



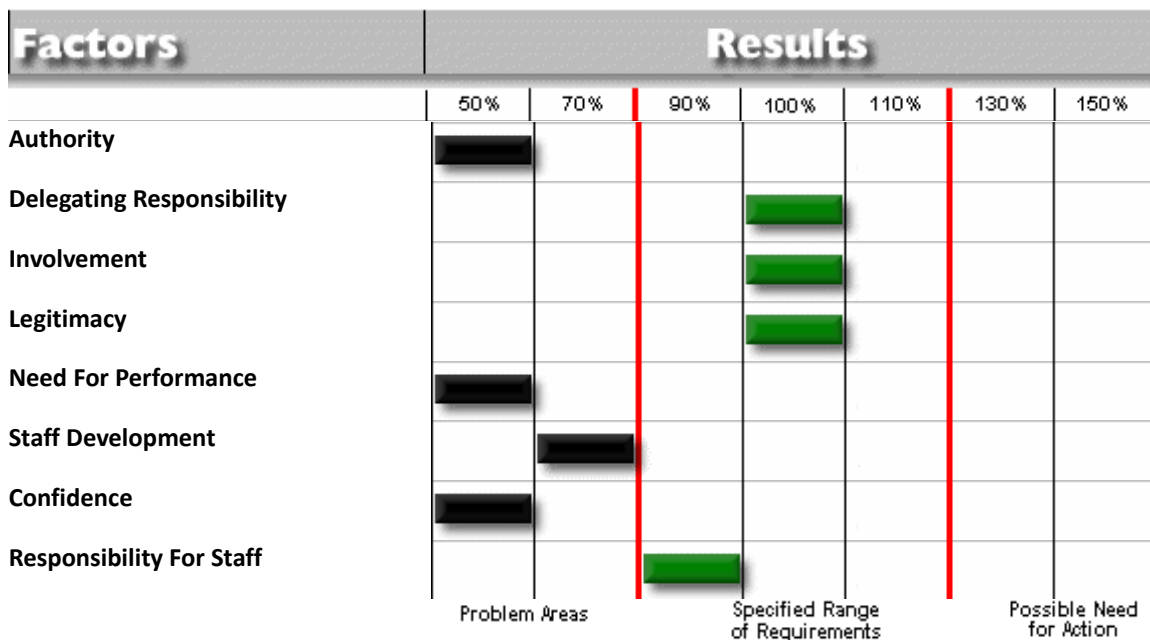
- COMPANY ANALYSIS -

Lewis Sophie

Participant: Ms. Lewis Sophie
 Profile: head of department , Services sector
 Test date: 31.05.2013
 Evaluation carried out by: HSC group

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.

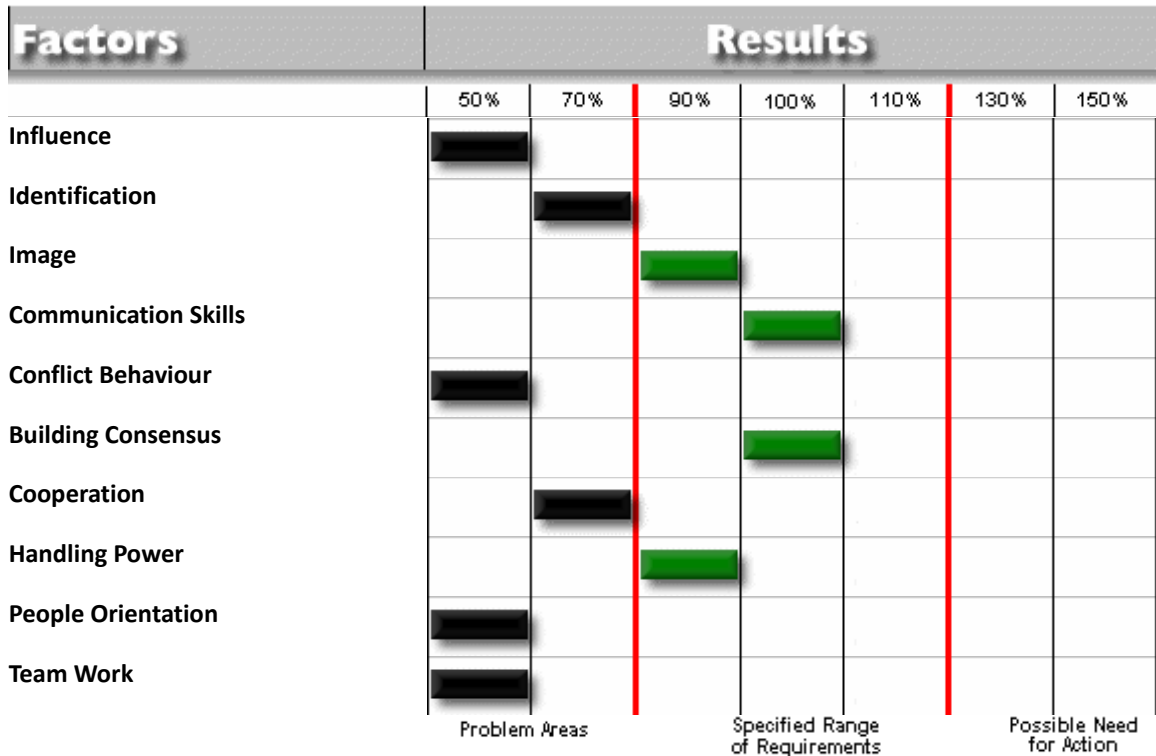
90% = The requirements of the specified profile are almost always matched and are therefore within the performance range required by the company.

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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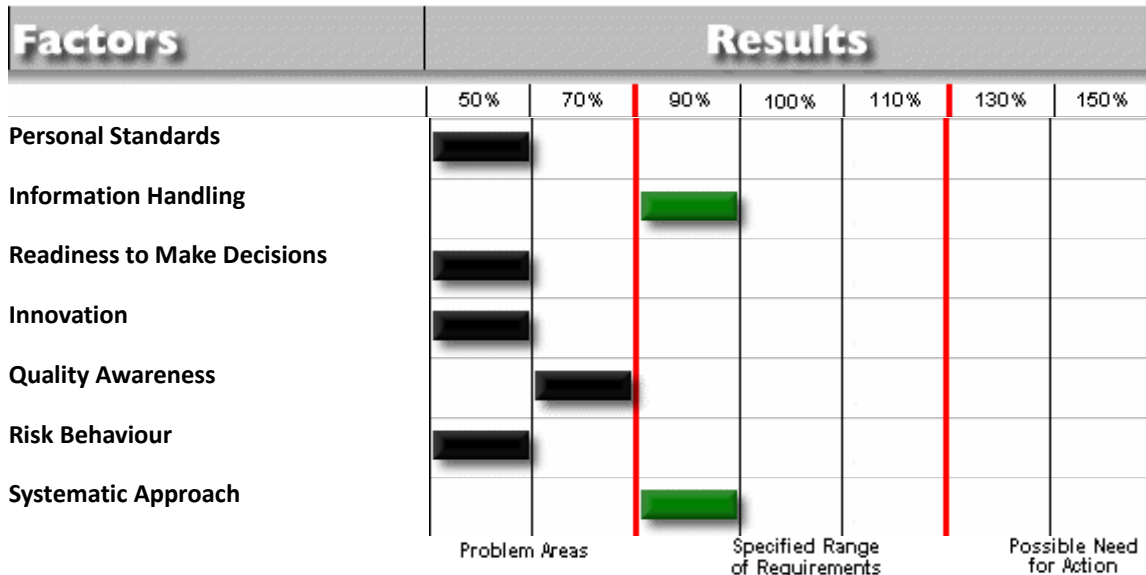
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Entrepreneurial Spirit



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DNLA MANAGEMENT

FACTORS

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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		

CURRENT STRESS LEVELS:

There is a **slightly increased level of stress**.
This may have a slightly negative effect on the results for some of the factors.

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Social conformity or highly critical self-evaluation?

DNLA management is used as a tool in the area of training and further development as well as during selection procedures (recruitment).

When looking at individual participant's reports, we ask ourselves whether their responses have been influenced by "social conformity" (the need to say what seems socially desirable) or by an urge to always contradict or whether they were honest and straightforward replies. Managers as well as the participants themselves might question whether – possibly unconsciously – a particularly rosy picture has been painted, certain areas have been glossed over or whether there was excessive self-criticism.

To exclude such variances from the assessment and give the participant and the manager feedback on whether "the operational situations to be assessed" (i.e. the questions) have been answered objectively, DNLA management checks the plausibility of 220 answers in the following areas:

1. Relations with managers
2. Handling responsibility
3. Relations with the overall environment
4. Dealing with team members
5. Handling decisions

Experience shows that in so-called "critical situations", i.e. when reports are generated which will be available to third parties, there is a clear tendency to embellish the facts, to conform with what seems socially desirable. When it comes to "non-critical situations", participants might be unnecessarily harsh on themselves. They might take the approach "I just wanted to see where my weak points were". Such tendencies are completely normal. The evaluation programme recognises them and takes them into account during the assessment.

However, if these tendencies are extremely strong, this will inevitably lead to a certain upgrading or downgrading of the results. The program can't know immediately whether the given answers (assessing situations) tally with the actual behaviour. No program has so far been able to recognise with 100 % certainty whether responses have been faked (be this deliberately, or not). DNLA Management, however, makes it extremely hard, if not impossible, to manipulate the results.

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How do these checks within the program work?

When assessing the different situations each participant leaves a very personal "footprint". This could, for example, include frequent occurrence of so-called "overrated values" (deliberately trying to achieve high scores). Compared to the general response patterns, these answers differ considerably from others in a certain area. These can be caused by an extremely critical judgement of one's own actual behaviour or by overconfidence, leading to arrogance or even a certain embellishment of the facts.

These tendencies towards "social conformity" or "highly critical self-evaluation" can now be detected during the evaluation. Participants don't have the chance to adjust their response behaviour to this, as they cannot track the answers they have given and compare every single situation with 40 to 60 similar subject areas (and correct them afterwards).

The program checks no less than 220 situations! After only a few questions the participant will quickly lose track, should they try to manipulate their answers by assigning them to certain subject areas. Moreover, the program running the list of questions only allows a time slot of one minute to click backwards to the preceding question. Thus, any kind of manipulation is practically ruled out.

This is not about establishing whether some responses have been embellished or have been overly critical or whether this has been done consciously or unconsciously. It is about achieving an objective view of the leadership skills of the participant. Only this can provide the basis for decisions regarding further development and potential training measures.

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Relations with managers

An executive's success depends to a large extent on the relationships they build with their peers and with their own managers. These so-called human networks (including co-decisionmakers or "co-influencers") are the key to having sufficient room for manoeuvre to make decisions efficiently and unbureaucratically.

Good connections "to the top", loyal cooperation with one's direct manager, establishing good relationships with all the important people within a company (influence) and a good understanding of power and influencing (achieving consensus without giving up one's own positions) are a prerequisite for smooth relationships with superiors.

DNLA management has analysed all questions and answers in the areas of:

Influence**Building consensus**

With this analysis the focus was less on identifying missing potential, but more on recognising a clear course in the area of "relations with managers". The results:

When it came to "Relations with managers", Ms. Sophie occasionally took different positions when responding to comparable situations.

Factor "Building consensus":

There is a tendency to paint things in an overly positive light or to unconsciously overrate this factor.

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Dealing with responsibilities

Every executive, whether a top-level manager, group or team leader or head of department has responsibilities that cannot be delegated. The executive has to deal with this responsibility entrepreneurially and has to make decisions for the good of the company (acting on behalf of the business owner). Given today's flat hierarchies, executives increasingly have to rely on their own resources. Many are acting for a relatively small but extremely powerful task force. They practically operate as an independently led company. The conscious acceptance of responsibility is a basic prerequisite for "real" entrepreneurship. Employees sense if their managers actually take on responsibility or only appear to do so. The assessment criteria are: distinctive quality awareness, identification with the tasks and goals of the organisation, high expectations of one's own performance, appropriate and well-balanced managing of risks, fair assessment of achievements and responsible supervision of members of staff.

DNLA management has analysed all questions and answers concerning the following areas:

Quality Awareness

Identification

Personal Standards

Acceptance of responsibility (Risk behaviour)

Responsibility for Staff

With this analysis the focus was less on identifying missing potential, but more on recognising a clear course in the area of "handling responsibility". The results:

When it came to "Handling responsibility", Ms. Sophie responded to all situations clearly and straightforwardly and did not try to conform to social expectations. There was also no sign of overly critical self-evaluation.

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Good relations with overall environment

Because of complex internal organizational processes and shared corporate objectives executives do not only depend on the cooperation of their peers but also on the support from external contacts, members of staff and higher-ranking executives. To get this necessary support from the departments (development, production, sales, administration, research, marketing) certain requirements must be met: a good image makes it easier for the executive (appreciation and acceptance among colleagues and higher-ranking executives in the company) to push matters through and to be able to manage conflicts better and without lasting disagreements. One's communication style also plays an important role. Executives should try to keep out of any intrigues and double-dealing as far as possible while winning the confidence of their environment through openness. Only then will they be able to reach the necessary level of cooperation across different departments (in all directions and on all levels).

Good relations with the overall environment, i.e. optimal communication with all important and influential people within the company, are a prerequisite for reaching the executive's goals as easily as possible and with a minimum amount of friction.

DNLA management has analysed all questions and answers in the following areas:

Image

Conflict behaviour

Communication skills

Cooperation

People orientation

With this analysis the focus was less on identifying missing potential, but more on recognising a clear course in the area of "relations with environment". The results:

When it came to "relations with environment", Ms. Sophie frequently took different positions when responding to comparable situations.

Factor "Conflict behaviour":

Self-evaluation is overly critical.

Factor "Cooperation":

Self-evaluation is overly critical.

Factor "People orientation":

Self-evaluation is overly critical.

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Dealing with team members

More than ever before, being able to switch between individual tasks and looking after a team is key to successful management. Our increasingly complex world does not need individuals working purely for themselves, but the concentrated knowledge of many highly specialised employees. Bringing these together and leading them is one of the main tasks of the modern manager. These teams are exposed to constant change, particularly when working across departments.

When it comes to their own team members, the manager has to lead by example, living common values and displaying a high degree of social competence, while at the same time insisting on adequate performance and not giving in to lower performance standards which some members of staff may have. The more these employees are involved and integrated into processes the better the result because responsibility and tasks can be delegated more easily. To achieve this, the executive requires legitimacy, credibility and trust. The way information is handled is another important factor. Team members will only be able to trust their manager if they know that information is handled openly and sensitively.

DNLA management has analysed all questions and responses concerning the following areas:

Team work**Need for performance****Involvement****Authority****Delegating responsibility****Staff development****Legitimacy****Handling Information**

With this analysis the focus was less on identifying missing potential, but more on recognising a clear course in the area of "dealing with team members". The results:

Factor "Team work":

Self-evaluation is overly critical.

Factor "Need for Performance":

Self-evaluation is overly critical.

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Handling decisions

Sometimes decisions have to be taken not only very quickly or even simultaneously, sometimes they are also of vital importance for corporate objectives of even the company itself. Decisions taken with “entrepreneurial spirit” enable members of staff to achieve success. Those who take decisions have real power, and this can lead to conflict with staff and colleagues. Sometimes power is simply not acknowledged by employees, sometimes executives abuse their authority. Therefore it is important to show consistency and transparency in exercising power.

The criteria for assessment are: a good feel for power politics within the company, neither a particular preference for or rejection of power, a strong willingness to take decisions – even when some detailed information is still missing - clear focus on business success without losing sight of the interests of customers, self-confidence when dealing with members of staff and a systematic approach, focussing on goals while remaining flexible. DNLA management has analysed all questions and answers in the following areas:

Power behaviour**Readiness to take decisions****Self-confidence****Systematic approach**

With this analysis the focus was less on identifying missing potential, but more on recognising a clear course in the area of “handling decisions”. The results: