

# REPORT

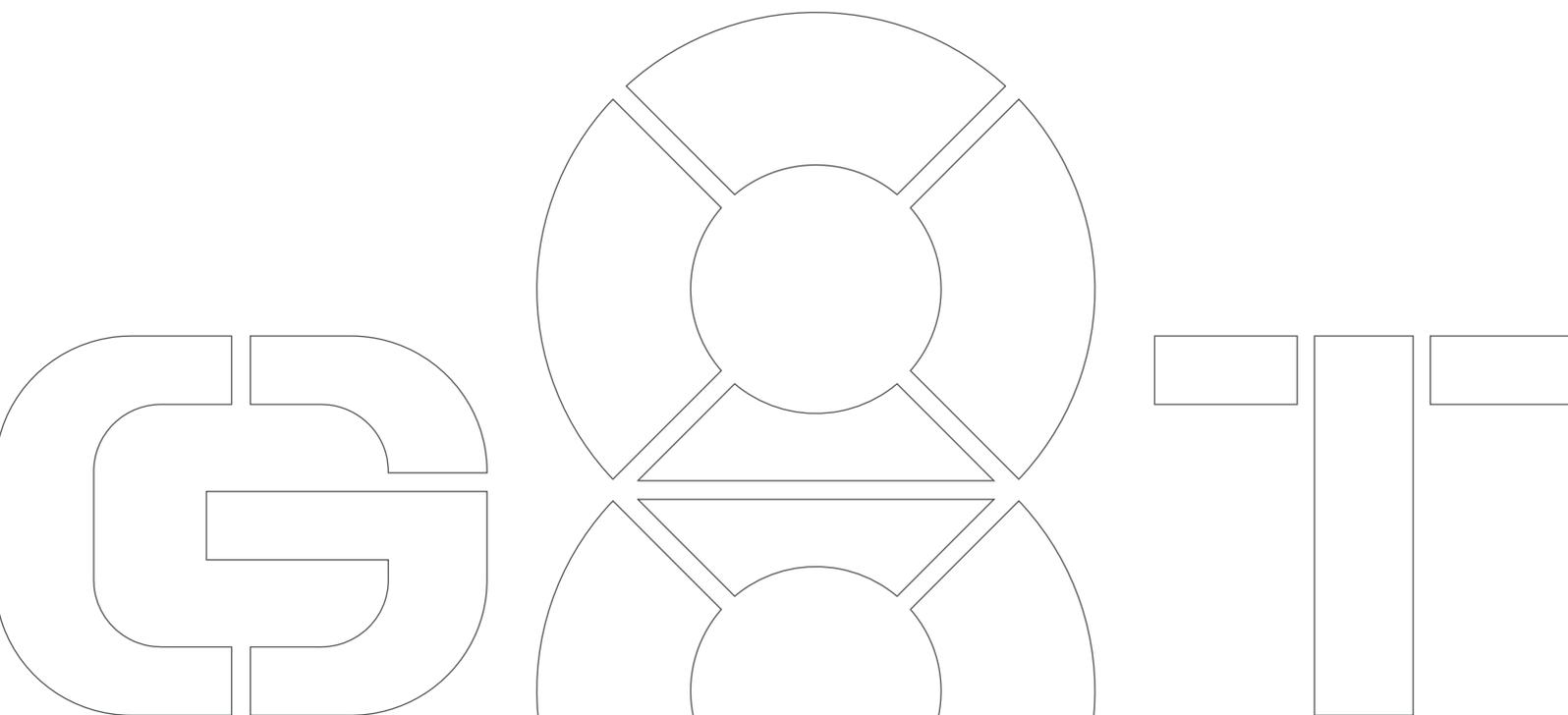
OCCUPATION-RELATED COMPETENCIES

G8T-LM

CLIENT VERSION

Max Mustermann

APRIL 19, 2017



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## WELCOME

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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

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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
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			
Processing of Information	Thoughtful information processing		Up-to-date, fast information processing and integration
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
Creation and Conceptualization			
Strong Decision Maker	Focused decision-making, fast, spontaneous		differentiated decision-making, global, rational
Human Intuition	Thought-out, careful judgment of people		Experienced, intuitive judgment of people
Organization and Execution			
Diversity Management	Preference for homogeneous teams		Preference for heterogeneous teams
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 seems as disturbing factor, inhibitive, unnecessary		Conflicts seen as opportunity, constructive handling of things
Adaptability and Coping			
Stress Management	Focused under stress, persistent		Calm under pressure, vigilant, supportive
Entrepreneurship and Performance			
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

# LEADERSHIP AND DECISIONS

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## 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.

## Above-average management style

### Opportunity:

An excellent management style in large heterogeneous teams speaks in favor of an adaptive style of management. Managers approach the employees of heterogeneous teams according to their personalities and skills. Thus, employees, with the need for personal appreciation, work in a more dedicated manner.

Above-average management style and below average ability to regulate stress

### Risk:

Managers with a low ability to regulate stress are not able to maintain their management style in difficult periods. They are perceived as uncooperative by their employees because they are dedicated to their own assignments and rarely look for exchange with others.

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# LEADERSHIP AND DECISIONS

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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.

Below average or average self-confident demeanor

Risk:

Managers with low scores are often not taken seriously by their team. Their authority is questioned. In teams, which are to implement many specifications of their managers, this is a potential for resistance. Employees have difficulties following instructions, when their manager is obviously not impressed by it.

Even for managers that forward a lot of information from the top level to the low level, a low score represents a risk of dissatisfaction among the employees. Specifications or decisions from the top level that are difficult and difficult for the employees to understand are not communicated confidently and this results in more frequent resistance among the employees.

Lower scores promote ambiguity in the team with regard to pending projects and objective agreements.

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# LEADERSHIP AND DECISIONS

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## 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.

## Above-average claim to leadership

### Opportunity:

Middle managers who are usually required to independently develop and implement new strategies should have an above-average score. They aim at approaching problems independently and giving their employees explicit instructions.

### Risk:

If the room for maneuver of the managers primarily includes the forwarding and implementation of the top-level plans (and not their development), an above-average claim to leadership provides a potential for frustration because the need for independent action cannot be fulfilled.

A high score increases the risk for a solo move by the manager. This is particularly relevant for situations, which can have serious or inter-divisional consequences.

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## LEADERSHIP AND DECISIONS

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Above-average claim to leadership and below average processing of information

Risk:

Managers with a high claim to leadership independently take over the responsibility for their departments and projects. Among managers with a low processing of information, it can result in new information not being processed quickly and not forwarded to the employees accordingly. Managers with this combination are usually not satisfied with their own claim to leadership. This creates the potential for frustration among the managers and the employees, who are lacking clear instructions.

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## SUPPORT AND COOPERATION

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### 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.

### Above-average tactical skills

#### Opportunity:

Above-average tactical skills is relevant for managers who are confronted with assignments, in which a forward-looking approach is necessary in order to be successful. These managers carefully consider how they are to confront the individual challenges and implement their plans.

Tactical skills can play an elementary role for negotiations with external partners and customers. High scores indicate that managers under pressure stick to their appropriate tactics and negotiate with tenacity.

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## SUPPORT AND COOPERATION

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### Motivational Skills:

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



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

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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.

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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.

### Above-average or average motivational skills

#### Opportunity:

Motivational skills for middle managers is an important competency. Particularly in long-term projects, in which it can result in difficult and tough situations, team leaders that have managers with high motivational skills keep their employees motivated during work. However, team leaders themselves should bring long a high level of motivational skills because otherwise the specification on this level can fall flat and not reach the employees.

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## SUPPORT AND COOPERATION

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For long-term employees, the motivational skills of their managers is of particular importance because they are often not able to motivate themselves to achieve maximum performance.

### 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.

### Above-average team management

#### Opportunity:

Among managers with a high score, the probability for a good atmosphere and a feeling of togetherness is high. This competency field is elementary even in projects, which, at the very beginning, often include the formation of new teams as a management task. For managers with high scores, the support of employees is given priority. If managers are only in close contact with a few team leaders, team management plays a subordinate role. Care should be taken that

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the team leaders have this competence or that this is promoted through training.

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# INTERACTION AND PRESENTATION

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## 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.

## Below or average empathy

### Risk:

For managers that have closer and more frequent interaction with their employees, a below average extent represents a particular risk. Employees in these structures are more frequently frustrated, if they feel that they are treated with very little empathy or are not understood by their managers. A personal relationship to the manager only occurs in a few cases.

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# INTERACTION AND PRESENTATION

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## Communications Style:

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



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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.

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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.

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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.

## Below average communication style

### Risk:

For teams of the middle management level, an average score represents a risk for unsatisfied and frustrated team leaders. This is particularly true for team leaders that have an intensified need for personal support and appreciation from the managers.

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## ANALYSIS AND INTERPRETATION

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### Processing of Information:

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



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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.

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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.

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

Below average or above-average processing of information

### Risk:

Managers with average and below average scores in the processing of information give rise to a risk that problems are not recognized and thus, cannot be solved in time. This risk is particularly relevant for managers, who have a lot of strategic decision-making scope and do not just execute the specifications of the upper manager level and forward it to their employees.

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# ANALYSIS AND INTERPRETATION

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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.

Above-average decision-making capabilities under time constraints and above-average motivational skills

Opportunity:

Managers with high scores are most likely to make faster decisions. This increases the chance for individuals that have to make many decisions every day to work efficiently. Even under pressure, managers maintain an overview of which decisions have priority and which need to be made quickly. High scores are also decisive for middle management levels, if their competency field includes the strategy planning for the operative level. In this case, quick action is often decisive. If their team members need to implement or communicate decisions in the process, they must display the necessary motivation and have faith in their manager. For managers with above-average motivational skills, the basis that it will work is a given.

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## ANALYSIS AND INTERPRETATION

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Above-average decision-making capabilities under time constraints and below average pragmatism

Risk:

A risk for the decision-making capabilities under time constraints even with a high score, is represented by simultaneously low pragmatism score. Managers with this combination do not get flustered by the time constraints and tackle the problems. However, they can lose a lot of time during the exhausting search for the best solution. This is particularly dangerous, if quick action is required.

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.

Below average or average pragmatism

Opportunity:

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## ANALYSIS AND INTERPRETATION

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A low score can be helpful if managers need to answer strategic questions. Individuals consider it important to fulfil the complexity of the assignments through multi-layered solutions.

### Risk:

Managers with average or below average scores in pragmatism run the risk of getting bogged down in complex solutions which are not comprehensible for their employees. This can result in inefficient solutions, which require too much time and too many resources, particularly for assignments with an operative character.

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# CREATION AND CONCEPTUALIZATION

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## 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.

## Below average decision maker

### Risk:

Being a weak decision maker increase the risk of the diffusion of responsibility among the employees. In difficult situations, these employees feel abandoned by manager with low scores because the managers stay out of the processes.

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## CREATION AND CONCEPTUALIZATION

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### 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.

### Above-average human intuition

#### Opportunity:

Above-average human intuition increases the chance for satisfaction of the employees in flat hierarchies. A manager with a high level of human intuition uses employees according to their skills and needs. This plays a particular role in small departments with plenty of personal contact.

If managers are involved in the personnel selection, high scores help the assessment of the candidates.

Personal human intuition is not decisive if managers in large companies are simultaneously responsible for many departments. Moreover, they should make sure

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## CREATION AND CONCEPTUALIZATION

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that their team leader has high scores in this competency.

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# ORGANIZATION AND EXECUTION

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## 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.

## Below average diversity management

### Risk:

In case of a below average score, the risk of overlooking the potentials of the employees is greater. In heterogeneous teams in particular, the capabilities are wasted because these are not used or supported in a specific manner.

If managers are involved in personnel planning, there is a risk that teams are put together homogeneously and there is a lack of specializations.

Below average diversity management and above-average knowledge in human nature

### Opportunity:

Managers with low scores provide good prerequisites if it is necessary to put together homogeneous departments, which work on a (sub)task with similar skills.

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## ORGANIZATION AND EXECUTION

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They enjoy putting together such teams. In order to use this possibility however, they should be involved in personnel planning and have a high level of human intuition because otherwise, it can result in the hiring of the wrong individuals.

### 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.

Above-average management of organizations and below average communication style

### Risk:

For middle level managers, a high score in the management of organizations is of key importance. They navigate between the top level and operative level and communicate in both directions. Managers with

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## ORGANIZATION AND EXECUTION

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high scores are very familiar with the processes between and within the departments. In case of new designs or transformation in the company, the middle managers assume a central role. In case of a simultaneously low communication style, there is the risk that the information is not forwarded in a satisfactory manner.

### 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.

### Average or below average self-reflection

#### Risk:

A low score increases the risk for stagnation among managers. They tend to not want to develop further in their professional or personal lives. A low level of

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## ORGANIZATION AND EXECUTION

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willingness to learn represents an unfavorable prerequisite, particularly for managers, who are to be bound to the company in the long-term.

### 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.

### Below average or average conflict management

#### Risk:

Small or familiar team structures respond more sensitively to the moods of the individual members. Here, the risk for an inefficient working atmosphere is increased due to below average conflict management. It can result in more conflicts.

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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.

### Below average ability to regulate stress

#### Risk:

For managers with an average score, there is an increased risk for an uncooperative and inefficient management style when under stress. These individuals distance themselves more frequently, by just dedicating themselves to their assignments and frequently remain true to their work style without adapting to the changed conditions. The risk is reduced with simultaneously high scores in the G8 field, organization and execution. Then, individuals are less likely to be faced with stressful situations because they structure their work in a forward-looking manner and plan these in agreement with colleagues and employees.

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## ADAPTABILITY AND COPING

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Below average ability to regulate stress and below average pragmatism

Risk:

Managers with this combination have the potential of not reaching any solutions in stressful situations. They remain true to their unpragmatic style to find complex answers. This is particularly problematic in stressful situations with many assignments to be mastered in parallel, which require quick action.

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# ENTREPRENEURSHIP AND PERFORMANCE

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## Enthusiasm:

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



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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.

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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.

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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.

Above-average enthusiasm and below average processing of information

### Risk:

Above-average scores provide good prerequisites for managers that are already involved in strategic management and change processes. These individuals try not to lose sight of these options, which may arise in the future. The chance of successfully implementing future-oriented plans is good, if the enthusiasm is high. Managers with a low processing of information run the risk of not having the relevant information for the strategic management and for change processes available in good time. The processes can fail.

Above-average enthusiasm

### Risk:

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If change processes are not indicated, a high score has a risk of becoming lost in inopportune future visions and losing sight of the operative day-to-day business. There is the risk that the ideas of the manager and his/her employees do not conform to those of the company management.

In the case of managers, whose strategic room for maneuver is restricted by upper levels, a high score brings a long a potential of frustration. Strategies of the upper level may be implemented begrudgingly or not at all.

## 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.

Above-average quality management

Opportunity:

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Managers, whose competency field includes projects and products, whose successes can only be guaranteed with the highest quality, must have an above-average score. In products, in which small quality differences could be decisive for the future, the constant optimization of quality provides such managers with good prospects of success.

## Risk:

A high score represents a risk if factors such as the purchase price or marketing are more decisive than product quality. It speaks in favor of a competitive attitude. There is the risk that these individuals want to optimize processes and quality unnecessarily and thus, lose time or it results in frustration.

## 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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Above-average strategic competency and below average processing of information

Opportunity & risk:

Above-average scores provide good prerequisites for managers that are involved in challenges such as strategic management and change processes. They quickly attempt to adapt or change simple and even complex strategies due to projected trends. An above-average extent increases the probability of success, particularly in projects and products, in which a multi-layered plan can be decisive. In case of a low processing of information, there is the risk that not all factors are taken into consideration in the strategy development or change.

Above-average strategic competency

Risk:

Lack of trust of the top level in the strategies implemented by the middle level gives rise to an increased risk for a resistance of the manager and the failure of the strategy.

Managers that deal closely with the operative business and in return cannot use their strategic competency, have the potential of responding with dissatisfaction in case of high scores. Intended strategies of the top level can then no longer correspond to the actually strategies that were implemented. Personnel development measures can help minimize this frustration. For example, a new scope of responsibility or more strategic room for maneuver could be opportunities to use the strategic competency for the company and satisfy the demands of the employees.

Above-average strategic competency and above-average claim to leadership and above-average management of organizations

Opportunity:

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## ENTREPRENEURSHIP AND PERFORMANCE

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Managers with a high claim to leadership, independently dedicate themselves to large strategic challenges. They integrate their employees in their strategic decisions through clear instructions. At the same time, managers with an excellent management of organizations keep an eye on all processes involved between and within the departments.

Above-average strategic competency and above-average enthusiasm

Risk:

If strategic tenacity is a critical success factor, managers with a simultaneously high level of enthusiasm run the risk of hastily dealing with actionism.

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