



SOCIAL COMPETENCE

- THE REPORT FOR THE EMPLOYER -

Lewis Sophie

DNLA SUCCESS PROFILE

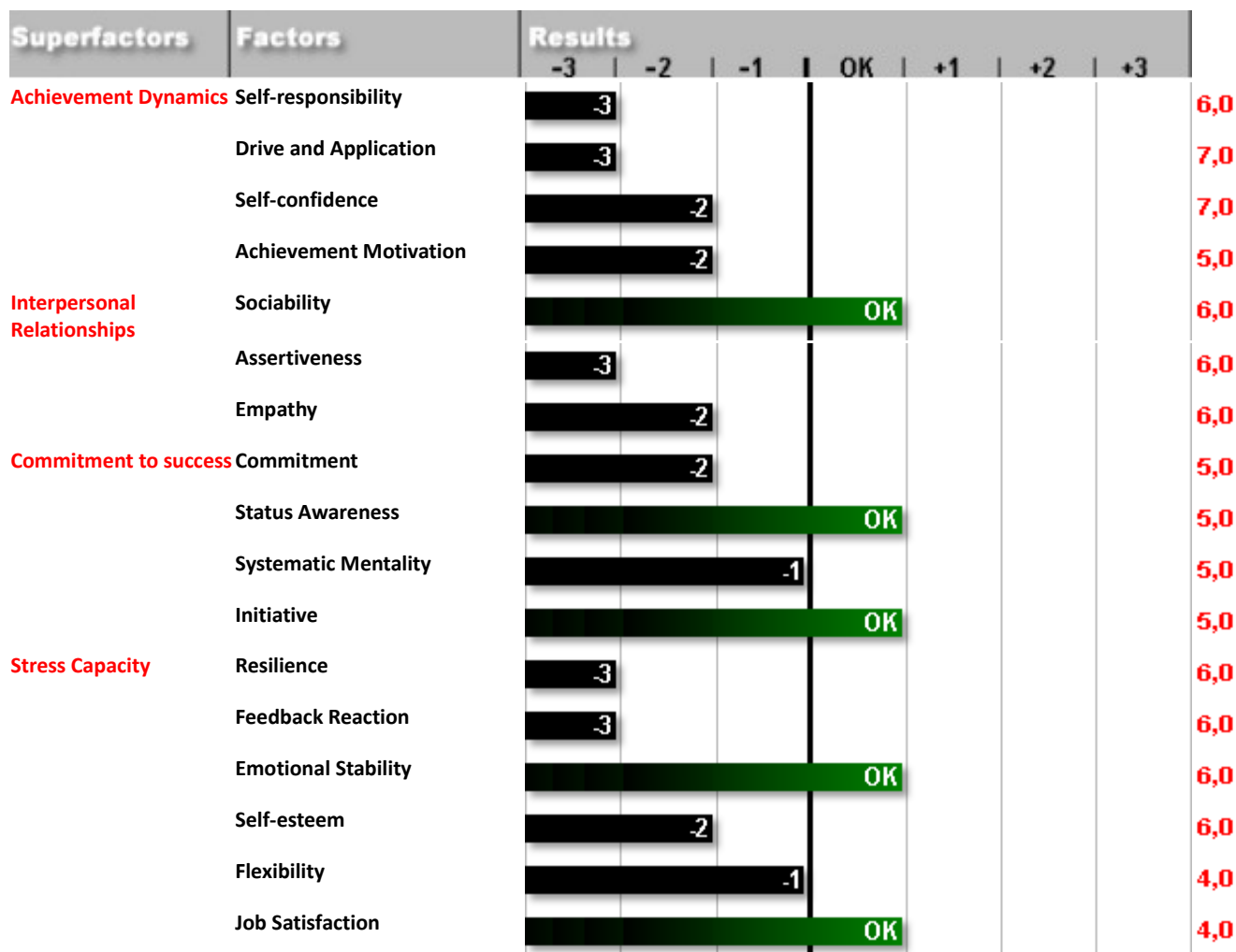
FACTORS

Participant: Ms. Lewis Sophie
 Profile: test 1411
 team leader (up to 5 persons), Production
 Test date: 31.05.2013
 Evaluation carried out 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



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.

Test-result in Social Competences, according to selected Profile: **well short of requirements**

Please refer to the additional information and explanations on Profile results in the corresponding reports.

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2. JOB COMPETENCE: Note Medium base**3. MANAGEMENT SUPPORT REQUIRED FOR NEW RECRUITS: -173 Pkt., considerable**

Particularly with new recruits, there is a need for added management support when the scores for certain factors are low. When assessing this, professional competence (factor weighting x performance) has to be taken into account. The induction phase is a crucial period not just for the new employee, but also for the manager, as the manager will be judging performance during the first few months. A high degree of professional competence, a positive attitude towards each other and good scores in the different areas of social competence will contribute to a productive and successful working relationship.

< -3	-3 to -5	-6 to -9	-10 to -12	-13 to -16	-17 to -19	-20 to -22	> -22
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none

some

noticeable

need to build further potential

MANAGEMENT SUPPORT REQUIRED FOR EXISTING EMPLOYEES

The level of management support given to existing employees is often determined by how much manager and employee will relate, by whether they have a positive or a negative attitude towards each other. This can influence or even skew the way a manager assesses a particular employee:

Good rapport between manager and employee**Scenario no. 1:**

The manager reacts to positive performance or behaviour with extremely positive feedback and thereby reinforces the positive behaviour.

Scenario no. 2:

The employee under performs but the manager hardly reacts to this. Negative behaviour is not taken seriously or the manager does not even notice it. This can be problematic. While small, inconsequential errors in themselves might not necessarily cause any problems, they can turn into a major issue if ignored for too long. If all members of a team make minor mistakes the effect of these will multiply and the performance of the team decrease, often without anybody recognising this.

Scenarios 1 and 2 don't describe intentional wrongdoing on the part of the manager but completely normal human behaviours.

Bad rapport between manager and employee**Scenario no. 3:**

The manager ignores positive performance or behaviour or reacts negatively, refusing to give any recognition. Whether consciously or unconsciously, the employee is simply not supported any longer. As a consequence, the overall motivation and performance potential of the employee decrease.

Scenario no. 4:

If the employee performs negatively, managers often see their negative attitude reinforced and react accordingly ("I always knew that this wouldn't work!"). Their criticism is disproportionately harsh, unsettling the employee and leading to a further drop in their performance.

Scenarios 1 and 2 don't describe intentional wrongdoing on the part of the manager but completely normal human behaviours.

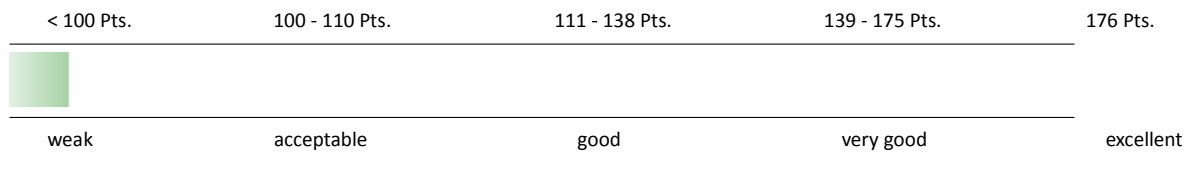
Managers will be able to judge more objectively if they are familiar with the strengths and weaknesses of their

employees (and the background to these). Without this knowledge, the support they can give is limited. If managers and employees work at building further rapport this will lead to closer cooperation, a better working environment and therefore better overall team performance.

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4. POSITIVE POTENTIAL: -57 Pkt.

Positive Potential is measured from each factor which is on the plus side of the "OK" or "acceptable" line.
 Each factor contributes individually. (Total result: factor weighting x computed potential).



5. EVALUATION OF INTERCULTURAL COMPETENCE

Many companies are increasing their international presence and turning into global players in their fields. Executives have to be able to cooperate with colleagues from different countries and to be part of multinational teams. Some of these executives might be working abroad while others regularly communicate with international colleagues and business partners during phone or video conferences.

If individuals are lacking the required sensitivity and intercultural awareness to respect and understand other cultures this can quickly lead to discrimination, misunderstanding and even conflict. Experience shows that most people are willing to make the required effort to communicate and cooperate constructively. Many think that they have the required awareness to identify the culture of the person they are dealing with and to react appropriately. Reality, however, shows a very different picture.

Many members of international teams are totally unaware of the fact that simple gestures can be interpreted differently in different countries. Whereas a simple "thumbs up" gesture can be viewed positively in many European countries, it can be inappropriate in other parts of the world. Shaking of the head or laughter can also be interpreted very differently. Whereas some cultures experience prolonged silence during a conversation as uncomfortable or even embarrassing, others see them as a sign of respect or consent. The concept of time, communication style, attitudes towards hierarchies, the importance of rules and regulations and many other aspects of diversity can be interpreted very differently in many parts of the world. As these examples show, the potential for unintended misunderstanding or even conflict is enormous. A high degree of intercultural awareness and knowledge of individual cultures will help individuals to work constructively with international colleagues and partners. High potential in certain areas of social competence will help them to achieve these skills more quickly.

"Empathy", "Sociability", "Emotional Stability", "Flexibility" and "Self-Esteem" are the factors which allow an individual to see the situation from somebody else's point of view and to communicate their own point of view constructively, without offending or affronting people from other cultures.

The following score was calculated for the area of **"Intercultural Competence"**:



Potential in the area of intercultural competence is below the minimum requirements. The participant might not always display the required awareness and composure.

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Ability and Willingness to lead:

Factors	Results						
	- 3	- 2	- 1	OK	+ 1	+ 2	+ 3
Ability to lead	-3						
Willingness to lead	-3						

Ability to lead

High leadership potential suggests that an employee has the ability to inspire colleagues and to set out a vision or goal in such a way that these colleagues enthusiastically adopt them as their own. People with high leadership potential are able to motivate others to take action.

Willingness to lead

High willingness to lead indicates that an employee is very aware of their surroundings. They assess their own actions and those of others objectively and then proceed to implement the necessary steps, for themselves and for others. Willingness to lead therefore translates into "willingness to act".

Further hints

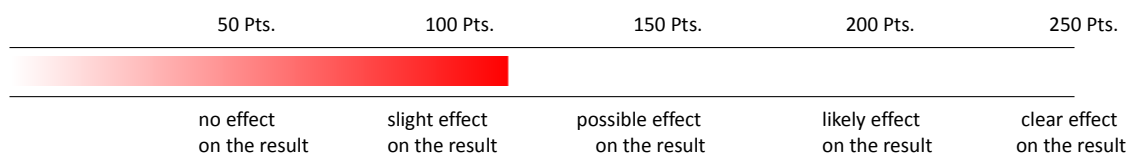
Apart from "ability to lead" and "willingness to lead" a manager should also have sufficient knowledge and experience in all professional and interdisciplinary areas (technical competence). Furthermore, they should be familiar with communication processes and methods within the organisation. They should be able to take decisions quickly and with certainty. Basic leadership and communication skills are a further requirement.

6. STRESS: 100 Pkt.

A stress indication level of up to 100 points will probably have no influence on these results.

A score of more than 100 points would indicate the need for this participant's manager to offer help and assistance.

Higher stress levels have a strong influence on negative factors.



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7. 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

8. 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

9. 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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Available indicators show that Ms. Lewis Sophie has avoided a definite response to those questions he/she could not answer with certainty and has tried to opt for a "safe" compromise. With certain factors, the result is therefore less conclusive (both positive and negative). Try to obtain a definite opinion in the structured interview!

During the structured interview, please concentrate on the following areas:

Self-responsibility

Drive and Application

Feedback Reaction

Prior to a job offer or arranging any training courses, specific measure for development should be agreed, taking into account recommendations made by DNLA.

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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 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!

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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 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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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 company. 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, 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 (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 old 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 nice 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 professional 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: