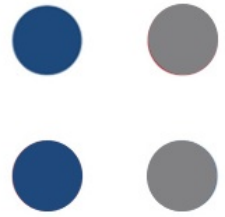


CAPTain::advanced[®]

Bernd Mustermann



CAPTain::advanced[®] short report

Bernd Mustermann

Results

Leadership behaviour

You see yourself as a colleague, and not as someone with overall responsibility. Things can become difficult if you are required to consistently take the lead role.

You take an active part in the decision-making on questions that concern the team goals. Your word carries weight, but you do not dominate the proceedings.

It's not unusual for you to hand over tasks and authorisation over to others, even if you do deal intensively with some tasks yourself. You feel responsible for other people's work and influence their way of working, but you do not feel the need to interfere in everything.

Way of dealing with other people and cooperation

Mr. Mustermann is approachable at all times. He usually becomes effective in direct personal contact. You act professionally towards people in your work environment, focusing on the task at hand. You always remain friendly whenever possible. You prefer not to show displeasure or anger. You are friendly at all times, which probably makes you a pleasant colleague to deal with. Even when you do not like something, you always remain friendly.

You have contact with the group, but keep your independence. In a group situation, you tend to be reserved in communication. You listen and observe before stating your own opinion.

Reciprocal specialist support in the team is important to you. For this reason you commit yourself to co-operation and working together.

You make your personal ideas clear even if others do not agree. You want to assert yourself, but not at any price. At the same time, good personal relationships at work are not as important to you as the matter in hand. By actively introducing your ideas and convictions, you stimulate the discussion and promote good arguments. By concentrating on the matter in hand at the same time, you form an opposite pole to those people who place the emphasis on consensus and considerateness towards others.

You are committed and contact-oriented enough to present something to others, especially when you like it yourself.

Attitude to work and ambitions

You have your own ideas about what is useful and makes sense, and you act accordingly. It is very important to you to work efficiently. At the same time, you consistently hurry things along. You want to get ahead personally and be successful. You have very ambitious goals; you want to be the best, to outstrip others.

You pursue difficult and complicated tasks with great perseverance. At the same time, you want to bring things to a conclusion personally, but can set priorities and put things that are not so important at the back of the queue.

Own responsibility and independence

You want to know what is expected of you in the task at hand, and like to have clear directions. On that basis you will then work independently. You do not need any personal encouragement or support.

You do not question your superior's wishes. Coming up to your superior's expectations means a lot to you.

Goal-orientation and decisiveness

You work towards objectives with all available resources, and want to achieve these goals. You make the necessary decisions, but you do so with caution and take your time. You do not like taking risks.

Pragmatism and creativity

In your work, you also take into consideration structures that are not confined to your department. You are a pragmatic person who considers things, weigh them up and then take action.

You are open to new inputs. You deal well with variety and changes. Creative thinking is not necessarily your strong suit. You mostly take things as they are. You support the implementation of innovation, even where there is resistance. Sometimes you are a motor for change.

System and accuracy

You work systematically and with structure. Even when adapting to new demands, you proceed in an orderly fashion and stick to the plan. You value details and pay attention to accuracy of content.

Tasks that you can deal with based on experience, without thinking about them too much, are your strong point. You are less well suited to activities where the emphasis is very much on analysis.

Activity

You work quickly and take care of a lot of things in a short period of time. You are happy to have several different things running parallel. You love a dynamic working atmosphere.

Self-confidence

You have self-confidence. But if something does not work out, you tend to look for the source of the problem in your own work, rather than in other people's.

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Introduction

CAPTain advanced® is revised on a regular basis. This gives CAPTain increased precision and validity.

More than ever before, CAPTain advanced® is the tool for the consultant who can interpret, combine and evaluate the results in the context of job descriptions in his/her capacity as an expert for aptitude and potential analysis. It is assumed that people using CAPTain advanced® will have attended a CAPTain training course.

The CAPTain system now offers a whole series of different versions for personnel selection and talent management, for personnel development and HR management. CAPTain advanced® is fully compatible with all other versions.

The dimensions and dimension descriptions in CAPTain are chosen in such a way that the top and bottom of each scale always describes a very high or a very low predominance or frequency of the behaviour concerned. As a rule, a very high or very low level of a particular behaviour is not in keeping with the average requirements of the working world. In this sense, the CAPTain results can be evaluated even without having a specific requirement profile on hand. In addition, in this manual (as in the individual evaluation reports produced by the CAPTain software) general indications on how to evaluate the scores are given for each dimension.

In addition to this evaluation report, you can also use the interpretation manual and compare the evaluations of the next higher score above and the next lower one, enabling you to place the candidate's score in context.

We assume that an evaluation interview of this kind will be held with every candidate. The CAPTain advanced® evaluation report is not necessarily self-explanatory and should always be explained by a licensed consultant. In this context, the results should be communicated frankly and fairly, and their meaning explained with regard to the job requirements.

Please bear in mind when using CAPTain advanced® that even this tool can only achieve its true value in the hands of serious, principled and open-minded users.

Good luck with the CAPTain advanced® aptitude and potential analysis!

Your CNT-Team

Typical characteristics

Everybody's different. It is often the highly pronounced characteristics in particular that characterize and distinguish us from others. The behavioural characteristics typical of the person are listed in this table.

At the outset, the characteristics should not be regarded as either good or bad. In an evaluation, it depends on what skills and behaviours the person's (future) job requires.

It may happen that very few or a great many descriptions are shown. This is quite normal. If fewer than five characteristics appear for a person, s/he is a very balanced individual. The person might want to think about setting priorities that correspond to his/her position. If more than ten dimensions are described, it is worth checking whether a little more balance in some characteristics might be useful for the job.

The following characteristics are typical of the person and particularly characterize his/her behaviour in the workplace:

The person works very systematically and displays little flexibility.

The person takes his/her time and works slowly and carefully.

The person does not want any targets; s/he defines the objective and the modus operandi him/herself.

The person delegates a lot, but s/he may be avoiding responsibility in some cases.

The person interferes a lot with the way people do things.

The person questions authority and acts to a large extent on his/her own responsibility.

The person is very ambitious and competes with others for first place.

The person is very matter-of-fact and task-oriented in his/her communication.

The person does not need any personal support.

The person goes about things in a very thorough and thoughtful manner.

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.

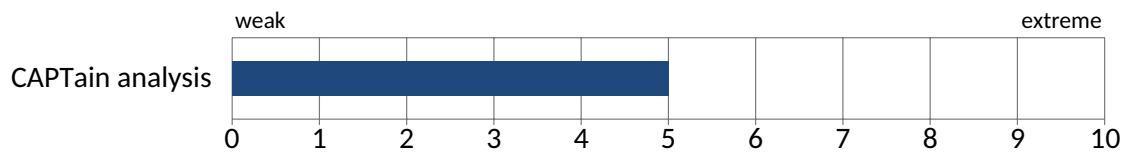
The following table indicates where the person's self-image deviates significantly from the results of the CAPTain analysis. The actual reasons for the deviations need to be investigated. A comparison may reveal in retrospect that one or two self-assessments were exaggerated. That would suggest that 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.

The results in detail

A1 Attitude to work

This dimension describes what role work plays in someone's life: does s/he see work as the meaning of life or as mere necessity? Do people enjoy work for its own sake, or do they look first and foremost for opportunities to increase efficiency? The dimension does not measure whether someone works a lot or a little, well or badly, it simply evaluates the attitude with which s/he approaches work with.

CAPTain analysis



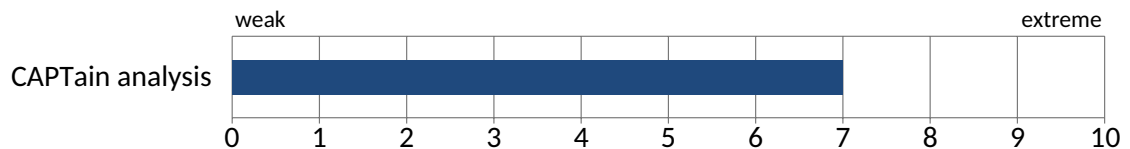
The person recognises that hard work is called for and is willing to perform as required.

Further information on evaluations using the CAPTain analysis: Natural scientists and self-employed people often have somewhat lower scores. Before they do something, they want to know whys and wherefores. They ensure that their output is appropriate. Young high potentials, in particular, sometimes tend strongly to define themselves through their work and neglect their private lives. This is reflected by very high scores. In the long run, this can lead to a work-life imbalance.

A2 Goal-orientation

This dimension looks at whether a person has a concrete work goal, and gears his/her activity to this goal. Does the person focus more on the way of doing things or on the desired result?

CAPTain analysis



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.

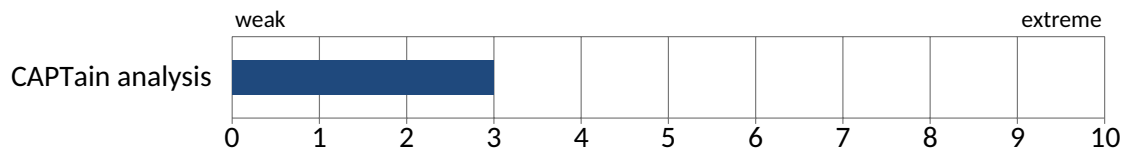
As the person is also very competition-oriented (D2), s/he makes all the more effort.

Further information on evaluations using the CAPTain analysis: In sales, a strong goal-orientation is often expected, as this plays a decisive role in a good performance. However, very high scores mean that the person wants to attain his/her goal at almost any cost, so that there is a risk that quality will suffer. Where creative tasks are concerned, the way things are done has a decisive influence on the quality of the work. The same applies to tasks in which proper implementation and the absence of error are of particular importance. In such cases, lower scores are to be expected.

A3 Personal involvement (managers)

Some managers continue to work with a lot of commitment on tasks of a technical and content-related nature and are the leading specialists in their area of responsibility. Others see it as their main job to support their staff in their work and give them support.

CAPTain analysis



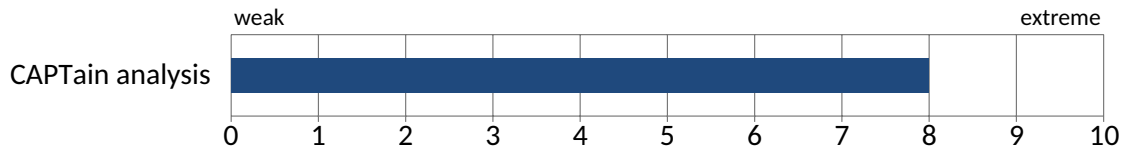
The person gets an overview of specialised tasks required, and ensures that they are dealt with. If necessary, s/he deals with certain content-related issues him/herself.

Further information on evaluations using the CAPTain analysis: Low scores can generally be expected from managers, while scores in the middle of the range can be expected primarily from managers with a specialist bias. High scores are generally not in keeping with the demands made on a manager.

A4 Self-organisation

This dimension refers to a person's organisation of his/her own work activities. Some people proceed very systematically and know the status of their projects at any time. Others work in response to circumstances and react flexibly to the particular demands of the moment.

CAPTain analysis



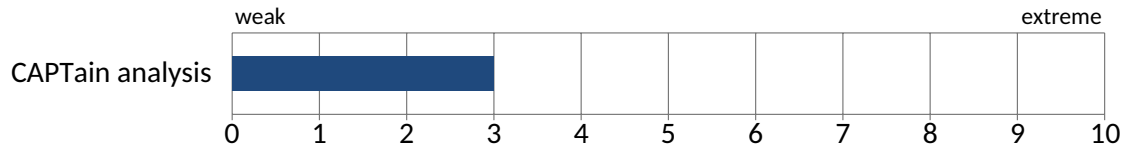
The person gives very high priority to order and system. Formal rules have a very binding character in his/her eyes.

Further information on evaluations using the CAPTain analysis: Low scores are often expected from persons whose job it is to function as an information or decision-making interface for events that are hard to plan. Positions in middle management are often structured along these lines. Management positions with strategic assignments, on the other hand, call for a more structured style of work. For some specialist functions, a very systematic working style is required.

A5 Detail-orientation

This dimension is concerned with the degree of accuracy and care shown in performing assignments.

CAPTain analysis



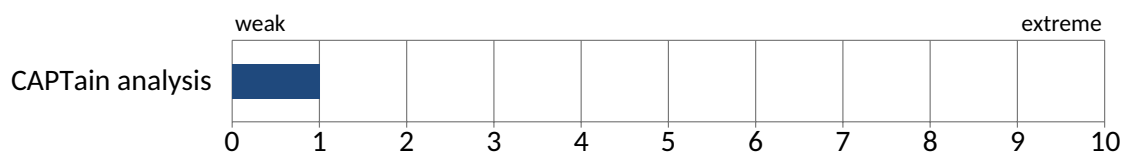
The person knows that certain details can be important. However, s/he is not interested in going into all the details.

Further information on evaluations using the CAPTain analysis: Middle and top management in particular tend to deal with many topics by looking at the bigger picture. Initially, they are interested in rough information, and only then do they go into detail where necessary. For specialized assignments in which even small mistakes can have a significant effect, the persons doing the work must go into individual details with great care.

A6 Working tempo

This dimension measures what importance people attach to the speed with which they work. Some people work slowly and calmly, taking plenty of time over each piece of work, while others prefer to work quickly. Some want to be especially meticulous, while others do not want to waste any time. Many people whose personal working speed is low find that they often feel under pressure; then, they want to work faster than really suits their personal tempo.

CAPTain analysis



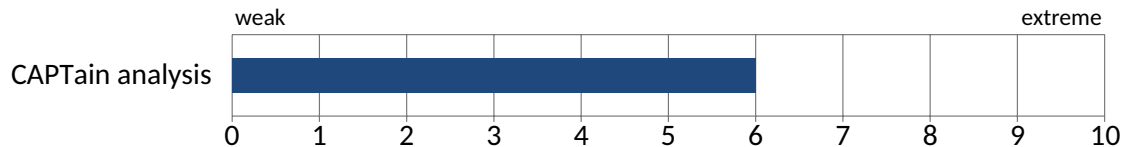
The person works very carefully and takes the time s/he needs.

Further information on evaluations using the CAPTain analysis: For professions that call for great care and accuracy, e.g. surgery or watchmaking, a low working speed is necessary. Very complex assignments need to be performed with circumspection, and this takes a lot of time. In these cases, low scores are appropriate. For simpler tasks, a higher speed leads to greater output. In such cases, higher scores are an indicator for efficiency. However, with more demanding tasks, a high tempo generally leads to a loss in quality.

A7 Perseverance

With this dimension, CAPTain describes the time perspective of a person's working style. Low perseverance in this case means that the person wants to get things done quickly, whereas high perseverance means that the person also works consistently on long-term projects.

CAPTain analysis



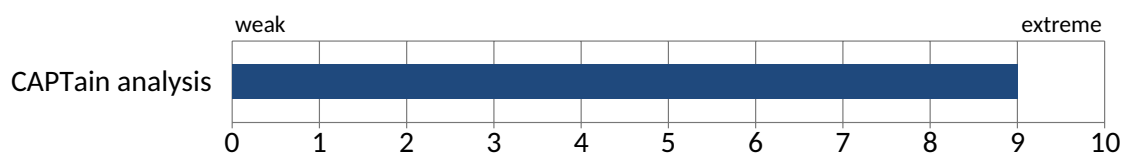
The person wants to achieve results within a reasonable timeframe. S/he avoids tasks in which no end is in sight; if a task requires too much work, s/he soon ends it.

Further information on evaluations using the CAPTain analysis: Where operational assignments are concerned, it's important as a rule to know from the outset when results can be expected. If there is a danger of a result not being forthcoming in the near future, appropriate action is taken. Strategic development projects, on the other hand, often have no fixed completion date and are pursued until a positive result is attained, even if this takes a long time. Thus, with operational tasks, medium scores can be expected, while high scores are appropriate for strategic projects. Low scores are only desirable when very short-term results are called for and are feasible.

A8 Independence

The ability to decide of one's own free will is one of the fundamental motives for human action. However, this ability is more or less pronounced from one person to the next. CAPTain registers how strongly this motive determines an individual's behaviour. People with a high score in the Independence category always know what to do without delay; they define their goals independently and determine for themselves the necessary work stages. Other people are used to operating within a system of agreements, rules and targets. Some people even need clear and unmistakable targets, down to a detailed level. This is reflected by a very low score.

CAPTain analysis



The person defines his/her targets and working methods him/herself. S/he is not willing to follow instructions or specifications.

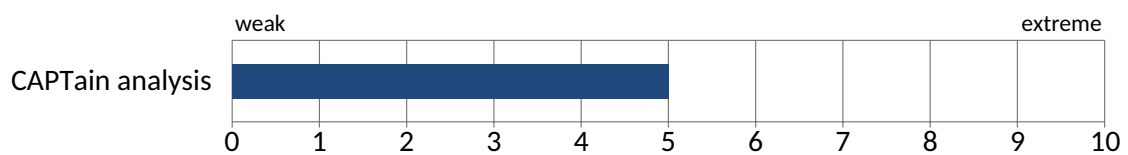
If his/her authority-orientation (B4) is low, this is a very independent person who acts on his/her own responsibility. The person takes the freedom s/he needs, and will not be easy to lead. People with this characteristic often expect the same amount of independence from others as well.

Further information on evaluations using the CAPTain analysis: Managers should have high scores in this dimension. For group leaders or department heads, medium to high scores can be expected. Low scores are acceptable or even desirable in the case of (young) specialists. In companies with corporate structures, the scores may turn out lower than in smaller and medium-sized companies

A9 Work planning

This dimension is about whether planning, reflection and the weighing up of alternatives influence a person's approach to work, or whether gut feelings and intuition play the main role instead. Pragmatic thinkers tend to focus on the obvious and rely on their experience. Very intelligent people often do not need to think long in order to solve simple or moderately difficult problems. For some people, it is typical that they plan and reflect a lot.

CAPTain analysis



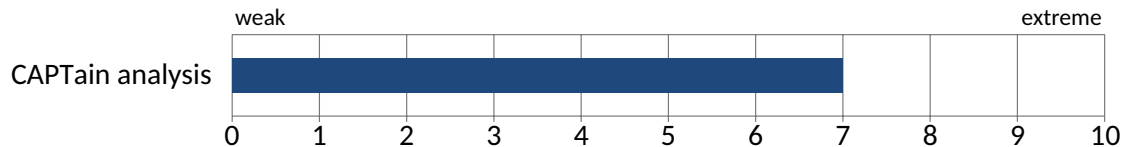
This person's thoughts are always specifically practice-related. S/he relies first and foremost on his/her own experience.

Further information on evaluations using the CAPTain analysis: For many who work in sales, it is typical and appropriate not to think for long but to rely on their experience and intuition instead. These people get a low score. On the other hand, very complex problems such as reflecting on theoretical issues or the conceptual development of strategic solutions call for a high score. Positions concerned mainly with practical implementation call for a medium score in work planning.

A10 Need for variety

This dimension measures an individual's willingness to embrace new external impulses. A low need for variety also means an inclination for routine tasks. A high need manifests itself in great receptiveness for any kind of innovation at work.

CAPTain analysis



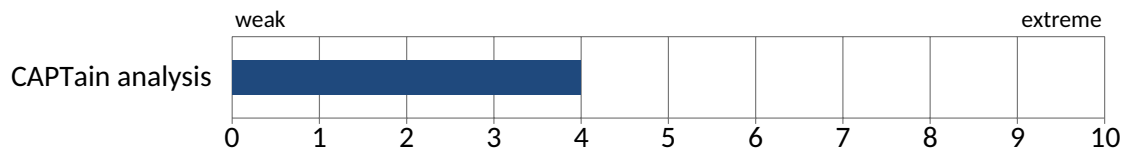
The person wants to try out new things. S/he loves variety and change. S/he is looking for new ideas.

Further information on evaluations using the CAPTain analysis: Tasks such as in the auditing department or in quality assurance call for a critical attitude towards everything new. By the same token, administrative structures, too, are often not so open to change. In both these cases, low scores are required. In change-intensive work environments such as R&D, marketing, advertising etc., high scores can be expected. Depending on the position and the task, attention should be paid to whether – as in this CAPTain dimension – it is important to take up and embrace innovation, or whether – as in the Creativity dimension (F4) – the person needs to come up with his/her own creative innovations. Or whether actually both types of behaviour are desirable.

A11 Tenacity

This dimension measures the endeavor to deal with tasks personally. Low scores show that not all the tasks that someone begins are completed by that person. High scores indicate people who endeavor in every case and in whatever circumstances to finish the work they start.

CAPTain analysis



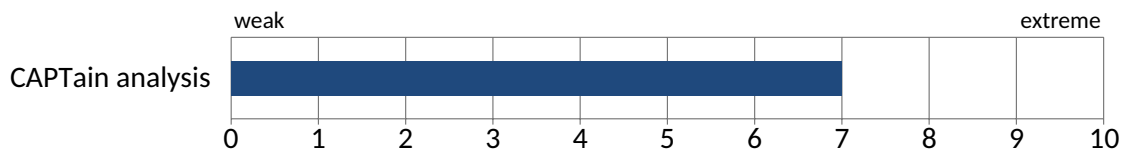
The person personally completes tasks that s/he started. S/he sometimes places less important or unimportant tasks at the back of the queue. S/he is able to set priorities.

Further information on evaluations using the CAPTain analysis: Even though many positions call for a certain persistence in dealing with tasks, nowadays the many different tasks people are expected to deal with and the general information overload means that people have to select more clearly what work they do themselves than used to be the case. Thus today's scores are lower on average. With many managerial positions, the actual work consists of defining tasks and then delegating them. For some jobs, e.g. in sales, it is critical for success to decide repeatedly for oneself which activity is promising and which is less so, and then to focus on the right one. In both instances, a lower score makes more sense. Higher scores are called for when assignments cannot be delegated and absolutely need to be dealt with in person and reliably – e.g. specialized assignments in the security sector.

B1 Leadership qualities (managers)

This dimension describes to what extent a manager sets binding targets, tells people what direction to take and gathers his/her staff behind him/her. Persons with a low score here avoid adopting this directive competence. Scores in the middle of the scale point to a manager who influences the group's decisions but without wanting to dominate his/her staff. High scores indicate that the manager clearly sees him/herself as the person who sets the direction and decides things for the group.

CAPTain analysis



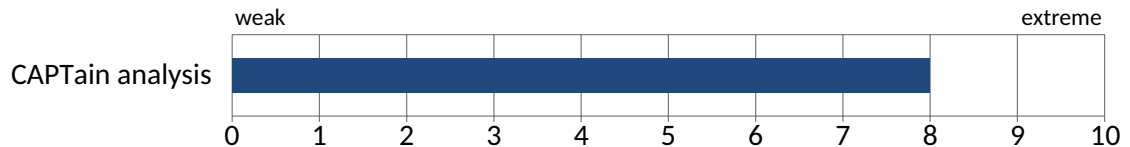
The person displays strong leadership insofar as s/he makes the important decisions. S/he allows other opinions to be heard, but generally makes the decisions alone, telling the group what direction to take and driving it onwards. S/he expects loyalty.

Further information on evaluations using the CAPTain analysis: High scores are expected as a rule in those functions in which the manager has full content responsibility for his/her staff's performance. Medium scores are appropriate when the employees are so competent and motivated that they can and indeed are expected to help make the decisions on important issues.

B2 Delegation (managers)

One of the jobs of a manager is to delegate tasks. Low scores in this dimension indicate people who do not like delegating but prefer to attend to many aspects themselves. High scores point to people who work primarily through others.

CAPTain analysis



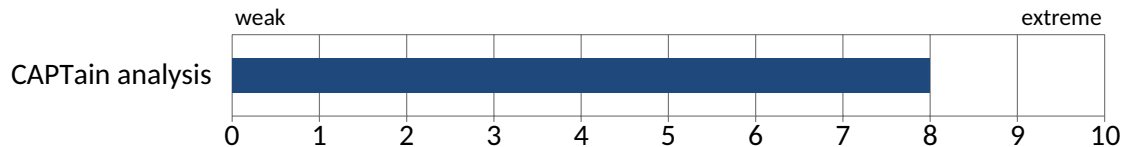
The person works through others. S/he sees it as the focus of his/her job to hand out responsibilities and competences while retaining an overview of things.

Further information on evaluations using the CAPTain analysis: The higher up in the hierarchy a management function is, the higher the score should be, though without reaching an extreme level. Managerial assignments with a specialized slant call for a closer knowledge of the important details, which should be reflected here in a medium score.

B3 Exerting influence (managers)

One of a manager's jobs is to take responsibility for the actions of his/her staff and to instruct and guide them, either with directives or in an advisory capacity. Managers with a high score see themselves as having a strong responsibility for others; as a result, they frequently and continually exert influence.

CAPTain analysis



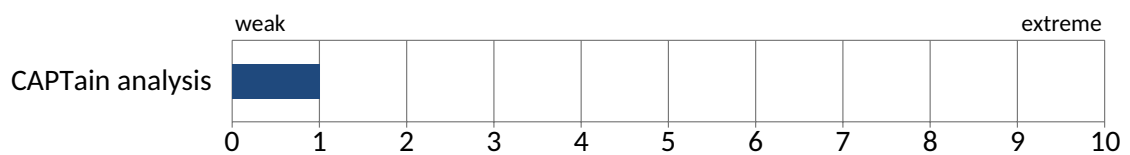
The person feels highly responsible for his/her staff's actions. S/he wants to know everything that is going on and leads staff by constantly asking questions and giving frequent advice.

Further information on evaluations using the CAPTain analysis: Employees who are not very independent or very competent require close guidance and support. In this case, their superior should have high scores. Highly competent and motivated employees need more freedom. These people's superior should have more of a medium score. A medium score is also appropriate if the staff's working methods are already heavily influenced and determined by technical equipment.

B4 Authority-orientation

This dimension describes whether a person attributes no particular authority to his/her superior, regarding the superior as an equal, or whether the person takes a strong lead from his/her superior and his/her ideas. In the former case, the person treats his/her superior more like a colleague and sometimes questions the superior's ideas. In the latter case, the person tries very hard to fulfil his/her superior's expectations, and also personally observes a subordinate relationship.

CAPTain analysis



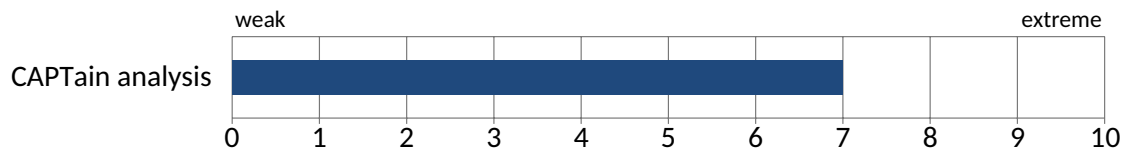
The person lets him/herself be influenced only by an issue in itself and not by his/her superior as a person. S/he rejects a personal relationship as a subordinate. The person works very much on his/her own responsibility.

Further information on evaluations using the CAPTain analysis: As a rule, we like to have self-confident and independent employees nowadays, and such people tend to obtain lower scores. However, employees are often also expected to show loyalty to their superior and to acknowledge his/her position as leader, which tends to be reflected in a medium score.

C1 Decisiveness

With this dimension we measure how cautiously or uninhibitedly a person makes the decisions in his/her area of competence. Some people take their time to reach a decision, while others are willing to take a risk and decide spontaneously based on the situation.

CAPTain analysis



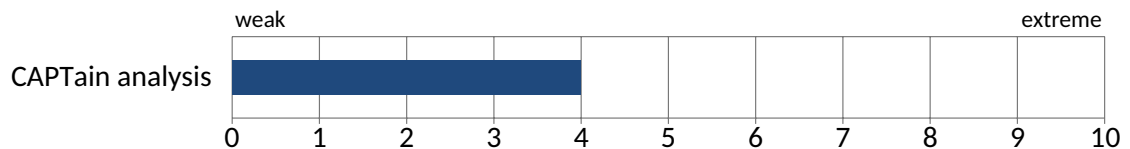
The person is not afraid of making decisions. S/he arrives at a decision quickly and without hesitation. As the person also shows high goal-orientation (A2), s/he can be expected to deal with and complete tasks efficiently.

Further information on evaluations using the CAPTain analysis: Managers should possess clear decisiveness if they do not want to delay business processes. Thus, a medium to high score is appropriate for them score on the same level should be expected from management trainees as well. Persons whose job it is to prepare decisions may be allowed lower scores.

D1 Self-assertiveness

This dimension is concerned with the willingness to introduce one's own interests and ideas and to assert them against resistance if need be. Some people are very aggressive and single-minded, while others are reserved – to the point of self-denial.

CAPTain analysis



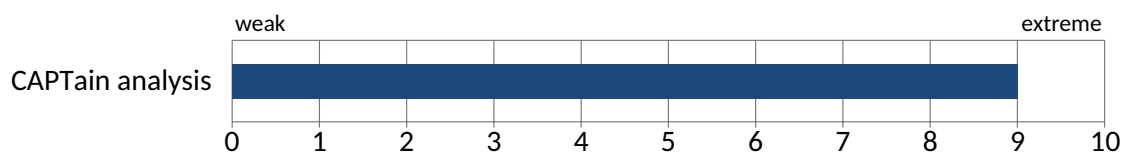
The person introduces his/her concerns to the discussion, but avoids conflict as far as possible. S/he is afraid of standing up too aggressively for his/her position and prefers to wait for a suitable opportunity.

Further information on evaluations using the CAPTain analysis: People who work as moderators and in some caring professions are expected to put their personal interests and ideas last. Low scores are appropriate in these cases. High scores indicate someone with conflict-laden behaviour. In Western culture, it is generally desirable and usual to make one's own position clear and continually stand up for it. However, in some cultures such behaviour is seen as too direct and impolite, e.g. in Asia.

D2 Competitiveness

This dimension describes whether a person seeks competition and wants to be among the best, or whether s/he rejects competitive behaviour for him/herself. Competitive athletes have very high scores in this dimension. For them, it is of decisive importance to have the lead over the others, however small that lead may be. People with low scores may nonetheless set high standards for the quality of their own work. However, they set this standard for themselves, and not in comparison with others.

CAPTain analysis



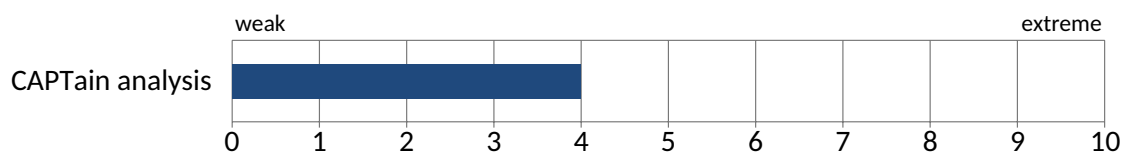
The person is very ambitious. Nothing is more important to him/her than being one of the best or getting to the top.

Further information on evaluations using the CAPTain analysis: A high level of competitiveness is a strong driver for performance. Thus, it is often desired. Competitive thinking is frequently used to motivate employees' performance, e.g. in sales. However, too much competitiveness is detrimental to the team spirit and to good cooperation. Highly competitive people react with strong feelings to success and failure. If they do not achieve their goal, they may be really annoyed. In many cases, they also show no understanding for people who are less ambitious. A low level of personal competitiveness, however, may mean that a person is not paid much attention, despite good performance.

D3 Self-control

Some people are very controlled and remain friendly and nice even when they do not like something. Sometimes they may seem reserved or not very authentic as a result. Others are unable or unwilling to keep their displeasure to themselves. With their rather abrasive way of voicing criticism on occasion, they may annoy or even hurt others. People with a medium score here are normally open and authentic, although they adapt to the situation with the comments they make.

CAPTain analysis



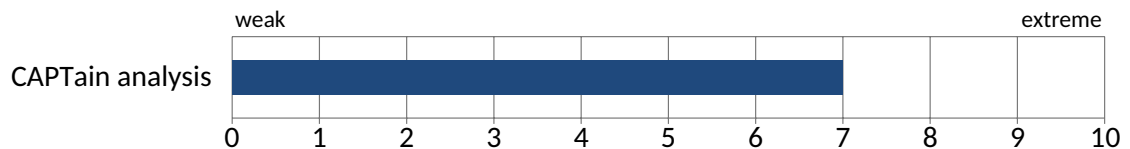
The person normally does not conceal his feelings, but can keep negative feelings to him/herself when necessary.

Further information on evaluations using the CAPTain analysis: In the catering trade or the tourist industry, e.g. at a hotel reception or among airline service personnel, very high self-control is required. In most other positions, it is better for open and effective communication as a rule if a person can also show when s/he is annoyed. However, it is important to always take into consideration what situation one is in. Where self-control is concerned, there are also very different cultural norms. Germans accept a direct manner, while in Great Britain more politeness and reserve are seen as desirable. In Asia, we find that a very high level of self-control prevails – so high that Asians sometimes seem literally inscrutable. These differences are reflected in the results.

D4 Power to change

People who possess the personal ambition and the assertiveness to push things ahead and who try out and embrace new ideas have great power to change things according to CAPTain. People with low scores in this dimension do not have the verve to drive innovation.

CAPTain analysis



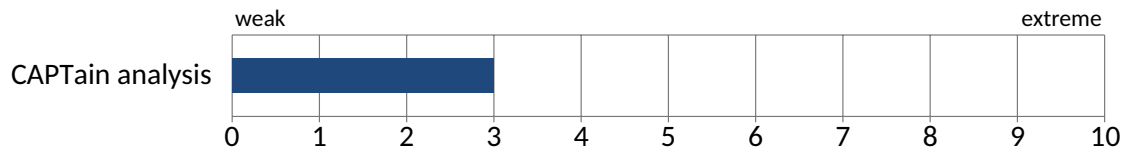
The person is an engine for change. S/he can win others over to changes and is prepared to drive innovations even when faced with resistance.

Further information on evaluations using the CAPTain analysis: As a rule, staff is expected to give its support to change these days. That corresponds to a medium to high score.

D5 Functional implementation

Functional tasks need to be performed carefully and reliably, while strategic management tasks call for the person to make sure s/he has an overview of the issues involved. People with a high score in this dimension see it as their job to do their work accurately and reliably. People with a low score are overview-oriented and are more interested in the bigger picture.

CAPTain analysis



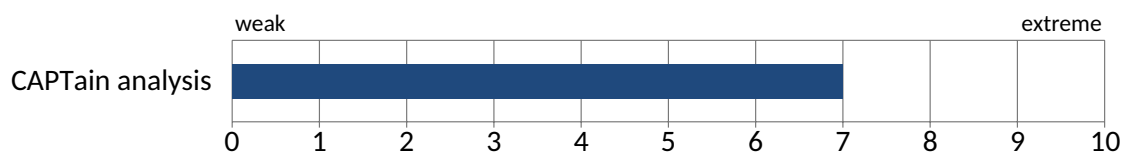
The person takes cross-departmental issues into consideration and sets his/her priorities.

Further information on evaluations using the CAPTain analysis: The more senior a management position is, the lower the scores here should tend to be. If someone's individual working style on expert assignments is supposed to be highly reliable with few errors, the scores should be higher. An absence of error and general reliability are mostly ensured by technology nowadays, so that very high scores are only rarely called for and attained.

D6 Vitality

Lack of movement can lead to reduced vitality, as can too much strain on the body. This reduces a person's performance and his/her ability to cope with stress. The CAPTain dimension Vitality is relevant first and foremost for middle-aged and older staff. Low scores show that the person does not treat his/her body so well, so that s/he often feels tired or even exhausted. High scores show that the person attaches importance to his/her physical wellbeing, taking exercise and doing sport.

CAPTain analysis



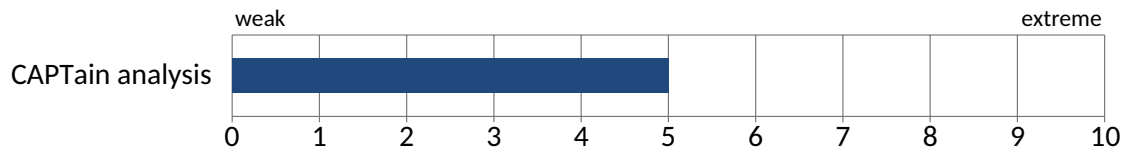
The person takes care to stay in shape. S/he feels fit.

Further information on evaluations using the CAPTain analysis: Even competitive athletes and fitness fans may have low scores here: this dimension does not measure physical ability but rather vitality. These can be limited when the body is under strain. Very high scores can be an indication that the person attaches more importance to his/her physical condition than to his/her work.

E1 Consensus orientation

For some people, the task and factual correctness have absolute priority. They seem insensitive towards other people's feelings and show little empathy. Others attach great importance to consensus and harmonious cooperation. These persons are very attentive towards others' needs and behave considerately.

CAPTain analysis



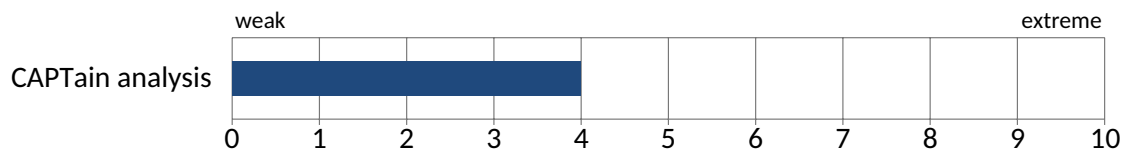
The person evidently values good cooperation at the workplace. S/he adapts to others and seeks consensus. Successful trusting relationships are important to him/her.

Further information on evaluations using the CAPTain analysis: In the auditing department or in quality assurance, people as a rule need to be incorruptible, and this quality tends to be reflected in lower scores. Very high scores tend to occur in caring and helping professions. Slightly higher scores are favourable for tasks where differing interests regularly need to be reconciled. This can be the case in negotiations or in the management of personnel.

E2 Need for closeness

Closeness is a fundamental human need. For people with a strong need for closeness, humanity and harmony are important. This CAPTain dimension measures how people live out this basic need in contact with others, also in group situations. People with high scores in this CAPTain dimension are generally very friendly, empathetic and considerate. They adapt, but they want others to take notice of them. In extreme cases, they are dependent on the approval of others. A low need for closeness makes a person more independent but possibly also means they are less likely to belong to the group.

CAPTain analysis



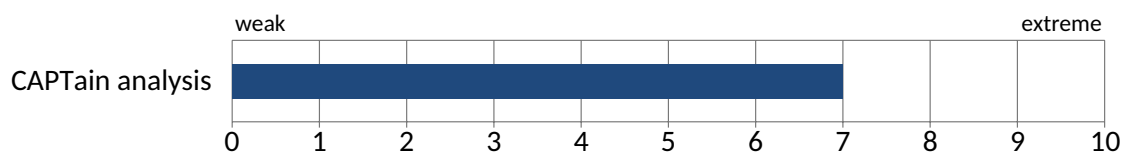
The person attaches importance to sensible solutions. S/he keeps a certain distance from others. Even when approaching other people, s/he wants to maintain his/her personal independence.

Further information on evaluations using the CAPTain analysis: In social and caring professions, one often finds heavy emphasis on closeness, as the person doing the work comes very close to those seeking help and at the same time has to put his/her own interests aside. In the process, however, the necessary professional distance may be lost. In any case, in management functions, a lower need for closeness can be expected.

E3 Need for attention

This dimension describes, especially in a group context, a person's need to attract attention and to be the centre of attention. Low scores indicate a person with unobtrusive communication in the group context, while high scores point to a person who is very concerned about making an effect. A low score does not mean that the person cannot be highly communicative in contact with one other person, while people who are not particularly sociable outside the group situation can still achieve a high score.

CAPTain analysis



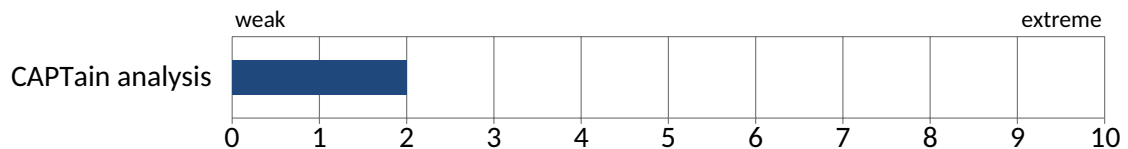
The person enjoys being the center of attention in a group situation. S/he does everything possible to gain attention and approval.

Further information on evaluations using the CAPTain analysis: Higher-than-average scores are often expected from managers and from sales representatives who appear at customer events. Lower scores should be found, for example, amongst coaches who work in groups. Trainers generally have high scores.

E4 Contact orientation

Persons with a high score in this dimension have a significant need to open up to others and to share personal matters as well. At the workplace, too, they treat others as friends. Low scores here indicate a person who tends to be down-to-earth and to focus on the tasks at hand.

CAPTain analysis



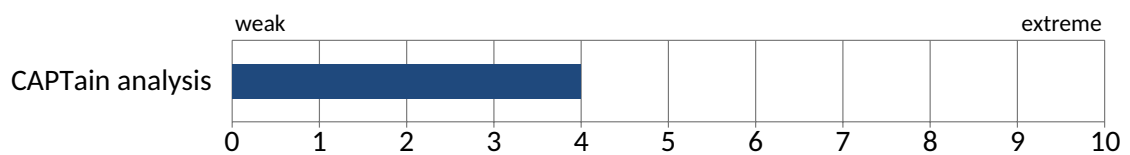
The person behaves in a down-to-earth fashion, focusing on the task at hand and is reserved where personal matters are concerned. It is not his/her style to make emotional contact quickly. The person prefers to keep his/her distance.

Further information on evaluations using the CAPTain analysis: The higher up the hierarchy a managerial position is, the more independently the person needs to act, which also necessitates a certain personal distance towards others. For many assignments and in some cultures, it is useful if one can approach others openly and break the ice where necessary. Such behaviour is reflected in medium scores. A person who climbs up to the position of leader in his/her own team faces the challenge of needing to develop a way of behaving towards former colleagues that is appropriate to his/her new role. If need be, s/he should now communicate less on the friendly level.

E5 Group orientation

The need for security and a sense of belonging is one of the basic motives of human behaviour. However, this can take different forms, and can also be experienced in different ways. This CAPTain dimension measures how strongly this motive is present in a person in relation to the group. Some people need the sense of belonging to a group to feel at ease, while others see themselves more as an individual who acts independently of the opinions and intentions of the group.

CAPTain analysis



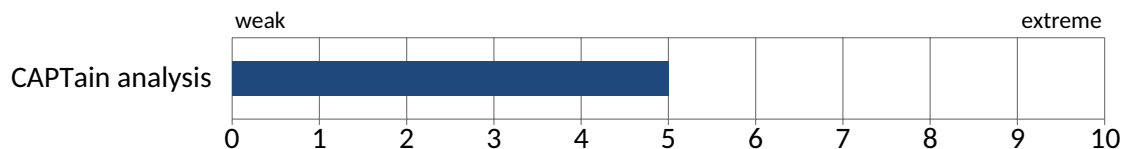
The person is in touch with the group, but still retains his/her independence.

Further information on evaluations using the CAPTain analysis: Managers should tend to have a low score here so that they can also oppose the group without inner conflict. In connection with this CAPTain dimension, too, there are significant cultural differences. While individualism is encouraged in Western cultures, people in, for example, Eastern Europe are much more community-oriented as a rule.

E6 Cooperation

For the cooperation within a team, it is important whether the team members are prepared to fit in to a certain extent, to coordinate with and support one another. This CAPTain dimension measures the degree and the intensity of the work-sharing cooperation that a person wants or even needs, independently of whether s/he has direct personal contact to the others or works in a virtual team. People with low scores make little contribution to close cooperation. People with a high score greatly value cooperation and are happy to fit in.

CAPTain analysis



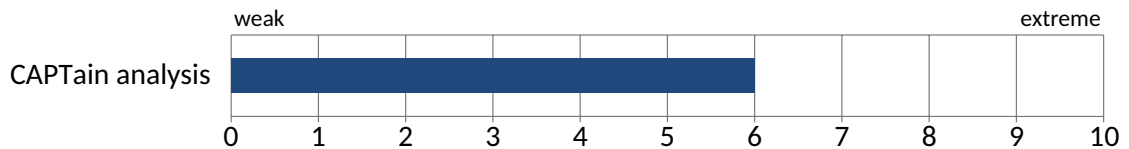
The person coordinates his/her work closely with others. S/he is committed to good cooperation.

Further information on evaluations using the CAPTain analysis: True teamwork calls for medium-level scores. A high score can mean that the person is dependent on the help and support of the others.

F1 Leadership role

Persons who believe in their qualities as a leader, who want to assume responsibility, sell ideas and motivate others, who have a pleasant manner, are respected, dare to make demands and attract followers are allocated a leadership role by CAPTain. People with a high score show such behaviour. People with a low score act as normal team members.

CAPTain analysis



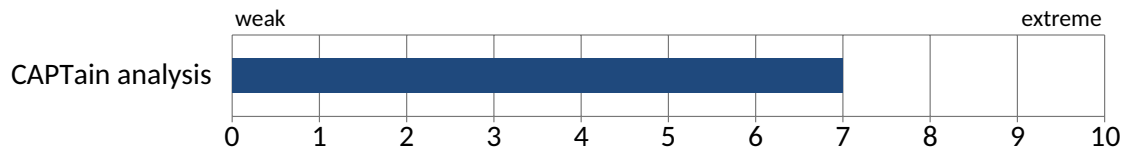
The person exerts influence in a leader's role on what goes on in the team and on the team's work.

Further information on evaluations using the CAPTain analysis: It is often a feature of committed and successful employees (e.g. including sales representatives) that they feel responsible to a certain extent for what happens in the team, for its work results and for expert influence to support the team. A high score in this dimension is indispensable for managers.

F2 Coordination

This dimension shows whether the person displays behaviours that are well-suited to a coordinating function. In other words, the person encourages, shapes and supports cooperation between colleagues and as a team member. Someone can display the corresponding behaviours without having an official order to coordinate others.

CAPTain analysis



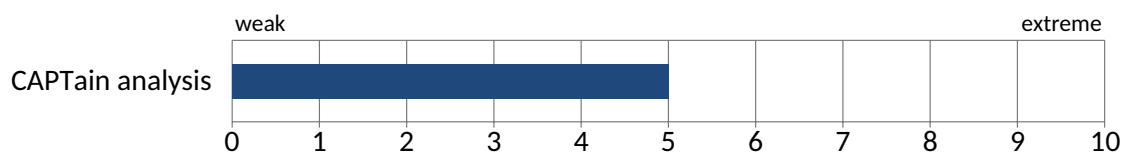
The person generally plays an active and constructive role in shaping goal-oriented cooperation.

Further information on evaluations using the CAPTain analysis: Advice on evaluating the CAPTain results: This CAPTain dimension measures goal-oriented coordination of others on the part of a fully-integrated team member. Thus, project managers should have as high a score as possible. Relatively lower scores, however, are expected for managerial positions with personnel responsibility.

F3 Basic selling potential

People not only sell to customers but increasingly within the company as well: we sell ourselves, our own concepts, a new idea. No fear of speaking before strangers, pleasure in selling something to others, a high activity level and the willingness to set oneself ambitious challenges are characteristics pointing to an extrovert and success-oriented approach with which one can convince and win over others. This potential is, of course, also found among people who cannot (yet) imagine a job in sales.

CAPTain analysis



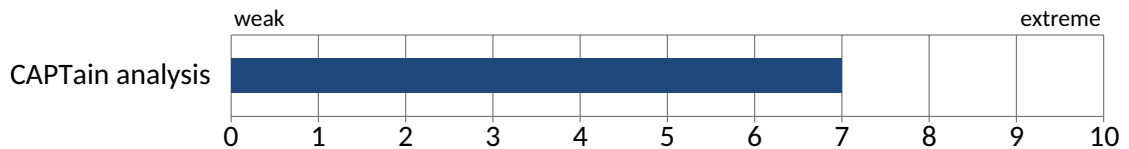
The person sometimes shows an extroverted and success-oriented basic attitude. However, the person does not often independently seek the opportunity to present him/herself and his/her topic and to win over other people.

Further information on evaluations using the CAPTain analysis: A high score is indispensable for sales positions. However, in middle and senior management, too, and in all other positions in which presentation and convincing others is important, this competence feature should be clearly present.

F4 Creativity

Artistic interests and the readiness to question things, to abandon old ways of thinking and to embrace intellectual games: CAPTain sees these things as indications of an ability to develop one's own creative ideas. People with a high score here are always coming up with suggestions about how to change and improve things. Someone with a low score simply accepts things as they are.

CAPTain analysis



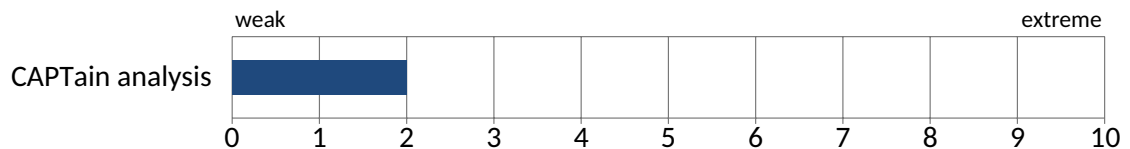
The person develops his/her own suggestions and ideas about how to do things better, maybe even something completely new.

Further information on evaluations using the CAPTain analysis: In advertising and marketing, likewise in research and development, high scores are often found. A higher score indicates a creative mind. People with a low score are often people who simply implement.

F5 Need for support

This dimension assesses how much personal encouragement and support a person needs at work. A low score indicates someone who is not afraid even of difficult and unknown situations. High scores point to emotional insecurity and a need for support.

CAPTain analysis



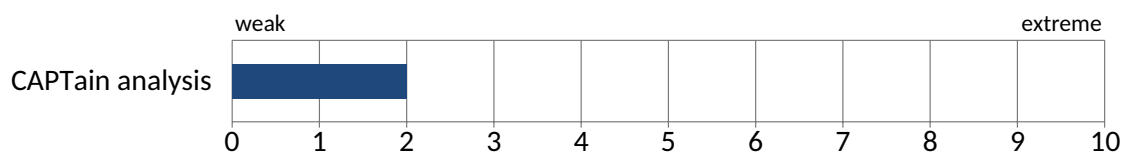
The person faces up to even difficult and unknown situations. For this, s/he does not need much encouragement or support from others.

Further information on evaluations using the CAPTain analysis: Positions in which people are left to their own devices a lot, e.g. as sales representatives, call for low scores. At the same time, people with a very low score are felt to be not so easy to lead, as they pitch in, even without any backing from others. In most requirements profiles, medium to low scores are defined as desirable.

F6 Success orientation

One important prerequisite for success is that a person needs to want it and believe in it. Some people just take for granted that they will make it, while others are often sceptical and consider the possibility of failure. Persons with a high score present themselves as self-confident and dynamic winners. Persons with a low score have a more reserved presence and tend to be oriented towards implementation rather than success. In extreme cases, these individuals are seen as doubting Thomases.

CAPTain analysis



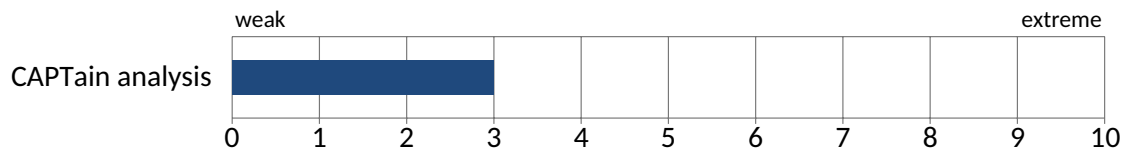
The person does not press for activity but rather waits to see how things develop. Performing tasks thoroughly is much more important to him/her than quick personal success.

Further information on evaluations using the CAPTain analysis: Sometimes one needs a dynamic and forceful person to push a project ahead and take it to successful completion. Very high scores can mean that the quality of the work suffers. Low scores are found mainly in work environments in which orderly and coordinated implementation has priority.

F7 Activity level

This dimension measures the number of tasks that a person works on at the same time. People who proceed step by step have a low score in this dimension, while active and dynamic people have higher scores. A very high score indicates a restless and impatient personality and is a stress indicator.

CAPTain analysis



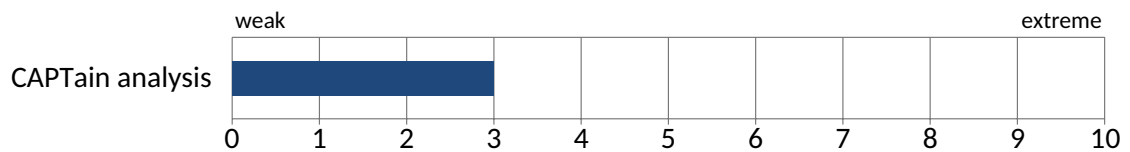
The person works on two or three tasks at the same time. S/he can act quickly if need be.

Further information on evaluations using the CAPTain analysis: A rapid change from one task to the next can be detrimental to the person's health and can mean that s/he works less carefully.

F8 Specialist orientation

This dimension examines whether a person's specialist expertise is particularly important to him/her or whether specialist aspects play less of a role in his/her work. High scores indicate people whose professional identity is strongly influenced by their specialised know-how. People for whom specialist knowledge is not so important tend to get low scores. These people may concentrate more on other areas such as organisation, communication or managing their employees.

CAPTain analysis



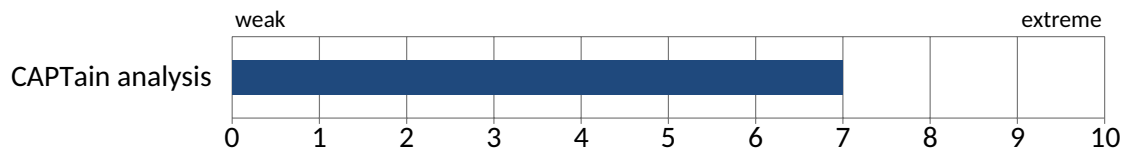
The person values specialist know-how and takes specialised aspects into consideration. However, s/he does not see a particular expertise as the main focus of his/her work.

Further information on evaluations using the CAPTain analysis: Experts whose know-how people want to rely on should have a high score. However, a strong specialist orientation is undesirable for managers. For many experienced specialists and experts, it is quite a challenge to shift their priorities when they take up a management position.

F9 Self-confidence

Being convinced of one's own competence constitutes an important factor influencing professional success. A low score in this dimension indicates people who accompany their work with self-critical reflection. A very high score indicates someone who accepts no doubts about his/her competence.

CAPTain analysis



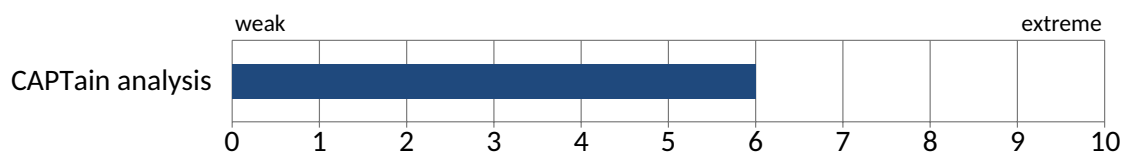
The person displays self-confidence. S/he would not automatically accept criticism.

Further information on evaluations using the CAPTain analysis: A person who is mainly occupied with factual issues should subject his/her work to a self-critical examination if things go wrong. Someone whose main aim is to move people, however, benefits from a self-confident manner. Thus, people working in technical or engineering jobs often only achieve a below-average score, while commercial and business people tend to have an above-average score. Very high self-confidence tends to stand in the way of willingness to learn, while very low self-confidence hinders the power of self assertion.

F10 Sociability

This dimension measures the frequency with which a person is in touch with others. People who like to be in communication with others frequently and directly and on a personal level get high scores here. A medium score indicates someone who works best alone but needs a communicative environment as a source of occasional exchange and stimulation. Low scores are achieved by solitary persons who feel that others prevent them getting on with their work.

CAPTain analysis



The person enjoys an occasional exchange with others but also likes working alone.

Further information on evaluations using the CAPTain analysis: Positions with a high communications content – e.g. in sales, advisory or training – call for a high score. For some specialist positions, medium scores are perfectly adequate.

Combinations - Opportunities and Risks

The combination of different CAPTain dimensions enables additional interesting statements to be made about a person's behavioural competences. These statements are particularly revealing when the underlying characteristics are pronounced. In the table below you will find evaluations of those combinations that are especially practice-relevant and apply to the person. The statements on the combinations are not meant as value judgments: depending on the environment and the demands of the job, they can be interpreted as an opportunity or a risk.

If you don't find any statements on particular combinations below, this means that none of the combinations of characteristics recorded in CAPTain applies to the person.

Combination of the factors: A04/A05

The person's actions are well-organised, and s/he stays in the picture about things.

Combination of the factors: A08/F05

The person has the courage to take things into his/her own hands.

Combination of the factors: A08/B04/F05

The person acts in a highly independent style and on his/her own responsibility. The person needs and takes his/her own space. If the superior exerts too much control, conflicts will obviously arise.

Combination of the factors: B01/B03

The person displays leadership behaviour with a very controlling element; s/he dictates what direction should be taken and steers others with frequent advice and comments.

Combination of the factors: D01/E03

The person attracts plenty of attention in the group, but doesn't really introduce his/her own ideas properly.

Combination of the factors: D04/F04

The person has a strong ability for innovation.

Combination of the factors: A02/D02

The person works with great motivation and ambition to achieve his/her goals.

Combination of the factors: C01/A02

The person can be expected to consistently encourage people to complete their assignments.

0 - 10 = CAPTain

0 - 10 = Subjective

A WORK PERFORMANCE		0	1	2	3	4	5	6	7	8	9	10	
A01 Attitude to work	benefit-oriented					4				8			highly committed
A02 Goal-orientation	process-oriented							6			2		goal-oriented
A03 Personal involvement	not very involved in content					4	5						strongly focused on content
A04 Self-organisation	flexible, responds to circumstances						5		7				very systematic
A05 Detail-orientation	not interested in details					4	5						focuses on details
A06 Working tempo	takes his/her time							6					works very fast
A07 Perseverance	acts for the short term, impatient							6	7				acts for the long term, persevering
A08 Independence	acts according to guidelines							6					does not want any targets
A09 Work planning	pragmatic					4	5						theoretical, tends to plan
A10 Need for variety	sticks to what s/he knows							6					needs variety
A11 Tenacity	does not personally finish things					4		6					always completes tasks personally
B LEADERSHIP QUALITIES		0	1	2	3	4	5	6	7	8	9	10	
B01 Strong leadership	does not lead							6		8			directs a lot
B02 Delegation	does not delegate or control							6	7				delegates and controls
B03 Exerting influence	exerts little influence								7	8			exerts a lot of influence
B04 Authority-orientation	autonomous, independent		1						7				authority-oriented
C DECISION-MAKING		0	1	2	3	4	5	6	7	8	9	10	
C01 Decisiveness	finds it hard to make decisions						5	6					decides quickly
D PERSONAL COMPETENCE		0	1	2	3	4	5	6	7	8	9	10	
D01 Self-assertiveness	does not assert his/her own position							6					always wants to assert him-/herself
D02 Competitive	not competitive							6			9		very competitive
D03 Self-control	very direct								7		2		very controlled
D04 Power to change	little power to change things							6	7				very committed to change
D05 Functional implementation	bigger picture					4	5						focus on small details
D06 Vitality	low vitality							6		8			high vitality
E TEAM BEHAVIOUR		0	1	2	3	4	5	6	7	8	9	10	
E01 Consensus orientation	shows little consideration				3		5						high need for consensus
E02 Need for closeness	no need for closeness				3	4							strong need for closeness
E03 Need for attention	does not need any attention		1				5						wants to be the center of attention
E04 Contact orientation	down-to-earth, factual			2			5						personal
E05 Group-orientation	does not need the community				3								seeks out the community
E06 Cooperation	stands alone					4	5						fits in
F BASIC AREAS		0	1	2	3	4	5	6	7	8	9	10	
F01 Leadership role	acts as a colleague						5		2				takes the leader's role
F02 Coordination	does not coordinate								2				coordinates
F03 Basic selling potential	low potential							6	2				substantial potential
F04 Creativity	few creative inclinations					4			2				very creatively inclined
F05 Need for support	does not need any support				3	4							needs a lot of support
F06 Success orientation	level-headed, thorough							6					wants activity and success
F07 Activity level	calm						5	6					restless
F08 Specialist orientation	no specialist focus								2				high specialist focus
F09 Self-confidence	questions him-/herself					4		6					very sure of him-/herself
F10 Sociability	works best alone						5		7				has a lot of contact