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Leadership Excellence Report

MUSTERREPORT LER EN

01.05.2020

Introduction and Explanatory Notes

Editorial

Powerful people = powerful results = powerful companies

We are convinced that the results of every organization – from families to companies to governments – are dependent on unleashing the potential of people. Herein lies the central task of leaders: enabling, motivating, and encouraging others in order to help them to reach their full potential. More than 3,000 studies have documented that leaders are not born, rather they develop either gradually through many years of experience or more quickly by effective training. This Leadership Excellence Report shows how strongly pronounced the characteristics which define an excellent leader are currently in you. The basis for this embodies the decisive Tasks, Tools, and Principles of an effective leader. These are well described and explained in the acclaimed leadership system, Leading Simple®. Leading Simple® profoundly defines the job profile of a manager. The report will help you see your self-image and public image clearly beyond the influences of your role and identify what your next development steps are. You will recognize how to unleash potential systematically: first your own and then the potential of others. We encourage you to use the Leadership Excellence Report and the leadership system Leading Simple® to become the most effective leader you can be. What a challenging, gratifying task! Best wishes, good luck, and success in your journey.

Your Boris Grundl and Dr. Uli Vogel

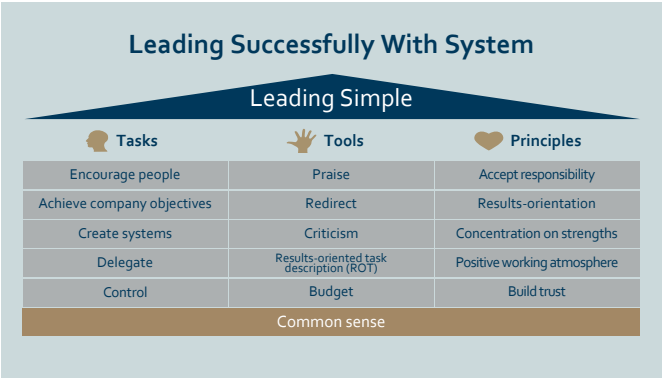
The Survey and Method

The Leadership Excellence Report is calculated automatically from the data entered in the online questionnaire. The participant places 18 statements in a cohesive sequence for him from good to bad or orders the statements inasmuch as they apply to his life or not. This is repeated several times. The axiological survey and method of calculation are based on the scientific research of Professor Robert S. Hartman, the creator of the Hartman Value Profile (HVP). The HVP has been conducted millions of times throughout the world and has been scientifically validated extensively. This Leadership Excellence Report was developed by Boris Grundl and Dr. Uli Vogel. It is based on the profilingvalues System, which in turn is an advancement of the HVP.

Structure

Beginning with page 4 of the report you will find your personal results. The first three pages of the findings are based on the system Leading Simple® developed by Boris Grundl. In this section five scales are depicted which are organized according to the Tasks (page 4), Tools (page 5), and Principles (page 6) of leadership.

The 15 mastered Tasks, Tools, and Principles (pages 4 – 6) symbolize the thriving tree of leadership excellence. Your personal recommendations for development are discussed on page 7.



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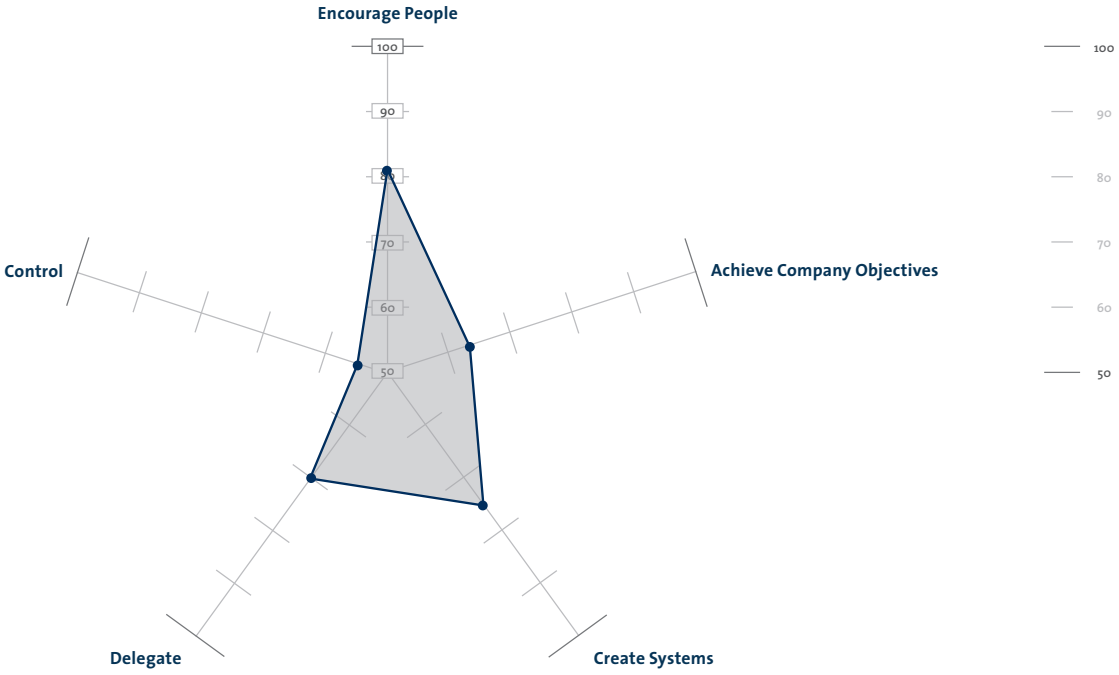
Introduction and Explanatory Notes

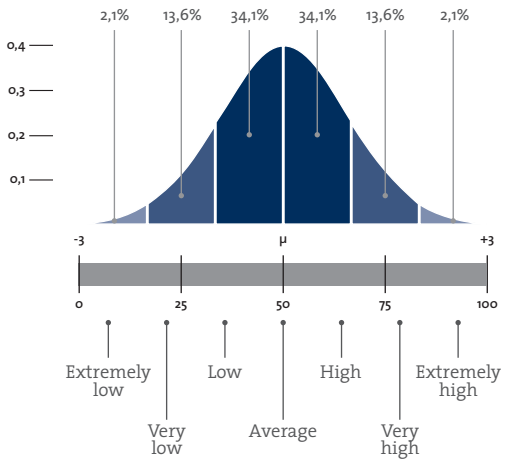
Understanding the Diagrams in Pentagon Format

The following example diagram shows the type of illustration depicted on pages 4 to 6 of the report. In each figure five Tasks, Tools, or Principles are mapped.

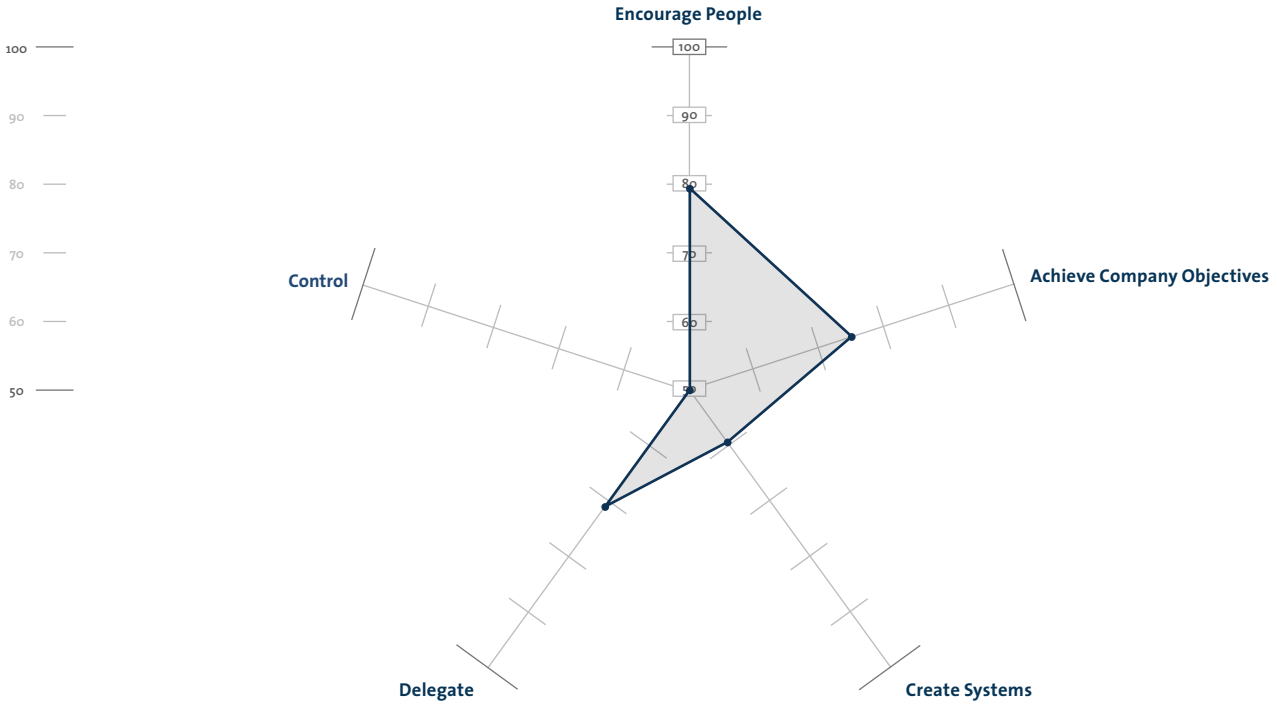
Example:



The area enclosed by the connecting curve represents **the current competencies** in the Tasks, Tools, and Principles described in Leading Simple®. The larger the enclosed area is, the greater the leadership qualities are developed. **The results are calculated independently of one another.** Thus, all scales can theoretically reach 100 percent. The strength of any scale does not automatically affect the weakness of another. At each corner of the pentagon, a level of 100 percent means perfect mastery. 50 percent indicates the average for society, as the following diagram of the normal distribution curve shows. **Excessive emphasis on a single leadership competency can lead to a lower result.** The aim is to achieve the optimal use of the entire system of Leading Simple®.



The Five Tasks



Encourage People

Leadership doesn't mean treating others the way they would like to be treated or doing what's convenient for the manager. Leading includes encouraging and handling others so that they develop the best possible way. It should be personalized, based on the individual's strengths and weaknesses. The aim is to help the employee develop the best in themselves so that they fulfill their purpose in the company with the greatest possible motivation and competence.

Achieve Company Objectives

Every organization is unique by means of its value chain. It serves an individual purpose and is useful to others. Profitability is essential at the end of the value chain since profits are the means by which a company sustains itself and is able to further implement and expand its positioning. Having a common objective for the employees to identify with creates meaning, unites people, and bundles their energy.

Excessive emphasis on a single leadership competency can lead to a lower result. The aim is to achieve the optimal use of the entire system of Leading Simple®.

Create Systems

Functioning systems ensure that their implementation achieves a consistent minimum performance. Effective systems relieve the executive from time-consuming operational (direct) leadership and enables efficient systematic (indirect) leadership. Results-oriented task descriptions and well-defined procedures produce better results and fulfill the most far-reaching duty of a leader – to make yourself redundant.

Delegate

Delegation means giving space so that people are able to show what they can do. Mental strain and time pressure rob the manager of the necessary time needed for unforeseen things. Delegating is the ability to allocate tasks so that the quality of the results is satisfactory. Thus, successful delegation is also a development measure for the employee.

Control

If control was understood as a support to achieve goals, this would enable employees to attain optimal performance. Therefore, employees have the right to be controlled. A lack of control promotes weaknesses in employees, e.g., negligence, inability, or misuse. Too much control stifles any initiative at the outset. Self-control and mutual control mean that the employees can reciprocally help one another since control measures the state of things with regard to the achievement of goals.

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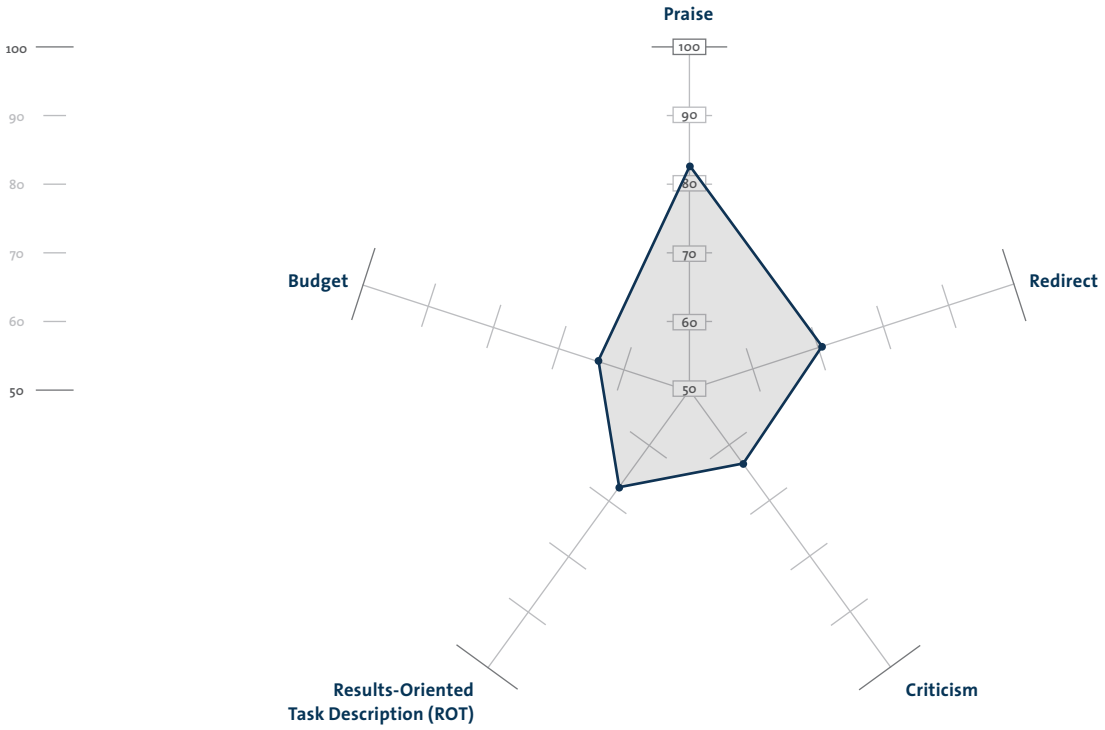
The Five Tools



Praise

A manager perceives their employees accurately. He/she is interested in them and monitors them carefully. Such interest in people allows a leader to know exactly which behaviors need to be reinforced and which ones countered. Praise should be precise and sincere; otherwise it will seem like flattery. Praise is the most important tool for encouraging people. Self-confidence is strengthened by praise which has been accepted.

Redirect

Redirecting is the emotional neuter between praise and criticism. First, a matter-of-fact inquiry about the current results takes place because raising well thought-out questions consistently enables the manager to know the present state of affairs. The expectations are clearly defined beforehand. If the employee isn't on target, they will be guided towards it with the right questions.

Criticism

A critical discussion is not intended for unloading frustration or demonstrating power. The aim is to reach the person and successfully change the behavior of the employee. Criticism should be made shortly after the incident and always refer to a single behavior. When criticizing, never challenge the person. The individual and the behavior are separated. False criticism can affect self-confidence and self-esteem.

Results-Oriented Task Description (ROT)

Results-oriented task description leads people and organizations to think in outcomes instead of actions – a very powerful measure for better results and greater identification with the workplace. With ROT employees learn to love the results instead of the process. It directs the employee's main focus so that they can virtually run on autopilot. ROT builds the comprehensible basis for accountability and control. Results are much easier to control than actions.

Budget

Budget plans are the best tool for formulating targets und controlling whether they have been achieved. Goals and activities are translated into a common language of money which then can be measured. The budget plan is a promise. The employee says: that's the goal that I will definitely reach. Budget plans build accountability and are an effective means of communication.

Excessive emphasis on a single leadership competency can lead to a lower result. The aim is to achieve the optimal use of the entire system of Leading Simple®.

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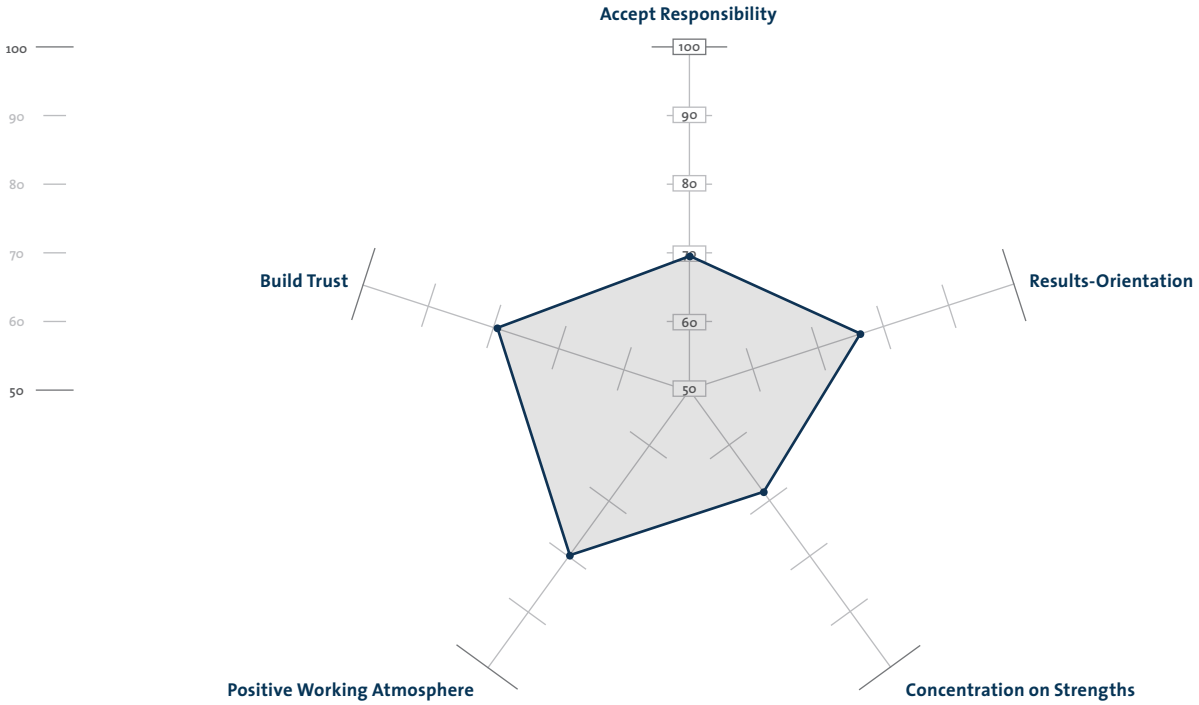
The Five Principles



Accept Responsibility

By accepting responsibility the most effective answers to problems and their circumstances will be found. A basic principle with an enormous impact: empowering responsibility and expecting its implementation is the core of all management tasks. Managers are responsible for making themselves and their subordinates the best they can be to fulfill the company's objective within the scope of opportunities which the company offers. Accepting responsibility means actively looking for topics which advance the company.

Results-Orientation

Impact and results are the essence of all actions. The best intentions are useless when the desired impact fails to materialize. Life is always about results since it allows measurement and transparency. Successful leaders are transparent. Attempts and effort do not count. What's important is which results are achieved in a given amount of time. Errors are also results that often cause pain which is ultimately good. Pain is the best teacher. A leader ensures the measurability of the results so that top performers can develop.

Excessive emphasis on a single leadership competency can lead to a lower result. The aim is to achieve the optimal use of the entire system of Leading Simple®.

Concentration on Strengths

Recognized and promoted talents turn into strengths. Strength becomes obvious when excellent results are achieved with relatively little effort. Product development is about eliminating mistakes. That is machine thinking. With people, it is about enhancing what's there. That is human development. Leaders promote talent in their employees so that these become strengths. Then they demand top results relevant to those strengths. Intolerable weaknesses must be brought to a tolerable level. Solutions are sought for acceptable weaknesses.

Positive Working Atmosphere

Constant peak performance requires a positive performance climate. This means that it is obvious what works and what does not. Energy can then be drawn from good news without being blind to the problems. A leader does everything to create a good working atmosphere. Nevertheless, the responsibility for the working atmosphere is equally shared between the company, the manager, and each individual employee.

Build Trust

Consistency and control produce security. People who feel secure are able to trust. Leaders trust themselves, other people, and the world. But they also know that sometimes disappointments are inevitable. This letdown is repeatedly taken in stride. Two aspects of the personality are decisive in whether employees trust their leader: the positive world view and the realistic self-image. The manager is a coherent (not a perfect!) role model. Without trust, no important information flows. Trust ensures momentum in all areas and is therefore, a "hard" economic factor.

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Recommendations for Development

Below you can find the development recommendations derived from your results for each of the Tasks, Tools, and Principles so that you can expand your skills and develop further. These are simple tips for everyday life. For a deeper understanding, we strongly recommend that you find out about the leadership system Leading Simple® and apply it.

Encourage people (80%)

Your knowledge of human nature is already very good. You are aware of the importance of systematic promotion and apply it. Staff development should take even more precidence. Increase their effectiveness. That´s what distinguishes strong leadership.

Achieve company objectives (75%)

Your activities are already concentrated and exemplary, as well as in line with the company objectives. How can you increase your impact each hour? Track your answers and win people around you for these ideas. This brings even more gratification and creates imitators. That is leadership.

Create systems (59%)

You are aware of the benefits of systems. But you should improve the balance between direct and indirect leadership. Guide more indirectly! Pursue the answer to the question: How do I make myself redundant while improving the results?

Delegate (71%)

You are aware of the duty to delegate, which you also do. Nevertheless, you sometimes find "doing it yourself" even more expedient. Make others stronger by delegating. Enjoy this development process. Put it consistently into practice.

Control (49%)

You are not aware of the necessity to control or you control inappropriately. Controlling yourself and others is either unpleasant for you or you overdo it. He who does not control properly invites others to abuse or demotivates them. Experience shows this.

Praise (83%)

You already praise others effectively and are well aware of its positive effect. Keep a balance between closeness and distance, beware of adulation. Improve the depth and intensity of your praise, not the frequency. Make sure that only honest and meaningful praise is given.

Redirect (70%)

You are conscious of your team and need to know the state of its affairs. You inquire about what´s working and what´s not. Nonetheless, you should increase consistency in applying the knowledge gained. Challenge others with uncomfortable, clarifying questions. Get feedback on the quality of your questions.

Criticism (63%)

You know how important criticism is. You have learned from experiencing criticism yourself. Nevertheless, you still shy away from using it consistently and professionally. Free yourself of that. Acquire methodical knowledge and practice it. Pay close attention to your self-confidence; that will make it easier for you. It´s worth it.

Results-oriented task description (ROT) (68%)

You recognize the purpose of result orientation and understand its effect. But a more consistent implementation would help everyone. A practiced ROT provides a clear orientation for your team. Your employees have a right to it. Don´t shy away from the effort, it´s worth it!

Budget (64%)

You know about the importance of budgets and also deal with them. The topic of money has a positive connotation to you. However, there is still a lack of systematic application of them. Learn how to use budgets to serve implementation processes. Clarity in dealing with money sharpens the senses.

Accept responsibility (70%)

You basically like to take on responsibility. Nonetheless, you still have a hard time dealing with details and the right degree of accountability. Heighten your clarity concerning the levels of responsibility and compare them with others. Then align your actions even more consistently.

Results-orientation (76%)

Your focus on results is very pronounced. You attach great importance to clear areas of responsibility and measurability of impact. Help others understand why results are so important in life. Demand results orientation of others even more. This makes you a role model.

Concentration on strengths (68%)

You recognize and acknowledge the concept of strengths and weaknesses. You can employ people according to their strengths and seek solutions for their weaknesses. Distinguish between unlearned skills and bad habits. This is more systematic and profound. Become more professional!

Positive working atmosphere (80%)

You are very aware of the enormous importance of a positive working environment. You see inequities and opportunities. You don´t allow yourself to be in a bad mood. Without rose-tinted glasses, you concentrate on solutions and ideas. Work on understanding people who do not have this power. Support others. You need them!

Build trust (80%)

Your trust in yourself and others is high. You can build trust and know the essential importance of this ability. Make trust a hard skill in your team. It´s a very important success factor. Exemplify the cycle of trust, control, disappointment, and forgiveness.

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Further Information

The Scientific Basis of the Profilingvalues Method

The information required for evaluating the report 'Leadership Excellence' is derived from the participant's complex series of rankings and measured according to value psychology. A differentiated projection is made against a logical-mathematical sequence and calculated in terms of their varying distances.

Our value system is regarded by scientists to be the most consistent orientation for our actions. These can be captured in a value metric way, i.e., by evaluating, not self-disclosure. This precludes forms of manipulation and psychological effects such as social desirability or self-promotion.

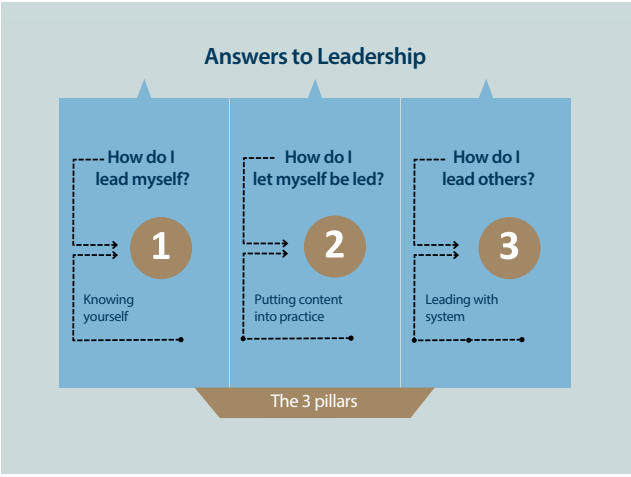
The metrics used from the logical ranking sequences have been normed and validated numerous times. It stems from the research of Robert S. Hartman, a scientist nominated for the Nobel Prize in 1973.

For more information see www.profilingvalues.com

Leading Simple® – Leading Successfully with System

The Grundl Leadership Institute ensures that leadership teams live up to their management responsibilities: guiding people. Put into practice! It answers the three central questions of effective leadership:

1. **How do I lead myself?**
2. **How do I let myself be led?**
3. **How do I lead others?**



To this purpose Leading Simple® relies on leading with your head, hand, and heart:

1. **Leading with your head – the five Tasks**
   (What do I have to do?)
2. **Leading with your hand – the five Tools**
   (What do I need to do?)
3. **Leading with your heart – the five Principles**
   (Why do I have to do it?)

Training was yesterday. Implementation is today. The Grundl Leadership Institute ensures real transformation. This is achieved in three steps:

- **Intellectual understanding**
- **Emotional understanding**
- **Practical applications**

For more information see
www.grundl-institut.de

EF	86	EBF	69	DifA	75	AE	0.895
EA	40	EBA	5	DifI	70	BF	0.812
PDF	79	EOF	82	AIA	65	CE	1.000
PDA	50	EOA	80	AII	100	DF	1.000
SDF	59	ZOF	67	AC	0.895		
SDA	25	ZOA	60	BD	0.812		

Boris Grundl endeavors to promote the importance of responsibility in our society. For this purpose, he has created the Responsibility Index, which, on the basis of scientific research, helps us to become more aware of the importance of this issue and of our own responsibility. Further information can be found at www.responsibilityindex.org