



smart. valid. preferred.

shapes (management)
measurement of competencies
participant report

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Online Assessment



Guidelines for usage of the report

This profile summarizes the results of the questionnaire shapes which you recently have completed. The report outlines your strengths and development needs. It focuses on the most significant results. Your answers have been compared with a large group of persons with a similar professional background. On the basis of this comparison a benchmark profile is generated indicating which strengths you can build on in comparison to others, and which competencies you need to take care of to ensure long-term professional success.

The aim of the report is to give you ideas for your professional and personal development. Of course, your personal development needs depend on your ambitions. Not every competency has the same importance for all positions. Base on your strengths, but keep in mind those factors which, on a long term, could create serious problems or hindrances in your professional life. When reading the report, please keep in mind that all results are based on your questionnaire answers.

Based on your personal results of shapes you will find a few suggestions in this report in order to change your behavior by trying certain activities. You will not find any references for literature or seminars, but small concrete steps which you can perform on your own or together with your manager, colleagues or friends. The development tips take, based on the results, into account which way of learning is presumably the most effective for you.

When you ask successful managers about what contributed most to their own professional and personal development, almost all will mention significant challenges and hardships in their career. You tend to learn most intensively when you are forced to do so by unusual circumstances, when you are urged to leave your comfort zone and try new behaviors and approaches.

A successful development process consists of two essential components. The first component is to understand the steps and measures that need to be taken to change one's own behaviour. The second component is the actual training process, i.e. learning new behaviors or attitudes in different situations and settings. Only the combination of both components will lead to successful and permanent change.

Your results

This you can build upon:

You appreciate it if you can see your work integrated into a larger strategic connection. Even if you at times lose track of the long-term strategic perspectives during your everyday work, you try to pursue ambitious plans and goals for your area of responsibility. You usually take a broad range of factors into consideration which influence your work and your area of responsibility.

You analyse information and data very efficiently, and usually quickly recognise the core of a problem. Only with very complex contents, you do need some time in order to reach accurate conclusions. In general, you develop a very comprehensive overview of a topic and judge things in a reasonable, well-balanced and realistic manner.

You consider yourself to be very experienced in your professional area, and try to constantly be up-to-date. With your work, you can use your professional knowledge very effectively for solving problems and reaching goals.

This you need to be aware of:

You strive to find a middle ground between a pragmatic method and the best-quality solution. You thoroughly consider the financial aspects and keep the possible risks in mind. However, you could better concentrate your energy on achieving the set objectives.

In your specialist field, you normally have a calming and competent effect, which enables you to act as an example to your colleagues in hectic times. In your familiar environment, you remain generally positive and understand the reactions of others relatively well, which means you are able to encourage others even in stressful times. However, if you are under pressure in new, unfamiliar situations, you are really unsure or nervous and can only impart a feeling of confidence to your colleagues to a limited degree.

You place relatively high demands on your own achievements and those of other people and try to conclude plans and projects efficiently. You strive to find a good middle ground between a pragmatic, target-oriented manner and the best-possible solutions. Within the rules and regulations of the organisation, you are happy to use the existing scope for organising work.

Norm group: Middle Managers

Development activities

Try this:

Make a list of all the teams and groups in which you work together with others. How would you describe your own role in these groups? How much have you contributed in organizing and driving forward the group? How much energy do you devote to each individual? How much are you really interested in them?

When you are in the process of solving a problem at work, ask your employees for their opinion thereby including them in the solution process. Encourage them to draw on their own experiences and knowledge and use their input in a positive way to enable discussions and debates.

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