responsibility in the company must lead the way with confidence and provide orientation and security, especially in turbulent times. The more dynamics, anticipation and flexibility are in demand, the more important factors such as self-confidence and stability are when it comes to the framework conditions. Providing this security is an important task for managers. They must define and confidently exemplify "guard rails," leeway, processes and values that can provide orientation and security for the other team members.



RESPONSIBILITY FOR STAFF

Although you are in a leadership position, supervisors sometimes refuse to take responsibility for employees and invest a lot of their time in their own factual tasks. Leadership, however, means letting others do the work and making sure that they have the appropriate performance potential so that they can carry out these tasks well. As a result, the willingness to put one's own material tasks on the back burner and to look after employees becomes a basic prerequisite for leadership. The "availability" and "accessibility" of the supervisor in the event of questions and problems is rated as very important by the employees. In addition, it is important that managers do not point the finger at their employees in the event that something does not go as planned, but instead live up to their responsibility and stand up for their employees and for the processes in their area of responsibility.

Responsibility for one's own employees also includes not seeing one's own employees merely as "functionaries" but viewing them as individuals with their own goals, wishes, concerns and problems, taking them seriously and treating them with respect. This basic attitude of mutual respect, which must be lived and shared by employees, is an important prerequisite for the sustainable success of a company.

Your result

You meet the requirements in full. You actively try to ensure the best working conditions for your members of staff and allow them to work independently where appropriate. You stand by your staff in difficult situations.

Requirements for the factor "responsibility for staff" for agile companies:

Technical change, rapidly changing corporate environments and markets, and agile companies place high demands on employees. No one can optimally meet these challenges alone. This makes cohesion and backing from the company all the more important. This does not mean that employees have to be "taken by the hand" and "micro-managed" all the time. On the contrary, it is important that employees have the necessary freedom and scope for action, as well as the will and ability to also act quickly, flexibly and in line with the situation, on their own initiative and responsibility.

However, managers must be there for their employees and support them in situations in which an employee or the team as a whole is no longer getting on. So it's not about a paternalistic approach, but about support and backing in the right measure: as little as possible and as much as necessary.



INFLUENCE

According to research by the Harvard Business School, building up influence, good relationships with all the important people in a company, is one of the most important preconditions for success in implementing projects. Often it is not the better idea that counts, but the acceptance of the person trying to push that idea through. The basis for this is to become familiar with the important people and to build a sustainable relationship with them.

Your result

You understand the need to build good relationships throughout the organization and beyond.

Requirements for the factor "influence" for agile companies:

The factor "influence" is experiencing a shift in significance in agile companies and under the conditions of digitization and technological change.

- Of course, connectedness and personal networks of all kinds - relationship networks, knowledge networks, expert networks - are still extremely important. They may even become more important in their significance, as they are a resource that can be used to adapt quickly, flexibly and proactively to new circumstances, as is required in an agile enterprise.
- On the other hand, the nature of the networks that matter here is changing: since the company itself may adapt and change its structure - and even some of its players, if necessary - very quickly, the "half-life" of certain contacts within the organization is certainly shorter than it used to be.
- In addition, the relevant networks extend less and less only within one's own organization/company. The agents with whom one is dealing and who are part of these relationship networks are often enough also located outside one's own company - often also spatially far away and potentially even distributed across the entire globe. This has implications for how successful networking and building up influence can work.



IDENTIFICATION

"Identification" means, on the one hand, identifying with the goals of the company as a whole and always having the good of the company as a whole in mind (and not, for example, only pursuing the goals of one's own area of responsibility - possibly even at the expense of other areas of the company) and pursuing them consistently and with determination. Identification with the specified goals and tasks is essential for two reasons: Firstly, to mobilize one's own energies and ideas in pursuit of that target, and secondly, to come across as convincing to other people and motivate them to strive for the same target. A high degree of identification with the company's goals and tasks is a decisive factor when it comes to the confidence placed in the manager by the senior management team.

is necessary for two reasons: First, to mobilize one's own energies and ideas toward this goal, and second, to have a convincing effect on other people and to inspire them with this goal. A noticeably high level of identification with the goals and tasks of the company is often a decisive factor for the trust placed in the manager from the senior management levels.

Your result

You are very willing to identify with set tasks/projects in the company.

Requirements for the "identification" factor for agile companies:

- Identification with the goals and values of the company as a whole, as well as with one's own specific tasks and with the tasks and wishes of customers, is an important prerequisite for success at work. Only with their help can we fully activate our own personal resources (potential), direct them toward a goal, and apply them to it with full force.
- Equally important is the effect on others: You can only "activate" your own team, your own employees, and also external parties - network partners, service providers, investors - on whose support, expertise and ideas you depend - if you are fully convinced of your own company's goals, values and tasks.

These two aspects are important for agile companies, as they must constantly restructure their processes and resources in order to be able to respond adequately to the requirements of customers and the dynamic, rapidly changing environment.



IMAGE

An important prerequisite for gaining recognition and influence in an organization is one's own image. If someone is known for their success, this automatically signals competence to others. Such a person is naturally trusted with further responsibility. So it is important to build up a positive track record and signal it to others. Care must be taken to communicate one's own results as effectively as possible or, in other words, to "sell" them internally.

Your result

You are able to build your own image well and your ability to "sell" your achievements is reasonable to positive.

Requirements for the factor "image" for agile companies:

Similar to the factor "influence", a shift in importance can also be seen in the factor "image".

- Due to the increased pace of change and the high level of dynamism both within an organization and in its environment, the "durability" of factors that used to define one's own image within the organization is declining. The effect of actions that are merely intended to highlight and "market" one's own success internally is diminishing.
- In contrast, professional expertise as well as the actual contribution to a project and to solving a problem are gaining importance. Of course, one should still make sure that one's own work is not underestimated - because if that were the case, then one's own valuable ideas, solutions and impulses might not be heard enough. The basis, however, is first of all the work that you do and the competence that you contribute.
- If someone (or their work) is still underestimated, then, due to the rapid action required by the market and the high speed of change, there are quickly new opportunities to build up this missing reputation, the "image".
- New - and quite helpful - is the fact that the addressees toward whom one builds up a certain image, a professionally and personally high reputation, are no longer located only within one's own organization. External actors such as customers or project partners are often just as important here as the people within one's own company. Anyone who acquires and develops an excellent reputation here also collects "plus points" internally.



COMMUNICATION SKILLS

The flow of information between individuals and departments is important for the functioning of a company. However, it is important that information is neither handled too "naively," "trustingly" and liberally, nor is it treated too restrictively and withheld out of mistrust or for "strategic" reasons, such as to gain an advantage. Ideally, the right information must be available to the right people at the right time and to the right degree.

Your result

You take a balanced/realistic view of human behavior. Your openness in conflict situations wins you the trust of others. You are perfectly aware of possible intrigues but you do not overrate them.

Requirements for the factor "communication" ("information handling"; "openness/trust in others") for agile companies:

In order to survive in rapidly changing, dynamic markets, the members of an organization must be able to work together quickly, flexibly and in a spirit of trust. A high degree of willingness to communicate or, in other words, mutual openness and trust are therefore indispensable. The described disadvantages of too much willingness to communicate / too much trust in others should not be allowed to become a factor.

It is therefore necessary to establish a working atmosphere and a work ethic in the company that ensure that members can openly exchange information on factual issues, ideas and impulses across departmental and hierarchical boundaries and that the valuable resource "information" can flow as freely and unhindered as possible within the company without damaging processes, projects or employees.



CONFLICT BEHAVIOUR

Differences of opinion are commonplace in everyday life and frequently occur in management and business situations. We have to make decisions without always understanding all the consequences. This frequently leads to a clash of opinions. What counts is how one deals with these situations.

There is a wide range of behavior here, from "conflict aversion" and avoiding conflicts as far as possible to rigorously asserting one's own views.

Here, too, the "golden middle" is optimal and worth striving for: not allowing oneself to be taken advantage of and, if necessary, defending one's own interests or those of one's own area for which one is responsible with vigor, but without unnecessarily seeking out conflicts and challenging others.

Your result

You tend to avoid conflict. Your main aim is harmony within the group. This attitude is often very conducive to consensus-building. Potential dangers: your own ideas and demands may be abandoned too quickly. Conflicts are not aired but covered up, leading to suppressed resentment and grudges that can explode at the wrong time.

Requirements for the factor "Conflict Behavior" for agile companies:

With regard to "conflict behavior," nothing significant changes as a result of the conditions of digitization or for agile companies. Just as in classic process- or project-oriented companies and just as in more stable environments or environments less characterized by technological change, it is also important here to neither suppress nor unnecessarily force conflicts. The focus should be on results-oriented work in the interests of customers, finding solutions to their concerns and wishes, and a good, performance-promoting working atmosphere with a positive conflict culture, in which conflicts are resolved pragmatically and respectfully with one another and do not have a negative impact on working conditions or the willingness and ability of employees and the company itself to innovate.



CONSENSUS FORMING

In order to achieve support and the fullest possible acceptance, it is important to involve others and to seek and establish consensus with them - even if they do not have a direct say in the projects concerned or if they are only indirectly affected by the impact. Nevertheless, you should keep in mind that these projects and your activities in your own area always have an impact on the power structures of a company. Successful projects usually increase the influence of all those involved and improve their "standing"; unsuccessful projects can have exactly the opposite effect. Building consensus is an important factor here and means having agreement with all stakeholders on all significant projects and work-specific issues.

Your result

You have a sound understanding of power structures and how to deal with them. Your behavior is balanced and not tending to one extreme nor the other.

Requirements for "building consensus" for agile companies:

In agile companies, classic structures and hierarchies are losing importance and are being replaced by other organizational forms. This affects the significance of the "consensus forming" factor in agile companies and under the conditions of digitization and Industrie 4.0 in two ways:

- The consensus in the company, about what is to be achieved and what options are available to achieve this, i.e., the understanding about goals, internal rules of the game, scope for decision-making and so on, should generally be very high between all participants in the company. If it is not, this is certainly to the detriment of the ability to act flexibly, be proactive, and anticipatory, which characterizes agile companies and makes them successful.
- At the same time, the nature and focus of "consensus forming" is changing: Whereas in the past it was often directed at people at the top of a hierarchy (e.g., the department head of a neighboring department, with whom one coordinated and involved in order to gain acceptance for a certain procedure or decision), today it is less about such hierarchical and formal aspects. The "target persons" whom one wants to involve and with whom one wants to establish consensus can today be found in any position in the company - in a project team, in the person of an expert in an employee position, in a staff function, or even externally, e.g., with project partners or directly with the customer.

The question of whom to involve and with whom to establish consensus must therefore be clarified first, and then one can take action in the appropriate direction - in an uncomplicated, informal manner, and independent of hierarchies and classic decision-making channels.



COOPERATION

Projects today are always team projects and depend on the cooperation of all levels. Cooperation within one's own group usually happens in a good atmosphere and without difficulties. However, cooperation must also function well company-wide, i.e. even with people you hardly know, across departmental boundaries and in difficult situations.

Your result

You draw a clear line between your own tasks and the demands of others, with little risk of being overstretched as a result. Potential dangers: a lack of willingness to cooperate could lead to you being branded a "lone wolf" and your overall effectiveness as a manager could suffer as a consequence.

Requirements for the factor "cooperation" for agile companies:

The requirements for the factor "cooperation" are very high in view of technological change, digitization and constantly changing customer requirements. Agile companies must have a very high willingness to cooperate on the part of all their employees, regardless of their level, and a pronounced willingness to share resources and pursue goals together (= cooperation). The task of managers in the company is to promote a corresponding self-conception and work ethic and to anchor it in the company.

POWER BEHAVIOUR

Companies are social entities in which group dynamics and power-political processes take place. It is therefore understandable that not all decisions are made on the basis of factual-rational considerations. Due to the prevailing high level of complexity, simply not everything can be decided rationally. These irrational, also power-political processes are partially accepted and possibly even exploited by some managers, while others tend to inwardly reject them and in some cases simply do not understand them. In the latter case, it is then difficult to push through projects and to achieve success.

Your result

You have a good feel for power politics within the company. You neither seek nor reject power.

Requirements for the factor "power behavior" for agile companies:

Certainly, even today one should not be naïve about power-political aspects within an organization and instead be aware that some actors in the company or in the corporate environment may try to gain a personal advantage by any means. Ultimately, however, such processes only cost energy and lead the organization in the wrong direction - away from customers and their needs. In other words, organizations that are too preoccupied with their internal processes, including "power games" and influence peddling - which, in the worst case scenario, may result in the best idea, the best approach, and the best brains not prevailing - and too little concerned with the demands of the market and the ongoing changes in their environment, are sooner or later at risk of failure. The probability that they will be overtaken by agile, well-positioned and internally harmonizing companies is extremely high.



PEOPLE ORIENTATION

Activities can (at least theoretically) be divided into two basic categories: Dealing with tasks or dealing with people. This results in different requirements and work styles. Some people feel comfortable when they have full control over their work objects and can proceed according to a logical, systematic scheme. In this case, factual work is preferred. Others, on the other hand, feel comfortable in dealing with people, even if the results are not as clearly assessable and the way to achieve the goal is often not easily logically to explain.

Your result

You are equally happy dealing with "people" or "facts".

Requirements for the factor "people orientation" for agile companies:

When it comes to "people orientation" or "task orientation," the framework conditions of digitization and technological change do not fundamentally change anything. It is still a matter of finding the right mix and a balanced focus on both the "people" factor in the company and on factual tasks and content-related aspects. Neither one nor the other can be neglected if a company wants to be successful. This applies to agile companies as well as to "classically" organized companies.

TEAMWORK

The complexity of today's tasks usually requires not only more teamwork than in the past, but also an integrative leadership style on the part of the manager. However, there are also jobs or projects and tasks where mainly individual work is required. For efficiency in work, it is important to find out whether the emphasis should be placed more on teamwork or on individual work in each case. Both have their justification.

Your result

You are as comfortable working as part of a team as working on your own.

Requirements for the factor "teamwork" for agile companies:

The question of whether "teamwork" or "individual work" is more important and promising, and which of the two should be preferred, naturally depends on the specific circumstances and the specific situation. Overall, however, the pace of change that is often prevalent today, the increasing complexity, and the increased demands placed on agile companies by customers and the market mean that teamwork is gaining in importance overall. Proactive and flexible action, as demanded of agile companies, also requires the ability and willingness to work in a team.



PERSONAL STANDARDS

When performance is in demand, one can be satisfied with the minimum required or strive for a higher standard and always try to be a little bit better and achieve the best and most qualified in the end. Truly successful managers usually tend to still develop their own ideas and plans on how to further develop their area of responsibility. Of course, this tendency depends on the respective framework conditions. Not everything that would be forward-looking and ambitious can be implemented immediately and with the given equipment. In any case, there is a level of demands that a person typically makes on his or her own performance. A high level of aspiration is particularly beneficial and decisive in those situations in which there are no fixed standards and evaluation criteria.

Your result

You have good and realistic expectations of your own performance.

Requirements for the factor "personal standards" for agile companies:

Agile companies are characterized precisely by the fact that they orient everything toward their customers and their needs. This means sometimes also thinking further, beyond what is specifically required, and making even additional efforts - proactively and operationally - to fully meet the customers and their needs. Managers play an important role here. If they can exemplify this mentality of "going the extra mile," they inspire team members and employees to do the same.



INFORMATION HANDLING

The manager is generally a kind of "switchboard," a "center of communication" in which a great deal of information converges. These are important for decision-making and for ideas and innovations. People, especially managers, differ in the way they take in and deal with information. Some primarily take in information that they receive actively or in standardized form. Others actively search for further information and strive to get their own impression, e.g. by enriching key figures with further information, e.g. from background discussions. A manager should constantly be "in touch" with employees, clients, stakeholders, competitors etc. and "on the ground" in order to have the widest possible range and depth of information available and not lose contact with the practice. One technique that helps is "management by walking around".

Your result

You have a very considered, open and sensitive way of handling information.

Requirements for the factor "information handling" for agile companies:

In the context of dynamic, rapidly changing environments and markets, the factor "information handling" takes on two meanings that initially seem to contradict each other:

- On the one hand, under the conditions described and for agile companies, it is a matter of reacting quickly to customer needs and, for example, arriving at decisions quickly. In this case, there is not much time left for searching for and evaluating information.
- On the other hand, it's about constantly seeking and finding new solutions, being innovative and creative, and, if necessary, breaking new ground. This cannot be done with a narrow information base and relatively standardized information. But broader, more in-depth and novel information from different sources is in turn (time-) consuming to obtain.

A solution and a way out of this dilemma can be to transfer decision-making competencies to the team or to draw on the knowledge, ideas and experience of the entire team for decision-making and to create suitable channels and platforms in the company in order to benefit from this "swarm intelligence".

Proactive action, i.e., gathering information (e.g., from other industries and technology areas) that is not yet being put to concrete use at the moment but is highly likely to become important, can also be a decisive factor that helps to quickly find suitable solutions to customers' problems and requirements when it matters and to come to appropriate decisions.



READINESS TO TAKE DECISIONS

One important task of managers is to make decisions. The art here is to make well-founded, comprehensible decisions that are as correct as possible on a reasonable information basis and within a certain time frame (which can vary greatly depending on the industry and on the task at hand). The ability to make decisions is therefore a fundamental prerequisite for tackling problems. A lack of ability, or willingness, to make decisions is strongly criticized by employees.

Your result

You set your own targets. You expect to be successful and are happy to make decisions and are therefore able to handle even difficult situations.

Requirements for the factor "Readiness to take decisions" for agile companies:

In agile companies, it is often enough a matter of making decisions quickly in order to meet the requirements of customers and markets. Similar to what has just been said with regard to "information handling", it is also true here that

- Decision-makers must be able to make decisions quickly (and yet not hastily or imprudently) to meet the requirements of customers
- Decisions are increasingly no longer made at the top of a hierarchy (which is often complicated enough and tends to be "sluggish" when it comes to decision-making), but must be shifted to the teams wherever possible.

To make the employees fit, to enable them and to empower them to make meaningful and decisions appropriate to the situation themselves or in the group, or to create the necessary structures and conditions for this - this in turn is a task of the managers.

(-> see also the factor " Staff development").



INNOVATION

People differ in what types of problems or tasks they prefer. Some prefer to design the "big picture" and think about new developments; others prefer to stick to the familiar and try to improve and perfect it. Optimally, your personally preferred type of task and innovation and your range of tasks and professional focus should be a good match.

Your result

Your approach to innovation is balanced. There is no obvious preference for one type of task over another.

Requirements for the factor "innovation" for agile companies:

"Innovation" by definition is a key competence of agile companies. Of the types of innovation described here - the "new and lateral thinkers" and the "practitioners and optimizers" - both are certainly needed in the company, at all levels. In the interest of customers and their needs, it is important to be able to do and deliver both: profound innovations and completely new ideas, products and processes, as well as refinements, adjustments, and fine-tuning, which will always be necessary, whether for established or newly added products and services, in order to satisfy customers not just to 90% or 99%, but really to 100%. Openness to both approaches within the company and the bundling and combining of different competencies and different types of innovation, for example within a project team, is part of what a company must accomplish at this point.

QUALITY AWARENESS

"Quality" is always in a reciprocal relationship to effort, cost and speed. For daily work, the attitude towards quality is of importance. On the one hand, there is a "rigorous" quality orientation, where only the highest level of quality is accepted, and a more "pragmatic" attitude, which sees quality more from a cost-benefit perspective. Depending on the requirements of the situation, a more pragmatic, "cost-conscious" understanding of quality may be justifiable or even desirable, or there may be a rigorous focus on perfection and on the highest quality.

Your result

You have realistic but high expectations of your own quality standards.

Requirements for the factor "quality awareness" for agile companies:

Agility and innovation do not have to, but can (in the short term) be accompanied by the fact that certain things are not yet fully developed and error-free. It is important (assuming that both will usually not be feasible to 100% at the same time) to quickly and repeatedly sound out together with the customer for each requirement and each project what has priority there at the moment: Absolute quality and perfection, or speed and then, subsequently, iteratively, to arrive at the desired suitable solution. The right "mix" or the right point on the continuum between speed and quality must always be found anew - and defined clearly and explicitly. Because what was valid for the last joint project may now have given way to other requirements.



RISK BEHAVIOUR

Decisions are always associated with assuming responsibility and always with a certain degree of uncertainty / undeterminability of the results and thus with a certain degree of risk. Responsibility means consciously or unconsciously taking and bearing these risks and, in doing so, optimizing the quality of the decision as far as possible and minimizing the risks necessarily associated with a decision. The greater the responsibility associated with a problem solution or decision, the greater the readiness and the ability to deal with risks appropriately must be.

Your result

You accept responsibility and the associated risks without worrying too much about this. You are not weighed down by pressure and remain able to make decisions.

Requirements for the factor "handling risks" / "assumption of responsibility" or "risk behavior" for agile companies:

Decisions are always associated with a certain risk - namely that of having made the wrong decision. Not coming to a decision, or not coming to a decision quickly enough, also creates certain facts, and can in itself also be a mistake and a risk. A difficult situation. When requirements and customer needs are constantly changing, and when companies and decision-makers have to operate in a "VUCA world" (volatility, uncertainty, complexity and ambiguity), this problem increases. It is the task of managers to find the right degree of decisiveness and thus also of risk-taking.

- Analogous to what has already been said in the point "Readiness to take decisions", it is also important here for the managers to be capable of taking action and not to act too hesitantly nor to take too great risks without necessity, but rather to take calculated, bearable risks.
- At the same time, team members and the entire organization must achieve the highest possible level of decision-making authority and risk sensitivity.

Setting this in motion and safeguarding it is a task and a challenge for managers in agile companies.



SYSTEMATIC MENTALITY

When pursuing goals and innovating in the area for which one is responsible (e.g., opening up new business areas), one can either proceed with intensive pre-planning or one can improvise, making the best out of a given situation. Systematic people determine everything from the outset, if possible. They orient themselves to a fixed plan, in extreme cases even when it would be more advisable to modify the plans due to circumstances. The "improvisers", on the other hand, prefer to act spontaneously if possible and appreciate the freedom to be able to pick up on impulses that arise by chance and sometimes to change direction quite quickly, to try out new things and to follow their own instincts. They do not want to have to constantly consider all possible details and aspects and are therefore very reluctant to commit themselves.

Your result

You steer a middle course between being overly systematic and wholly spontaneous (a planned yet flexible approach). You have a good eye for what is essential.

Requirements for the factor "Systematic behaviour" (in the pursuit of goals and innovations in one's own area of responsibility) for agile companies:

Pronounced planning and commitment to specific content, strategies and development goals is certainly not promising for agile companies. Reacting to the requirements of the situation and the customers and taking up development impulses from this and generating innovations characterizes agile companies.

However, this does not mean that everything would run completely "chaotically" or without a clearly recognizable direction. Certain overarching ("mega") trends and developments in an industry can and will certainly exist that provide a certain direction or a certain - still very broad - framework within which dynamic, short-term and agile action must then be taken. It is important for companies and their decision-makers that they do not try to identify and define these "big lines" and directions on their own, but that they do so in dialogue with (current and future, potential) customers and use their input, and incorporate it into their overall planning and strategy development.

SHORT-TESTS

Logic test	Not participated
IT-knowledge	Not participated
English	Not participated
French	Not participated



MANAGEMENT - DEVELOPMENTPILOT

ACTION PLAN: TOPICS, ACTIONS AND PRIORITIES

Here you can record your personal development goals and steps.

Before you make your entries here, ask yourself: What can I and what do I want to achieve?

What is most important to me at the moment? What can I do about it? And with whose help?

→ The descriptions and notes below help you with the implementation.



AREA I: MANAGEMENT AND LEADING COMPETENCE (= "POTENTIAL LEVEL"):

<u>Factor / topic:</u>	<u>Results current:</u>	<u>pursued goal:</u>	<u>Action steps: (Keywords)</u>	<u>Priority</u>
1.				
2.				
3.				

Who is responsible?	
Aids / Supporters:	
Timetable (When should the implementation be done?)	

AREA II: PERCEPTION BY YOURSELF (or others) (= "ENVIRONMENTAL LEVEL"):

<u>Factor / topic:</u>	<u>Results current:</u>	<u>pursued goal:</u>	<u>Action steps: (Keywords)</u>	<u>Priority</u>
1.				
2.				
3.				

Who is responsible?	
Aids / Supporters:	
Timetable (When should the implementation be done?)	

AREA III: OBJECTIVES / AIMS (= "PERFORMANCE LEVEL"):

<u>Factor / topic:</u>	<u>Results current:</u>	<u>pursued goal:</u>	<u>Action steps: (Keywords)</u>	<u>Priority</u>
1.				
2.				
3.				

Who is responsible?	
Aids / Supporters:	
Timetable (When should the implementation be done?)	

