

CAPTain::compact® plus

Helmut 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!

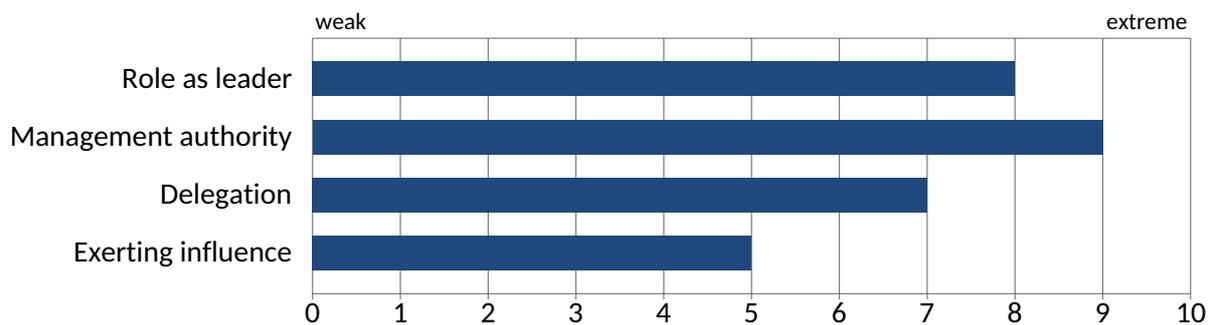
If you also want to know where the candidate has most potential and how good his/her chances of learning and developing are, you should use the evaluation CAPTain smart® talents.

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:



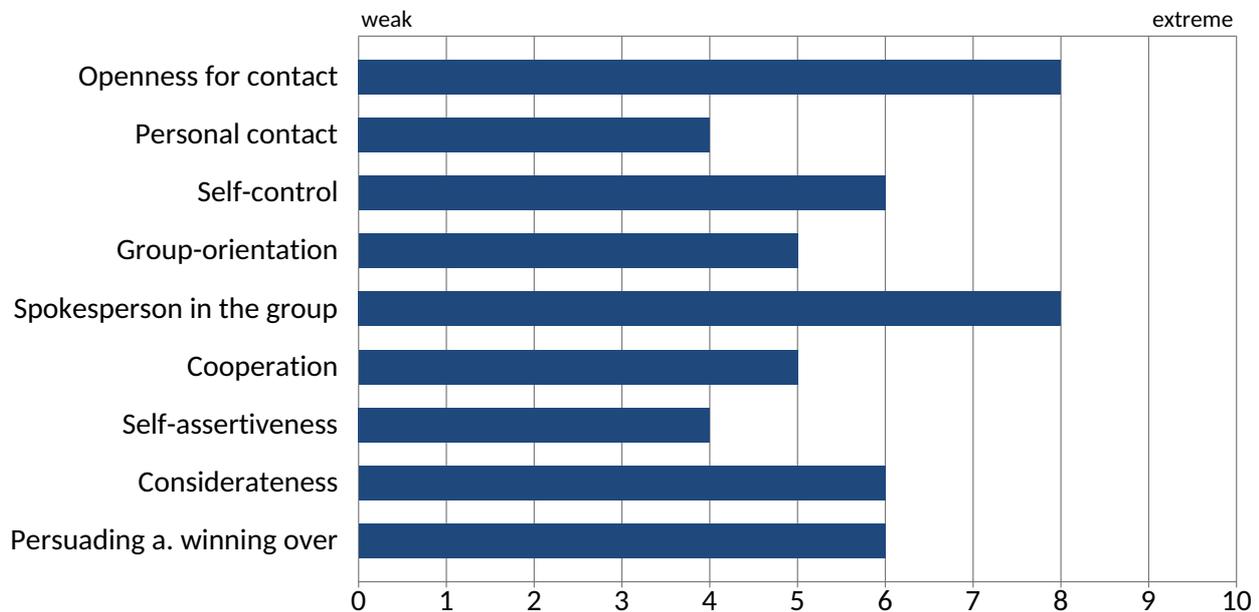
Mr. Mustermann sees himself as having overall responsibility and adopts a pronounced leader's role.

On questions that concern the team goals, he usually dictates what direction to follow and what the others should do. He shows management authority. Mr. Mustermann should keep in mind: Qualified and independent personnel may feel that he is taking too many decisions out of their hands.

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 likes to belong to a group and seeks a sense of community. In a group situation, he wants to be the centre of attention. He is very communicative and always has something to say.

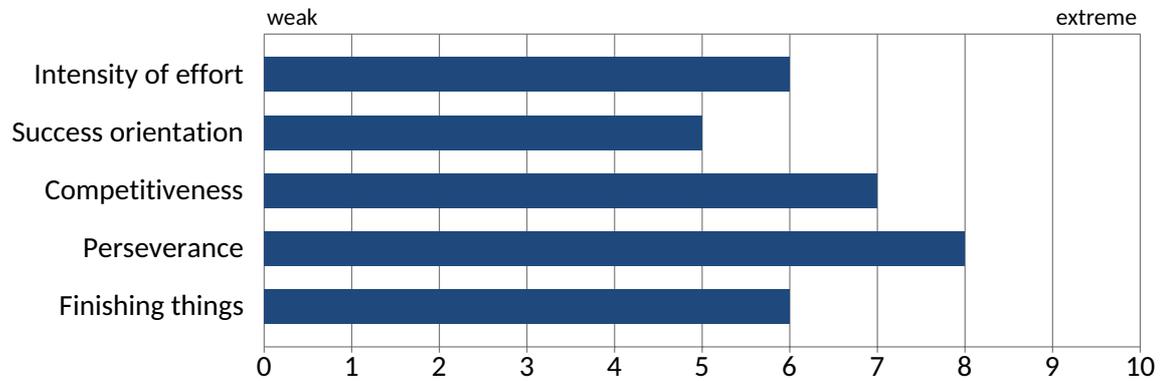
Reciprocal specialist support in the team is important to Mr. Mustermann. For this reason he commits himself to cooperation and working together.

Mr. Mustermann is able to put his personal ideas to one side, if this helps avoid tension. 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. Mr. Mustermann is very prepared to compromise. 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:

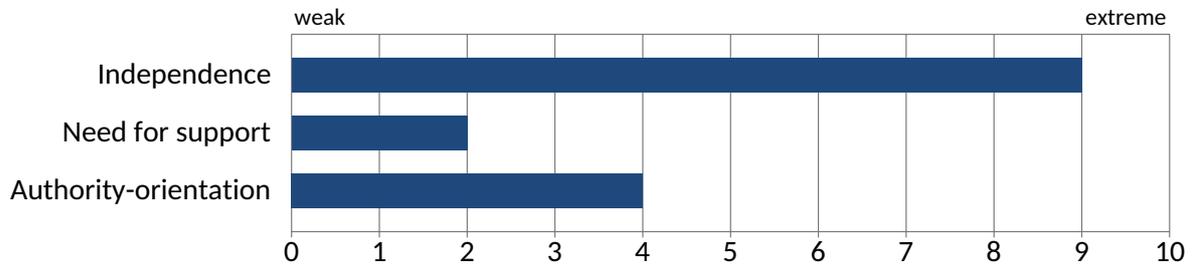


Mr. Mustermann recognises that hard work is called for and is willing to perform as required. At the same time he consistently hurries things along. Mr. Mustermann wants to get ahead personally and be successful. He wants to do his work very well and competes with others.

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:

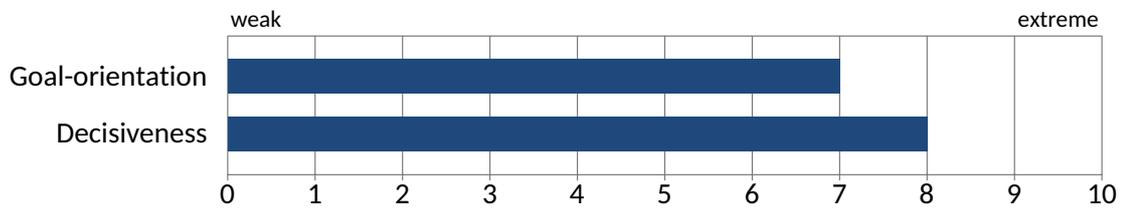


Mr. Mustermann knows himself what is right, he takes the initiative independently and determines the direction himself. He does not need any personal encouragement or support.

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

Goal-orientation and decisiveness

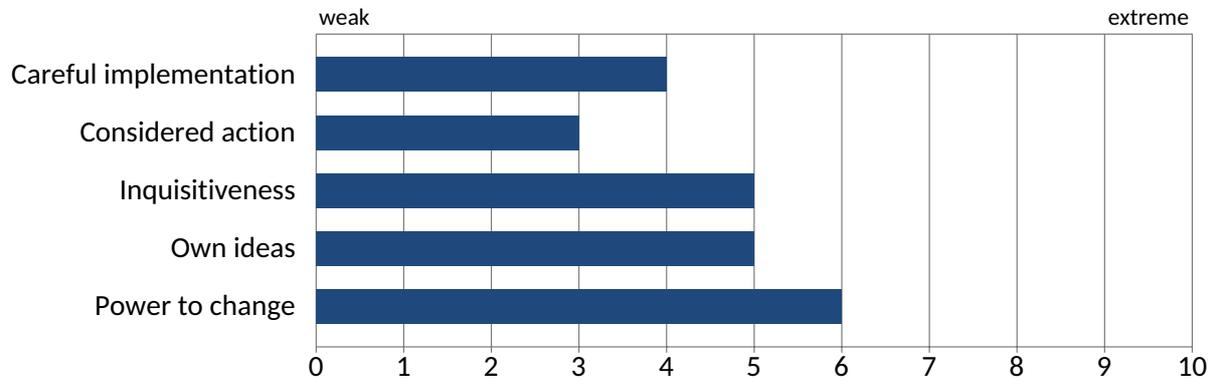
The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:



Having objectives and pursuing them is strong source of motivation for Mr. Mustermann, and he makes a special effort to achieve his objectives. He makes quick decisions based on the situation, even if there is a risk involved.

Pragmatism and creativity

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

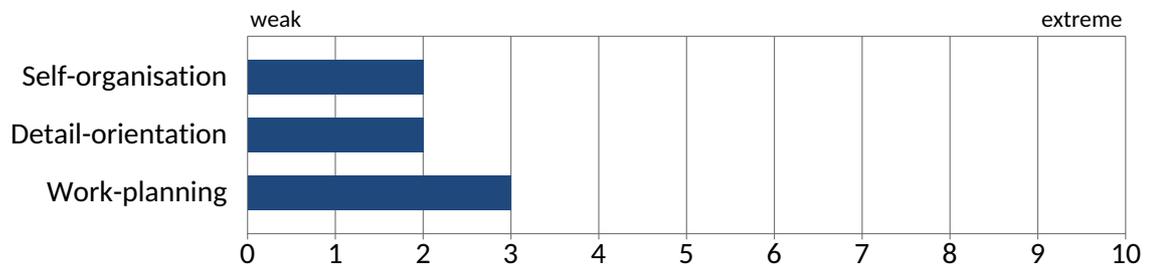


In his work, Mr. Mustermann also takes into consideration structures that are not confined to one department. In the process, he is pragmatic, and acts spontaneously. He relies mostly on experience and intuition.

He is open to new inputs. He deals well with variety and changes. Mr. Mustermann generally takes things as they are. Sometimes he comes up with ideas for small improvements. 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:

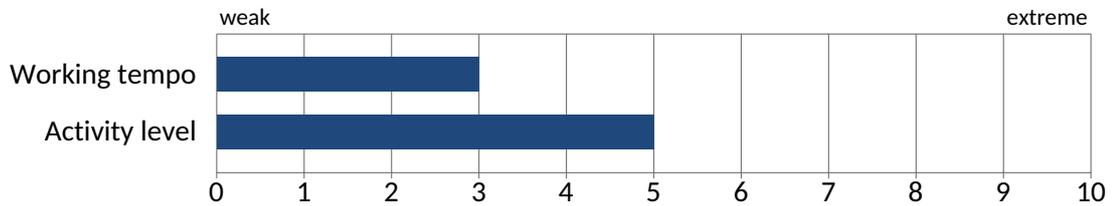


Mr. Mustermann works in response to individual requirements, and is flexible. Reacting to new demands is more important to him than order and system. He knows that certain details can be important. However, he is not interested in going into all the details.

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

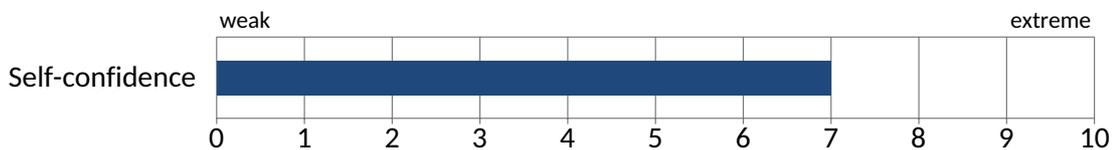
The CAPTain compact® has determined the following typical behaviour patterns for Mr. Mustermann:



Mr. Mustermann is one of those people who prefer to work quietly. He does not want to be rushed, and prefers to take the necessary time for each work step. He often has several different things running parallel. He loves a dynamic working atmosphere.

Self-confidence

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



Mr. Mustermann displays self-confidence. He is sure of himself and his abilities, and he does not allow doubts of his competence to arise in the first place if he can avoid it.

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 capable of asserting himself. But he is not concerned with his personal ideas: he is soon prepared to put these aside in order to focus on the matter at hand. He is capable of leading the team, but he doesn't always make his own position clear.

Mr. Mustermann attracts a lot of attention in the group, it's true, but he doesn't consistently introduce his own ideas. The fact that he has a strong communicative presence may mean that others even find him to be dominant. But he is actually more interested in getting attention for himself or for a subject than in asserting his personal ideas.

Mr. Mustermann has a decisive manner; he wants to be successful. He pushes things ahead energetically and points the way for others.

Mr. Mustermann is suited to a management position where he can adopt a clear role as leader and can use his decisions to indicate the direction the team should take, but otherwise doesn't need to pay too much detailed attention to what his staff actually do.

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 contents himself with rough information and acts according to the situation. This means that he can respond very quickly to current requirements. This is good for someone who frequently has to deal with different tasks and has to ensure that the processes don't grind to a halt. But this approach is not well suited to tasks that call for care and structure.

Contact and communication

He likes to be in contact with others and to be the centre of attention. He should enjoy giving a presentation to a group or being the group spokesman. A work environment involving little communication would not be suitable for him.

Mr. Mustermann has very high team potential. He seeks a sense of community and wants to work with others.

Initiative

If he cannot pursue any ambitious goals, his motivation may soon decline rapidly.

He needs tasks where he can achieve something personally and get ahead at work by means of ambition and commitment.

He has the courage to take things into his own hands.

Mr. Mustermann makes fast decisions without thinking too long. In the process, he doesn't take possible risks into account. If any decision is better than no decision, or if a wrong decision can easily be corrected, this approach is acceptable. But things may become critical when decisions fraught with risk need to be taken.

He can be expected to make sure that assignments are quickly worked through. In the process, he pays less attention to quality and safety, and accepts that subsequent adjustments may be required.

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

- believes he is considerably more active in asserting his ideas
- believes that he pays much less heed to his superior's ideas
- thinks he works in a much more ordered and systematic fashion
- thinks his working style is substantially faster 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.

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!