THE ROC

RESEARCH ON
OCCUPATIONAL COMPETENCIES GMBH

REPORT

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Max Mustermann
Apr 19, 2017
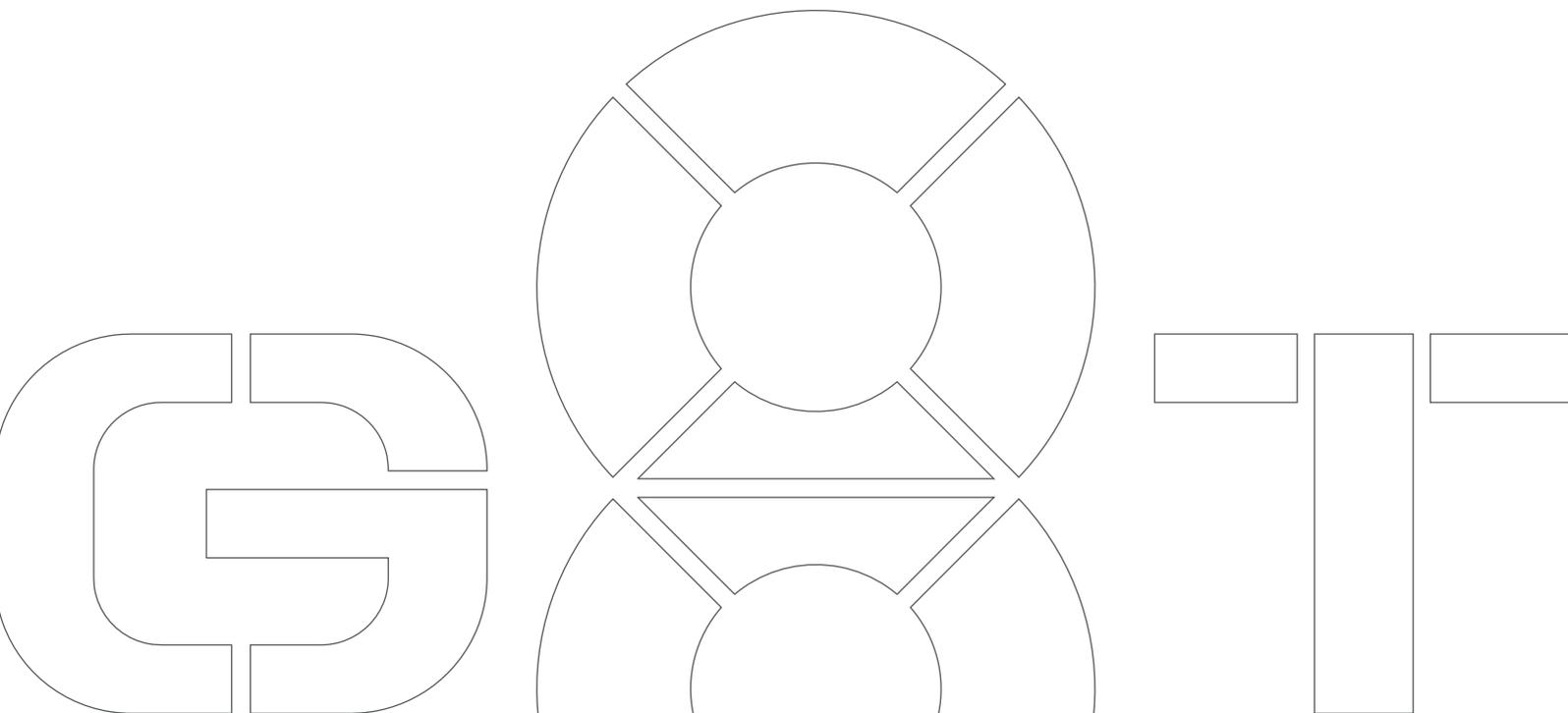
CONTENTS

SALUTATORY GREETING

Interpretation of the report

The procedure measures relevant competencies for individual, vocational aptitude diagnostics. All relevant competencies and their individual characteristics of the test person are first clearly presented in scale format. This overview is followed by the evaluation of all relevant competencies and their characteristics in text format.

It should be noted that higher values do not mean a higher fit. Rather, the result should be interpreted in the light of the test person's current professional situation. Thus, there is no linearity in the competency characteristics.

Target profile

Even if there are generally no "good" and "bad" competency areas (meaning no assumption of linearity), the target profile does represent an evaluation of the characteristics with regard to a specific profile. On the following pages you will first find the requirement profile followed by the target profile with a legend. A distinction is made between fit ("fulfilled"), slight deviation ("opportunity/risk") and strong deviation between the target and actual profile ("not fulfilled"). Slight deviations are defined by the fact that the person's characteristics deviate +/- 1 from the defined target range. Accordingly, the current competence can represent an opportunity or a risk, depending on the requirement profile. If there is an "edit"- pencil next to the evaluation, this means that it is a competency area that is generally easy and therefore "short-term developable". (The developability of the competency areas depends particularly on the proportion of personality that influences the competency area. In general, the change of personality is considered to be difficult or protracted.) If there is no pencil symbol other than the evaluation circle "opportunity/risk", this indicates that this area of competence cannot be developed in the short term. In general, the target profile

does not provide any information about how good or bad a person is, but how well the person-profile fit is.

Norm sample

All results are reported with regard to a norm sample. The individual procedural results of the test person are compared with the norm sample and the personal characteristics are classified according to the measured dimensions. High dimension values therefore always mean that the test person attributes a trait to himself/herself to a greater extent than the average of the persons in the norm sample.

Self-rating vs. other-rating

Please note that the results reflect the self-image of the test person and that it may be useful to add external assessments. In general, the self-image and the external image converge only to a small to medium extent. Thus they offer together more information than alone.

Measurement accuracies

Psychological methods of aptitude diagnostics have different measurement accuracies. Similar to a scale, the accuracy of the measurement is not perfect. Therefore, the results are reported in ranges. These take into account any fluctuations due to measurement inaccuracy.

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Salutatory greeting
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Summary

| **Leadership and Decisions**		
Management Style	Uniform leadership style	Adaptive leadership style
Claim to leadership	Prefers flat hierarchies, leaves leadership to others	Insists on independence and self-determination
Support and Cooperation		
Team Management	Trust in independent team-building	Facilitates team-building and feelings of togetherness
Analysis and Interpretation		
Problem Resolution	Preference for fast and unambiguous solutions, focused implementation	Enjoys discovering, deliberating and solving problems
Creation and Conceptualization		
Strong Decision Maker	Focused decision-making, fast, spontaneous	differentiated decision-making, global, rational
Organization and Execution		
Networking Skills	Focus on individual cooperations	Committed, active search for cooperation partners
Conflict Management	Conflicts seens as disturbing factor, inhibitive, unnecessary	Conflicts seen as opportunity, constructive handling of things
Entrepreneurship and Performance		
Entrepreneurial Competency	Market-informed, necessary market knowledge	Market-experience, anticipation of market events

SUMMARY

Leadership and Decisions		
Management Style		○ (not fulfilled)
Claim to leadership		●
Support and Cooperation		
Team Management		●
Analysis and Interpretation		
Problem Resolution		●
Creation and Conceptualization		
Strong Decision Maker		●
Organization and Execution		
Networking Skills		○ (not fulfilled)
Conflict Management		●
Entrepreneurship and Performance		
Entrepreneurial Competency		◑ ✎

○ ACTUAL

■ TARGET

● fulfilled

◑ ✎ Opportunity/Risk - short-term developable

◕ Opportunity/Risk - not developable in the short term

○ not fulfilled

Management Style:

When compared to the reference sample, the response pattern of the score corresponds to:
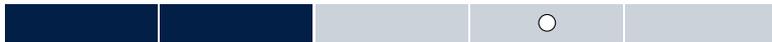
A person with this score does not adapt his/her management style to the diverse personalities of his/her employees. Homogeneous teams in particular prefer this stringent management style.

A person with this score only adapts his/her management style to a few of the personalities of his/her employees. Incidentally, this personality type prefers a stringent management style applied across different employees.

A person with this score flexibly adapts his/her management style to the personalities of his/her employees. Heterogeneous teams in particular prefer this adaptive management style.

Claim to leadership:

When compared to the reference sample, the response pattern of the score corresponds to:

A person with this score prefers close contact with other managers in order to design his/her own workflow transparently. He/She does not find it difficult to play a subordinate role.

A person with this score prefers to carry out most projects independently. Sometimes, he/she looks for interaction with other managers.

A person with this score prefers to carry out projects confidently and independently. Conversations with others managers are not necessary.

Team Management:

When compared to the reference sample, the response pattern of the score corresponds to:

			●	
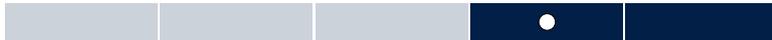
A person with this score is convinced that a pleasant atmosphere and sense of belonging will develop within the team independently of what the managers contribute. Hence, he/she rarely gets actively involved in these issues.

A person with this score appreciates a pleasant atmosphere and a sense of belonging among the team. Hence, he/she supports a few key team members and rewards their loyalty in due time.

A person with this score works hard at creating a pleasant atmosphere and a sense of belonging among the team. All team members receive support and are rewarded for their loyalty.

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Support and Cooperation
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ANALYSIS AND INTERPRETATION

Problem Resolution:

When compared to the reference sample, the response pattern of the score corresponds to:

A person with this score begins to work on a problem once it becomes clearly evident and can be analyzed. He/She always wants to address them with a quick solution without getting tangled up in a variety of proposals for resolution.

A person with this score contemplates many problems even before they become obvious and works on a variety of proposals for resolution. He/She does not shy away from complex problems, albeit this individual does prefer to find a fast solution.

A person with this score addresses problems even before they become obvious. Puts a lot of energy into various proposals for resolution. The more complex the problem, the more eager he/she will be to come up with an optimum solution.

CREATION AND CONCEPTUALIZATION

Strong Decision Maker:

When compared to the reference sample, the response pattern of the score corresponds to:

A person with this score tries to make decisions quickly and promptly with the aim of not wasting time unnecessarily. He/She does not get involved in the business of his/her colleagues so he/she can continue to focus on his/her own workflow.

A person with this score wants to be involved in the most important decision-making processes. He/She takes the necessary time to carefully weigh rational arguments before a decision is made. If an issue is not as far-reaching, this individual will also attempt to make quick and prompt decisions.

A person with this score wants to be involved in all decision-making processes. This person will take the time needed to arrive at a differentiating opinion and carefully weighs rational arguments before a decision is made.

Networking Skills:

When compared to the reference sample, the response pattern of the score corresponds to:

A person with this score checks which cooperations will be profitable, in detail. In some cases, this will produce one-time and beneficial cooperations.

A person with this score recognizes cooperations that will pay off. He/She is of the opinion that most such cooperations will be beneficial only once. This person rarely tries to maintain these cooperations.

A person with this score quickly recognizes cooperations that will pay off. The aim is to actively search and to always maintain such cooperations.

Conflict Management:

When compared to the reference sample, the response pattern of the score corresponds to:

A person with this score considers conflicts as potential problematic factors that unnecessarily place the attainment of joint goals in jeopardy. This person attempts to avert conflicts with the aim of not putting constructive solutions at risk.

A person with this score considers conflicts as potential problematic factors or opportunities for further development. Central conflicts may stand in the way of constructive solutions. This person will spend the least amount of time necessary to address these problems. Other conflicts may make a major contribution to the finding of a solution in the eyes of this individual.

A person with this score always understands conflicts as an opportunity for further development. This person is of the opinion that conflicts do not stand in the way of constructive solutions, but actually make a major contribution to the finding of a solution.

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Entrepreneurial Competency:

When compared to the reference sample, the response pattern of the score corresponds to:

A person with this score considers his/her existing market knowledge sufficient to use it for the benefit of his/her own business.

A person with this score is willing to find out more about the market in some fields. He/She wants to expand his/her knowledge and know-how specifically in these areas. In many fields, this person considers his/her existing market knowledge sufficient to use it for the benefit of his/her own business.

A person with this score is inclined to always learn more about the market in all fields. He/She wants to use this knowledge and know-how specifically for his/her own business. This person considers the anticipation of changes as a key competency for this purpose.

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