



# Leadership Inventory by Profil M (LeadIM)

Report for **Muster Muster**  
15. February 2021

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# Background of the LeadIM (Leadership Inventory by Profil M)



This report will outline your individual results of the LeadIM questionnaire. However, before presenting your individual feedback, we would like to give you some background information on the questionnaire.

The 128 questions you answered relate to 16 different personality facets that play a key role in leadership and leadership potential. In this questionnaire, leadership is not only meant in the sense of hierarchical leadership in organizations, but it is also about those facets that play a role when people "take the lead." This can of course be the case in a hierarchical leadership role in a company, but it can also involve completely different contexts.



The 16 facets of the questionnaire can be assigned to four categories: **„Boost Factors“**, **„Protectors“**, **„Leadership Mindset“** und **„Leadership Strategies“**.

- **„Boost Factors“** are those factors that support the development of leadership potential. The stronger the boost factors are, the greater the likelihood that a person will be able to realize their leadership potential and/or further strengthen and develop their existing leadership skills.
- **„Protectors“** on the other hand, prevent someone from showing behavior that in certain situations is not effective and may sabotage their success. In this way, they effectively help to prevent people from falling into their own traps despite their conceivably high leadership potential.
- **„Leadership Mindset“** is about a leader's self-identity that is used to perform a leadership role and to take the lead in a very specific context. This is because there can be different priorities and focal points here.
- In the fourth category with the heading **„Leadership Strategies“** the practical strategies of influencing others are described. Here different people can clearly differ in the way they influence others.

The following figure shows the 16 aspects that are covered by the questionnaire and on which you will receive feedback in this report.

 BOOST FACTORS		 PROTECTORS	
Learning agility	Ambition	Empathy	Resilience
Confidence	Initiative	Self-reflection	Willpower

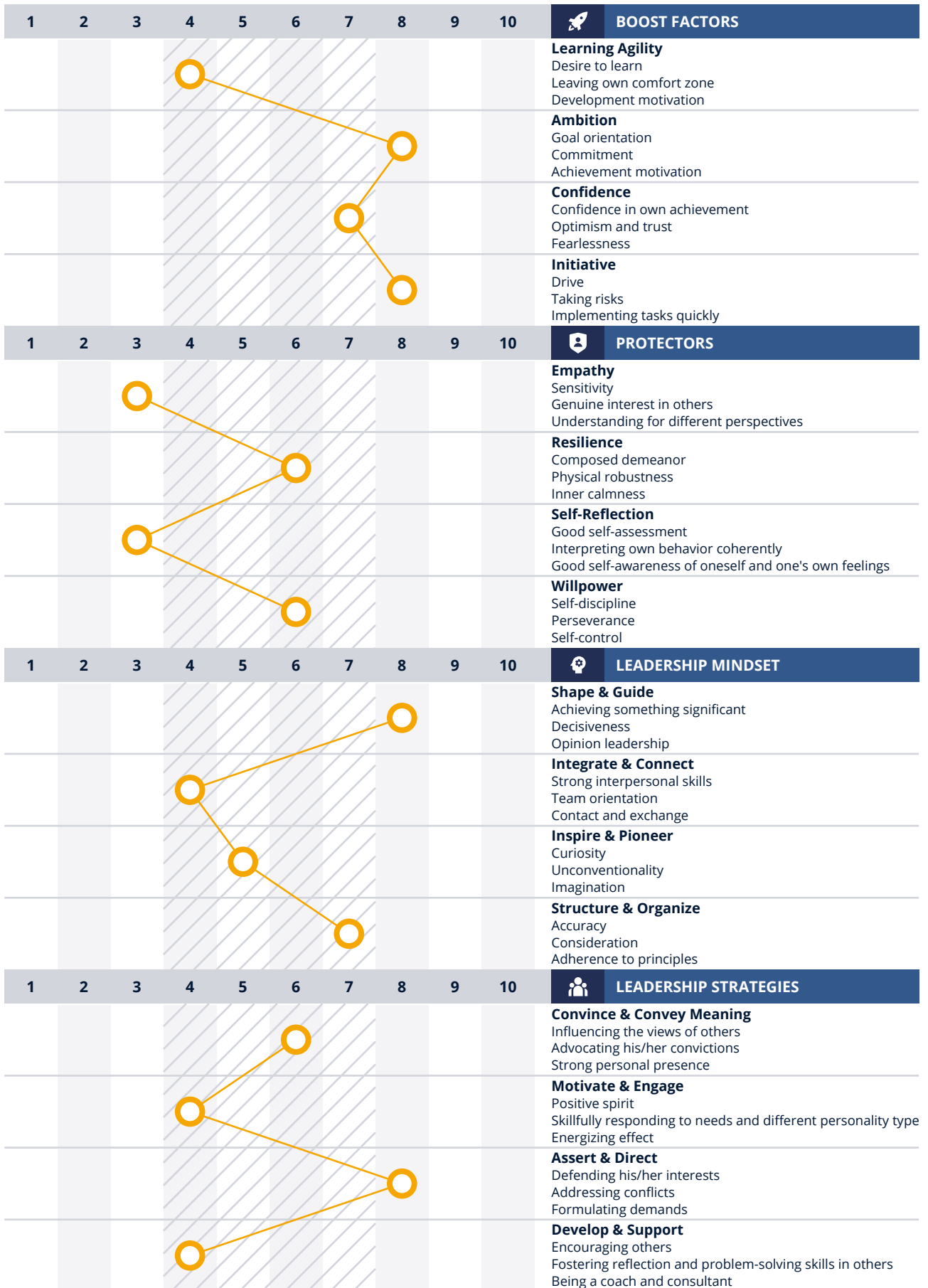
 LEADERSHIP MINDSET		 LEADERSHIP STRATEGIES	
Shape & Guide	Integrate & Connect	Convince & Convey Meaning	Motivate & Engage
Inspire & Pioneer	Structure & Organize	Assert & Direct	Develop & Support

**Personality aspects in the Leadership Inventory by Profil M (LeadIM)**

As is common in scientific questionnaires, your individual result is given in comparison to a total population. This means that your profile describes how you answered the questions compared to other people. If you achieve a high score for one facet, you agree more strongly than the majority of the other respondents to the corresponding items. A low score would result in the opposite situation.

The following figure shows at a glance how you have described yourself with regard to the 16 criteria. Here you can see for which aspects you have given yourself a particularly high or lower rating compared to others. In the following chapters of this report, we will then present to you in more detail your personal results relating to the 16 personality facets.

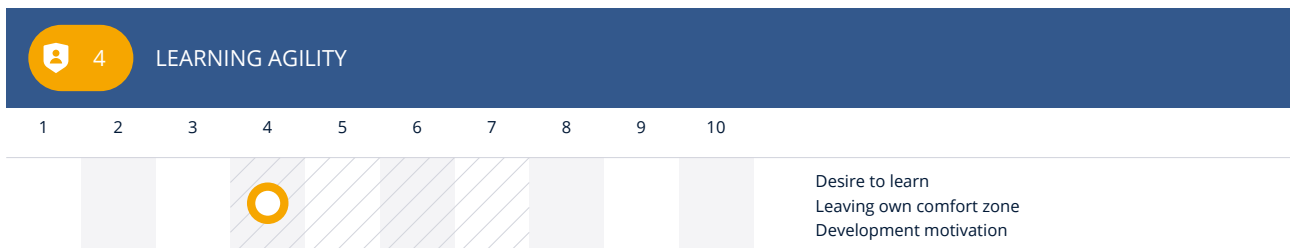
## Results Profile for Muster Muster



# Feedback für Muster Muster

## 1. Boost Factors

The Boost Factors describe those factors that help you to successfully develop leadership potential. This concerns fundamental personality traits that contribute to the desire to advance yourself or to drive forward development opportunities. The more pronounced the Boost Factors are, the more someone is drawn to facing challenges and gaining experience. People with highly pronounced Boost Factors take the initiative, show a lot of ambition and confidence, and look for new learning and growth opportunities (learning agility). These Boost Factors are not necessarily associated with strong leadership motivation. Our desire to develop our potential can of course also take us in completely different directions. However, a person who is committed to leadership and to developing leadership competence will typically benefit from highly pronounced Boost Factors.



The Learning Agility dimension gives you feedback on your desire to grow personally and your openness with regard to challenges and mistakes. Some people tend to believe that their success depends on their own efforts and are therefore convinced that they are able to develop further, while others think that their performance is based on stable personality facets. While some actively seek new and challenging situations and see them – along with mistakes or critical feedback – as an opportunity to learn something new, others have a less positive view on these aspects. Thus our Learning Agility has a strong influence on whether we leave our comfort zone and ultimately develop further.

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**A person, who never made a mistake, never tried anything new.**

Albert Einstein

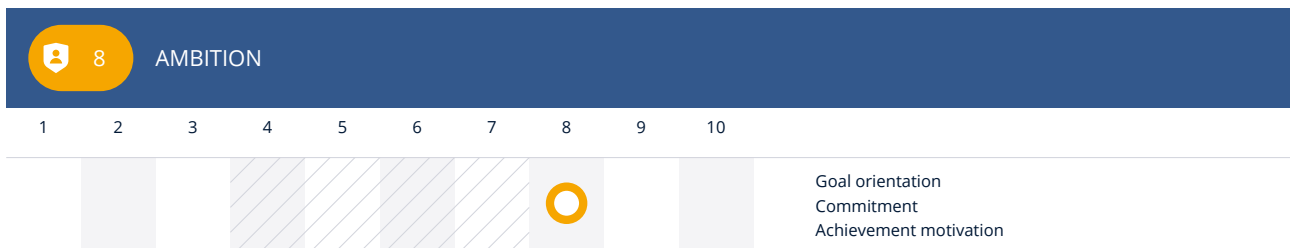
**With regard to the aspect of Learning Agility, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

- You have a certain motivation to improve in some areas. On the whole, however, you are satisfied with yourself just the way you are, and you do not see the need to reinvent yourself completely.
- You generally believe that you can develop further with regard to some aspects. If you make an effort and tackle a topic, you will be able to improve. However, there are exceptions to this rule – in some areas this is more difficult than in others.
- Sometimes you actively seek out new situations that challenge you and that allow you to grow. However, if you are faced with major challenges, you may find that you are at odds with yourself, as you are more likely to make mistakes here. Even if you generally know that mistakes are nothing bad, they can still feel unpleasant.
- You recognize the value of feedback and therefore actively ask for feedback from time to time. However, you also believe that you do not have to accept all feedback. You therefore ignore some criticism and are not always willing to change the criticized aspect. You recognize the value of feedback and therefore actively ask for feedback from time to time. However, you also believe that you do not have to accept all feedback. You therefore ignore some criticism and are not always willing to change the criticized aspect.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- In which areas do you see growth potential for yourself?
- Do you think that you can develop further in all areas or do you believe that you have limits in certain areas?
- What do you consider positive about challenges, mistakes, and criticism? In which situations would you rather avoid these?





The Ambition dimension gives you feedback on the extent to which you have special expectations of your performance. Some people are spurred on to excel in their work through competition or by their inner quality standards. They are extremely motivated to achieve their ambitious goals and feel particularly challenged in situations where they can measure their performance against a benchmark. For other people it is less important to distinguish themselves from others through special or outstanding performance. These people interpret fewer situations as competitive or as a chance to prove themselves and are therefore not driven to always demand the best from themselves.

”

**I would rather be a superb meteor, every atom of me in magnificent glow, than a sleepy and permanent planet.**

Jack London

**You give yourself a high score for the aspect of Ambition. This is in line with the following characteristics:**

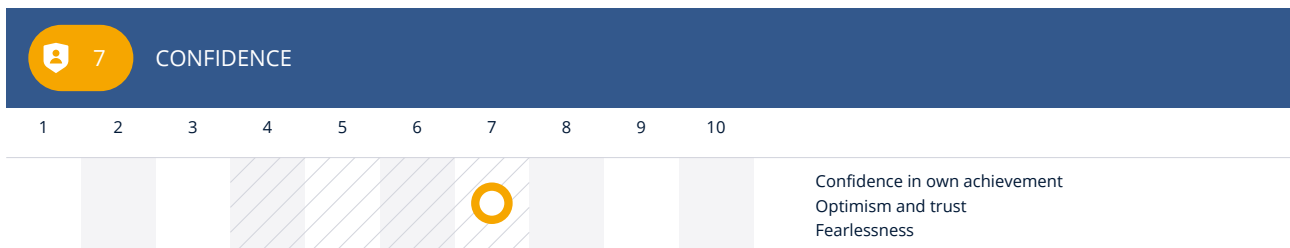
- Once you have set yourself a specific goal, you are not easily dissuaded from achieving it. The goals you set yourself are ambitious.
- You are eager to achieve challenging goals and want to rise above yourself through exceptional performance.
- You would like to measure yourself against others and are therefore particularly motivated by competition.
- You are not so easily satisfied with yourself. If you feel that you have fallen short of your potential, then you invest additional energy.
- Your career and your professional success are most likely important to you. Accordingly, these topics have a high priority for you.

**Your career and your professional success are most likely important to you. Accordingly, these topics have a high priority for you.**

- People with a very strong ambition and performance orientation are often perceived by others as somewhat driven and as being under pressure in situations where the focus is not even on competition or performance evaluation.
- A very high level of performance orientation, which is primarily focused on professional success, can of course entail the risk that you might not prioritize other aspects of your life despite the fact that you actually find them relevant.

**If you identify these risks in you, the following questions might be helpful for your self-reflection:**

- In which situations do you perhaps feel the need to "prove something to yourself"? What other aspects of your life do you maybe neglect as a result?
- Do you handle competition and rivalry with others in a rather "casual" way, or do you sometimes fight for your goals in a somewhat overzealous manner?
- What lengths do you go to in order to achieve your goals? Where are the limits of your capabilities?



The Confidence dimension describes the extent to which people have the confidence to overcome difficult circumstances and challenges through their own strength. Anyone who wants to lead will definitely benefit from conveying that they are confident that they will achieve the set goals. People with a high degree of confidence are convinced that they have full control over their lives, their accomplishments, and the achievement of their goals. They trust themselves to do what it takes to get what they want. People with less confidence in their own abilities perceive a greater uncertainty with regard to their potential, their impact on others, and the power of general conditions that cannot be influenced. People with little confidence can become more discouraged by difficult circumstances and feel more vulnerable to them than people who are more confident.

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**Believe you can and you're halfway there.**

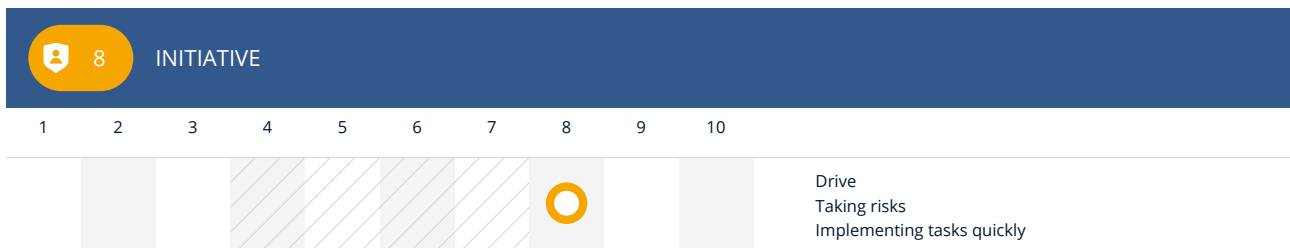
Theodore Roosevelt

**With regard to the aspect of Confidence, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

- You have confidence in generally being able to do good work and believe that you can achieve important results through your performance.
- You know that you can rely on your skills in many cases, but there are also challenges for which you do not feel equipped.
- You generally consider yourself to be neither inferior nor superior to others.
- But you also want to avoid overestimating yourself and thereby putting yourself in situations that you do not feel up to. As a result, there will always be tasks or challenges that others will approach with more confidence while you are somewhat more hesitant.
- If you want to "take the lead," a high level of confidence is definitely helpful. After all, your confidence also assures others that challenges can be overcome and goals achieved. For the goals for which you want to take the lead, you definitely need to have faith in yourself.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- On what basis do you decide when you feel confident and when you tend to shy away from challenges?
- In which situations would it be beneficial for you to trust your potential even more courageously?
- How satisfied are you with the tasks you tackle and the goals you set yourself?
- What challenges would you like to face with more confidence?



The Initiative dimension describes how people deal with tasks that are new or not clearly defined and that have to be accomplished out of personal motivation without them being directly requested or obliged to do so. People who are very proactive often expose themselves to a certain risk of failure, but also seize opportunities that others may not take. They are action-oriented and are often characterized by a strong drive. Of course, in certain contexts leadership also requires the element of "entrepreneurship," i.e., seizing and using opportunities that others may not see. This aspect of leadership is strongly linked to the element of initiative. People with a lower level of initiative are in many cases more contemplative, are not likely to rush ahead, and are not strongly motivated to set things in motion independently.

”

**The secret of getting ahead is getting started.**

Mark Twain

**You give yourself a high score for the aspect of Initiative. This is in line with the following characteristics:**

- You describe yourself as hands-on and dynamic. If you see opportunities to take action and make a difference through your actions, then you will do so in many cases
- You do not need clear instructions from others to take action. You generally enjoy situations that are not clearly regulated or strongly pre-structured as you can contribute and implement your own ideas.
- You make use of given freedom in your personal and professional life and get involved. Perhaps this can also be seen in corresponding activities in your social environment or when planning your leisure activities.
- You consider yourself responsible for shaping your life through your actions and are happy to make use of the given degrees of freedom.
- You do not hope that things will somehow be taken care of by others, instead you take your issues into your own hands. For this you also accept risks from time to time.

**Risks in case of very high values:**

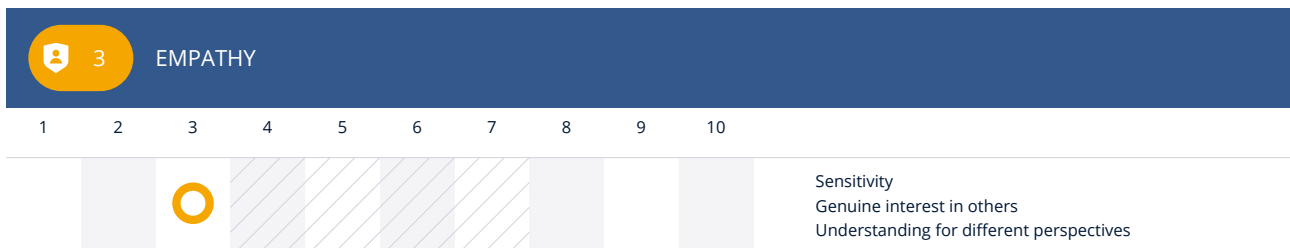
- In your drive for action, you may find lengthy discussions and coordination with others tiring or even annoying. People who need to know exactly what is going on and play through all eventualities before they finally take action make you impatient – which you may show clearly and which can lead to conflicts.
- It is not always easy for people with a lot of initiative and action orientation to show empathy for the fact that others need more structure and guidance and that it is more difficult for them to act on their own initiative in unclear situations. Here, too, there is potential for conflict or there are different speeds at which topics are tackled.
- People with less energy and drive toward new opportunities sometimes feel intimidated or pressured by the "constant actionism" of highly proactive individuals.

**If you identify these risks in you, the following questions might be helpful for your self-reflection:**

- In which situations do you perceive others around you to be too hesitant? How do you react to this, on the inside and on the outside?
- What personal values of others (security, order, avoidance of mistakes, etc.) are possibly reflected in these behaviors?
- In which situations in the past did you have to realize in retrospect that you had perhaps gone too far and that certain hopes had not been fulfilled after all?
- Is there a pattern or certain situations that cause you to react without hesitation? How would you describe this?
- What conclusions or rules can you draw here to avoid unnecessary risks?

## 2. Protectors

Protectors are personality factors that prevent us from taking an unfavorable direction in our development. Leadership is not automatically "good," this is evident all over the world. Highly pronounced protectors prevent us from repeatedly "banging our heads against the wall" or developing dysfunctional behavior. A strong ability to self-reflect and the willingness to critically question ourselves again and again is an essential basis for remaining receptive to feedback and being able to see the need for correction in ourselves. Empathy helps us to assess the impact of our reactions on others and to ask ourselves whether we really trigger what we want from others. We have willpower when we do not simply give in to our impulses and when we do not lose self-control even in sometimes difficult situations. Finally, resilience means that we can withstand even difficult and stressful situations. Highly pronounced protectors thus protect us from unfavorable developments – for ourselves and perhaps also for others who are affected by our actions. Protectors are also not necessarily associated with leadership, but can be highly or poorly developed regardless of leadership competence and leadership potential. But here too, highly pronounced protectors will help people who want to develop their leadership competencies successfully.



The Empathy dimension gives you feedback on your ability to empathize with other people and understand their feelings. Empathic people are easily "infected" by the feelings of others and perceive themselves as compassionate. They find it easy to see a situation, a problem, or an action from someone else's perspective, and they consider the feelings and motives of others in their actions. Less empathic people, on the other hand, are less receptive to the emotions of others, they are less sensitive to others. This makes it easier for them to set themselves apart from others and make decisions that are unpleasant for others. However, there is a danger that others may perceive them as undiplomatic, insensitive, and not very understanding.

”

**We judge what we don't understand**

Unknown

**With regard to the aspect of Empathy you have given yourself a low score. This is in line with the following characteristics:**

- Your thinking and your communication style are matter-of-fact and rational. You do not dwell on your own emotions and the emotions of others for very long. Gossip is most likely not your style, you prefer to focus on figures, data, and facts.
- You very often have a clear picture of situations and a clear opinion about what is right or wrong. In conflicts, you may find it harder to accept that others do not share your view or solution. You then argue for your position with well thought-out factual arguments
- People who do not communicate in a very fact-based manner or who get emotional quickly may come across as strange to you. You find it difficult to comprehend how some people can behave so irrationally.
- You appreciate clear communication and you do not like to beat around the bush. When there are critical issues to address, you usually do so clearly. Occasionally someone may then feel a little offended.
- You find it relatively easy to make decisions that lead to others incurring costs or that are disadvantageous to others. You do not feel the need to be "everybody's darling." But you are generally interested in the matter and in finding the best solution.

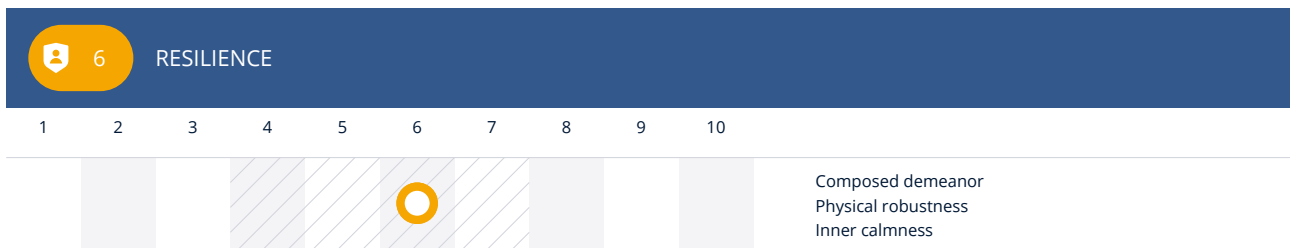
**Risks in case of very low values:**

- Others may perceive you to be insensitive and unemotional because of your matter-of-fact style and your direct manner. These people may miss a more approachable and personal side of you.
- Others may perceive you to be insensitive and unemotional because of your matter-of-fact style and your direct manner. These people may miss a more approachable and personal side of you.
- Because people with a low level of empathy find it relatively easy to make "tough" decisions, there is a risk that they will be perceived as less receptive to the needs of others – in extreme cases perhaps even as ruthless.
- It may be the case that in conflicts you focus too strongly on your own perspective and thus miss central and valuable insights into the problem that can only be seen from other perspectives.

**If you identify these risks in you, the following questions might be helpful for your self-reflection:**

- In which situations could it be advantageous for you to become more open to the views and perspectives of others?
- When in the past has it ever been a disadvantage not to do so?
- What methods are you aware of for exploring other people's emotions, motives, and views and for leaving yours out of the picture as far as possible?
- In which situations could this be important? How could you be more successful here in the future?
- When is a direct communication style beneficial, and when should you use a more restrained tone? How can you achieve a more diplomatic style, what do you plan to pay attention to here?





The Resilience dimension gives you feedback on how you handle a heavy workload and stressful situations. People differ greatly in how they deal with and process stressful situations. People with a high degree of resilience are characterized by their ability to handle stress constructively. They are "thick-skinned" and less susceptible to stress than people who are not very resilient. Less resilient people quickly take stress and failures to heart and need comparatively longer to regain their strength after crises.

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**Do not judge me by my success, judge me by how many times I fell down and got back up again.**

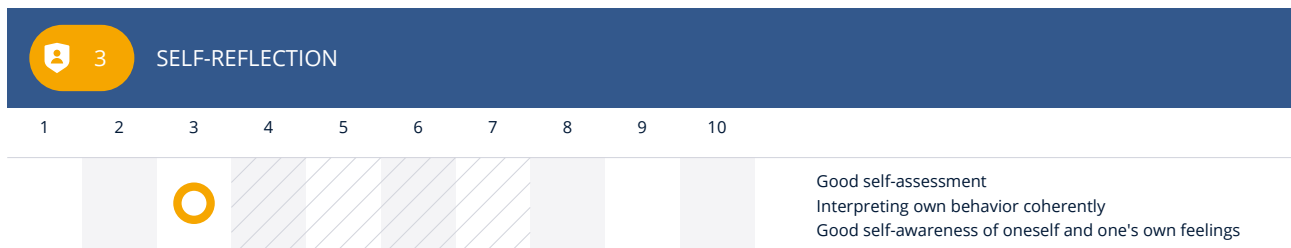
Nelson Mandela

**With regard to the aspect of Resilience, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

- In stressful situations you remain competent and able to act for the most part. But you also know the feeling of being overwhelmed by the situation and can become nervous and anxious.
- Sometimes your body also reacts to stress and you have trouble sleeping or are restless. You are generally good at dealing with failures and crises. However, some situations can get to you, and you need some time to recover from them. However, you do not despair of these situations, but constructively search for solutions and ways out.
- You feel most comfortable with a medium stress level, so that you don't get bored, but you also don't get the feeling of being overwhelmed. You attach importance to achieving a good balance between stress and recovery phases. Others know that they can expect quite a lot from you and that you do not get thrown off course very easily. Once you are faced with a certain level of stress, however, you may feel nervous and hectic.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- Under what kind of stress do you quickly get thrown off balance, what can you handle easily?
- Against this background, what additional stress management strategies could be of interest to you (e.g., conflict resolution strategies, self-organization tools, mindfulness and relaxation exercises)?
- How clearly do you feel the limits of your resilience, and how do you validate this?
- Which action strategies have proven to be successful for you in dealing with stressful situations?



The Self-reflection dimension gives you feedback on how often and in how much detail you deal with your own personality. People differ in their ability to reflect on themselves. For example, some people know exactly what their strengths and development areas are or how they feel in a certain situation and why they have acted in a certain way, while others tend to spend less time thinking about this. In addition, some are very self-critical and have an almost relentless view of their development areas, while others do not think about themselves in such a fundamental way. A certain degree of self-reflection is helpful if we deliberately have to or want to change our typical behavior because a new situation requires a different approach. People who are able to challenge themselves in these situations and adapt flexibly have an important success factor here.

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**Who looks outside, dreams; who looks inside, awakes.**

Carl Jung

**With regard to the aspect of Self-reflection you have given yourself a low score. This is in line with the following characteristics:**

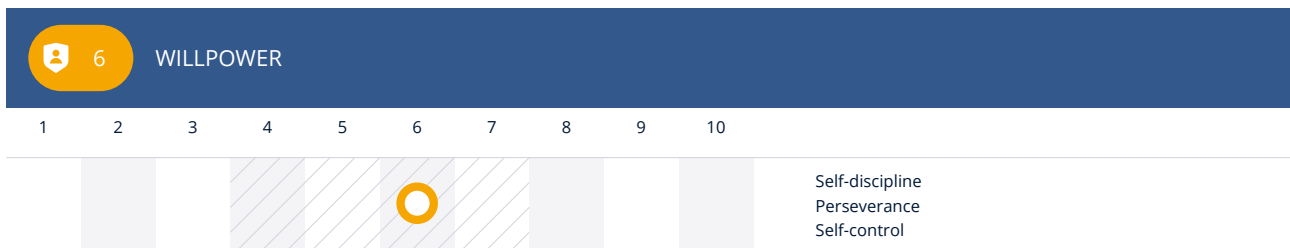
- Self-reflection may not be a priority for you. Therefore, you may not take as much time to reflect on yourself. You have a rough idea of your own strengths and development areas, but you may not be able to describe them in detail
- People who do not have a strong ability to self-reflect usually do not concern themselves with their specific thoughts and feelings very intensively. They see little point in dealing with the past or questioning how they feel or why they behaved the way they did in a certain situation.
- You do not like to think critically about yourself. Therefore you sometimes avoid this. It just feels better not to be so hard on yourself all the time, and in the end it does not lead to anything anyway.

**Risks in case of very low values:**

- If you only have a vague idea about yourself, your thoughts and feelings, and about the reasons for your behavior, then you may act based on your gut feeling rather than in a deliberate way in some situations. For example, if you do not know exactly why you exhibit a certain behavior, it is also more difficult to change it.
- Perhaps you do not adopt a sufficiently critical perspective on yourself. Under certain circumstances, this can mean that you do not clearly identify your development areas. Once you know them in more detail, you can also take a more active approach and develop even more successfully.

**If you identify these risks in you, the following questions might be helpful for your self-reflection:**

- Think about why you behaved in a certain way.
- Why do certain thoughts go through your mind and why do you feel certain feelings?
- What benefits might arise if you knew more about them? How critically do you really examine yourself?
- What could you do to find out even more about your learning and development areas?
- Do you always know the reasons for your feelings? What could you do to find out even more about your emotions?



The Willpower dimension gives you feedback on your ability to control your behavior very deliberately, to take on the challenge of achieving long-term goals, and to persevere despite difficulties. People differ in how strong this willingness is. People with a lot of willpower are very good at controlling themselves and their feelings, and can suppress impulsive reactions in themselves very well. They show perseverance and a high tolerance for challenging circumstances even in difficult times. People with less willpower sometimes tend to be guided by current emotions and may react more impulsively or in a more situational way. Accordingly, they also show a little less perseverance and are less consistent with themselves.

”

**If you are going through hell, keep going!**

Winston Churchill

**With regard to the aspect of Willpower, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

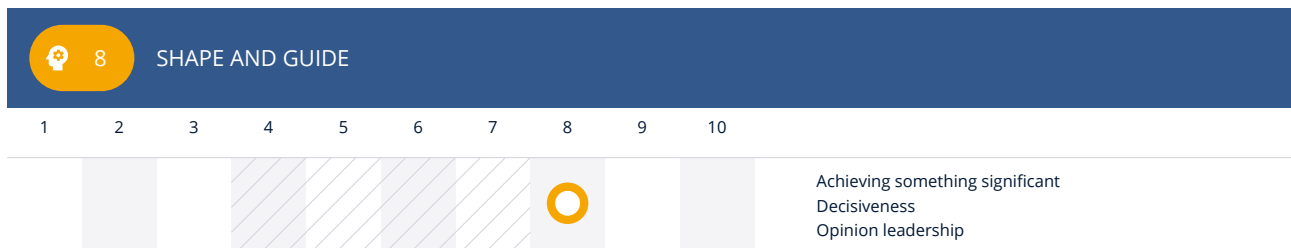
- You show a typical level of self-discipline. This allows you to tackle and complete many tasks, even if not every step of the task is particularly motivating for you.
- Even if things become a little more difficult, you do not give up immediately. For a certain amount of time you can grit your teeth. On the other hand, you do not get so carried away that you cannot let go
- There may be situations where you react somewhat more impulsively than you would have liked in retrospect. In most situations you will have yourself "under control," but you also know the other side of yourself.
- You find a good balance between life's "temptations" and the things you have to face with self-control and self-monitoring.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- Have you found the right balance between self-control and following your personal motivation?
- How can you push yourself to do the things you want to do, and thus achieve what motivates you?
- In what situations would more willpower do you good?
- What small steps in the appropriate direction could you possibly take here?

### 3. Leadership Mindset

The Leadership Mindset category covers aspects that concern our understanding of our role as leaders. It is essentially a question of which "playing fields" of leadership are particularly suited to us and correspond with our attitudes. If you have a very strong ability to Shape & Guide, you consider yourself to be someone who wants to shape topics and who wants to make full use of the scope for leadership. Integrate & Connect, on the other hand, describes a leadership mindset in which the cultural and relationship-oriented component in the team plays a very strong role. Structure & Organize concerns a leadership approach in which leadership is very strongly associated with processes, good organization, functioning rules, and efficient procedures, and where the focus is very strongly on these points. Inspire & Pioneer describes a leadership mindset where the priority is very much on the visionary element, the new idea, and the change. The four aspects are not mutually exclusive, and each person naturally possesses certain elements of all four different mindsets. However, the individual interaction and also the individually very different priorities in the four categories determine our understanding of roles and explain which leadership "projects" are a particularly good fit for us.



The Shape & Guide dimension gives you feedback on how strongly you generally see yourself in a leading role and how ambitious you are in this respect. There are people who prefer to remain in the background at first, who tend to observe a situation rather than intervene immediately, and who are reluctant to put themselves in the spotlight. Other people take the lead as a matter of course and see no reason for exercising restraint or leaving room for maneuver unused. Often these people are very strongly convinced of their potential and competencies.

”

**Leadership is a mindset in action. So don't wait for the title.  
Leadership isn't something that anyone can give you – you have  
to earn it and claim it for yourself.**

Travis Bradberry

**With regard to the aspects of Shape & Guide you have given yourself a high score. This is in line with the following characteristics**

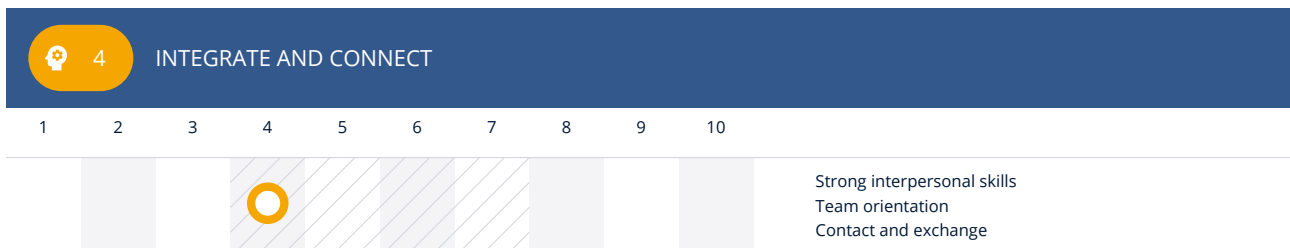
- You believe that you have strong potential to take the lead. You do not just want to be part of a group, you want to stand out and be visible.
- You are motivated by the fact that you are considered important and relevant by other people. You see yourself as a role model and believe that you have the skills to achieve outstanding performance and results.
- You are not content to conform to the "average." You expect more from your life and want to achieve something special. You certainly wish that your special characteristics are recognized and acknowledged.
- You have no problem seeing yourself filling "bigger boots." You are confident that you can meet increasingly difficult and major challenges and rely on your skills. Competition with others is a big driver for you.
- You enjoy competition, and it motivates you strongly if you come out on top in a debate.

**Risks in case of very high values:**

- Believing in your own potential for overcoming major challenges is a basic requirement for facing up to these challenges. But it is important to find the right way to deal with opposition and other people's opinions. If you are too convinced of your own point of view you may tend to dismiss other opinions. In this situation, you may no longer be open to important warnings or other perspectives.
- If you express your high level of trust in the superiority of your own performance or opinions too strongly, too vehemently, or too frequently, you sometimes run the risk of being perceived as arrogant or distant. People with this tendency have the potential to be dominant, which is not always advantageous.

**If you identify these risks in you, the following questions might be helpful for your self-reflection:**

- How do you deal with other people challenging your claim to leadership and your ideas? Do you really give this feedback a chance?
- Or do you feel your anger rising and react accordingly?
- Can you handle people in your environment becoming more successful than you?
- Or do you always need to have a prominent role?
- How could you prevent this tendency from diminishing your potential to really get others on board?
- Which situations do you possibly interpret as competition too quickly resulting in "winners" and "losers"?
- Could this sometimes lead to tensions that did not necessarily originate with others, but that arose because you saw yourself in a competitive situation?



The Integrate & Connect dimension gives you feedback on what role positive social relationships play for you. There are people who invest a lot of energy in good relationships with others. These people are willing to compromise, helpful, socially active, and feel comfortable establishing close contact with others. They enjoy bringing other people together and have a reconciling impact in disputes. On the other hand, there are people who value their personal independence more strongly and therefore do not invest as much in building relationships. These people enjoy being alone and are not so much looking to connect and exchange ideas with others. It is possible that they perceive too much contact and interaction as exhausting.

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**In a gentle way, you can shake the world.**

Mahatma Gandhi

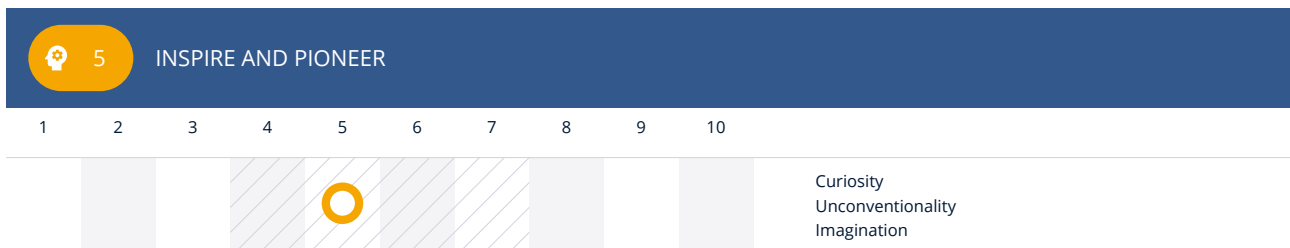
**With regard to the aspects of Integrate & Connect, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

- You believe that you have found a good balance between your efforts for others and your own independence. You care about other people, you do not describe yourself as distant or aloof. At the same time, however, you also do not feel that you need to form close friendships with everyone.
- You are able to approach other people and establish contact. But you do not see yourself as so extraverted that you can immediately connect with others at any time. Maybe you need a little time to gain trust, maybe you choose the people carefully who deserve your trust. You definitely enjoy working with others and appreciate exchange and teamwork.
- On the other hand, it also does not bother you to be alone or work on certain topics independently.
- You describe yourself as approachable to others and willing to engage with them. However, you do not agree to every compromise, even if this risks a certain harmony.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- How satisfied are you with the balance between the search for connections and togetherness on the one hand and independence and autonomy on the other?
- Is there a facet that you would like to strengthen further here?
- In what situations would you sometimes like to be more extraverted and would prefer to establish contact with others more quickly? How could you deliberately prepare for and adjust to this?
- Are there discussions in which you do not defend your interests strongly enough? What opportunities do you miss out on as a result? How could you do things differently here?





The Inspire & Pioneer dimension gives you feedback on your personal preference in the area of conflict between stability and change. People with pronounced abilities with regard to this dimension describe themselves as curious, flexible, unconventional, and keen to experiment. Change is welcome, while routine and uniformity tend to cause reluctance. People with a low score here tend to perceive themselves as down-to-earth. They are able to accept the status quo, and their rebellious side is hardly noticeable. These people do not seek risk, they are optimizers rather than revolutionaries

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**If you are not willing to risk the unusual, you will have to settle for the ordinary.**

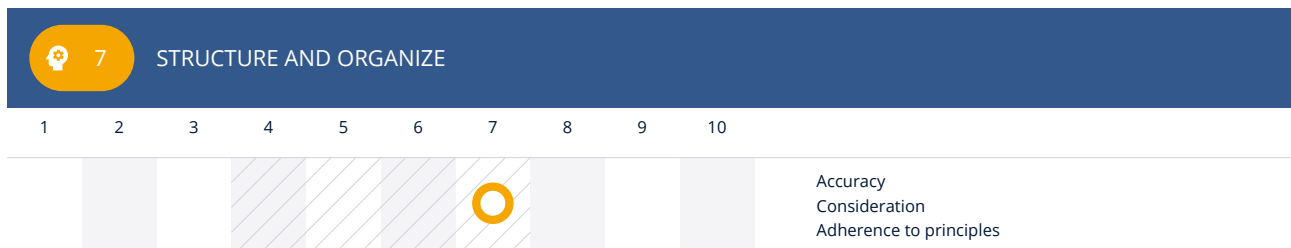
Jim Rohn

**With regard to the aspects of Inspire & Pioneer, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

- You can certainly show enthusiasm for new ideas, even though you do not feel the need to follow every trend. The fact that something is new is not a value in itself for you, but you also want to think through whether progress is really associated with the idea.
- In certain situations you will have the courage to critically challenge other people's thoughts. However, this is then caused by your interest in the matter rather than by the desire to provoke or by a rebellious element in you.
- You are certainly interested in higher-level ideas and principles, but great visions are of interest to you above all when a concrete possibility of implementation becomes apparent. You do not want to remain in the abstract and instead you want to take a concrete step forward.
- You do not describe yourself as someone who is overly unconventional or creative, or who constantly announces new initiatives with an unusually high degree of energy. Nevertheless, you have no general reservations about trying out something new, and you can definitely be open to creative ideas.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- In the area of conflict between enthusiasm for new ideas and appreciation for consistency, you have assessed yourself at an average level. Does it correspond to your other perceptions that you are very well balanced here?
- Are there people in your environment who would sometimes like to see you be a little more willing to change and take risks?
- Looking at your experience to date: Which situations have ultimately inspired and motivated you more?
- If there was a chance to develop creative and unconventional ideas or if you were needed as an optimizer and gradual developer?



The Structure & Organize dimension gives you feedback on your personal preference in dealing with complex problems and challenges. People differ greatly in whether they tend to solve problems in a thorough, detail-oriented, and analytical way, or whether they are more intuitive, spontaneous, and sometimes rather superficial. Both can be a success factor, but both can also have disadvantages in certain contexts. In extreme cases, very structured people are known to be "perfectionists" who have difficulties with pragmatic solutions. At the same time, however, their strong quality orientation in terms of content is a very clear success factor for certain challenges.

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**To be prepared is half the victory.**

Miguel de Cervantes

**With regard to the aspects of Structure & Organize, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

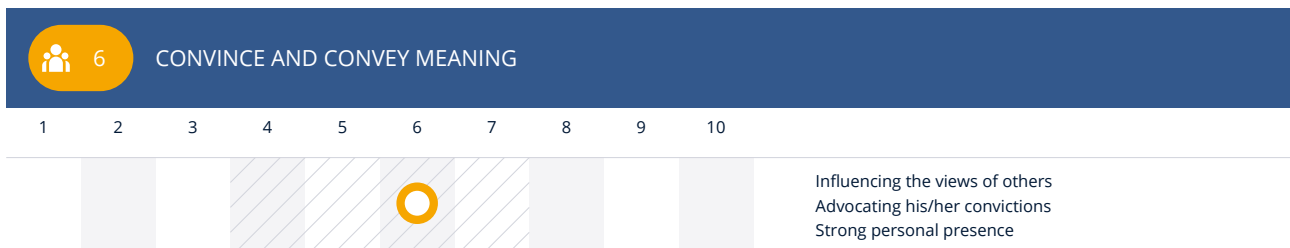
- People appreciate your balance between structure and flexibility. You have not described yourself as a perfectionist, but also not as someone who always turns a blind eye.
- You find a balance between details and thoroughness on the one hand and pragmatism and speed on the other depending on the situation.
- To a certain extent, you attach importance to the structure and planning of your approach, but without generally complicating things.
- You are able to act and make decisions even in unclear situations.
- You probably also have a clear picture of the types of decisions that require you to be thorough and diligent, and decisions for which you do not see the need to go into detail. This gives you good flexibility in the way you process your tasks.
- When cooperating with others, they know that you are not extreme in your style of work. Tasks that require a great deal of attention are not automatically in the best hands with you. At the same time, others also know that they can generally rely on you in many situations.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- How clear is your idea of when diligence pays off and when it is feasible for you to be more pragmatic?
- How well are you able to switch between the poles?
- Or do you simply tend to be fairly thorough for many tasks?
- What is your main contribution when you influence a group?
- Do you provide structure and ensure good planning, or do you push for pragmatic progress instead?

## 4. Leadership Strategies

The last category concerns the direct strategies for influencing others. Anyone who attaches great importance to convincing others and conveying meaning will above all look for good arguments in leadership and want to explain their ideas coherently. Those who place a high priority on motivating and engaging others will focus more strongly on addressing people emotionally. Those who know that differing opinions or conflicts can be expected may want to focus more strongly on assertion and direction. Developing and supporting describes an approach to empower others through feedback or guidance to contribute to the goals more actively and to enjoy the role of giving feedback or advice. Unlike the aspects of the Leadership Mindset, which are generally more fundamental and personal in nature, Leadership Strategies have a much more situational component: Which strategy you choose naturally depends on the type of challenge and the people you are dealing with. If you want to influence others successfully you will ultimately benefit from all four strategies. Nevertheless, there are differences between people. Some people intuitively use one approach more often and successfully than another. The individual profile on how pronounced the different Leadership Strategies are explains which aspects of the ability to influence others are considered to be particularly strong and which aspects could still benefit from being developed further.



Within the Leadership Strategies, the Convince & Convey Meaning dimension describes the ability to convince people to support and implement an idea using well-considered arguments. People with a high score for this dimension are able to express their ideas and values confidently and make the benefits and importance of their actions clear to others. In addition, they are able to align people toward a common goal, provide meaning to activities, and explain the value of the joint effort. People with a low score here find it comparatively difficult to convincingly convey their ideas and visions in a group and to stand up for them. In discussions, they tend to hold back with their ideas and feel uncomfortable when they have to deliver a presentation or address a team.

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**My father used to say: Don't raise your voice, improve your argument.**

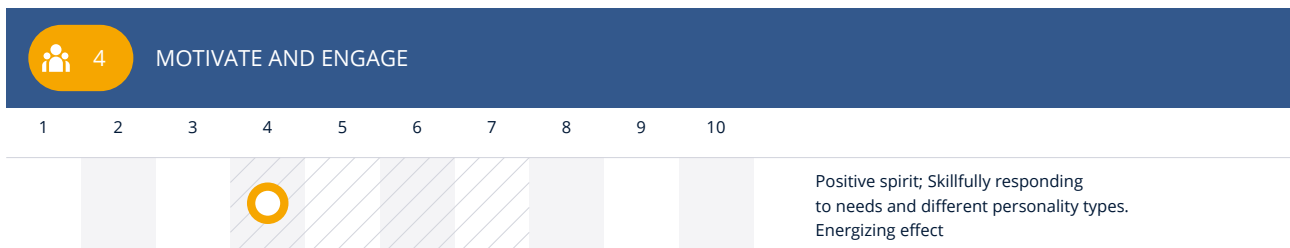
Unknown

**With regard to the aspect of Convince & Convey Meaning, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

- You are able to convince others of your ideas and to present them effectively. However, you weigh up carefully whether this approach is the right one in the current situation or whether you should let others take over and follow their opinion.
- You like to exert influence in discussions, but you also accept that there are people who can present themselves more convincingly and who have a stronger presence than you. In situations where you feel comfortable and that are familiar to you, you can be effective and can successfully convey your ideas to a group.
- In other situations, possibly with unknown or high-ranking counterparts or in a subject area that is unfamiliar to you, you prefer to take the backseat before you expose yourself too much. You perceive yourself as committed and motivated to convince others. However, it is also important to you to obtain the opinions of others so that you can take them into account when deciding on the next steps.
- If people have good arguments and also convey them convincingly, you are willing to adapt your perspective and develop common approaches.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- In what situations would you like to be more convincing? What prevents you from doing so?
- In which situations do you still feel somewhat shy and reserved even though, in your opinion, the arguments of others are not as valid as yours?
- Which general conditions or persons lead to the fact that you do not contribute your opinions and arguments as actively as in other situations? What is the difference, and how could you try to become more effective?
- In which situations, from today's perspective, should you have conveyed the meaning more actively? What would you have needed to do this?



The Motivate & Engage dimension gives you feedback on your ability to win others over to support your goals at an emotional level. People differ greatly in how easy it is for them to identify other people's interests, motives, and needs and to adapt to them successfully. Sometimes it can be beneficial to rely on rational strategies and convincing arguments here, but it can also be useful to win others over to support a cause at an emotional level. People with a high score on the Motivate & Engage rating scale succeed in this, for example, by inspiring others with their passion and enthusiasm or by providing exactly the arguments that fit the motives and interests of their target person. All in all, the Motivate & Engage dimension is about winning others over at an emotional level for yourself and your cause.

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**I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.**

Maya Angelou

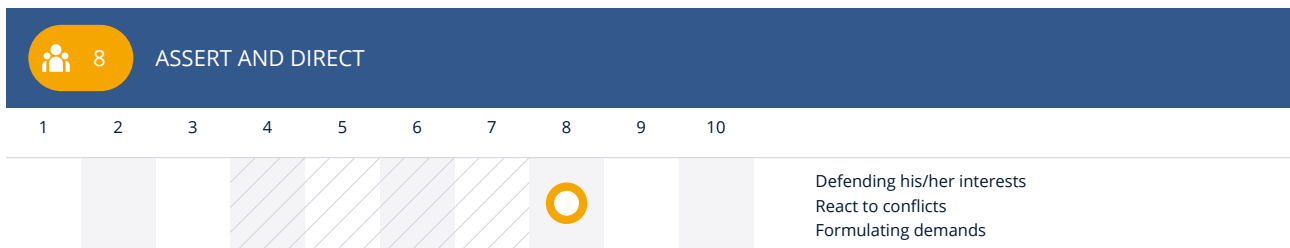
**With regard to the aspects of Motivate & Engage, you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

- If you are enthusiastic about something, your passion is obvious and you can bring energy to the group. At the same time, however, you do not have the desire to constantly animate others and cheer them on. When cooperating with others, they generally perceive you as appreciative and respectful.
- You are aware that good results can only be achieved if everyone is motivated to contribute and you are committed to a constructive working atmosphere. You are also well aware that the same key does not fit every lock when it comes to motivating people.
- Even though you are successfully able to gain other people's support in many cases, you sometimes wish you were familiar with even more strategies to win others over.



**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- When preparing for meetings or presentations, in addition to dealing with the content, to what extent do you think about the emotions you want to evoke in your audience? How could you manage to do so even more successfully?
- Which inspiring personalities do you know, and what strategies could you possibly learn from them?
- Which strategies to convince others do you use effortlessly and routinely, and which ones do you still find rather difficult?



Within the Leadership Strategies, the Assert & Direct dimension describes the ability to assert our interests against others, to make decisions for others or to define the decision-making frame for others, and to monitor the goals. People with this ability can make a big impact in corresponding situations and also show a tendency to want to realize their ideas (be it in their job, sports, or other areas of life) instead of making compromises. In the process they also accept criticism or personal rejection. People with a low score here tend to find it difficult to show this kind of behavior and to impose their will on others. They do not insist on their interests so much and prefer to avoid conflict with others. They also find it rather unpleasant to have to make decisions about others, to give clear direction, and, if necessary, to draw consequences.

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**When everything seems to be going against you, remember that the airplane takes off against the wind, not with it.**

Henry Ford

**With regard to the aspects of Assert & Direct you have given yourself a high score. This is in line with the following characteristics:**

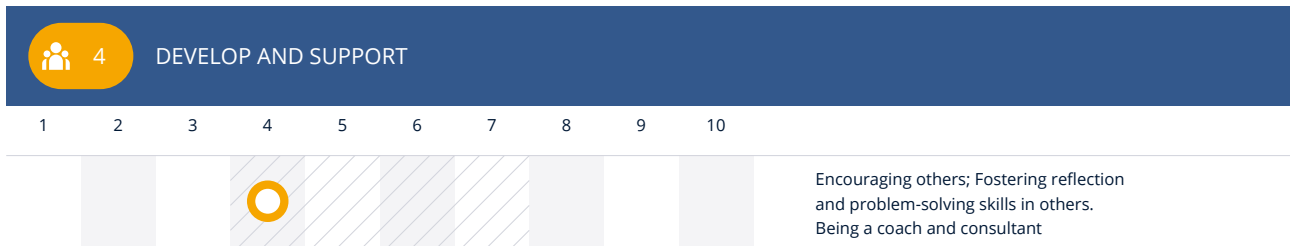
- You find it comparatively easy to defend and assert your interests against others. On the one hand, this can refer to situations in which you stand up for your rights and have to assert yourself against other "authorities."
- On the other hand, this also describes the ability to convey to others what you expect from them, to assert your ideas for the completion of tasks, and to steer and direct the implementation. You are able to provide direction to people around you, to make decisions for them, and to define the frame within which you expect them to work independently.
- Especially in situations where danger is imminent or where you need to act quickly, you are able to give clear instructions and present them in such a way that others will follow them. In these situations, you only allow contradictions to a limited extent and drive the necessary steps forward emphatically, even if this results in frictions and has a negative impact on relationships
- You tend to be more interested in achieving your goals than in harmonious relationships. Accordingly, you can be tough in your dealings with others and also live with the fact that some people do not like you, at least temporarily.

**Risks in case of very high values:**

- The ability to assert yourself and to direct others is an important Leadership Strategy. For people with very high scores here there is a risk that this leadership strategy will also be used in situations where other strategies promise more success in the medium and long term. Here it is important to continuously consider whether the situation needs this kind of intervention (e.g., in case of imminent danger).
- Very assertive people are accepted by others and admired for their abilities. On the other hand, this can also lead to intimidation and rejection, since people develop the feeling of being controlled by others and of not being appreciated for their abilities.
- In addition, there is a danger of getting too involved in conflicts and straining relationships too much to be successful in the long run.
- People with a high score here often come across as unable to compromise and accept criticism.

**If you identify these risks in you, the following questions might be helpful for your self-reflection:**

- In which cases have you noticed that your very clear direction and the exertion of pressure led to problems in the medium and long term, e.g., strain in the relationship?
- What unintended impact did your strong tendency to direct and assert yourself have?
- What could be the benefits of involving others more actively?
- To what extent do you behave in a way that prevents others from learning certain skills by imposing requirements that are too strict?
- At what points could showing more trust and confidence in others be beneficial?



Your score for the Develop & Support dimension shows how strongly you consider it your responsibility to support others in their development. People with a high score here take a lot of time to explain new things to others, teach them things, or challenge them in a positive sense. People who give the topic of Develop & Support a very high priority enjoy it when others ask them for their expertise or opinion. They take pleasure in triggering self-reflection processes in others and encouraging them. People who do not focus as strongly on this may perceive themselves as less of a teacher and therefore feel it is not part of their role to teach others something. It may also be the case that hectic working days make it seem as if there is no time for this, or that people simply do not take the necessary time.

”

**Treat people as if they were what they ought to be, and you help them become what they are capable of being.**

Johann Wolfgang von Goethe

**With regard to the Develop & Support leadership strategies you consider yourself to be in the typical and average range. This is in line with the following characteristics:**

- You are willing to support others through advice and feedback. However, you have not described this as an urgent or dominant need.
- The topic does not play such a prominent role for you. Of course you are sometimes asked for advice or have to explain something or direct someone. But these are not necessarily situations that you enjoy in particular or that you would like to perfect.
- You may also not be sure to what extent your input is needed and how much others can benefit from your knowledge and experience. Nevertheless, if you are approached in this regard, of course you do not refuse to help others.
- You do not so much see yourself in the role of challenging others and making them stronger in this way, although you are quite open when others want to improve on certain points and depend on you for this.

**Perhaps the following questions will help you to self-reflect and to understand this aspect of your personality even more clearly:**

- What are some situations in which you could share your feedback and experiences more intensively?
- Who could benefit from this?
- If you could identify more strongly with supporting others in the area of learning and development, what opportunities could this lead to?