



SOCIAL COMPETENCE

- Participant's Results -

Lewis Sophie

DNLA SUCCESS PROFILE

FACTORS

Participant: Ms. Lewis Sophie
 Profile: test 1411
 team leader (up to 5 persons), Production
 Test date: 31.05.2013
 Evaluation made by: HSC group

This is the minimum expected level of competence for the position specified above. Depending on it has been adjusted for every factor. For example: The expectations in terms of sociability have been (who constantly deals with clients) than for a bookkeeper (who has little customer contact).

the specific demands of the role, set much higher for a consultant



Superfactors	Factors	Results						
		-3	-2	-1	OK	+1	+2	+3
Achievement Dynamics	Self-responsibility	-3						
	Drive and Application	-3						
	Self-confidence	-2						
	Achievement Motivation	-2						
Interpersonal Relationships	Sociability				OK			
	Assertiveness	-3						
	Empathy	-2						
Commitment to success	Commitment	-2						
	Status Awareness				OK			
	Systematic Mentality			-1				
	Initiative				OK			
Stress Capacity	Resilience	-3						
	Feedback Reaction	-3						
	Emotional Stability				OK			
	Self-esteem	-2						
	Flexibility			-1				
	Job Satisfaction				OK			

Dear Ms. Sophie,

DNLA is based on fundamental, scientific research. Diagnostic goal-setting, objectivity of evaluation, reliability, validity and fairness have been fully integrated, based on the requirements set by professional bodies of psychologists and other expertise. DNLA can therefore contribute to developing an individual's potential in a targeted and constructive manner.

For the profile selected, the test-results in the Social Competences are: **well short of requirements**

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RESULTS

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LOGIC TEST

In the areas of statement and predicated logic, conceptual logic, mathematical thought, powers of discrimination and judgement logic, the following result was obtained:

Time needed: 0 minutes
Correct answers: 0
Score: not carried out

SHORT PC KNOWLEDGE TEST:

Lewis Sophie achieved the following result for the "PC knowledge" area (user operation, specialist terms, technologies and user security):

Correct Answers: 0
Score: not carried out

LANGUAGE TEST:

English	not carried out	Greek	not carried out
French	not carried out	Turkish	not carried out
German	not carried out	Polish	not carried out
Spanish	not carried out	Dutch	not carried out
Italian	not carried out	Czech	not carried out
Portuguese	not carried out	Hungarian	not carried out
Danish	not carried out	Romanian	not carried out
Swedish	not carried out	Chinese	not carried out
Norwegian	not carried out	Thai	not carried out
Finnish	not carried out	Japanese	not carried out
Russian	not carried out		

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ACTIONS

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Please remember that the development strategies described below will only be successful when you take them one step at a time. Do not try to change everything all at once. Avoid the temptation to rush the process.

Building your potential takes time and would benefit from expert support. You might find it helpful to have your progress monitored by someone you trust.

Self-responsibility

Drive and Application

Feedback Reaction

DNLA SUCCESS PROFILE NOTES

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Notes on Self-Responsibility

In one's working life there are always major and minor setbacks. Successful people tend to deal with these setbacks and learn from them. If you frequently experience a lack of success and dismiss it as bad luck or unfortunate circumstances, you should ask yourself if it is something to do with you and your inability to deal effectively with these perceived setbacks.

Make sure that you set yourself appropriate goals and pursue these with a clear plan of action. By targeting your activities properly, you will become more motivated and be able to achieve higher levels of success without being disheartened by setbacks.

Write down all your minor and major successes as well as failures over a period of three months. Identify which successes relate back to your own efforts and abilities, and those which do not. Be honest with yourself and do not be afraid of exercising some self-criticism, nor of praising yourself!

Please make your personal comments here:

DNLA SUCCESS PROFILE NOTES

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Notes on Drive and Application

How do you deal with a high work load or with stress? Do you sometimes feel anxious when under increased pressure at work? Are there obstacles in your working environment that prevent you from remaining calm and from performing at your best?

Organisational problems, frequent extra responsibilities, uncooperative and demanding behaviour by colleagues or customers, as well as pressure from above, can all contribute to building a stressful environment. This could increase your anxiety, affect your emotional response and may even lead to you developing mental blocks. If, at the end of the working day, you often feel worn out or drained or if you arrive at work already in an anxious state, you should analyse carefully how this has arisen. At the same time, check whether your performance is being evaluated fairly. If this is not the case, you will not be able to enjoy your work and may avoid situations where performance matters.

Discuss your situation with your manager. You may find it helpful to always make a note of major and minor successes. Checking this "success list" from time to time will help you maintain perspective of your abilities. Your own achievements are the best foundation for your development. If you are able to appreciate your successes consciously, an important step forward has been made. Being aware of each personal success will enable you to enjoy your work more, set more ambitious goals and increase your drive and application.

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DNLA SUCCESS PROFILE NOTES

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Notes on Self-confidence

In our working life, we often have to master difficult tasks or come to terms with unfamiliar situations for which there are not always immediately obvious solutions. It may happen that colleagues, customers and managers can make inappropriate or excessive demands, which they maintain are perfectly reasonable. Even minor extra demands may become an obstacle as they accumulate.

In these situations you may overestimate the difficulty involved while underestimating your own abilities. People often tend, at this point, to dis-engage or to become irritated. This may interfere with your ability to effectively work with others.

Review a recent week at work and make a note of all unusual events during that time. Then draw up a simple balance sheet:

Which issues resolved themselves and were therefore quite minor?

Which issues were resolved by you remaining calm and simply "sitting out" the crisis?

Which issues were you able to overcome in the normal course of your work or with some extra effort?

Which issues were you unable to resolve or only with major difficulty?

In future, before tackling a task or problem, reflect on which of the above categories they may fall into. This will assist you in identifying those more difficult situations for which there are no obvious solutions. In such circumstances you should not hold back from seeking support and advice right from the start (from colleagues and managers). This will increase your confidence when tackling difficult tasks and you will be able to confront your challenges in a calmer frame of mind. Your sense of professional commitment, your enthusiasm and not least your personal satisfaction will increase accordingly.

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Notes on Achievement Motivation

Personal commitment and sense of duty may suffer under certain circumstances, such as lack of recognition, too little reward, being overworked or under-occupied. Sometimes there are stressful situations at your place of work, such as poor working conditions or inadequate organisation, which you might not be immediately aware of. Examples are:

Workload: excessively tight schedules and long hours in order to achieve tasks

Work content: unnecessary paperwork and bureaucracy

Work organisation: unclear assignment of work and responsibilities

Relationships: disruptions in relationships with colleagues and managers, etc.

(If you suspect that you are suffering from stress, you could use specific stress analysis programs which allow you to identify symptoms, causes and potential remedies. Private issues may also play a role if you are unable to fully engage with your work.)

When your motivation to achieve is lacking you tend not to tackle tasks with any degree of enthusiasm, even though you may be very committed and fully supportive of the organisation. As a consequence others may have a less positive view of you than you deserve. Be aware of situations such as the ones described above and make notes with examples which you should then discuss in detail with someone you trust or with a manager.

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Notes on Assertiveness

At work, we have to deal with people of varying levels of seniority, be they managers, external clients or colleagues.

Without realising it, we approach such people with certain feelings which may be betrayed in our behaviour. This can influence the course and outcomes of our discussions. Have you ever noticed that you deliberately hold back in discussions, do not take part, doubt your own abilities or develop feelings of inferiority? As a consequence, other people may show you less respect and not notice what you have to offer. These people are not being malicious towards you - instead, this has to do with the natural laws of social interaction in which people simply occupy the place that you freely give them or unconsciously do not occupy yourself.

On the other hand, if you have the feeling that people are deliberately excluding you from conversations or ignoring you, this may be for reasons that have nothing to do with your attitude. This is especially true when people obviously and deliberately prevent you from speaking when more senior people are present although you may have a great deal to contribute to the discussion. In such cases you should discuss your situation with someone you trust or with a manager. Prepare yourself well for such a conversation, and as far as possible have notes at hand with factual evidence:

1. Discussion on [date]...
2. Topic of conversation...
3. What specifically did you want to contribute? ...
4. How were you prevented from being heard?.....

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Notes on Empathy

In interpersonal situations, especially at work, a high degree of empathy is very helpful, because this helps you to interpret the signals which others consciously or unconsciously give out.

These signals can be, for example, certain verbal expressions, facial expressions, gestures, or the tone of voice. If these are correctly interpreted, it is easier to appreciate the feelings of the other person and be more sensitive to their aims and wishes. In other words, you can adjust to other people.

Sometimes, people do not express themselves clearly enough or do not come to the point. This is why tuning in to others is especially important, particularly in the context of consultancy work. Make sure you listen to the other person and seek to understand, not just the factual information but also what is being said between the lines.

Nowadays, a high degree of empathy is necessary because modern working conditions rely to a great extent on team work which in itself requires well-developed communication skills. We have to be able to communicate, for example, with managers who might have definite ideas on how a certain task should be carried out. We have to be able to communicate with members of our own team or with colleagues from other departments who are primarily focussed on their own work and their own goals. When we misinterpret these signals, others might feel misunderstood and communication suffers.

Reflect on some possible causes:

1. You might be a little impatient when it comes to dealing with others.
Observe situations and behaviours more closely, so that you can respond to signals more appropriately.
2. Reflecting on the past weeks and months, have you taken enough time to talk to people?
This is particularly important when dealing with people you don't see on a daily basis, such as clients or customers (good communication takes time!)
3. Are you currently under real pressure to perform?
4. Do you feel restless and tense?
5. Are you distracted by problems in your private life?
6. Are you often unjustly criticised by others, such as colleagues and managers?
7. Do you have to handle several tasks at once, pushing you right to the limit?
8. Do you urgently need a break to recover?

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Notes on Commitment

Your degree of commitment depends largely on how far you are able to identify with the tasks you have been set:

High level of commitment = enjoyment at work.

Enjoyment at work = more success

If you find it hard to identify with your work you should ask yourself whether this could be to do with your working environment. If you are constantly overworked this will lead to listlessness and eventually a loss of commitment.

Take some time out and draw up a balance sheet – in writing!

The following factors could lead to a loss of motivation:

1. Boring, monotonous work
2. A continuing mismatch between performance and pay
3. Unnecessary bureaucracy and paperwork
4. Lack of perspective at your place of work
5. The demands placed on you are too low or too great
6. Tense relationships with colleagues or managers

Analyse the reasons and discuss these with a person you trust or with your manager.

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Notes on Systematic Mentality

Certain jobs involving complex and complicated tasks require a highly systematic mentality. Work processes have to be structured clearly, timing is essential, priorities have to be set and execution has to be precise.

If the requirements for this factor have not been met fully you might want to explore the reasons for this. The following influences could contribute to a low score:

1. Frequent disruptions at your place of work
2. Inadequate planning
3. Organisational problems, communication problems
4. Frequent periods where you have little to do which then lead to excessive workloads later on
5. You are constantly given new tasks which have to run in parallel with the current ones

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Notes on Resilience

Highly motivated people can generally cope with failure. After all, our careers do not just consist of successes, but also of setbacks.

We can learn from failure, review our goals and become more successful. To that extent, they are an important and natural part of our daily working life. Nevertheless, we can go through phases where even minor, insignificant setbacks torment and sometimes defeat us, causing us to give up.

If you believe that you are not the sort of person who normally displays a defeatist attitude there might have been other factors in your working environment which undermined your potential:

1. Are the areas of responsibility for your tasks clearly defined?
2. Are there continual changes in the way your work is organised?
3. Do you frequently have to carry out several tasks at once? Are you under constant pressure to perform? Does this go on for long periods?
4. Do you constantly have to correct the work of colleagues, which is full of mistakes?
5. As regards project work - are you given regular and sufficient information on progress (success or otherwise)?
6. Are you burdened by bureaucracy and paperwork?
7. Is your work frequently disrupted by meetings arranged at short notice?
8. Are you blamed for the mistakes of others?
9. Is handling and systematically fixing a large amount of errors part of your work (e.g. software development)?
10. Do you continually have to carry out routine tasks?
11. Are you constantly subject to strict controls?

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Notes on Feedback Reaction

Criticism usually involves two parties: one who criticises and one who receives the criticism. It can be hard to assess what is really meant by criticism and how it is received. Is what is being said simply factual and appropriate, or does it get too personal or even offensive? Sometimes, the distinctions are blurred. How criticism is perceived can depend on the situation. If the atmosphere is calm and relaxed we see things differently from when we find ourselves in a tense and stressful situation at work. Maybe the person voicing the criticism only wants to help and offer support, while the person being criticised may well take this personally and be adversely affected by it.

What we are talking about here is simply "Feedback Reaction". We are not talking about a stressful situation, but a calm, settled environment. Even here, some people will find well-intended criticism hard to accept. They take it personally, are not able to use it creatively, see it as personally humiliating and allow it to affect their self-confidence.

Even if you have learned to handle criticism or are naturally "thick-skinned" you might find yourself in a situation where you are unduly affected by what people say to you. If you know that you normally react constructively to feedback and that this is therefore an unusual reaction you should look at your situation at work and consider the following factors. You might find these questions helpful:

1. Do you have particularly difficult tasks to handle? Ones where a certain failure rate is only to be expected?
2. Do you frequently have to correct the work of other people while being responsible for the overall result?
3. Is the atmosphere between you and your colleagues and/or your manager tense?
4. Are you rarely or never praised by your managers?
5. Does your team (colleagues, managers) include some people who always criticise everyone and everything, for whom nothing can ever be right?

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Notes on Self-Esteem

This factor describes to what extent someone feels secure or insecure and is at ease in a working environment, even under difficult circumstances.

People with high self-esteem are able to manage difficult situations and exert a positive influence on their environment and their colleagues. Even when faced with adverse circumstances they do not get discouraged but become even more active - deliberately stepping up their energy levels and taking things in hand. Even in difficult situations and when in the company of senior managers they do not lose their self-assurance and are able to argue their point and defend actions and decisions taken.

Does the above apply to you? Are you sure that you possess this degree of emotional stability? Please take some time to review your current professional and private situation.

1. Do your professional qualifications and your expertise get the recognition they deserve from colleagues and managers?
2. In recent months and years, have you achieved the professional goals you had set yourself?
3. Are you frequently (and publicly, i.e. in the presence of your colleagues) being praised by your manager?
4. Does your income properly reflect your qualifications?
5. Do the amount and difficulty of your work continually place a heavy burden on you?
6. Do you often feel exhausted because of large amounts of work, inadequate organisation, a hectic working environment or uncooperative behaviour of colleagues?
7. Have relations with some colleagues been strained for some time?
8. Do your managers actively support you, in line with your abilities?
9. In recent months, has your performance suffered as a result of conflict with colleagues?
10. Has your work become monotonous and boring and has this been going on for some time?

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Notes on Flexibility

Modern work processes change frequently, new requirements are added all the time. You constantly have to learn something new and adapt to new situations, interruptions, changing priorities, new people, new customers or new and changing products and services.

For people with a high degree of flexibility this is not an issue. They easily adjust and change their behaviour.

The assessment has shown that you feel more at ease if things don't change too much and if you can continue to use proven working processes and techniques.

If you don't agree with this assessment, you should consider the following questions:

1. Do you often have to do overtime without being given sufficient warning?
2. Do you often have to correct the mistakes of others?
3. Do you work in a hectic environment with little chance to take a break?
4. Do you keep having to rescue difficult situations that others have created?
5. Do many of your tasks not make sense or are they even superfluous?
6. Do you work to strict and restrictive guidelines which don't allow you enough scope to shape your own working environment?

Please make your personal comments here: