HR DIAGNOSTICS
IDENTIFYING TALENT

MANAGE   Z 108   PR 79

DIMENSIONS	Z		PR
Logical Reasoning	107		77
Applied Problem-Solving	111		86
Leadership Potential	103		61
Leadership with Integrity	95		32
Assertive Leadership	92		20
Self-reliant Leadership	105		69
Performance-oriented Leadership	109		82
Positive Leadership	111		87
Open Leadership	98		43
Self-confident Leadership	96		33
Energising Leadership	107		76
Career Striving	103		60
Social Competence	100		51
Sense of Superiority	99		48
Dominance	78		2

Z (Z-Score): Standard score in value range 70-130 (M=100, SD=10); PR (percentile rank): Share in reference group with a score that is at most as high. For more information on result interpretation, see the last page of this report. Please note that understanding the indicators in this report is a prerequisite to interpret results properly.

Logical Reasoning

Z 107 PR 77

The syllogisms examine a sub-facet of cognitive verbal skills: the ability to draw formal-logical conclusions correctly. Candidates with high scores in this procedure are capable of logical and formal abstract thought. They are able to process information they are presented with and to arrive at the correct conclusions.

The candidate was able to quickly draw correct logical conclusions from the information given. Complex verbal content poses no problem for him/her due to his/her advanced deductive and inductive problem-solving ability.

Applied Problem-Solving

Z 111 PR 86

Candidates with high scores in this dimension are able to analyse and solve complex numerical, verbal and graphical problems quickly and accurately. They find it easy to stay focused at the task at hand and to filter out the relevant facts.

Solving the tasks relevant to the requirements of a management position, the candidate achieved a higher test score than most other candidates. He/She keeps track even if confronted with diverse and complex information, understands problems quickly, and comes to the right decision based on a correct analysis.

HR DIAGNOSTICS
IDENTIFYING TALENT

Leadership Potential   Z 103   **PR 61**

Those with high results in key leadership factors have the necessary personality structure to succeed in leadership positions. Their traits form the basis for behaving adequately and successfully in various leadership situations. The general score also indicates whether a person has the potential to be a role model and respected decision-maker that drives success in his/her respective area of responsibility.

In comparison with others, the candidate appears to already possess many of the skills required for successful leadership. The candidate is able to motivate his/her colleagues and staff and create a good and productive working environment. Nevertheless, there is room for development in some Key Leadership Factors. Above all, the candidate should ponder the weaker dimensions and think about how training could advance his/her development even further, either on his/her own or with a partner in the field of HR
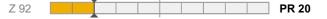
Leadership with Integrity   Z 95   **PR 32**

The dimension of leadership with integrity describes a management style marked by loyalty, appreciation, and discretion. Individuals with high scores in this dimension show consistency and act as role models for their staff. They give their staff instructions in good time, and they handle their authority responsibly. Their attitude is always marked by respect for their staff, colleagues, and superiors.

The candidate has described himself/herself as someone who is willing to take risks to achieve his/her goals. He/She pushes the boundaries in order to drive an idea or an objective forward. He/She keeps control over the available information and generally only passes it on to those who need it for their work. He/She quickly grasps how he/she can achieve his/her goals and acts according to the maxim "the end justifies the means". He/She ensures that he/she doesn't get caught up in difficult situations. His/her performance is important to him/her and he/she can quickly lose both his/her temper and nerve if he/she feels that things are not progressing as desired.

Assertive Leadership   Z 92   **PR 20**

The dimension of assertive leadership captures the desire and aspiration for direct influence. Individuals with high scores in this dimension like to take responsibility for important projects and have a direct and clear management style, distinguished by the responsible handling of authority. Decisions are a major part of everyday management. Sometimes, these have to be made regardless of the opinions and wishes of others. A firm approach to making unpopular decisions and dealing with resistance are key demands on a manager.

The candidate describes himself/herself as someone who likes to stay in the background and values a harmonious working atmosphere. The candidate finds it somewhat unpleasant to make decisions on his/her own and prefers to discuss them with others. The candidate keeps his/her opinions to himself/herself and does not like to be in the spotlight. Conflicts with staff are a stress factor for the candidate and he/she finds it quite difficult to address uncomfortable truths, e.g. the substandard performance of a member of his/her staff. It is important to him/her that his/her staff sees him/her as a contact person and friend and the candidate tries to avoid the role of the unpopular leader.