

CAPTain::compact® customized plus

Max Mustermann

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Introduction

What does the CAPTain compact® do?

The CAPTain analysis provides a description of a person's typical behaviour patterns at the workplace. The characteristics recorded by CAPTain have been shown to be relevant for successful professional conduct. Unlike general personality characteristics, the factors captured by CAPTain are able to predict up to 50% of a person's professional success. The other 50% depend, for example, on specialised knowledge, motivation, intelligence and the right understanding of one's role and responsibilities. These factors should also be taken into consideration when making an overall evaluation of a person.

Behaviour patterns are learned at some point, but once acquired, they remain fairly stable and constant. However, they can also be changed and developed if necessary. If a person's behaviour changes permanently, e.g. as a result of personnel development measures or due to a new job, these changes are recorded by CAPTain.

The CAPTain assessment is neutral and purely descriptive in nature. Using a job description, an evaluation can be performed for a specific position.

CAPTain describes an individual's current behaviour in his/her day-to-day work. It may happen that a person's self-view is different in some aspects the CAPTain's description. This can be the result of wishful thinking, or of experiences from other contexts (e.g. private life, earlier work environments).

How can I use the CAPTain compact® ?

The CAPTain compact® report is designed to ensure that anyone can understand it. Using the report and the clear diagrams, both the personnel officer and the candidate and his/her superior will see straightaway where the candidate's strengths and weaknesses lie.

Compare the CAPTain results with your expectations of a successful candidate for the position. What behaviour competences does the job description call for? Please bear in mind when comparing CAPTain results with the job description that extreme scores are not necessarily good.

You should discuss the CAPTain results with the candidate. Where does he/she see the description as accurate? Where does he/she see the description as inaccurate? Are there any blind spots or misunderstandings? Where does the difference between wishes and reality play a role?

Discuss your evaluation with the candidate. Make clear what special behaviour competences are useful and expected for which job requirements. Don't only mention the deviations from the job description: make reference to the points of agreement as well!

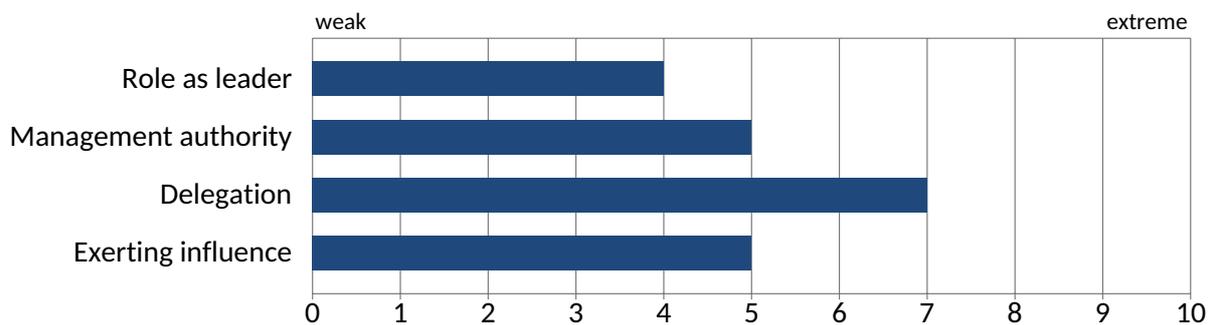
If you also want to know where the candidate has most potential and how good his/her chances of learning and developing are, you should use the evaluation CAPTain smart® talents.

Results

For the results, the principle "the higher the better" does not apply. Depending on the job requirements, even average or lower values can be optimum. However, very weak or extreme behaviour patterns are occasionally counterproductive.

Leadership behaviour

The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:



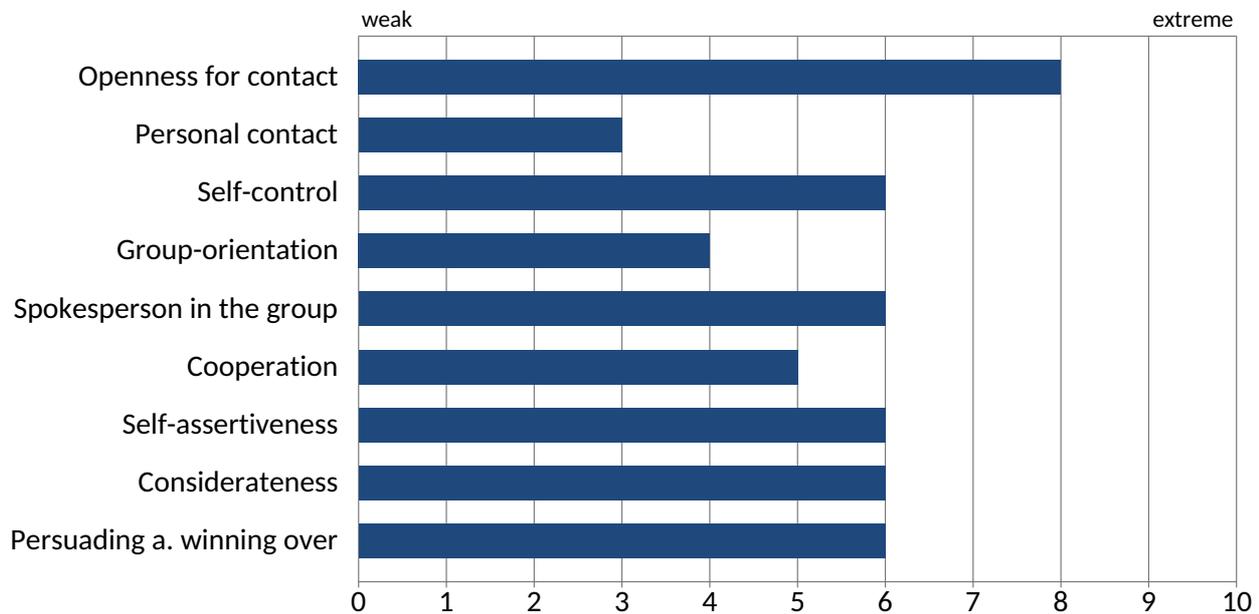
Mr. Mustermann acts as a team member and hardly adopts any leading role in the classic sense. Things can become difficult if Mr. Mustermann is required to consistently take the lead role.

He takes an active part in the decision-making on questions that concern the team goals. His word carries weight, but he does not dominate the proceedings.

It's not unusual for him to delegate tasks to others, even if he does deal intensively with some issues himself. Mr. Mustermann takes an interest in the other people's work and likes to give them advice now and again.

Way of dealing with other people and cooperation

The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:



Mr. Mustermann is approachable at all times. He usually becomes effective in direct personal contact. He acts professionally towards people in his work environment, focusing on the task at hand. He prefers not to show displeasure or anger. He is friendly at all times, which probably makes him a pleasant colleague to deal with. Even when he doesn't like something, he always remains friendly.

Mr. Mustermann has contact with the group, but keeps his independence. In a group situation, he speaks up and is also prepared to be the centre of attention on occasion.

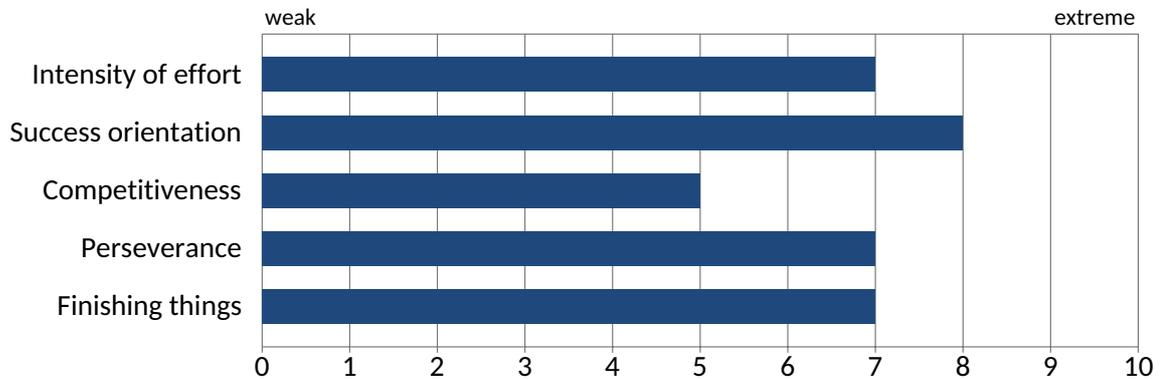
Reciprocal specialist support in the team is important to Mr. Mustermann. For this reason he commits himself to cooperation and working together.

Mr. Mustermann makes his personal ideas clear, even if others do not agree. He wants to assert himself, but not at any price. At the same time, it is important to him to show considerateness to others and to reach a consensus. Even in difficult situations, he wants the good personal contact to remain intact. By actively introducing his ideas and convictions, Mr. Mustermann stimulates the discussion and promotes good arguments. At the same time he is also someone who encourages the team members to show considerateness towards each other and promotes the team spirit.

Mr. Mustermann is committed and contact-oriented enough to present something to others, especially when he likes it himself.

Attitude to work and ambitions

The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:

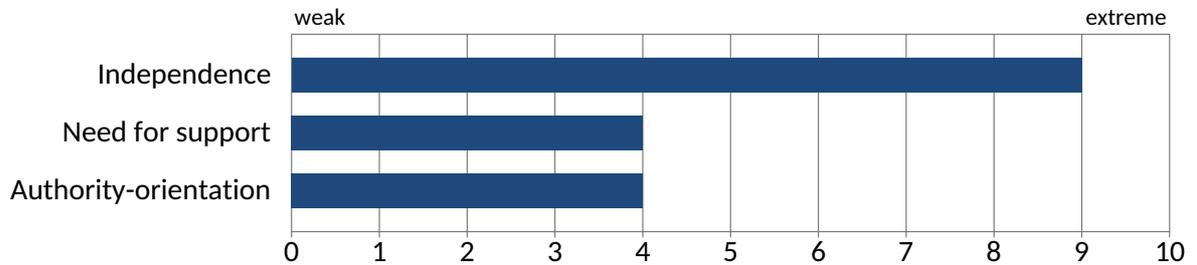


Mr. Mustermann identifies strongly with his work and shows willing application. At the same time he wants rapid success. He wants to get ahead, and he hurries things along wherever he can. He wants to perform well, perhaps better than others do. But he does not want to be all ambitious and push himself to the fore.

Mr. Mustermann pursues difficult and complicated tasks with great perseverance. At the same time he pursues things consistently and personally. He does not give up until he has taken care of everything by himself.

Own responsibility and independence

The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:

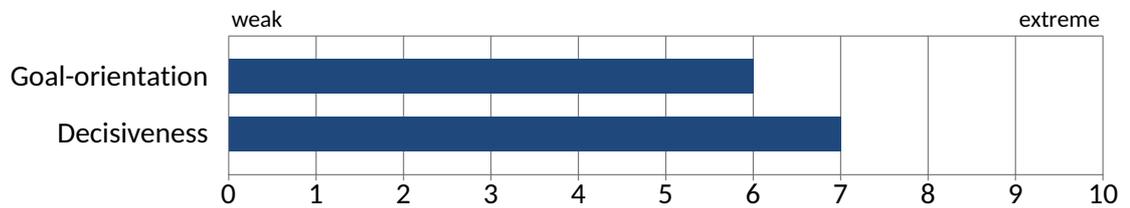


Mr. Mustermann knows himself what is right, he takes the initiative independently and determines the direction himself. He hardly needs any personal encouragement and support.

He likes to stay in touch with his superior and to take his cue from the latter's expectations.

Goal-orientation and decisiveness

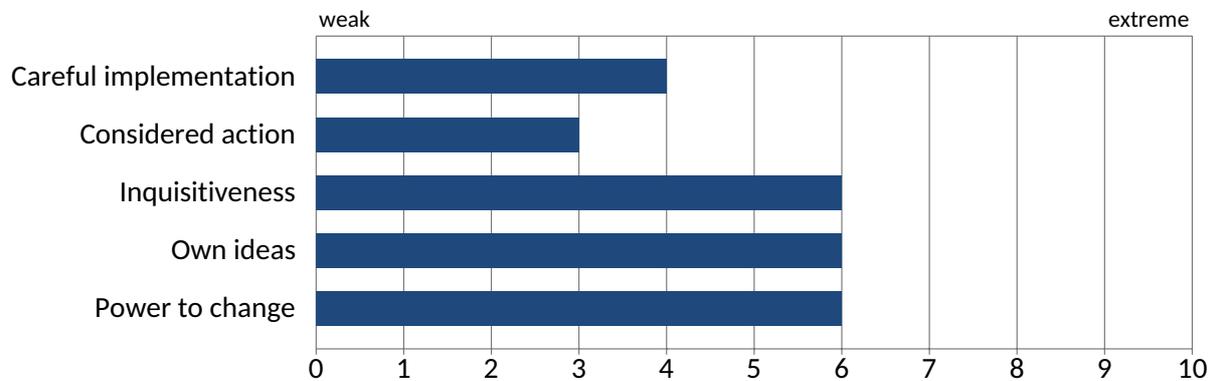
The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:



Mr. Mustermann works towards objectives with all available resources, and wants to achieve these goals. He makes decisions quickly and without hesitating.

Pragmatism and creativity

The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:

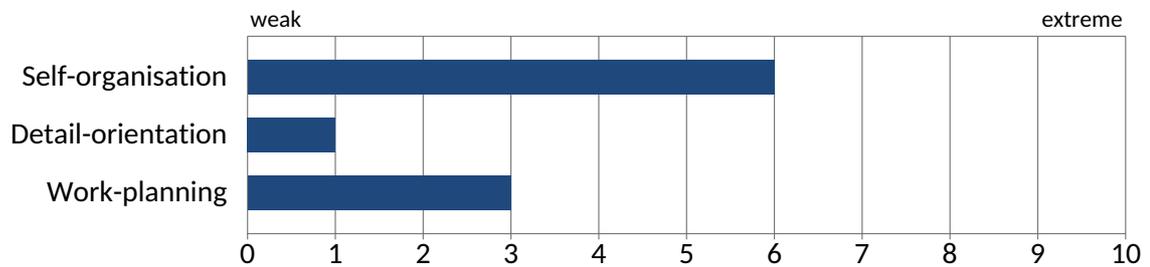


In his work, Mr. Mustermann also takes into consideration structures that are not confined to one department. In the process, he is pragmatic, and acts spontaneously. He relies mostly on experience and intuition.

He is open to new inputs. He deals well with variety and changes. Mr. Mustermann has potential for creative thinking. He develops his own ideas on how to do something better. He supports the implementation of innovation, even where there is resistance. Sometimes he is a motor for change.

System and accuracy

The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:

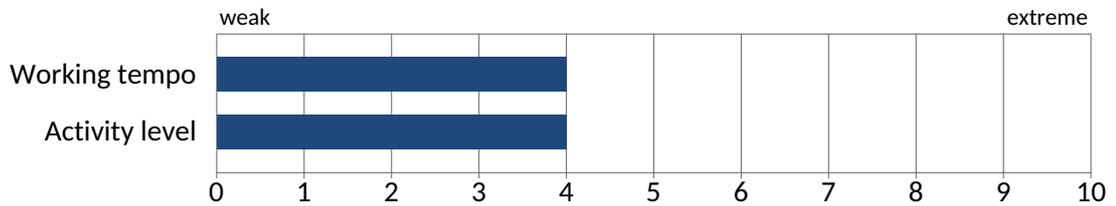


Mr. Mustermann works systematically and with structure. Even when adapting to new demands, he proceeds in an orderly fashion and sticks to the plan. He pays little attention to details, but works with rough information. He gets a general picture, and this is enough for him.

Mr. Mustermann is very practical-minded and acts based on intuition. He concentrates on the here and now and on the things that are most obvious.

Activity

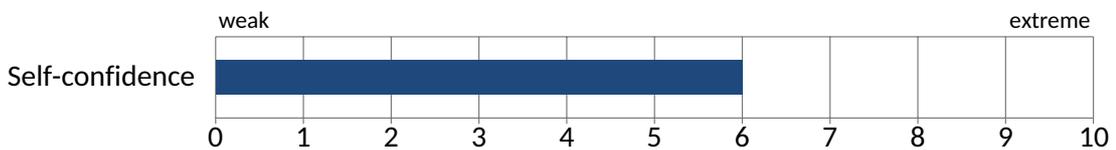
The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:



Mr. Mustermann works at a normal speed. This enables him to deal with things in a reasonable space of time. He doesn't like doing several things at once and prefers to work step by step.

Self-confidence

The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:



Mr. Mustermann has self-confidence. He is sure of himself and his abilities, and he can also take criticism.

Possibilities and limitations

Behavioural competences can enable a person to be particularly good and effective at performing certain job requirements. Under different conditions, however, the same behavioural competences may be less helpful, or even contraproductive. This section throws light on the possibilities and limitations of a person's individual behavioural competences.

Leading people

He is clearly capable of asserting himself. His word carries weight in the team. He steers coordination processes, but without dominating. In this context, he stands up for his personal ideas and convictions. He takes care to show loyalty towards his colleagues.

Mr. Mustermann possesses powers of motivation and persuasion. He can influence others, as he brings in his own position clearly and at the same time shows consideration for the needs and possibilities of the others.

Mr. Mustermann is suited to a management position where he is dealing with fairly independent staff who are included in the decision-making process. He works best in self-organised teams where the superior acts like a colleague.

Working method

Mr. Mustermann is not so good at taking short-term action. He is suited to assignments that can be pursued for a longer period of time with plenty of intuition and a general view of the bigger picture, based on concrete experience.

Mr. Mustermann acts in an organised fashion and keeps track of things. This is good when processes need to be organised. But this approach will probably reach its limits when complete accuracy of detail is called for.

Initiative

Mr. Mustermann has a potential to develop completely new ideas and to get them implemented as well.

Ideas for development

a) Individual ideas for development

As is the case with most people, Mr. Mustermann's own picture of himself deviates in places from his actual behaviour.

This deviation is particularly evident in the following areas:

Mr. Mustermann

- sees himself much more in a role of responsibility for his team and his performance
- sees himself as someone who is quite a bit more communicative where personal matters are concerned
- feels he is much more committed and enthusiastic
- thinks his striving for success is much less obvious than CAPTain has ascertained for him.

b) General ideas for development

The individual should think over the following points, with the support of a CAPTain consultant if necessary:

- whether the way he sees himself is realistic and appropriate
- what is stopping him from behaving in line with his concept of himself
- what abilities he still lacks to implement his concept of himself
- whether a change of the field of functions would make sense.

c) Requirements-related ideas for development

A comparison between current behavioural competences and the requirements of Mr. Mustermann's present or future position show whether and to what extent possibilities for development exist. To make this comparison, speak to a CAPTain consultant or use the CAPTain compact customized report.

0 - 10 = CAPTain

0 - 10 = Subjective

		0	1	2	3	4	5	6	7	8	9	10	
Leadership behaviour													
Role as leader	acts as a colleague					4			7				takes the leader's role
Management authority	does not lead						5	6					directs a lot
Delegation	does not delegate or control								7				delegates and controls
Exerting influence	exerts little influence						5						exerts a lot of influence
Way of dealing with people													
Openness for contact	works best alone								7	8			has a lot of contact
Personal contact	down-to-earth, factual				3			6					personal
Self-control	very direct						5	6					very controlled
Group-orientation	does not need the community					4							seeks out the community
Spokesperson in the group	does not need any attention						5	6					wants to be the center of attention
Cooperation	stands alone						5						fits in
Self-assertiveness	does not assert his/her own position						5	6					always wants to assert him-/herself
Considerateness	shows little consideration					4		6					high need for consensus
Persuading a. winning over	low potential							6					substantial potential
Attitude to work and ambitions													
Intensity of effort	benefit-oriented								7			10	highly committed
Success orientation	very thorough and careful						5			8			wants rapid success
Competitiveness	not competitive						5		7				very competitive
Perseverance	acts for the short term, impatient							6	7				acts for the long term, persevering
Finishing things	does not personally finish things						5		7				always completes tasks personally
Own responsibility and independence													
Independence	acts according to guidelines									8	9		does not want any targets
Need for support	does not need any support					4							needs a lot of support
Authority-orientation	autonomous, independent					4	5						authority-oriented
Goal-orientation and decisiveness													
Goal-orientation	process-oriented							6	7				goal-oriented
Decisiveness	finds it hard to make decisions							6	7				decides quickly
Pragmatism and creativity													
Careful implementation	bigger picture				3	4							focus on small details
Considered action	pragmatic				3		5						theoretical, tends to plan
Inquisitiveness	sticks to what s/he knows							6	7				needs variety
Own ideas	few creative inclinations						5	6					very creatively inclined
Power to change	little power to change things							6					very committed to change
System and accuracy													
Self-organisation	flexible, responds to circumstances					4		6					very systematic
Detail-orientation	not interested in details		1		3								focuses on details
Work planning	pragmatic				3		5						theoretical, tends to plan
Activity													
Working tempo	takes his/her time					4		6					works very fast
Activity level	calm					4	5						restless
Self-confidence													
Self-confidence	questions him-/herself					4		6					very sure of him-/herself

Further questions on the results of the CAPTain compact®

The following questions are designed to help you understand even better the behaviour patterns that CAPTain describes, and to evaluate these better in connection with a particular job.

What skill areas are particularly important to you in connection with the current or future job requirements?

Please select!

- Leadership behaviour
- Leadership behaviour in contact with clients
- Way of treating Clients and cooperation
- Attitude to work and ambitions
- Personal responsibility and independence
- Goal-orientation and decisiveness
- Pragmatism and creativity
- Systematic thinking and accuracy
- Activity
- Self-confidence

Which of the skill areas you selected are especially important to you?

Are there individual competences within the skill areas that you attach special importance to?

What current and future challenges are there at work where the skill areas and/or the special competences that belong to them are especially relevant?

For the skill areas that you selected and/or the special competences that belong to them, we recommend answering at least one or two of the following questions in each case.

1. Questions about a more detailed understanding of the CAPTain results

- a. In which specific behaviour is the behaviour described by CAPTain evident today at the workplace?
- b. Are there situations where the behaviour described is especially clearly visible?
- c. Have you always displayed this kind of behaviour, or did you only learn it in the last few years?
- d. Would you find it easy to behave completely differently? In what way?
- e. Are there situations where you already behaved completely differently? What are they?

2. Questions about your personal assessment of the CAPTain results

- a. How happy are you personally with the behaviour described by CAPTain?
- b. What would you be happy to do differently in future? Why?
- c. What sometimes prevents you at the moment from behaving the way you would like to?

By answering this question, you will arrive at a final evaluation.

Are the desired behaviour skills already visible to a reasonable extent? Where and how?

Good luck!