



MANAGEMENT

- REPORT -

Sophie Lewis

Participant: Ms. Sophie Lewis

12 Feb 2014

Background information regarding your report

Dear Ms. Sophie,

The economic success of a company is directly linked to the performance of its executive team. Studies have shown time and time again that corporate cultures or leadership styles only have a limited influence on the success of a company. What is much more important is how efficiently managers and staff work with each other.

Efficient cooperation involves all employees. A manager is particularly successful if they manage to "integrate" all employees behind specific targets, tasks and projects. This successful way of working is described as an "integrative leadership style". If we talk about leadership style in this context we don't mean a managers demeanour or the way they treat their employees. What we focus on within DNLA Management is becoming more efficient in the area of "integration".

No company can afford to ignore this aspect. Global competition, rising customer expectations and ever shorter cycles of innovation mean that managers today have to react more quickly and more flexibly in order to maintain their competitive advantage.

Add to this the fact that innovative products and services are increasingly "intelligent" and therefore significantly more complex than their simpler equivalents in the past. Whereas unique selling points used to provide real advantages to companies in the past they now need to face small and large competitors from all over the world exploring every market niche. In spite of increasing harmonisation within the EU in terms of costs of materials and energy, wages and taxes, competition remains fierce.

The situation has become so complex that individual managers can't possibly have a complete overview. They depend on their peers as well as their highly qualified staff, whose specialist knowledge might be vastly superior to their own.

The key to success clear lies in the cooperation or integration of all involved. Everyone has to take responsibility, think for themselves and work with everybody else. A functioning and efficient network of relationships is crucial. Such a network can only be created, however, if the manager has the necessary skills in the areas of leadership, cooperation and consensus as well as the necessary entrepreneurial thinking to influence the situation. Influence requires integration. If employees are not integrated even the best strategies will fail because the staff are not able or willing to implement them.

Let's look at one of the preconditions for success. This might sound a bit drastic, but what we are talking about here is "pressure to perform" (appropriate pressure). This might be an uncomfortable truth, but evidence from competitive market segments shows that those managers who are particularly successful are those who are able to motivate their staff to perform at the highest level.

Not that long ago a cooperative leadership style was seen as the only way of achieving optimum performance. "Performance pressure" was a dirty word.

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Pressure to perform, however, has nothing to do with authoritarian structures but is simply a precondition for generating motivation. This is best achieved if all members of the team are fully informed of the actual situation (competitors, strengths and weaknesses of own company, products or services) and understand it. Once team members think “we are not going to perform worse than others, we will be much better!” they are motivated to achieve.

Without pressure to perform there is no motivation to perform, without success there is no money, without money there is no innovation and without innovation there will be no future.

Integrative leadership relates to three areas: leadership qualities, ability to cooperate and achieve consensus as well as entrepreneurial spirit (thinking and actions).

Let's turn to the first of these important areas – leadership qualities. If members of staff are not involved in the sense of integrative leadership they will not be able or willing to make the company's goals their own. What is even worse is that they will not understand why they should perform and therefore will not be motivated.

The second important area covered by integrative leadership is the ability to cooperate and achieve consensus. What we mean by this is reaching agreement with peers and members of staff regarding the way to proceed. After all, everyone is dependent on the cooperation and support of others. Ideas and measures have to be presented in such a way that a common consensus can be reached. Only then will others leaders contribute to achieving these goals and cooperate.

The third important aspect of integrative leadership describes an attitude – entrepreneurial spirit. Every manager, team leader or section head acts in such a way as if they were working for their own company and solely responsible for its success.

What value can you, Ms. Sophie, derive from your DNLA-Management scores?

Just to clarify: DNLA Management does not tell you whether you are a good manager or a bad manager. Instead you will receive some indication as to which particular leadership skills you should improve. DNLA Management will provide you with a personal development plan giving detailed information on the following areas:

1. How to make sure that highly qualified, independent and self-confident members of staff recognise the goals they have been set, accept them and support you in achieving them
2. How to make sure your staff are highly motivated to complete their tasks
3. How to ensure that your team members work independently and cooperate well
4. How to achieve some entrepreneurial spirit within your team

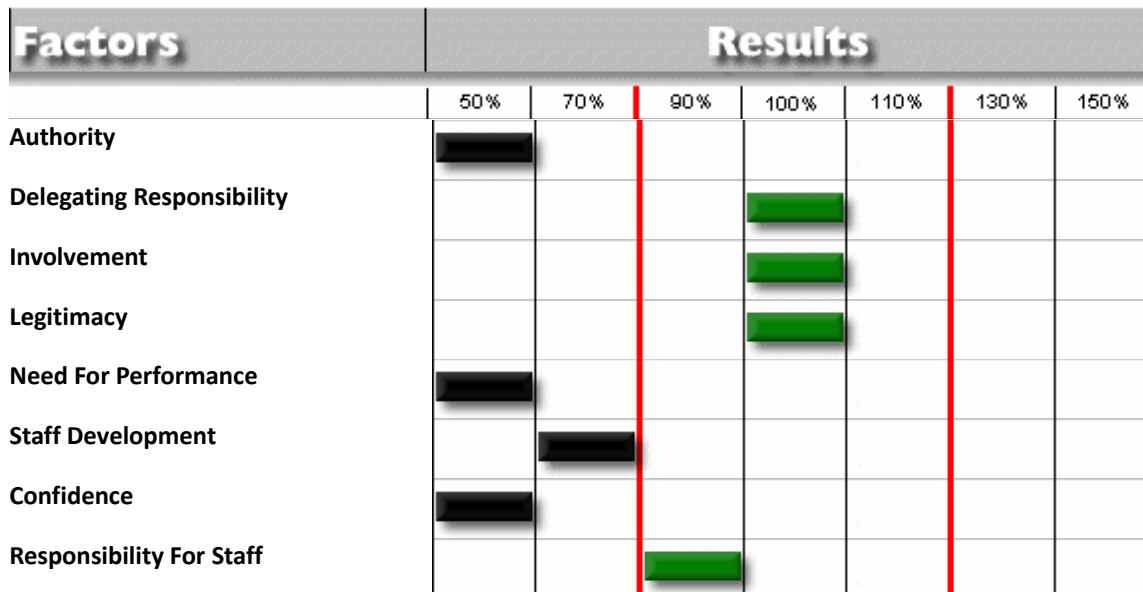
Your results will provide you with information on those leadership skills which are absolutely fine and on those which require some effort on your part.

We wish you every success!

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 Profile: head of department , Services sector
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If a factor exceeds the required range (130% - 150%) this can be quite OK and, depending on the situation, even better than the OPTIMAL range (90% - 110%). If results for a factor are low or extremely low (50% - 70%), then a potentially serious problem-area has been identified.

Leadership Qualities



50% = The requirements of the specified profile are not adequately matched

100% = The requirements of the specified profile are always matched and exactly meet the performance range required by the company.

70% = The requirements of the specified profile are just about matched.

110% = The requirements of the specified profile are more than matched.

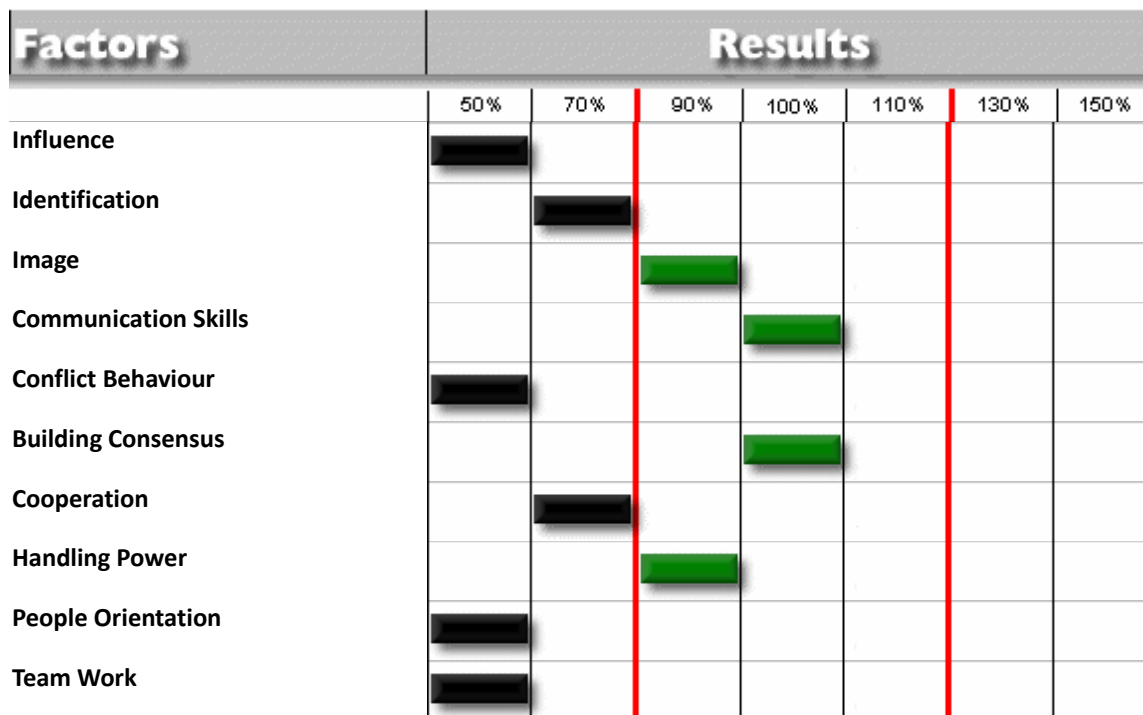
90% = The requirements of the specified profile are almost always matched and are therefore within the performance range required by the company.

130% = The requirements of the specified profile are more than matched and exceed the performance range required by the company.

150% = The requirements of the specified profile are significantly more than matched and far exceed the performance range required by the company.

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Cooperation and Consensus



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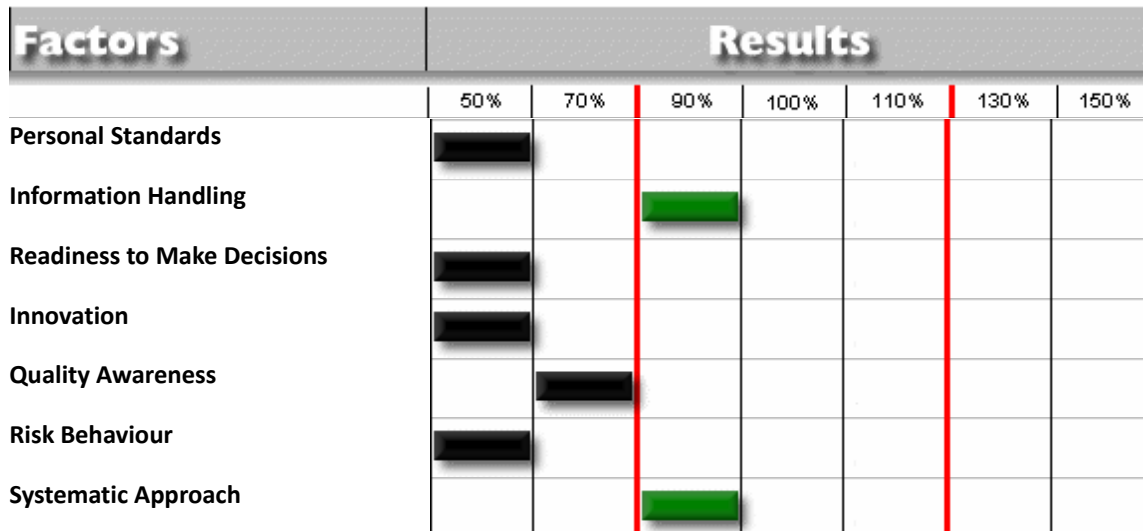
110% = The requirements of the specified profile are more than matched.

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Entrepreneurial Spirit



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70% =	The requirements of the specified profile are just about matched.	110% =	The requirements of the specified profile are more than matched.
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		150% =	The requirements of the specified profile are significantly more than matched and far exceed the performance range required by the company.

Below your results will be explained in detail. Please bear in mind the principles of integrative leadership.

1. Only if you are successful as a manager will your members of staff be successful.
2. Your company will only increase revenues if you as a manager practice integrative leadership.
3. You will only be successful if you demand performance.
4. You will only achieve motivation of your team members have high levels of social competence. Any gaps in this area should be addressed.
5. Preconditions for real cooperation are credibility, identification and legitimacy.

The following advice will help you to improve your leadership skills in certain areas. Please also note the support offered in your personal development plan.

DNLA MANAGEMENT

DESCRIPTION OF FACTORS

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AUTHORITY

A certain authority on the part of the manager on the one hand and respect on the part of the subordinates on the other are preconditions of good leadership. The manager should be able to influence and steer the behaviour of staff which in turn presupposes a degree of "allegiance" on their part. Allegiance is particularly important when difficult issues are involved that meet with initial opposition from staff, e.g. compliance with rules, new requirements, taking risks and so forth.

Your style of leadership:

You prefer a more affable style, even being "chummy" with your team. Such a relaxed style often works really well, particularly with highly experienced staff.

Potential dangers: unpopular or tough measures may be hard to implement; the company's expectations of its staff may not be fully met.

DELEGATING RESPONSIBILITY

An important part of leadership is delegating tasks to your members of staff. These tasks can be delegated to varying degrees: at one end of the spectrum, the manager keeps all the threads in their hand and only delegates small tasks, whereas at the other end they make the employee fully responsible for handling the job. The appropriate degree of delegation will depend on the maturity or skill of the employee. At the same time, "lean production" and "lean management" also call for an increased amount of delegation. "Empowerment" is a motivator that time and again proves to be highly effective.

Your style of leadership:

You delegate tasks in the right way and to the right extent.

You have no preference for too much or too little delegation.

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INVOLVEMENT

One problem that is found in many companies and at many levels of management is a certain indifference on the part of employees. This may be as a result of a lack of involvement in formulating objectives, planning and changes. Brilliant projects or strategies are developed but those involved do not pull their weight and the goals are not attained or only at a much later stage. The advice is therefore to turn all those involved into active participants.

Your style of leadership:

Your staff are involved in changes to an appropriate extent. You provide your staff with full information on all important aspects of the company. You have a balanced leadership style without displaying any exaggerated behaviours. You are receptive to employees' ideas and suggestions.

LEGITIMACY

Employees are more likely to accept leadership when it is felt to be "legitimate". The manager should have established trust and credibility by setting an example, through commitment to staff and through success, building up a kind of "legitimacy fund". When there is trust and credibility the staff will "invest" power in their leader. Without this legitimacy, power can be wielded but loyalty will only be given under duress and will falter as soon as difficulties arise.

Your style of leadership :

You have a balanced appreciation of legitimacy.

You do not attempt to implement far-reaching changes until sufficient legitimacy has been established.

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NEED FOR PERFORMANCE

Lasting success would not be achieved without some degree of pressure on people to perform. Successful companies prove that high achievements are attained primarily by managers setting their targets high and then exerting moderate pressure in order to achieve them. One factor in this pressure is putting targets before the employees' convenience or their desire to carry out tasks according to their own (lower) performance standards. The common goal comes first.

Your style of leadership:

You reject pressure to perform. You experience inner conflict when staff show their opposition. You try to elicit good performance by a "good atmosphere". This approach is mainly the product of a very caring attitude to employees.

Potential dangers: possible under-performance leading in turn to loss of motivation in staff.

STAFF DEVELOPMENT

Ongoing personal and professional development of staff is important not just to maintain a high level of motivation but also to ensure that the company has highly qualified and experienced personnel at its disposal. Further development is often only promoted in technical areas, but the enhancement of social skills can be equally or more important depending on the nature of the work.

Your style of leadership :

Your attitude towards employee development tends to be more hesitant. This may be appropriate if your staff cannot expect to move on to more demanding jobs within the foreseeable future. Staff motivation should focus on the present workplace.

Potential dangers: you might not offer your staff sufficient prospects. In the long term you should expect some level of frustration on the part of your employees and the loss of technically skilled individuals.

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SELF-CONFIDENCE

Above all else, leadership is about self-assurance and confidence. A manager constantly plagued by doubts about their own abilities, about whether their "line" is the right one, about whether their actions are accepted, will quickly lose the confidence of those reporting to them. Certainty and confidence are important sources of motivation for employees and ones which the manager can generate.

Your style of leadership :

You tend to be too critical of yourself. This attitude is usually nothing to do with actual successes or failures but with the demands you make on yourself.

Potential dangers: doubt and self-critical analysis may disconcert staff. This uncertainty could affect motivation and hence erode performance.

RESPONSIBILITY FOR STAFF

Although they occupy leadership positions, managers occasionally refuse to take responsibility for staff, concentrating instead on their own tasks. But leadership means delegating work to others and ensuring that the required performance potential is available. Good leadership calls for a willingness to put one's own work on the back burner while looking after staff. Employees believe that it is very important for a manager to be "available" and "accessible" when they have questions and problems.

Your style of leadership:

You meet the requirements in full. You actively try to ensure the best working conditions for your members of staff and allow them to work independently where appropriate. You stand by your staff in difficult situations.

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INFLUENCE

According to research by the Harvard Business School, building influence and good relations with all the important individuals in a company is one of the most important criteria for success in implementing projects. Often it is not the better idea that counts but the acceptability of the person seeking to put the idea across. The basis for influence is to familiarize oneself with important individuals and to build constructive relationships with them.

Your style of leadership:

You do not seem to have a strong understanding of the need for good relationships at various levels of the organization. Such an attitude is often found in those who seek to convince on a technical level and accept great responsibility for this.

Potential dangers: your efforts to build supportive relationships within the organization might not be sufficient to progress all your projects successfully. You should focus more on building your personal network.

IDENTIFICATION

Identifying with set targets and tasks is essential for two reasons: Firstly, to mobilize one's own energies and ideas in pursuit of that target, and secondly, to come across as convincing to other people and motivate them to strive for the same target. A high degree of identification with the company's goals and tasks is a decisive factor when it comes to the confidence placed in the manager by the senior management team.

Your style of leadership :

Your independent mind-set means that sometimes you have trouble identifying with specified objectives. You deliberately try to resist subordination and stick to your own way of doing things, trying to "think outside the box". Although uncomfortable for your environment, this attitude can have value because it can often result in better concepts.

Potential dangers: your staff might not progress projects with the necessary zeal; sensitive people might perceive your inner detachment and their enthusiasm might be eroded.

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IMAGE

One important criterion for gaining recognition and influence in an organization is one's own "image". If someone is known for their success they radiate competence. They are naturally entrusted with further responsibilities. Building a positive record of success, therefore, is crucial. Efforts should be made to "sell" one's own results as effectively as possible.

Your style of leadership :

You are able to build your own image well and your ability to "sell" your achievements is reasonable to positive.

COMMUNICATION SKILLS

In the battle for project funding, when there are changes in a corporate structure, when schedules are amended, when advantages for one's own department or promotion are at stake, unpleasant things can happen. Some "competitors" might be tempted to not play by the rules. To be successful you need to know whether you are too suspicious when it comes to such behaviours or whether you see things through rose-tinted spectacles.

Your style of leadership:

You take a balanced/realistic view of human behaviour. Your openness in conflict situations wins you the trust of others. You are perfectly aware of possible intrigues but you do not overrate them.

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CONFLICT BEHAVIOUR

Differences of opinion are commonplace in everyday life and frequently occur in management and business situations. We have to make decisions without always understanding all the consequences. This frequently leads to a clash of opinions. It is important to handle these situations appropriately. Behaviours can range from complete avoidance of conflict through to the rigorous enforcement of one's own ideas and opinions.

Your style of leadership:

You tend to avoid conflict. Your main aim is harmony within the group. This attitude is often very conducive to consensus-building.

Potential dangers: your own ideas and demands may be abandoned too quickly. Conflicts are not aired but covered up, leading to suppressed resentment and grudges that can explode at the wrong time.

BUILDING CONSENSUS

Important projects or change within a company can involve changes in power structures. Building consensus in such a situation can be hard, as all involved know that a successful project increases the kudos and authority of all concerned, whereas failure translates into a loss of prestige. Building consensus means reaching agreement with all stakeholders regarding important projects and work-related questions.

Your style of leadership:

You have a sound understanding of power structures and how to deal with them.

Your behaviour is balanced and not tending to one extreme nor the other.

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COOPERATION

Today, almost all projects are team projects and depend upon cooperation at all levels. Co-operation within your own group usually runs fairly smoothly and without major problems. However co-operation also has to function well across the company - often with people you do not know very well - across different departments and in difficult situations.

Your style of leadership:

You draw a clear line between your own tasks and the demands of others, with little risk of being overstretched as a result.

Potential dangers: a lack of willingness to cooperate could lead to you being branded a "lone wolf" and your overall effectiveness as a manager could suffer as a consequence.

HANDLING POWER

Companies are organizations where group dynamics and power politics are constantly at work. Circumstances are complex and not all decisions are taken along purely objective or rational lines. Some managers accept and make use of power politics, others misunderstand and reject them. In the latter case it can be harder to get projects through and to complete them successfully.

Your style of leadership:

You have a good feel for power politics within the company.

You neither seek nor reject power.

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PEOPLE ORIENTATION

In theory at least, jobs can be divided into two basic categories: those where we deal more with "things" and those where we deal more with people. They require essentially different skills and working styles. Many people feel more comfortable when they have full control over their working environment and are able to work to a logical, systematic pattern - they prefer to work with factual matters. Others like working with people even though the outcome may not always be so clear-cut and techniques cannot be logically defined.

Your style of leadership:

You are a more objective type who occasionally refuses to deal with people owing to a lack of "control" or "command" of the situation. You derive your self-esteem from clear, factual success criteria. This is an attitude often found in specialists and technical experts.

Potential dangers: You may encounter problems when people have to be involved/ motivated. You may not have sufficient appreciation for the needs of others, meeting with possible resistance which you had not anticipated.

TEAM WORK

The complexity of modern business usually calls for a far greater degree of team work than in the past; calling on the integrative leadership skills of the manager. There are, however, some jobs that require people to work mainly on their own. For work to be efficient it is essential to discover whether a person works better as part of a team or on their own. This is not a question of right or wrong.

Your style of leadership:

You usually dislike team work. This attitude is often found in people who are quick-thinking, highly goal-oriented and keen to arrive at solutions fast so as to use time as effectively as possible.

Potential dangers: you may have an inner resistance to team work. If much of your work is done in a team environment this can affect your efficiency.

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PERSONAL STANDARDS

When it comes to performance, we can either be content with mediocrity or try to produce the very best we can. Much of this depends on the situation, but individuals tend to have certain standards when it comes to their own performance. High standards will increase performance, particularly in those situations where there are no hard and fast assessment criteria.

Your style of leadership:

You tend to set modest standards for your own performance and seek to limit the amount of effort involved. The reasons for this might be subliminal fears of stress and pressure. This is a common attitude in people who have worked long and hard and have realized that there are limits to their own performance potential. Potential dangers: projects might no longer be driven forward with sufficient determination. Your enthusiasm might have lost its edge and you might be unable to motivate others as much as you used to.

HANDLING INFORMATION

A manager is often a sort of "control centre", a communications hub where large volumes of information come together and decisions are constantly being taken. People in general and managers in particular differ in the way they gather and process information. A manager should have their finger on the pulse at all times so as to be able to intervene quickly to resolve problems ("Management by walking around").

Your style of leadership:

You have a very considered, open and sensitive way of handling information.

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READINESS TO MAKE DECISIONS

Individuals show personal initiative by setting themselves goals, by being convinced that those goals are attainable and by actively seeking solutions to obstacles. A readiness to make decisions is therefore a fundamental requirement for tackling problems. A lack of willingness to make decisions is often heavily criticised by staff.

Your style of leadership:

You can be reluctant to make decisions in certain situations. This can be the right approach when difficult decisions with far-reaching implications are called for and these can be improved by gathering additional intelligence.

Potential dangers: You may shrink from tackling obstacles with sufficient determination. Staff/colleagues might occasionally accuse you of being too hesitant or "simply incapable".

INNOVATION

Different people prefer different types of problems and tasks. Some prefer to plan the "grand design" and think about new developments, others prefer to stick to the familiar and try to improve on it and perfect it. You might want to select your professional focus according to your personal preference for particular types of task.

Your style of leadership:

You have a distinct preference for realistic, practical types of work. You attain goals and results through practical effort without "playing around".

Potential dangers: you could dismiss bold ideas as too risky and build inner resistance to unusual ideas. You might end up standing in the way of innovation.

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QUALITY AWARENESS

Attitudes to quality are very important for day-to-day work. There is a "rigorous" approach to quality in which only the very highest quality standards will do, and a more "pragmatic" attitude that sees quality from a cost/benefit perspective. These attitudes depend on the demands of one's position.

Your style of leadership:

You focus on cost because cost efficiency is particularly important to you and you wish to attain results as economically as possible.

Potential dangers: you do not invest enough in quality. You risk falling behind your competitors.

ACCEPTING RESPONSIBILITY (RISK BEHAVIOUR)

Making decisions involves accepting responsibility. Responsibility involves taking some risks, be it consciously or unconsciously.

Very few decisions can be expected to have no unintended consequences. The more responsibility there is in solving a problem or making a decision, the greater must be the readiness and ability to handle risks appropriately.

Your style of leadership:

You are rather reluctant to accept responsibility and the risks that go along with this. This is a common trait in very deliberate, precise individuals who think through all possible risks beforehand. You may occasionally overrate the probability and impact of risks.

Potential dangers: you might tackle certain tasks too hesitantly and could fall behind. Others might then accuse you of procrastinating and being irresolute.

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SYSTEMATIC APPROACH

In the pursuit of objectives we can either plan every move down to the last detail or improvise when it comes to it. The systematic mind will map out everything in advance, making definite plans, sometimes missing the point when it would be wiser to revise plans in line with changed circumstances. The "improviser" on the other hand feels uneasy about being tied to a plan. Such people prefer to keep their options open and are unwilling to commit themselves.

Your style of leadership:

You steer a middle course between being overly systematic and wholly spontaneous (a planned yet flexible approach). You have a good eye for what is essential.

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SHORT PC KNOWLEDGE TEST:

Sophie Lewis 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		