



CAPTain::compact® agility

Anna Muster

Introduction

What does the CAPTain compact® agility do?

CAPTain compact® agility tells us to what extent a person's behaviour is in keeping with the values and principles of agility. To this end, CAPTain records and describes the person's typical behaviour at the workplace and compares it with the demands of agility. A summary at the end of the evaluation report lists the strengths and areas for development.

CAPTain compact® agility supplies an exact picture of the person's usual behaviour, which is shown intuitively. To do so, it looks at 33 different behaviour patterns that are relevant to success. The statements on strengths and areas for development are very precise.

Thanks to the special system of questions and the sophisticated evaluation algorithm, the CAPTain results are not affected by possible wishes to present oneself in a particularly positive light or by self-assessments that tend to relate to the person's private life.

Should the person make a lasting change in her/his behaviour, e. g. owing to a staff development plan or to adaptation to altered job requirements, this change can be captured by running the CAPTain Test® a second time.

Who benefits from the CAPTain compact® agility?

As the statements contained in the CAPTain compact® agility report **CAPTain compact® agility** are clear and comprehensible, any interested party can benefit from it directly:

- employees can benefit in connection with honest self-reflection;
- the superior and the employee can use it for a well-grounded staff interview;
- the superior, the employee and the HR development officer can use it to plan HR development measures as needed;
- the superior and the personnel officer can use it to select staff according to requirements.

Questions that arise when using CAPTain compact® agility can be solved either by a company employee with CAPTain training, or by a certified outside CAPTain consultant.

Personal results

Coping with challenges

Flexibility

Flexibility means not being cramped by rigid structures and systems, but being flexible and open to new input, while still responding in an orderly fashion to current demands. In this sense, flexibility supports the agile principle "Responding to change is more important than following a plan".

Ms. Muster works systematically and with structure. Even when adapting to new demands, she proceeds in an orderly fashion and sticks to the plan.

She has a strong need for new inputs. She searches for new things. She has no patience for or interest in routine work.

0 - 10 = CAPTain

Agility

Positive

Flexibility	0	1	2	3	4	5	6	7	8	9	10	
Flexibility very systematic					4							flexible, responds to circumstances
Openness to new things sticks to what s/he knows									8			needs variety

Dealing with complexity

In complex situations, we need to be prepared for unpredictable and uncontrollable events. If we are going to deal successfully with complexity in spite of this, we need to choose an integrated and overall way of looking at things, and concentrate more on the main structures than on individual details. This also means looking into the facts of the case more carefully

She knows that certain details can be important. However, she is not interested in going into all the details. Ms. Muster works carefully and reliably.

Tasks that she can deal with based on experience, without thinking about them too much, are her strong point.

0 - 10 = CAPTain

Agility

Positive

Dealing with complexity	0	1	2	3	4	5	6	7	8	9	10
Overview orientation focuses on details								7			not interested in details
Integrated approach focus on small details						5					bigger picture
Considered action pragmatic						5					reflected, considered

Decisiveness

An agile approach is always goal-oriented. It doesn't try first and foremost to avoid mistakes, but rather to use different possibilities. Complex problems, in particular, cannot be solved well without clear decisions that involve the risk of a mistake

Having objectives and pursuing them is strong source of motivation for Ms. Muster, and she makes a special effort to achieve her objectives. She makes quick decisions based on the situation, even if there is a risk involved.

0 - 10 = CAPTain

Agility

Positive

Decisiveness	0	1	2	3	4	5	6	7	8	9	10
Goal-orientation process-oriented								7			goal-oriented
Readiness to take risks finds it hard to make decisions										9	decides quickly

Creating innovations

Creativity

The essence of agility is interdisciplinary teams questioning the established order, leaving the beaten track and evolving new ideas. The willingness of an individual to make this active contribution is captured with this competence.

Ms. Muster has potential for creative thinking. She develops her own ideas on how to do something better.

0 - 10 = CAPTain

Agility

Positive

Creativity	0	1	2	3	4	5	6	7	8	9	10
Own ideas few creative inclinations							6				very creatively inclined

Change competence

In order to initiate change, you need the ability to present ideas and topics, and to convince others of them. The innovations can then be pushed ahead with ambition and assertiveness

Ms. Muster is active and ambitious, and has no inhibitions about presenting herself and her subject. She supports the implementation of innovation, even where there is resistance. Sometimes she is a motor for change.

0 - 10 = CAPTain

Agility

Positive

Change competence	0	1	2	3	4	5	6	7	8	9	10
Persuading a. winning over low potential									8		substantial potential
Power to change little power to change things								7			very committed to change

Working in a team

Positive error culture

Agility understands mistakes and errors as a chance to learn. Errors are even deliberately accepted in order to learn earlier rather than later. This approach calls for a positive error culture, which in turn involves identifying and admitting one's mistakes based on honest and constructive self-reflection. Diplomacy and empathy are helpful in dealing positively with other people's mistakes. It's not in keeping with a positive error culture to have little confidence in others and to want to prevent them doing something wrong at any cost. But if you check up on others and exercise control down to every little detail, this is exactly the message you are sending.

Ms. Muster has self-confidence. She is sure of herself and her abilities, and she can also take criticism.

Normally she expresses her feelings in an open and straightforward fashion; but she always adapts to the situation and knows how to keep her private life and work separate. At the same time, it is important to her to show considerateness to others and to reach a consensus. Even in difficult situations, she wants the good personal contact to remain intact.

Ms. Muster feels responsible for other people's work and influences their way of working, but she does not feel the need to interfere in everything.

0 - 10 = CAPTain

Agility

Positive

Positive error culture	0	1	2	3	4	5	6	7	8	9	10	
Self-reflection questions him/herself						5	6					very sure of him-/herself
Diplomacy very direct						5	6					very controlled
Empathy shows little consideration							6					high need for consensus
Checking and controlling exerts little influence							6					exerts a lot of influence

Hierarchy-orientation

If you're going to fit into an agile team, you shouldn't claim a leading role for yourself at the same time, e.g. by deciding things alone over other people's heads. A cooperative and participatory understanding of working together in an agile way is also evident in the fact that an employee communicates with managers, too, on an equal footing.

Ms. Muster feels jointly responsible for the team and its work. She takes an active part in the decision-making on questions that concern the team goals. Her word carries weight, but she does not dominate the proceedings.

She does not allow herself to be influenced by possible preferences and unspoken expectations that her superior may have.

0 - 10 = CAPTain

Agility

Positive

Hierarchy-orientation		0	1	2	3	4	5	6	7	8	9	10	
Adopts responsibility	acts as a colleague							6					takes the leader's role
Practising hierarchy	does not lead						6						directs a lot
Standing opposite authority	authority-oriented								7				autonomous, independent

Contact and communication

It's very conducive to agile teamwork if people communicate with each other frequently and directly, if they get involved, are willing to make compromises and enjoy being part of a group

Ms. Muster is approachable at all times. She usually becomes effective in direct personal contact. She acts professionally towards people in her work environment, focusing on the task at hand.

Ms. Muster has contact with the group, but keeps her independence. In a group situation, she tends to be reserved in communication. She listens and observes before stating her own opinion.

Ms. Muster makes her personal ideas clear, even if others do not agree. She wants to assert herself, but not at any price.

0 - 10 = CAPTain

Agility

Positive

Contact and communication		0	1	2	3	4	5	6	7	8	9	10	
Openness for contact	works best alone								7				has a lot of contact
Personal contact	down-to-earth, factual		1										personal
"We" feeling	does not need the community					4							seeks out the community
Spokesperson in the group	does not need any attention					4							wants to be the center of attention
Willingness to compromise	always wants to assert him-/herself				3								does not assert his/her own position

Work-sharing

Trying to do everything on one's own is not in keeping with the agile principle of „Collective Ownership“. On the contrary, the idea is to share work and knowledge in the team. The work results then also belong to the entire team, which assumes joint responsibility. The personal tendency to deal with assignments together, coordinating and sharing the work, is described here.

It's not unusual for her to delegate tasks to others, even if she does deal intensively with some issues herself. At the same time she pursues things consistently and personally. She does not give up until she has taken care of everything by herself.

Close cooperation with others is not really her thing. This is why Ms. Muster usually acts on her own.

0 - 10 = CAPTain

Agility

Positive

Work-sharing	0	1	2	3	4	5	6	7	8	9	10
Delegation does a lot of things himself								7			
Dealing with things yourself does not personally finish things							6				
Cooperation stands alone				3							

Performance

Commitment

In addition to specialist and methodical skills, the team's performance potential depends heavily on the enthusiasm, personal ambition, willingness to show exceptional commitment and the perseverance of all team members. These performance factors are captured here

Ms. Muster identifies strongly with her work and shows willing application. She wants to do her work very well and competes with others. Ms. Muster pursues difficult and complicated tasks with great perseverance. She does not need any personal encouragement or support.

0 - 10 = CAPTain

Agility

Positive

Commitment		0	1	2	3	4	5	6	7	8	9	10	
Intensity of effort	benefit-oriented								7				highly committed
Ambition	not competitive								7				very competitive
Perseverance	acts for the short term, impatient									8			acts for the long term, persevering
Personal courage	needs a lot of support									8			does not need any support

Initiative

In order to drive a project ahead, those involved need to have initiative and energy. Waiting for detailed instructions or waiting to see what the others are going to do is not productive enough

When the objective is clear, she doesn't need any more instructions and takes the initiative independently. At the same time she consistently hurries things along. Ms. Muster wants to get ahead personally and be successful.

0 - 10 = CAPTain

Agility

Positive

Initiative		0	1	2	3	4	5	6	7	8	9	10	
Own initiative	acts according to guidelines									8			does not want any targets
Success-orientation	very thorough and careful							6					wants rapid success

Activity

Complex assignments in particular need tackling in a judicious manner, step by step, without frenzied activity

Ms. Muster works at a normal speed. This enables her to deal with things in a reasonable space of time. She doesn't like doing several things at once and prefers to work step by step.

0 - 10 = CAPTain

Agility

Positive

Activity	0	1	2	3	4	5	6	7	8	9	10	
Working tempo						5						works very fast
Activity level					4							restless

Summary

- Ms. Muster strengths for agility currently lie.
- in the way she keeps track of things.
- in her skill at evolving her own ideas about how something could be done better
- in the fact that she has no inhibitions about presenting her topics.
- in her verve and ambition to push innovations forward
- in her self-confident manner and her ability to nonetheless allow criticism
- in her openness and authenticity, which is geared to the situation
- in her attentiveness to other people's concerns
- in the fact that she only supports others with suggestions and advice when they ask him.
- in the fact that she involves the others in the decision-making process.
- in the fact that she is independent of authority.
- in her sociability
- in the fact that she wants to make friends in the group, but still retains his independence.
- in her willingness to sometimes put her own viewpoint last.
- in the fact that she breaks away from the details of content and delegates to others
- in her commitment to her work, without neglecting her private life too much
- in the courage to tackle even out-of-the-ordinary assignments without depending on other people's support
- in her independent working style.
- in her strong drive
- in the fact that she works carefully and doesn't rush things
- in the way she does things step by step

Ms. Muster could possibly improve her performance in the following areas:

- Ms. Muster really keeps her distance from others.

Overview

Coping with challenges

0 - 10 = CAPTain

Positive

Agility

Profile coefficient: 80

Flexibility	0	1	2	3	4	5	6	7	8	9	10	
Flexibility very systematic					4	5	6	7				flexible, responds to circumstances
Openness to new things sticks to what s/he knows						5	6		8			needs variety
Dealing with complexity	0	1	2	3	4	5	6	7	8	9	10	
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Positive

Agility

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Empathy	shows little consideration						6	7					high need for consensus
Checking and controlling	exerts little influence						6						exerts a lot of influence
Hierarchy-orientation		0	1	2	3	4	5	6	7	8	9	10	
Adopts responsibility	acts as a colleague							6	7				takes the leader's role
Practising hierarchy	does not lead							6					directs a lot
Standing opposite authority	authority-oriented								7	8	9		autonomous, independent
Contact and communication		0	1	2	3	4	5	6	7	8	9	10	
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Dealing with things yourself	does not personally finish things							6					always completes tasks personally
Cooperation	stands alone				3								fits in

Performance

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Positive

Agility

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