

REPORT

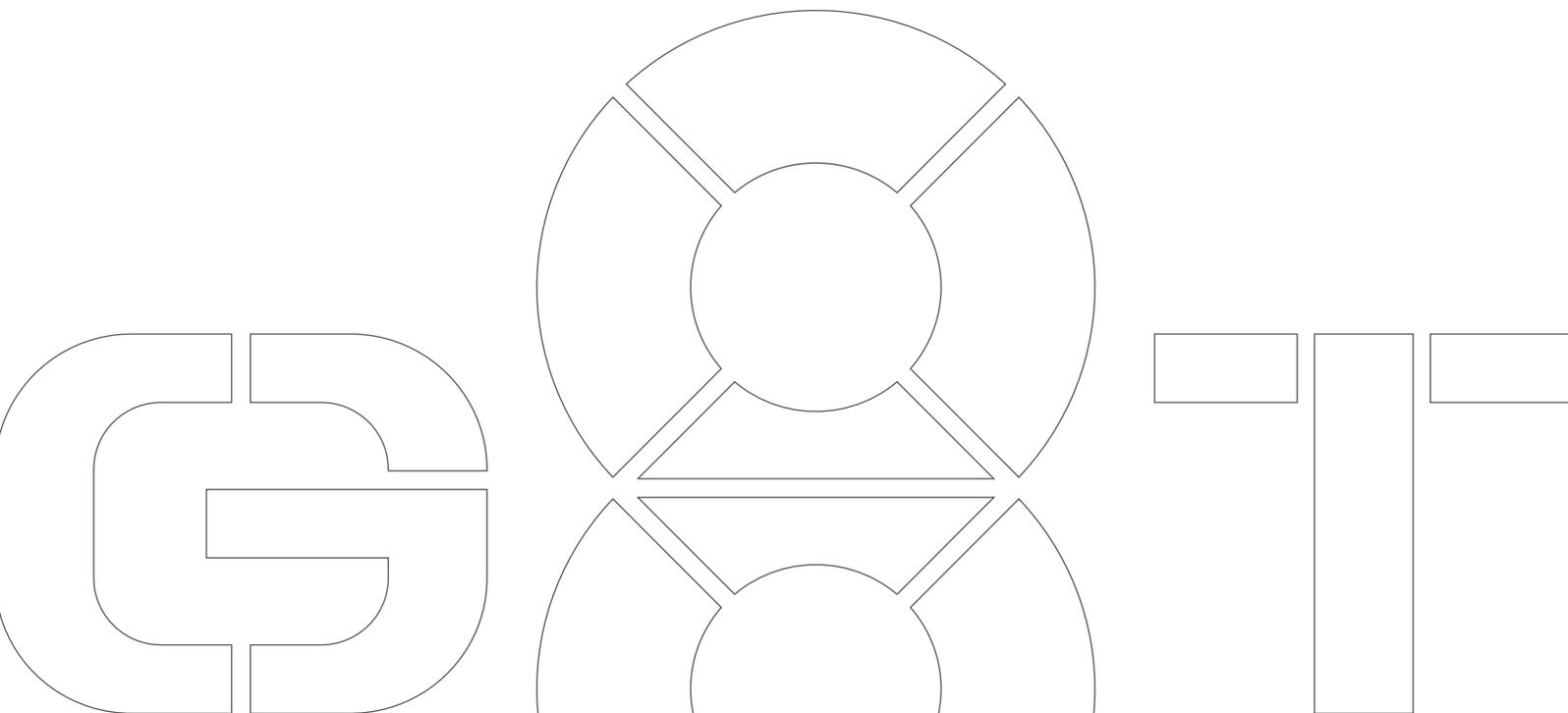
OCCUPATION-RELATED COMPETENCIES

G8T-39

CLIENT VERSION

Max Mustermann

APRIL 19, 2017



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WELCOME

Liebe/r Klient/in,

Today you are receiving feedback with regard to the occupational competency test that your employee recently completed.

All the results are observed with regard to a reference sample. In doing so, the result of the tested person is compared with the reference sample and their scores are comparatively arranged on the dimensions gathered. High scores always mean that the tested person ascribes a characteristic that is greater than the individuals in the reference.

Psychological tests have different measurement accuracies. Similar to weighing scales, the accuracy of the measurement is not perfect. Therefore, the results are stated in sections. These fields take many fluctuations into consideration due to the measurement inaccuracy.

NOTE:

It must be observed that higher scores do not equate to a greater fit. Moreover, the result must be interpreted by taking the current occupational situation of the test person into consideration.

OCCUPATION-RELATED COMPETENCIES

The G8T used here, determines 8 known competencies, which can be derived from the analyses of existing competency models: Leadership and Decisions, Support and Cooperation, Interaction and Presentation, Analysis and Interpretation, Creation and Conceptualization, Organization and Execution, Adaptability as well as Entrepreneurship and Performance. In addition to these eight broad competencies, the G8T also permits a detailed analysis. Thus, in the addition to the results associated with the Great 8, the results of the underlying competency fields are also communicated in the following. In the process, we will first explain which behaviors help characterize individuals with higher scores on the respective Great 8 competency. This is complemented by classifying the G8T results in a competence range, which the statements from the reference are based on. The competence range is composed of 5 fields and also has a colored background. The further right the score of the tested person, the more the competence is attributed, compared to the comparative sample.

Among the competence ranges, you will also find detailed explanations of the competencies constituting competency fields. Even here, we plan on carrying out a subsequent comparative classification of the response pattern.

NOTE:

It must be observed that higher scores do not equate to a greater fit. Moreover, the result must be interpreted by taking the current occupational situation of the test person into consideration.

Summary

Leadership and Decisions			
Management Style	Uniform leadership style		Adaptive leadership style
Self-confident demeanor	Authentic, unplayed appearance		Self-confident sovereign appearance
Claim to Leadership	Prefers flat hierarchies, leaves leadership to others		Insists on independence and self-determination
Support and Cooperation			
Tactical Skills	Spontaneous, intuitive and authentic in discussions		Deliberate, tactical and strategic in discussions
Motivational Skills	Preference for self-motivation of colleagues		Ambitious to motivate colleagues, interested in their development
Customer Orientation	Orientation to product sales		Orientation to customer wishes
Team Management	Trust in independent team-building		Facilitates team-building and feelings of togetherness
Interaction and Presentation			
Empathy	Unaffected by the feelings of others		Empathetic, high sense of justice
Communications Style	Direct, pragmatic conversation		Respectful, partner-focused conversation
Analysis and Interpretation			
Adaptability	Consistent in critical situations, persevering, experienced		Flexible in critical situations, autonomous, open-minded
Processing of Information	Thoughtful information processing		Up-to-date, fast information processing and integration
Handling of Ambiguities	Tendency for clarity and unambiguity		Open to contradictions and reorientations
Problem Resolution	Preference for fast and unambiguous solutions, focused implementation		Enjoys discovering, deliberating and solving problems
Decision-making capabilities under time constraints	Considered decisions under time-pressure, low-risk, deliberate		decisive under time-pressure, quick, efficient
Pragmatism	Tendency for complex solutions, accurate, critical		Solution-focused, tendency for efficient solutions
Work-Life-Balance	Committed, job-focused		Balanced, pursuit of private and professional goals
Change Management	Focused on the tried and tested, experienced, critical towards change		willing to take risks, open to new ideas
Process Management	Preference for careful, smooth process implementation		Preference for optimization and further development of processes
Creation and Conceptualization			
Strong Decision Maker	Focused decision-making, fast, spontaneous		differentiated decision-making, global, rational
Motivation for Personal Growth	Preference for established knowledge; low-risk and effective approach		Inquisitive, willing to learn, open-minded
Handling of Values	Consistent, convincing, thought-out value transmission		Tolerant, preference for individualism
Handling of Success and Failure	Proud, self-confident, high self-regard		Giving and receiving help, grateful, humble
Optimism	Serious, objective, strict		Humorous, relaxed, at ease
Human Intuition	Thought-out, careful judgment of people		Experienced, intuitive judgment of people
Organization and Execution			
Planning of Own Goals	Spontaneous handling of obstacles		Anticipation and consideration of possible obstacles
Diversity Management	Preference for homogeneous teams		Preference for heterogeneous teams
Networking Skills	Focus on individual cooperations		Committed, active search for cooperation partners
Management of Organizations	Trust in personal grasp of organizations		Appreciation of precise organizational knowledge
Self-reflection	Seamless transition to the next task		Intensive reflection of performance
Conflict Management	Conflicts seen as disturbing factor, inhibitive, unnecessary		Conflicts seen as opportunity, constructive handling of things
Adaptability and Coping			
Time-efficient Work	Flexible timing, spontaneous, no advance planning		Planned timing, forward-looking, efficient
Career Planning	Flexible career, adapted to circumstances		Detailed career planning, active, committed
Stress Management	Focused under stress, persistent		Calm under pressure, vigilant, supportive
Entrepreneurship and Performance			
Entrepreneurial Competency	Market-informed, necessary market knowledge		Market-experience, anticipation of market events
Negotiation Skills	Diplomatic, flexible, adaptable		Assertive, compelling
Enthusiasm	Present-focused, careful, thoughtful		Future-focused, inspired, enthusiastic
Quality Management	Correct, fulfilling the requirements		Going above and beyond, flawless, precise
Strategic Competency	Persevering; maintaining plans, proven strategies		Orientation towards trends, quickly changing actions
Innovation Management	Preference for proven solutions		Striving for innovation, novel solutions

LEADERSHIP AND DECISIONS

Management Style:

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



does not adapt his/her management style to the diverse personalities of his/her employees. Homogeneous teams in particular prefer this stringent management style.

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.

flexible adapts his/her management style to the personalities of his/her employees. Heterogeneous teams in particular prefer this adaptive management style.

Self-confident demeanor:

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



places great importance on authenticity. He/She admits to having insecurities and does not conceal them.

usually appears self-confident and his/her insecurities are rarely noticeable. This individual has no problems admitting to a few insecurities.

appears confident. He/She can easily conceal any insecurity.

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LEADERSHIP AND DECISIONS

Claim to Leadership:

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



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.

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

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

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SUPPORT AND COOPERATION

Tactical Skills:

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



always attempts to react authentically. In heated discussions and stressful situations, this often means strong emotional responses for this individual. Set strategies are frequently switched and are adapted to the current situation.

tries to stay calm in heated discussions and stressful situations most of the time. In certain situations, this individual finds it necessary to respond authentically, which includes displays of emotion. Set strategies are adapted to the current situation.

is firmly committed to approaching all stressful situations calmly and with a level head. In this conjunction, this individual considers it important to consistently pursue a set strategy through tactical skills and to not deviate from it.

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SUPPORT AND COOPERATION

Motivational Skills:

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



appreciates independent employees who have the capability to motivate themselves. He/She does not get involved in the individual development of employees.

considers it important to have the ability to motivate employees in a wide range of situations. When difficult situations arise, this individual is frequently busy with other assignments and thus appreciates employees who have the capability to motivate themselves even in difficult situations. The individual development of at least the key employees is one of his/her priorities.

considers it important to be able to reach and motivate his/her employees even in difficult situations. He/She has a vested interest in the personal development of each individual employee and fosters their advancement.

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SUPPORT AND COOPERATION

Customer Orientation:

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



usually considers the search for a solution for the customer's problem redundant. He/She is convinced that if a product is good, the customer's wishes and needs should be based on the product.

either considers the search for a solution that will resolve the customer's problem essential or redundant. Depending on his/her assessment, he/she will address the customer's needs or wishes or will stick to the existing solutions.

considers the customer's wishes and needs to be a priority. He/She always focuses on finding a way to address the customer's wishes and needs. He/She is prepared to adapt existing solutions accordingly.

Team Management:

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



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.

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.

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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INTERACTION AND PRESENTATION

Empathy:

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



tries not to be impacted by the emotional situation of other individuals. This individual does not consider injustices against others obstacles for their work.

only considers the emotional situation of other individuals important in certain situations. When those arise, he/she tries to put himself/herself in their situation to be able to react appropriately. If others are targeted by injustices, this individual will usually carefully consider whether getting involved will pay off.

pays extremely close attention to the emotional situation of others. He/She attempts to put him/herself in their position with the aim of reacting appropriately. This individual places great emphasis on preventing injustices against others and gets involved.

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INTERACTION AND PRESENTATION

Communications Style:

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



considers it important to get down to business in conversations and to conclude them quickly. He/She is of the opinion that in most cases, small talk and compliance with communications rules are just roadblocks.

considers it important to respect the counterpart in most conversations and to make sure that what is being said is not misunderstood and observes certain communication rules. At the same time, he/she is convinced that in certain conversational scenarios, a quick result should also be achievable in the absence of communications rules.

considers it important to respect the counterpart and to make sure that what is being said is not misunderstood. To achieve this, he/she uses various communication techniques and strategies.

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ANALYSIS AND INTERPRETATION

Adaptability:

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



fails to deviate from the defined plans even in critical situations. He/She attempts to stringently uphold the set strategies and does not want to lose time as a result of restructuring measures. This individual does not give up any assignments.

recognizes if a plan is reaching its limits in a timely manner and tries to react in partnership with colleagues. In conjunction with this, this individual attempts to adjust his/her approach in a concerted effort. Assignments may either be restructured or given up completely.

quickly recognizes if a plan is reaching its limits and always tries to respond by taking the initiative. If at all possible, the approach is adjusted autonomously. Assignments may either be restructured or given up completely.

Processing of Information:

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



always attempts to come up with the best plans based on the information available. He/She will review any new information in great detail to determine whether it has to be integrated into his/her plans.

attempts to always stay up-to-date on all information pertaining to areas of relevance. The information is reviewed upon receipt to subsequently be integrated into his/her plans.

attempts to consistently have up-to-date information. Upon receipt, the information is integrated into this individual's plans as soon as possible.

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ANALYSIS AND INTERPRETATION

Handling of Ambiguities:

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



considers it important to ensure situations are always transparent and clear. This individual tries to avoid conflicting situations given that in his/her opinion, they are a mere waste of time and cause unnecessary stress.

considers it important to ensure situations are transparent and clear. In the few conflicting situations that arise, this individual will attempt to stay level headed.

does not shy away from conflicting situations. It is important to this individual to keep a level head – even in these situations. To compensate, he/she tries to adapt to these ambiguous situations as quickly as possible while remaining balanced.

Problem Resolution:

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



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.

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.

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.

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ANALYSIS AND INTERPRETATION

Decision-making capabilities under time constraints:

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



makes the best decisions when there is plenty of time to contemplate the problems. He/She refuses to make decisions under time constraints to minimize the risk of errors.

makes decisions without a great deal of thought. He/She tries to avert time constraints with the aim of not being subject to too much pressure.

always makes decisions without much hesitation. This individual is not affected by time constraints during the decision-making phase.

Pragmatism:

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



always attempts to address problems with complex and sophisticated solutions. He/She wants to minimize the sources for errors and enjoys finding such solutions.

attempts to distinguish between problems and to come up with a complex or simple solution depending on the problem. This individual wants to minimize sources of errors and simultaneously wants to find solutions that can be implemented as quickly as possible.

always attempts to address problems with a quick solution that can be implemented easily and efficiently. He/She enjoys finding such solutions.

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ANALYSIS AND INTERPRETATION

Work-Life-Balance:

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



considers his/her career of top priority. For this individual it is important to pursue career goals with a great deal of commitment. Even in his/her private life, this individual frequently spends a lot of time working towards professional goals.

does not lose sight of his/her personal life alongside an intensive career. If time permits, this individual also attempts to set personal goals and pursues them.

distributes his/her priorities across his/her career and personal life. He/She always wants to set ambitious goals in both areas and pursue them equally.

Change Management:

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



is aware of the quality of proven methods that work. This individual does not have an inclination towards premature strategy changes. He/She weighs the risks of potential changes very accurately before they are implemented or discarded.

assesses potential changes, his/her opportunities and risks in a very differentiated manner before they are implemented or discarded.

always views changes as a potential opportunity for further development. He/She specifically looks for development potentials in change processes and fosters them.

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ANALYSIS AND INTERPRETATION

Process Management:

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



places a lot of emphasis on the smooth planning and implementation of processes. He/She investigates the risks in the new design of existing processes in great detail.

wants to have a differentiated understanding of important processes and their design. He/She attempts to use this knowledge for the implementation of the new design of existing processes.

wants to have a differentiated understanding of processes and their design. He/She considers this knowledge the foundation for the implementation of the new design of existing processes. To achieve this, this individual tries to find innovative and efficient solutions as quickly as possible.

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CREATION AND CONCEPTUALIZATION

Strong Decision Maker:

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



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.

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.

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

Motivation for Personal Growth:

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



resorts to existing and well-founded knowledge. This individual hardly ever runs the risk of wasting time with topics that do not serve a practical purpose.

takes the initiative to acquire new knowledge. He/She always attempts to stay focused on practical topics.

is highly motivated to acquire new knowledge all the time. Besides practical topics, this individual also attempts to include issues outside of his/her own field of expertise to build as broad a foundation as possible.

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CREATION AND CONCEPTUALIZATION

Handling of Values:

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



places importance on the ability to always understand and discuss personal values and ideas. This individual is convinced of his/her opinion and tries to convince counterparts of his/her own values.

considers tolerance vis-à-vis personal values and ideas important. This person tolerates individual approaches to life with individual values. He/She considers it appropriate to question and discuss some strongly diverging points of view.

considers tolerance vis-à-vis many personal values and ideas more important than questioning or discussing them. This individual will always be an advocate for individual approaches to life with individual values.

Handling of Success and Failure:

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



sees his/her own career as the result of his/her own efforts. This individual is proud to have achieved all of this without help and support and is convinced that any other individual can also attain their goals without support.

considers his/her own career as the result of his/her own efforts and the help as well as support received from others at the right time. This individual is willing to support others when deemed appropriate.

realizes how important the help and support received from others was for his/her own professional career and is therefore always willing to extend the same kind of support to others.

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CREATION AND CONCEPTUALIZATION

Optimism:

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



takes new challenges and problems seriously. He/She also does not want to use humor to be distracted from the important matters.

meets new challenges with a sense of seriousness or with a positive attitude paired with ease. This individual may consider humor helpful or obstructive.

always tries to embrace new challenges with a positive attitude and a sense of ease. In this context, this individual wants to retain a sense of humor and not take himself/herself too seriously.

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CREATION AND CONCEPTUALIZATION

Human Intuition:

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



uses his/her human intuition to identify strengths and weaknesses of individuals he/she has known for a long time. He/She tries to assess the potential for a position after giving it some detailed thought. This individual is of the opinion that some individuals cannot be evaluated even after one has known them for a long time.

considers his/her human intuition important for his/her role as a manager. This individual uses his/her human intuition to quickly identify the strengths and weaknesses of some employees and to beneficially assess their potential for a position. He/She is of the opinion that a thorough assessment of most individuals will take quite some time.

considers a differentiating human intuition key for his/her role as a manager. This individual tries to use his/her human intuition to quickly identify the strengths and weakness of all individuals to beneficially assess their potential for a position.

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ORGANIZATION AND EXECUTION

Planning of Own Goals:

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



attempts not to be held up by potential hindrances and difficulties as early as during the planning phase of a project. This individual will address new challenges once they become evident.

attempts to consider likely hindrances and difficulties in a project as early as during the planning phase and wants to have alternatives in place in order to be well prepared to respond to the challenges.

wants to include potential hindrances and difficulties of a project as early as during the planning phase in his/her work. Hence, this individual will always try to have alternatives in place in order to be well prepared to respond to the challenges.

Diversity Management:

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



prefers to compile homogeneous teams in his/her role as a manager. He/She argues, for instance, that this will minimize any friction caused by different backgrounds.

tries to compile teams that are both, diverse and homogeneous, in his/her role as a manager. The aim of this is to have skills that complement each other while also minimizing the friction caused by different backgrounds.

tries to compile teams that are as diverse as possible, in his/her role as a manager. He/She wants to achieve the optimum result, in which skills and cultural backgrounds complement each other.

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ORGANIZATION AND EXECUTION

Networking Skills:

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



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

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

quickly recognizes cooperations that will pay off. The aim is to actively search and to always maintain such cooperations.

Management of Organizations:

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



does not consider organizational knowledge an important component of his/her professional expertise. This individual is of the opinion that it is possible to easily navigate around organizational structures without this knowledge.

considers knowledge of organizational structures an important factor. This individual will try to quickly understand some fundamental organizational structures to be able to navigate in them with ease.

considers organizational knowledge an elementary component of his/her professional expertise. This individual will always try to quickly understand organizational structures to be able to navigate in them and their management structures sophisticatedly.

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ORGANIZATION AND EXECUTION

Self-reflection:

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



tries not to lose time after a project is completed and to start the next one right away. This individual considers detailed evaluations redundant in most cases.

during and after the completion of important projects, this individual tries to reflect on his/her own performance. He/She wants to briefly evaluate his/her own strengths and weaknesses.

during and after the completion of important projects, this individual always tries to reflect on his/her own performance. This individual considers a detailed evaluation of his/her own strengths and weaknesses a key factor to be able to identify potential development fields.

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ORGANIZATION AND EXECUTION

Conflict Management:

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



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

considers conflicts as potential problematic factors or opportunities for further development. Central conflicts may stand in the way of constructive solutions. This individual 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.

always understands conflicts as an opportunity for further development. This individual 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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ADAPTABILITY AND COPING

Time-efficient Work:

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



does not need any detailed plans to address assignments directly and without losing time. This individual usually considers detailed plans redundant and wants to keep an overview without relying on them.

attempts to get a good overview of his/her workload and available capacities if assignments are complex, so that he/she will be able to handle such assignments regardless of time constraints. For simpler assignments, this individual considers detailed plans redundant.

always places great emphasis on being able to have a good overview of his/her work and available capacities. Attempts to handle all assignments regardless of any time constraints thanks to planning with foresight.

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ADAPTABILITY AND COPING

Career Planning:

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



does not spend much time on planning his/her own career in detail. This individual is of the opinion that he/she will be able to continue to make progress on his/her successful career path even if a master plan does not exist. Given that he/she does not have concrete goals, this individual rarely experiences failures or disappointments.

makes rough plans for his/her career in advance. This individual is willing to invest time and effort into the implementation of these plans if good opportunities arise. This person usually takes failures as a sign that it is once again time to focus on other important assignments.

always plans his/her next career steps meticulously in advance. He/She is willing to invest a lot of time and effort into the implementation of these plans. This individual understands failures as an incentive to perform better.

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ADAPTABILITY AND COPING

Stress Management:

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



focuses on his/her own scope of responsibilities in the event of stress. He/She tries to set boundaries by not accepting any additional assignments from colleagues who have too much work. In stressful situations, they want to maintain their proven work style to minimize the risk of errors.

in stressful situations, focuses primarily on his/her own scope of responsibilities. Rarely wants to take over assignments from colleagues who have too much work and attempts to maintain his/her own work style. In exceptional situations, this individual will be willing to adjust his/her own style.

keeps an overview of his/her own and his/her colleagues' workflow in stressful situations. Tries to always adapt the work patterns to the new and difficult situations and is willing to take on work from colleagues who have too much work with the aim of not placing the joint goal in jeopardy.

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ENTREPRENEURSHIP AND PERFORMANCE

Entrepreneurial Competency:

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



considers his/her existing market knowledge sufficient to use it for the benefit of his/her own business.

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.

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 individual considers the anticipation of changes as a key competency for this purpose.

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ENTREPRENEURSHIP AND PERFORMANCE

Negotiation Skills:

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



considers it important to handle set goals flexibly in negotiations so that they can be directly adjusted to the courses of the conversation. In this context, this individual is open to entertain different goals of the negotiating party.

considers it important to protect the set goals in many negotiations. This individual will only be open to entertain different goals of the negotiating party in few courses of the conversation.

considers it important to protect the set goals in all negotiations. This individual will not be able to entertain different goals of the negotiating party, regardless of the course of conversation.

Enthusiasm:

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



makes the current situation his/her priority. This person rarely wants to look into future plans in order to avoid slowing down the optimization of the current status.

does not want to lose sight of the opportunities that might arise in the future. If this individual finds it particularly promising, he/she will attempt to draft related plans and to implement them.

always keeps the opportunities that might arise in the future in mind and attempts to draft related plans. He/She embraces these opportunities with enthusiasm and wants to generate enthusiasm among colleagues.

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ENTREPRENEURSHIP AND PERFORMANCE

Quality Management:

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



expects products and services to work as intended. This individual will be satisfied if this expectation is met.

expects high product and service quality. This individual will be satisfied if this expectation is met. He/She rarely tries to further advance the quality of processes through improvements.

exclusively expects premium quality in terms of products and services. Even if this expectation is met, this individual still tries to further advance the quality of processes through constant improvements.

Strategic Competency:

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



makes current assignments his/her priority. Future trends are rarely of interest to this person. He/She is convinced the proven strategies do not have to be changed prematurely to be successful.

attempts to pay attention in the relevant fields and to identify future trends ahead of others. He/She also attempts to quickly change proven strategies quickly in order to be successful.

always attempts to identify future trends ahead of others to be able to derive implications from this knowledge early on. He/She is convinced that the quick change of even proven strategies can be successful.

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ENTREPRENEURSHIP AND PERFORMANCE

Innovation Management:

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



always addresses problems using proven solutions. Such individuals do not want to spend any time searching for new solutions.

always addresses problems with new or proven solutions. He/She weighs the problem to decide which one will be the more efficient method.

Always strives for innovative and new solutions. He/She pursues the finding of such solutions with enthusiasm.

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