

# Certificate

**Ms. Lewis Sophie**

Date of birth 07.feb.1976, participated in

**DNLA-Management**

Profile assessed:

**"NLB potenciali - poslovni del", "head of department , Services sector"**

The following results were identified:

## LEADERSHIP QUALITIES

Delegates tasks and responsibilities well and to the right extent. The leadership style finds the right balance between too much or too little empowerment.

Involves members of staff in change to an appropriate extent. They are given all the necessary information concerning important matters of the company. Suggestions and ideas on the part of the members of staff are received positively and taken into consideration if appropriate.

The understanding of "legitimacy" is sound. Critical measures are only taken once a high degree of legitimacy has been established.

Takes responsibility for members of staff. At the same time they are allowed room for personal development.

## ABILITY TO COOPERATE AND REACH CONSENSUS

Own achievements are "sold" well, creating a positive image among members of staff/colleagues.

Takes a realistic view of the behaviour of others. This allows the building of trust with others (colleagues/customers). Intrigues and power games are taken note of, but not paid too much attention.

Good understanding of power structures and the need to reach consensus.

Lewis Sophie does not reject "power". Their behaviour in this area is well balanced, with no obvious need to dominate.

## ENTREPRENEURIAL SPIRIT

Professional and personal information is handled considerably, openly and sensitively.

Keen eye for what really matters, acts in a well planned but flexible fashion. Finds the middle ground between being too systematic and not focussed enough.



SMP, Horst Veth