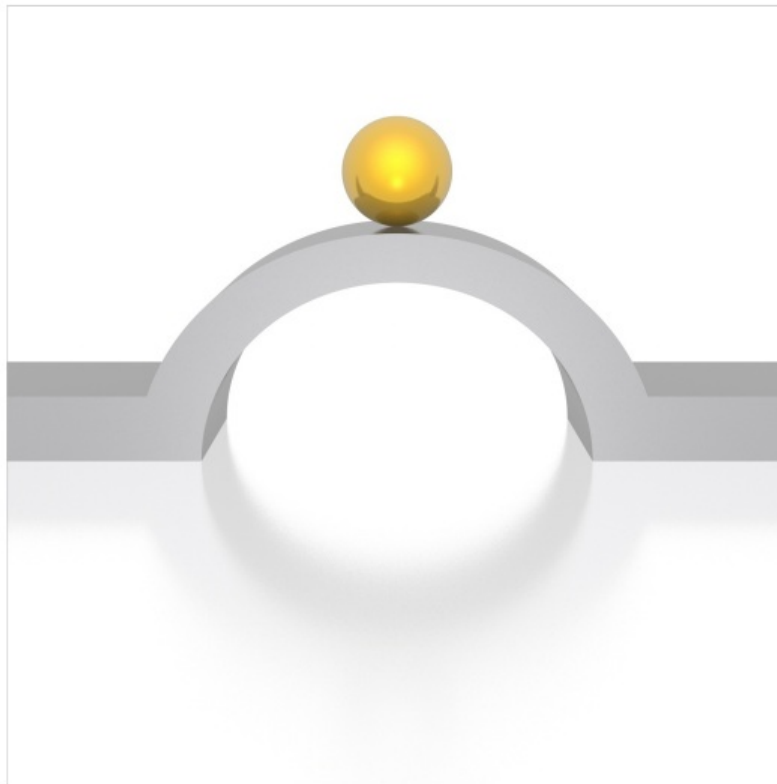


CAPTain | management

Top Management



Ben Beispiel

state of 10/2015

Contents

	Page
Some explanations to help you better understand your results	3
Personal results	6
Definition of strategic goals	6
Setting structures and general conditions	8
Change Management	10
Winning allies	12
Leading executives	14
Personality	16
Areas of development	18
Self-image & CAPTain result	
Graph	

Some explanations to help you better understand the results

In the following pages you will find a carefully detailed evaluation of the CAPTain results, which are compared with an up-to-date and future-orientated model of competences required by Top Management. To give you a better understanding of how these results have been obtained and should be interpreted, we would like to give you some explanations.

It's all about behaviour patterns

The subject has completed the CAPTain questionnaire on the Internet. The answers to the 183 paired comparison questions have been analysed automatically by the CAPTain software, in accordance with occupational psychology criteria, and each has been interpreted as an indicator of a certain behavioural characteristic.

The CAPTain analysis provides a description of the behavioural patterns which are typical for a person. Behavioural patterns are both acquired and learned, but they then become relatively stable and constant. However, when it is necessary and desired, they can also be partially changed and developed. If behavioural patterns change long-term, e.g. through personnel development measures, this shows up in the CAPTain results.



According to CAPTain's theoretical model, the behavioural patterns of a person are the individual outcome of a continuous interaction between a person and his/her environment. They represent the way in which you reconcile inner needs with external demands. Behavioural patterns show how a personality normally reacts to the opportunities and necessities in its environment: for example, curiosity or restraint; being very independent, or preferring to work to guidelines and instructions; being the speaker for a group, or preferring to remain quiet and mostly listening.

The behavioural patterns recorded by CAPTain always relate to the world of work. No statements are made about a person's private life.

CAPTain result and subjective self-assessment

The subjective assessment which one makes of oneself may differ from the CAPTain results. This is partly due to everyone's famous "blind spot" or because sometimes the idealised view we may have of ourselves may distort our self-assessment. On the other hand, a person's self-image may simply be out of date, or may be shaped to a greater degree by impressions from the person's private life. Nevertheless, the CAPTain analysis always deals exclusively with present, actual behaviour in the workplace.

If the subject has also completed the CAPTain self-assessment questionnaire based on an 11-point rating scale, the self-assessment and the CAPTain result will be compared in a separate evaluation.

Appraisal criteria

In the first instance the CAPTain analysis is non-judgemental and purely descriptive. It is only in a second stage that an evaluation is made. For the present assessment, the individual behavioural characteristics measured by CAPTain were compared with a model of competencies for Top Management. With regard to this, one major requirement is the ability independently to make decisions on company policy and strategy, and to act as a champion for them. Since our model of competencies represents a profile of requirements that covers all departments, there are individual cases in which the requirements for jobs which are specific to certain functions or situations may be partially different from it. This should be taken into consideration during the individual evaluation of the result.

In our evaluation, we also indicate whether the weighting of a particular characteristic is typical or untypical for senior executives.

Very important factors apart from personal behavioural style

The characteristics registered by CAPTain have been shown to be relevant for success in one's profession. However, the ability to achieve and professional success are not only dependent on the suitability of the behavioural patterns, but of course on specialist knowledge, motivation, intellectual abilities and a proper understanding of one's role and responsibilities. These factors should also be taken into account in the overall appraisal of the results.

How should you deal with the results?

Before you get down to considering the results, you should be clear about one thing: CAPTain management is not a general personality test. It always deals specifically with the behavioural competence at the place of work.

In the following results report you will find comments which either confirm the subject's own opinion, or which give cause for reflection. In many respects he/she will feel that he/she has been well described. But the subject may also at first spontaneously reject one or other of the statements. Don't allow this to upset you, but think it over again quietly at a later time.

If certain behavioural characteristics receive critical comments in the appraisal, or if areas for development are indicated, then please consider for yourself to what extent they are justified against the special background to the position. You should not interpret these comments as pointing out faults, but as opportunities for further optimisation and improvement of the effectiveness as a manager.



Be aware of the strengths and behavioural competencies which work positively! Make sure the subject continues to exploit them!

We hope that this report makes stimulating reading, and provides interesting suggestions.

The CAPTain Author Team

Note: In the following texts the masculine form ("he", "him" etc.) is used to denote both men and women in the interest of better legibility.

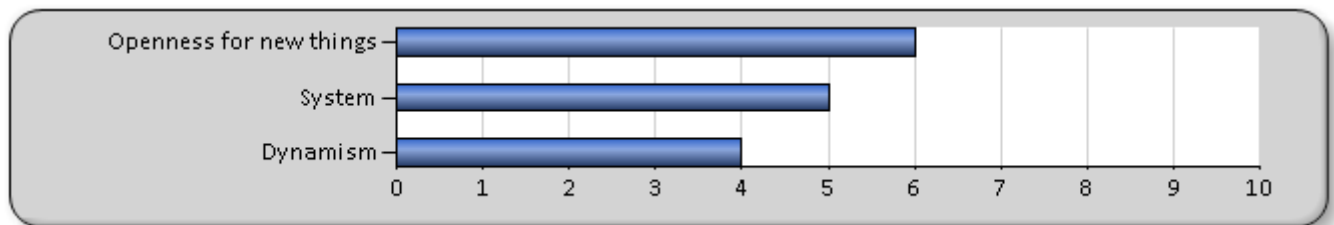
Personal results

All following statements refer to the demands of Top Management.

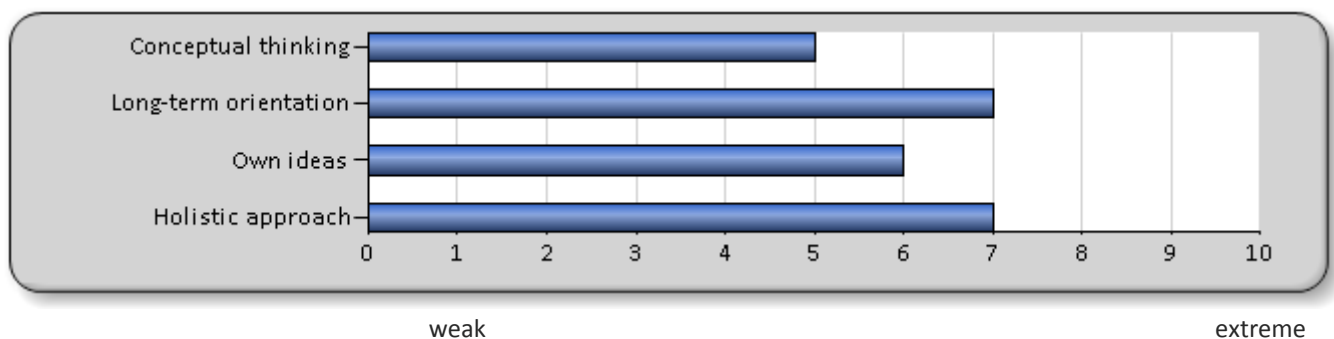
Definition of strategic goals

The main responsibility of Top Management is to translate the purpose of the company into targets and programmes. Both the business, political and social environment on the one hand and the company's internal resources on the other need to be observed and analysed continually in order to identify and evaluate risks for the company's development. The targets and programmes are described in terms of visions, models, strategic goals and rough concepts.

Mental flexibility



Strategic thinking



Mental flexibility

The person has a positive attitude to what is new. He accepts changes constructively. Like most managers, the person prefers to proceed in a structured manner, but he still remains flexible. He quickly adapts his work behaviour to a changing situation. His increased activity level, which is typical for managers, allows the person to deal with a number of issues at once.

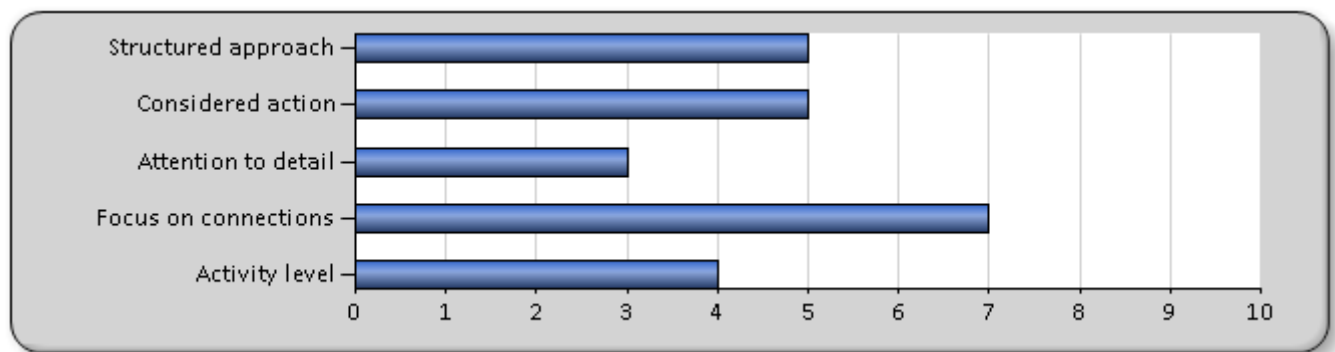
Strategic thinking

In his case, strategic thinking occurs on the basis of practical considerations. However, the person ought to develop approaches and concepts, which look further into the future. At the same time, when taking action the person follows long term perspectives. The person is able to make a contribution to strategy development through his own creative ideas. He has a good eye for recognizing connections and interactions.

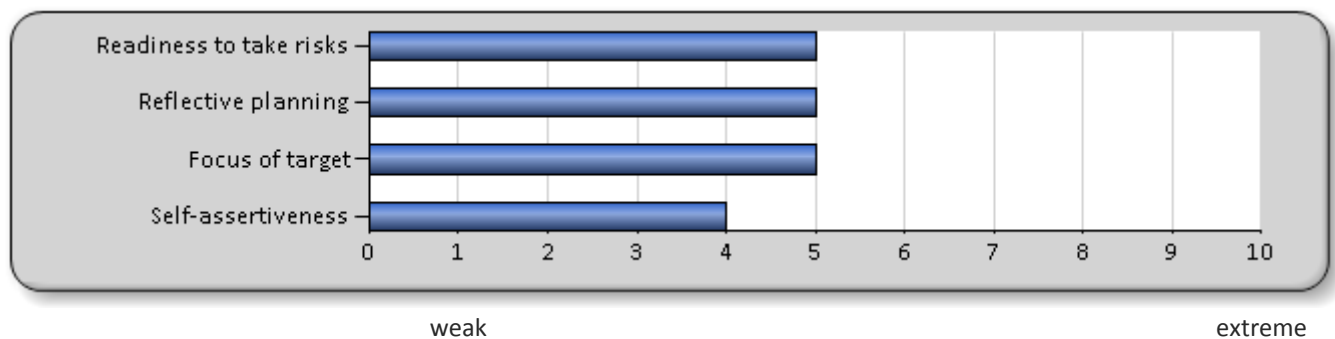
Setting structures and general conditions

Top Management defines the company's operational departments, allocates them their responsibilities and resources, and sets the success criteria for their work. It ensures continual coordination of the activities of the different company departments.

Process organisation



Decision-making ability



Process organisation

The person's sense of order and structure is a good basis for good work organization and process reliability. The person proceeds mostly on the basis of practical considerations and is able to react pragmatically to changes in processes.

It is good for his methodological competency that the person keeps an overview, so that if necessary he can go down more into the details. In a managerial position, the person should, above all, also recognize and exploit the company-wide context and structures. This is what he does. His personal activity level can enable the person to work on a number of things in parallel.

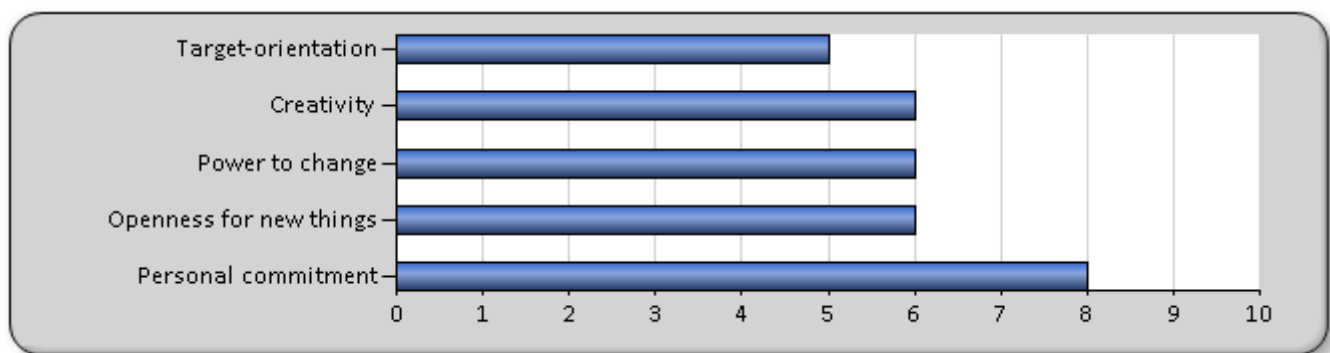
Decision-making ability

The person is not really afraid of making decisions, but he turns them over in his mind a while, before he commits himself. The person mostly makes his decisions on the basis of practical considerations. However, in his position it is often necessary to consider things at a deeper level. The person's decisions are more mostly goal-orientated. In his case, people might sometimes have a certain degree of concern that the person does not like taking and defending unpopular decisions.

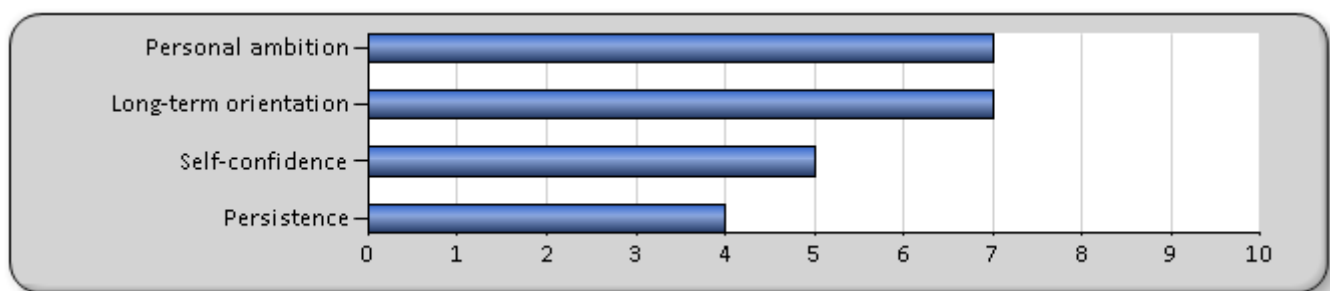
Change Management

The corporate reality of successful companies is marked by continual change. It is mainly the responsibility of Top Management to design and initiate such change. This includes recognising the need for change, setting the course it is to take, defining goals and developing action programmes. The conflicts that accompany every change must be constructively solved by a manager.

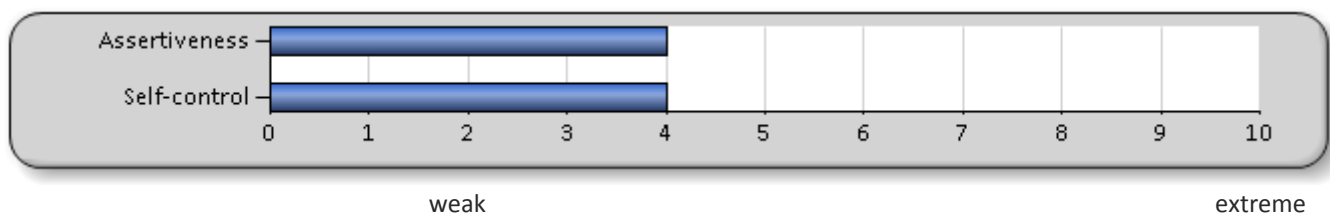
Power to innovate



Will to succeed



Competence in resolving conflicts



Power to innovate

The person's eye for the interconnections and structures spanning a number of departments is a good basis for the strategic management of holistic processes. His will for shaping events has a goal and direction. The person directs his working style towards achieving goals. The person quite often converts impulses from outside into creative ideas. In such matters, the person demonstrates a real effectiveness in making changes. This is because he has a high interest and influence for getting new things under way. One characteristic that is favourable for powers of innovation is the person's openness to all things new. The person's will to shape events should not be demonstrated by him managing and controlling his employees very closely. Through his high identification with his work, and his absolute desire to achieve, the person shows very high commitment which, however, he could often employ even more effectively.

Will to succeed

Since the person expects a lot of himself, and wants as far as possible to be among the best, he will always strive to produce top performances. With his endurance and persistence the person shows that he has a good basis for successfully carrying through even difficult and lengthy projects. When the person under-performs, he examines himself self-critically, but does not place the whole of himself in question.

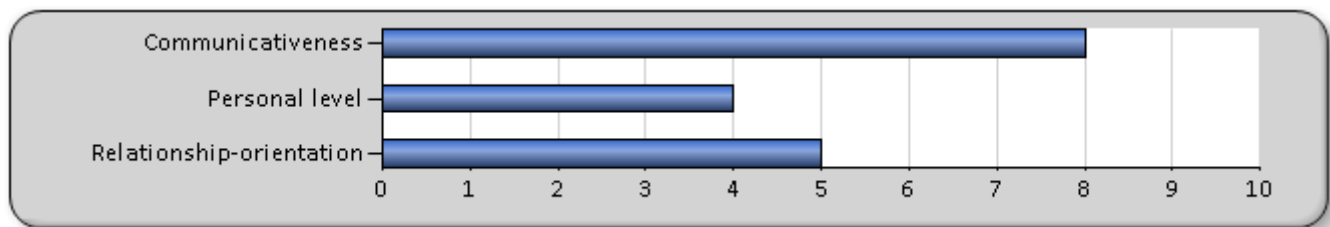
Competence in resolving conflicts

His competence in conflict resolution means that the person is prepared to address touchy subjects and does not keep quiet about differences of opinion, but if possible to do so in a way that avoids open conflict. The person's genuine manner is an advantage because it does not provoke other people, but nevertheless shows them his standpoint.

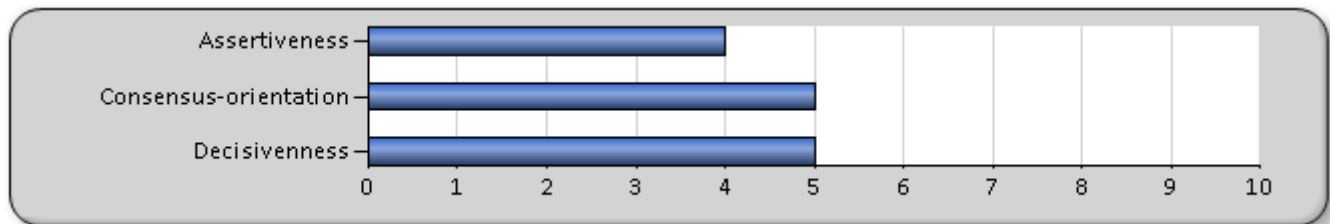
Winning allies

For Top Management it is especially important to maintain good networks, both inside and outside the company, and to win allies to support individual projects.

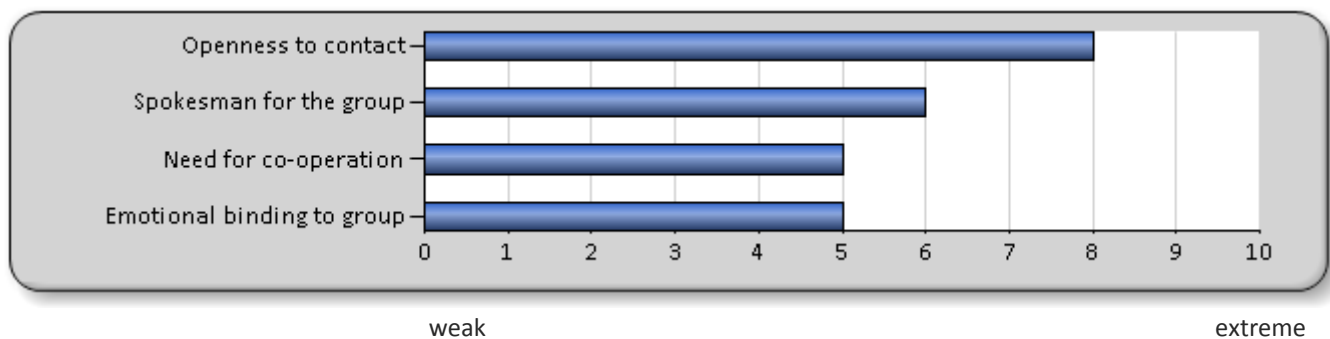
Relationship management



Reaching agreements



Ability to cooperate



Relationship management

Task-orientated relationship management shouldn't be difficult for the person: he enjoys contact, and also builds up a rapport with others, and places value on getting on well together. He makes an effort at relationships, without getting too personal.

Reaching agreements

The person can reach agreements because he presents his position rather cautiously, but also he takes an interest in his opposite number and involves him, and makes decisions without delay.

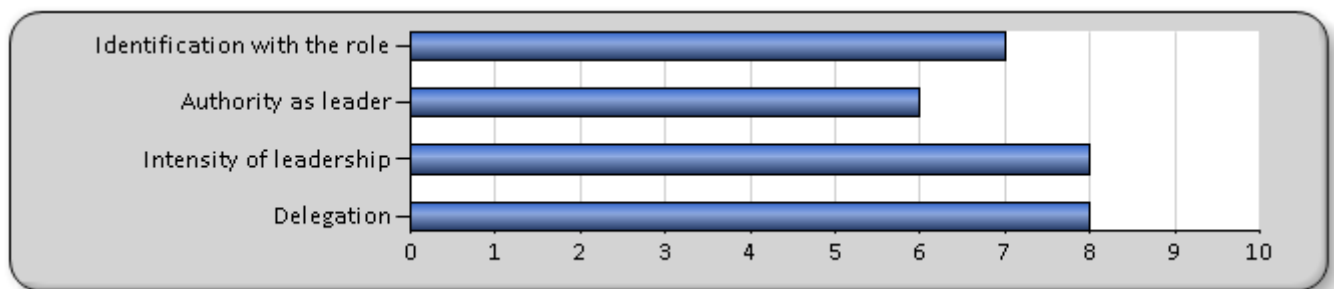
Ability to cooperate

The person likes contact. He gets a lot of things done through direct personal discussions. He is always approachable and open to an exchange of views. This frequently brings him back directly and immediately into what is going on inside the team. The person is not shy of putting his point of view in the group, and being the centre of attention. The person coordinates with other people and adapts to the common methods and procedures of the team. In this way, he is able to fit in very constructively with the group. The person feels happy being in a community. He identifies himself with the team and shows team spirit.

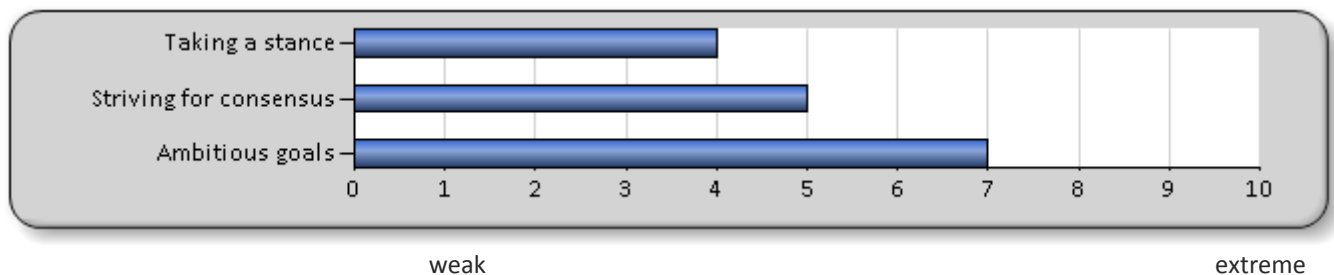
Leading executives

Leading middle-level executives demands an instinctive ability to give people orientation and convince them, but also to allow the necessary scope for initiative and creativity. A cooperative style of leadership involves Middle Management and supports it in its competences.

Management style



Ability to motivate



Management style

The person clearly takes a leadership role and sees himself as responsible for the team's way of working and its results. For an executive, the person manages his employees unusually closely. Although he involves them in decisions and listens to their opinions, he guides and controls them very strongly with suggestions and advice. He hardly misses any opportunity to influence things, concerns himself with everything that his employees are doing, and wants to be informed about everything. Even if his employees perhaps do not feel that things are taken out of their hands, then more than one of them probably feels that he is being too strongly manipulated. Perhaps he should check whether he should allow his employees more scope for action in their work. That might also promote team spirit and produce a motivating effect. Through his strongly guiding and controlling management style, the person keeps his employees with too little independence.

The person frees himself from the content-based tasks and delegates them to others.

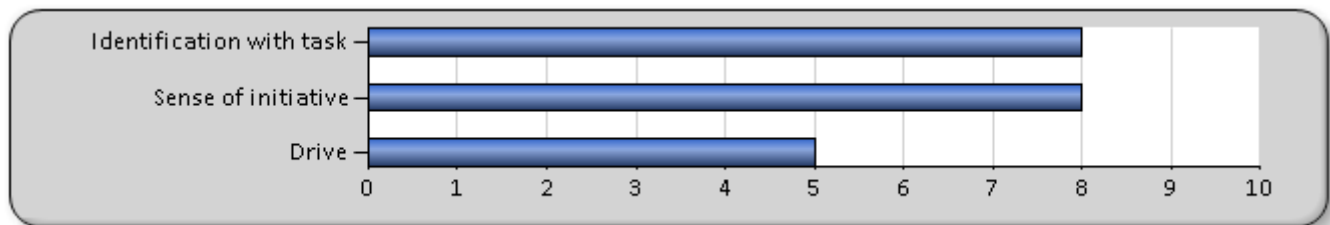
Ability to motivate

In order to motivate and convince people more, the person should maybe sometimes formulate his own standpoint rather more directly and precisely. His visible sensitivity in personal relationships and his commitment to reaching a consensus between people make a positive effect. Through this the person can get other people on board and involve them. With his great personal ambition the person can be very effective in motivating others.

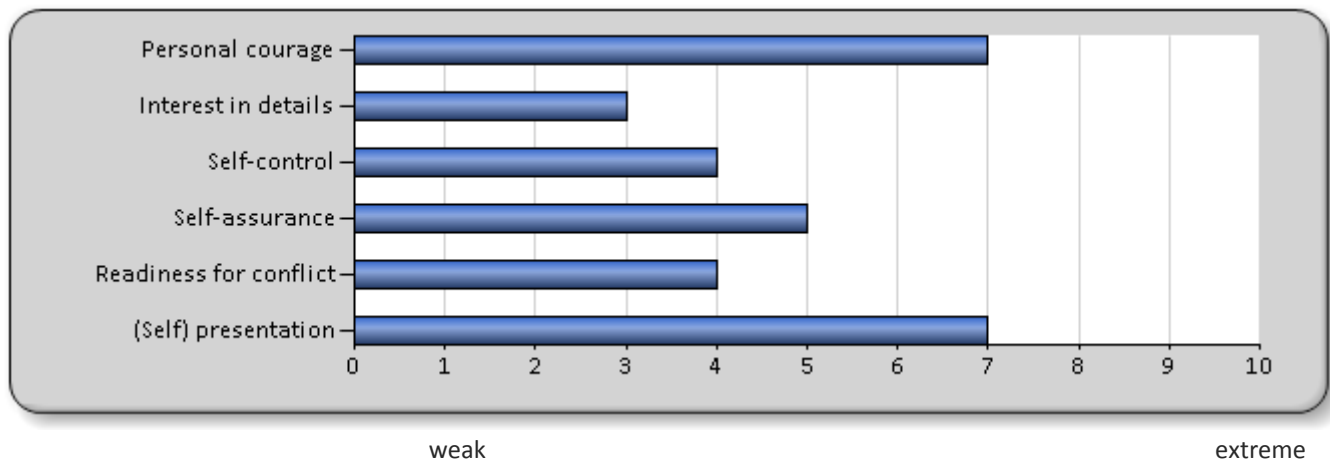
Personality

A position at the top of a company brings with it considerable pressure to succeed and prove oneself. And at the same time, it offers few opportunities for an open exchange of opinions in an atmosphere of trust. A top manager is expected to perform efficiently without personal support from others.

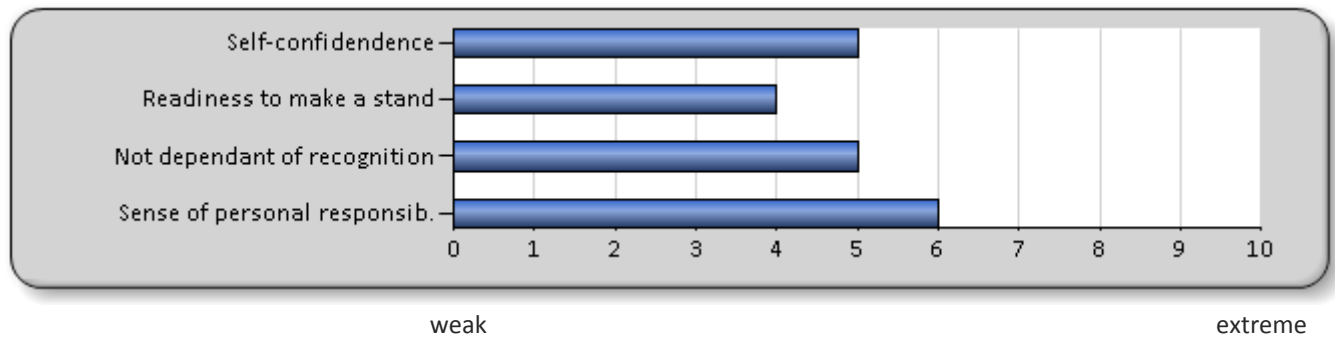
Dedication



Standing



Personal autonomy



Dedication

The person tends very much too involved in his work. Perhaps he should pay rather more attention to efficiency and usefulness. As is typical for executives, the person does not wait for instructions, but recognizes for himself what needs to be done and takes the initiative independently. In order to come to his decision, he does not need any guidelines from others. As with many senior executives, his energy for action is high. The person doesn't like to hesitate for very long, but pushes for things to progress.

Standing

When there are unexpected difficulties or particular challenges, the person does not need any personal encouragement. He does not allow people to put him off track, and knows how to get himself out of trouble. In this sense, he shows that he can withstand a lot of stress. His approach of (at first) looking at the whole picture and not worrying about all the details is a good basis for keeping an overview, even in unusual situations. The person is open and authentic in what he says. Nevertheless, he separates his private opinion from what is appropriate in each current situation. This happens even in stressful situations.

With his healthy self-assurance the person has a confident manner and is also not afraid of criticism. He knows about his own strengths and weaknesses, and he has a generally positive attitude towards himself. He can allow criticism and is prepared to think about his own behaviour without making himself look small. He allows himself to state openly and directly unpleasant truths that other people might prefer not to hear. The person mostly stands up for his ideas and does not try to avoid even critical discussions. In such situations, he does not feel he has to assert himself or win at all costs. Nevertheless, he states his position. So it needs quite sensible arguments to make him change his mind. The person quite enjoys presenting himself and his topics to other people, selling his concept to them and convincing them about his proposals. With this, he demonstrates a behavioural competency, which is often seen in senior management levels.

Personal autonomy

The person gives out self-confident signals, but perhaps he could sometimes state his position more clearly and directly. Mostly, the person is open about things and can also show his feelings. Even if the person is clearly dependent on the recognition and agreement from other people, he would not try artificially to become buddies with them. The person tries to keep a pleasant relationship with his superiors. He wishes to have their recognition, and to some extent are guided by their wishes and ideas. However, as a manager he should act with a bit more independence.

Areas of development

When evaluating the areas for development which we recommend, please bear in mind that different working environments and circumstances can lead to different specific job requirements. Of course this evaluation cannot go into requirements specific to one individual. However, according to the competence model, the person would still be able to improve in the following areas:

The person should give his employees more space for action!

Self-image & CAPTain result

CAPTain differentiates between the subjective way a person sees him/herself, the so-called self-image, and the objective result with which CAPTain describes the working and performance style of that person. This differentiation is based on the statements in the two CAPTain questionnaires (comparative question pairs on the one hand, and self-assessment on a scale from 0 – 10 on the other). Scientific research and common sense indicate that a person's self-image does not always completely reflect all aspects of reality. In fact, in some 90% of cases, the way a person sees him/herself diverges significantly from the objective result in at least one behavioural aspect. Significant deviations in up to five aspects are perfectly normal.

The reasons for these divergences can be varied. Mention should be made of the famous 'blind spot' but also of the difference between one's inner feelings and the behaviour which is visible to an outsider. In addition, self-image is often influenced by 'wishful thinking' or idealised concepts, i.e. how a person would like to be, what a person thinks is useful and right. Sometimes, the self-image is simply out-of-date (the person has not reflected on his/her behaviour for quite a while) or is more strongly influenced by private experience than by his/her behaviour at work. In the last analysis, any self-assessment also always reflects how a person has seen him/herself hitherto in comparison with others, i.e. it depends on the background of the person's individual experience.

Significant deviations can be an expression of discontent with current circumstances but also an incentive to mould one's own reality to bring it into line with one's own ideas and wishes. In some areas, it may be appropriate and reasonable to adapt one's self-image to reality. However, it may also be a first step towards making one's ideas and wishes come true.

The following table indicates where the person's self-image deviates significantly from the results of the CAPTain analysis. The actual reasons for the deviations need to be investigated. A comparison may reveal in retrospect that one or two self-assessments were exaggerated. That would suggest that the answer the person gave for this aspect was uncertain or simply very spontaneous. This should not come as a surprise. After all, the questionnaire asks for a lot of information, sometimes on topics which the person has probably never previously considered in this manner.

A full comparison of the person's self-image and the CAPTain analysis can be found in the section "The CAPTain results in detail". The particularly significant deviations are listed here:

CAPTain analysis:

The person wants to achieve something in his/her work. S/he does his/her best to achieve good results with the resources available.

Self-evaluation:

The person is very results-oriented. S/he is especially motivated by having a concrete goal. S/he then makes a great effort to achieve it.

CAPTain analysis:

The person works at an even and unhurried speed. S/he does not want to rush.

Self-evaluation:

The person works very fast and often under pressure. For him/her, performance is a question of speed.

CAPTain analysis:

The person stays on the ball even with projects and tasks that stretch over a longer period of time.

Self-evaluation:

The person wants to see results quickly. S/he does not feel happy with tasks in which a prompt completion is not in sight.

CAPTain analysis:

The person takes cross-departmental issues into consideration and sets his/her priorities.

Self-evaluation:

The person does his/her work dutifully.

CAPTain analysis:

The person works on two or three tasks at the same time. S/he can act quickly if need be.

Self-evaluation:

The person is restless and loves it when one challenge quickly follows another. S/he does not have the patience to stick to one task for long. S/he often works on many things at the same time. This can lead to stress and is not necessarily effective.

CAPTain analysis:

The person has self-confidence. The person is sure of him/herself and what s/he can do but can also take criticism.

Self-evaluation:

The person displays very high self-confidence, allowing hardly any criticism of either his/her abilities or of his/her status.

0 - 10 = CAPTain

0 - 10 = Subjective

Oberes Management (om)

Profile coefficient: 77.27

Positive	Negative	Tolerable	Forbidden										
Definition of strategic goals		0	1	2	3	4	5	6	7	8	9	10	
Openness for new things	relies on established things						6						open towards new things
System	flexible, responds to circumstances				3		5						very systematic
Dynamism	calm					4			7				dynamic
Conceptual thinking	intuitive						5						tends to plan
Long-term orientation	acts for the short term, impatient					4			7				acts for the long term, persevering
Own ideas	few own ideas					4		6					plenty of own ideas
Holistic approach	focus on small things					4			7				the bigger picture
Setting structures and general conditions		0	1	2	3	4	5	6	7	8	9	10	
Structured approach	flexible, responds to circumstances				3		5						very structured
Considered action	pragmatic						5						very considerate
Attention to detail	not interested in details			2	3								focuses on details
Focus on connections	considers the small things					4			7				the bigger picture
Activity level	calm					4			7				restless
Readiness to take risks	avoids risks						5		7				accepts risks
Reflective planning	guided by experience						5						considerate
Focus of target	process-oriented						5			8			goal-oriented
Self-assertiveness	does not assert him/herself					4		6					willing to assert him/herself
Change Management		0	1	2	3	4	5	6	7	8	9	10	
Target-orientation	process-oriented						5			8			goal-oriented
Creativity	few creative inclinations					4		6					very creatively inclined
Power to change	little power to change things						5	6					very committed to change
Openness for new things	relies on established things							6					open towards new things
Personal commitment	benefit-oriented									8			high commitment
Personal ambition	not competitive								7	8			very ambitious, competitive
Long-term orientation	acts for the short term, impatient					4			7				acts for the long term, persevering
Self-confidence	questions him/herself						5			8			very sure of him-/herself
Persistence	does not personally finish things					4		6					always personally completes assignments
Assertiveness	does not want to assert him/herself					4		6					wants to assert him/herself
Self-control	very direct					4							very controlled
Winning allies		0	1	2	3	4	5	6	7	8	9	10	
Communicativeness	prefers to be alone								7	8			sociable
Personal level	down-to-earth, factual					4		6					personal
Relationship-orientation	low sensibility						5	6					attaches importance to a considerate community
Assertiveness	does not assert his/her own position					4		6					wants to assert him/herself
Consensus-orientation	shows little consideration						5	6					high need for consensus
Decisiveness	finds it hard to make decisions						5		7				decides quickly
Openness to contact	withdraws from other people								7	8			has a lot of contact
Spokesman for the group	does not need any attention							6					wants to be the center of attention
Need for co-operation	works alone						5	6					fits in
Emotional binding to group	does not need the community					4	5						seeks out the community

0 - 10 = CAPTain

0 - 10 = Subjective

 Oberes Management (om)
 Profile coefficient: 77.27

Positive	Negative	Tolerable	Forbidden											
Leading executives			0	1	2	3	4	5	6	7	8	9	10	
Identification with the role	acts as a colleague									7	8			takes the leader's role
Authority as leader	does not lead							6	7					directs a lot
Intensity of leadership	exerts little influence								7	8				exerts a lot of influence
Delegation	does not delegate or control									8				delegates and controls
Taking a stance	does not assert his/her own position					4		6						asserts his/her own position
Striving for consensus	low consensus-orientation						5	6						pursues a consensus
Ambitious goals	does not compete								7	8				high personal ambitions
Personality			0	1	2	3	4	5	6	7	8	9	10	
Identification with task	benefit-oriented										8			highly committed
Sense of initiative	acts according to guidelines										8			does not want any targets
Drive	level-headed, thorough				3		5							wants activity and success
Personal courage	needs a lot of support								7	8				does not need any support
Interest in details	not interested in details			2	3									focuses on details
Self-control	very direct					4								very controlled
Self-assurance	questions him/herself						5				8			very sure of him-/herself
Readiness for conflict	avoids conflicts					4		6						high willingness to engage in conflicts
(Self) presentation	does not like to present								7		9			likes to present him/herself and the topic
Self-confidencence	questions him/herself						5				8			very sure of him-/herself
Readiness to make a stand	barely yields his/her opinion					4		6						insists upon his/her opinion
Not dependant of recognition	needs personal appreciation						5							barely needs appreciation
Sense of personal responsib.	authority-oriented							6						acts on own responsibility, independent