EXCELLENCE_p

The personality profile

John Doe

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XLNC® LEADERSHIP

www.xlnc-leadership.com

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1. Introduction

Dear Mr Doe,

You are now about to explore your XLNC_*p* personality profile. You have recently completed the questionnaire on values, motives and behavioural preferences. You will find the result in this evaluation.

It is important for us to stress that the evaluation does not represent absolute and unchangeable truths. Even though motives, values and behavioural preferences are rather stable factors influencing our behaviour, individuals are quite capable of adapting their behaviour to the situation. The evaluation is a valuable snapshot that can be an important tool in your further development. The XLNC_*p* personality profile offers you the opportunity to reflect on your own personality structure in all its complexity and to find explanations for your own behaviours – and also for internal contradictions.

The goal of the questionnaires

The XLNC_*p* personality profile gives you information about ›inner motivating forces‹, some of which you are born with and some of which are shaped very early in life. The XLNC_*p* profile differentiates between motives, values and behavioural preferences. This results in very ›typical‹ behaviour patterns for you and these can explain possible ›natural‹ preferences for your leadership behaviour. Reflective leaders have the opportunity to better understand their own (leadership) behaviour and to initiate a targeted individual development at a high level.

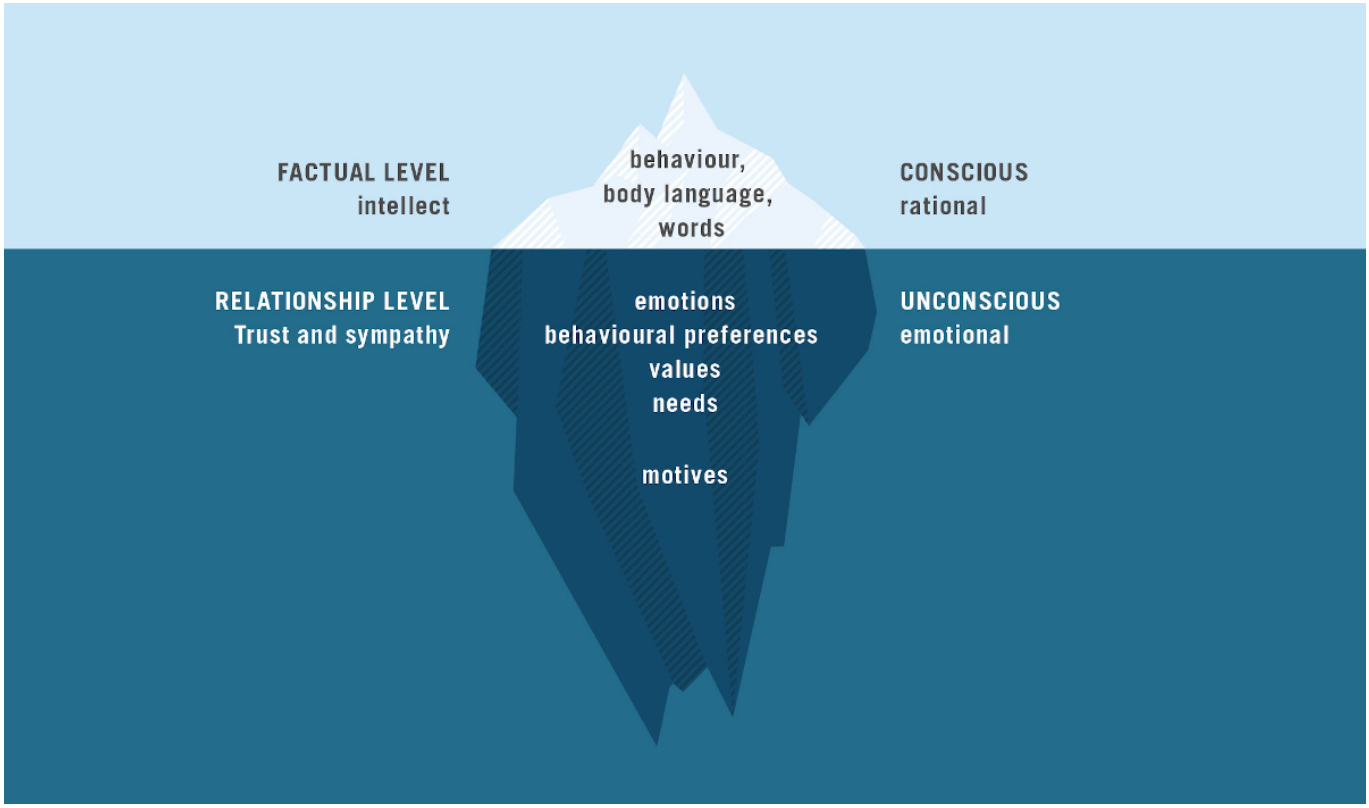
The pages that follow provide an overview of the relationships between personality, leadership styles, system climate and company success. In addition, you will find specific explanations of the constructs measured in the XLNC_*p* personality profile. Finally, your individual results are presented.

2. What is personality?

Scientific research believes that successful people have good knowledge of their own personality. ›Personality‹ refers to the unique characteristics of an individual that influence their behaviour in different situations and at different times.

However, to draw conclusions about the entire personality of a person through statements or actions is not enough. Observable behaviour or statements are only a very small part of what makes up a person's personality. A much larger aspect of personality consists of unconscious components. These are not recognisable from the outside and are also partly unknown to the individual himself – not unlike an iceberg, of which only about ten to twenty percent of the actual volume is visible. The much larger and more significant part is located below the water's surface: motives, values and behavioural preferences.

The iceberg model

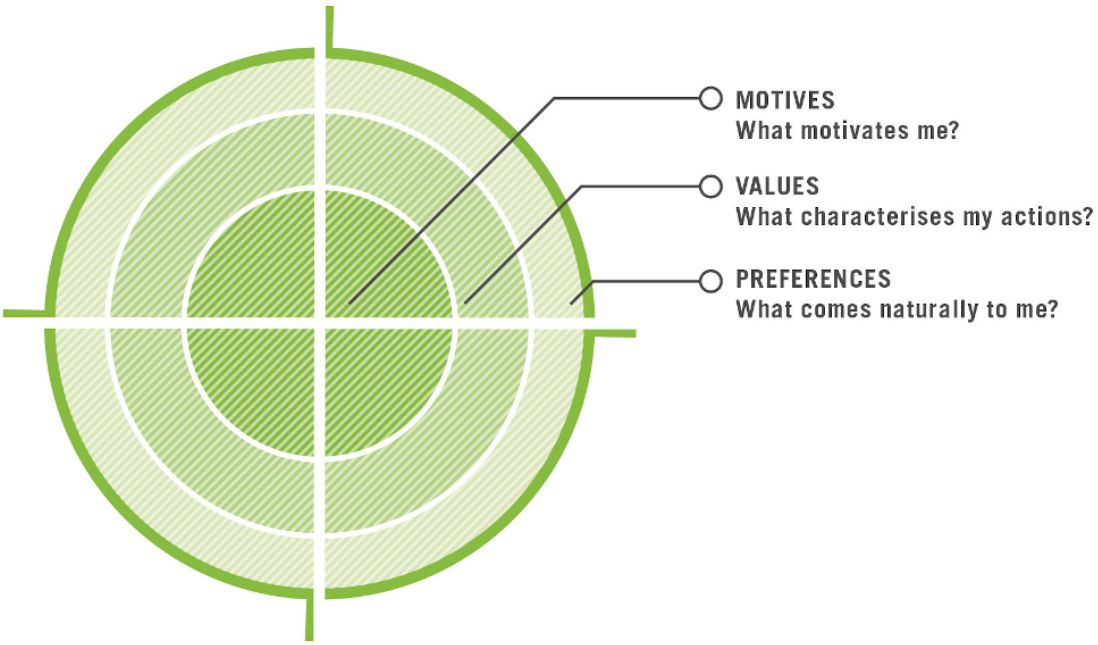


This report is intended to help you to better understand the part under the water's surface: Why do you act the way you do? Which motives and inner drivers are key? Are you able to live out your strongly developed personality facets in your current job or even beyond the professional context? Or are your inner motives and drivers perhaps even in conflict or contradiction with your values?

Knowledge of the unconscious influences of your personality helps you make better decisions and consciously choose or shape your environment. Knowledge of your own motivations and values is therefore the basis for greater job and life satisfaction.

XLNC_*p*: A layered model of personality

Following the graphic below from the outside to the inside, the XLNC_*p* tool looks at a total of four personality clusters and helps you ›target‹ your personality. Three layers fan out under each of these clusters. The outer mantle layer shows the behavioural preferences. The changeable outer core in the middle that lies below highlights socialised, explicit or learned values. The solid inner core reflects the implicit, mostly unconscious inner motive structure of a personality.

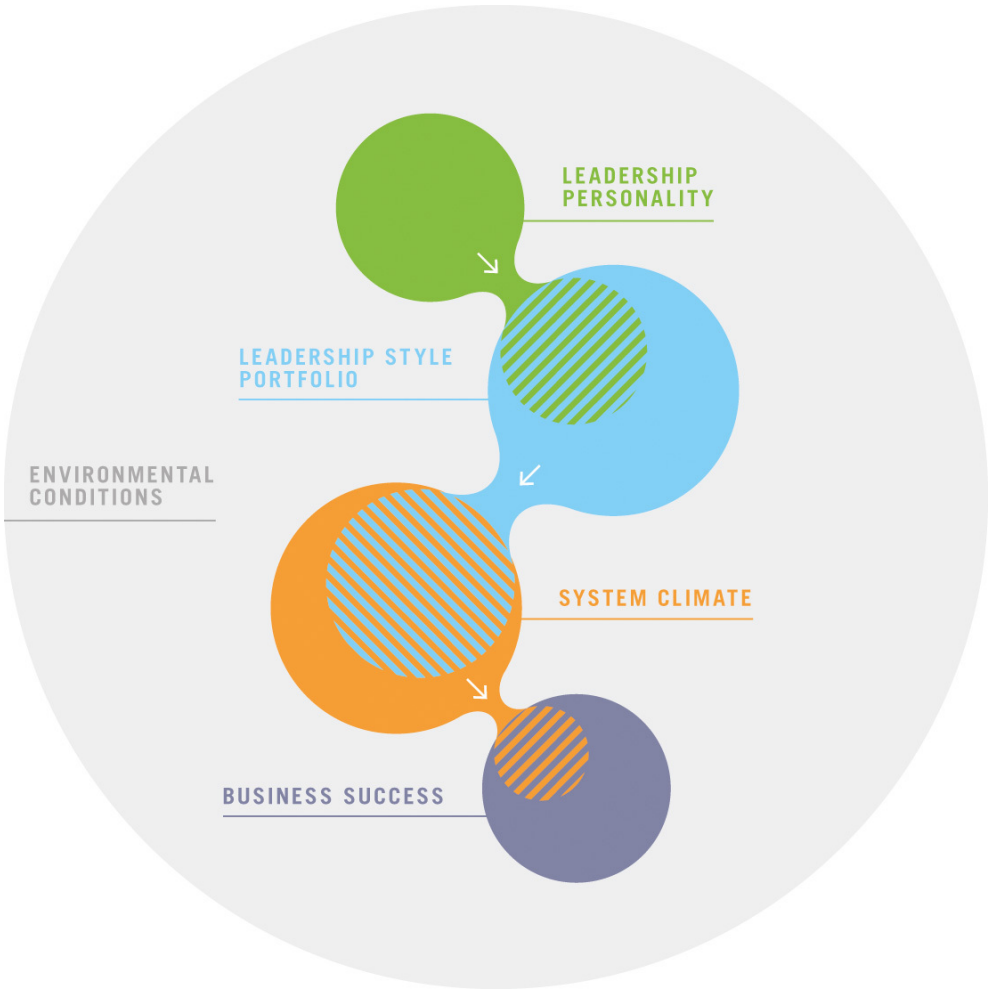


Your motives, values and behavioural preferences are sometimes innate, acquired in early childhood or socialised in the course of your development through external influences and consist of different facets. Although these three aspects of personality have different origins, there are connecting themes that we present in the form of four personality clusters.



3. The relationship between leadership personality and business success

Recent studies show that the success of a company can be significantly explained by the system climate experienced by its employees. This is influenced to a large extent by the behaviour of managers – i.e. the leadership styles used. The preference for a leadership style is in turn clearly determined by existing personality facets.



Leadership personality (= characteristics, motives),
leadership style portfolio (= behaviour)

4. Personality and leadership styles

As varied as the concrete situations and challenges in everyday professional management are, equally varied can be the specific actions of a manager to meet the challenges and act within them.

A leadership style is therefore understood to be a certain pattern of (similar) actions by which the personal leadership behaviour of a manager can typically be described. Six characteristically defined behaviour patterns, i.e. leadership styles, can be distinguished. These leadership styles represent, in different degrees, characteristic aspects of transactional and transformational leadership.

In the transactional management model, managers motivate their employees primarily by agreeing on goals, clarifying tasks and delegating responsibility. At the same time, they control performance, reward with material and immaterial benefits and sanction undesirable behaviour through criticism and feedback. It is a rather objective exchange relationship (transaction) between the employee's performance and the superior's reaction to it (e.g. with payment, praise and blame).

In contrast, transformational leadership refers to a management model in which those who are managed feel trust, respect, loyalty and admiration for the manager and thereby achieve above-average performance.



Scientific studies also show that in today's complex and changing world, aspects of transformational leadership have a major impact on business metrics such as employee satisfaction and retention, turnover, customer satisfaction and even bottom line results.

The preference and use of a leadership style are in turn decisively influenced by aspects of personality. For example, a person who has a strong attachment or relationship motive is more likely to have a participative/integrative leadership style. A high degree of the behavioural preference ›conscientiousness‹ or the value ›discipline‹ suggests a natural preference for a more directive or normative leadership style.

Awareness of the inner drivers and motives, as well as the knowledge of values that significantly influence an individual, both in the professional and private sphere, is therefore essential for the reflection and further development of one's own leadership personality.

Thus, elements of personality shape the preferred leadership styles, which in turn influences the climate of a team. This ›system climate‹ is jointly responsible for how motivated, willing to perform and effective the employees of an organisation are – and thus has a decisive influence on the success of the company.

5. Motives

What are motives?

Motives are considered the innermost building block of human identity. The motives listed in the XLNC_*p* personality profile are based on the motivation theory of renowned American social psychologist David McClelland. The motives define the implicit, i.e. unconscious, drivers of human behaviour. It is assumed that these motives are genetically predisposed or mature in early childhood development and also have a fundamental influence on human behaviour in later life. This is based on three main motives: power, achievement and affiliation.

The **achievement motive** describes the drive for competition, pursuit of success and ambitious goals. People who are highly motivated by achievement want to surpass themselves and others in quality and efficiency of performance and enjoy seeking opportunities to compare. External incentives such as profits or bonuses are not necessarily effective, as they find a good deal of fulfillment in the task itself.

The **affiliation motive** can also be described as a relationship motive. Human relationships and belonging to a group are seen and aspired to as valuable. People with a strong motive for affiliation prefer cooperation and tend to avoid competition. A positive, harmonious atmosphere is indispensable for them. For people with a strong affiliation motive, the feeling of being excluded and alone is particularly negative.

The **power or influence motive** is the inner drive to shape things, relationships, conditions and topics and to actively influence one's own life and that of others. The power motive is divided into the personalised and the socialised power motive. The exercise of personalised power primarily serves one's own goals and interests. It shapes the will to influence others in their thinking, acting and feeling in a desired direction. Socialised power is ›the motor‹ that serves a higher, common purpose. The individual power of influence is used for the benefit of third parties, rather than one's own (mentorship).

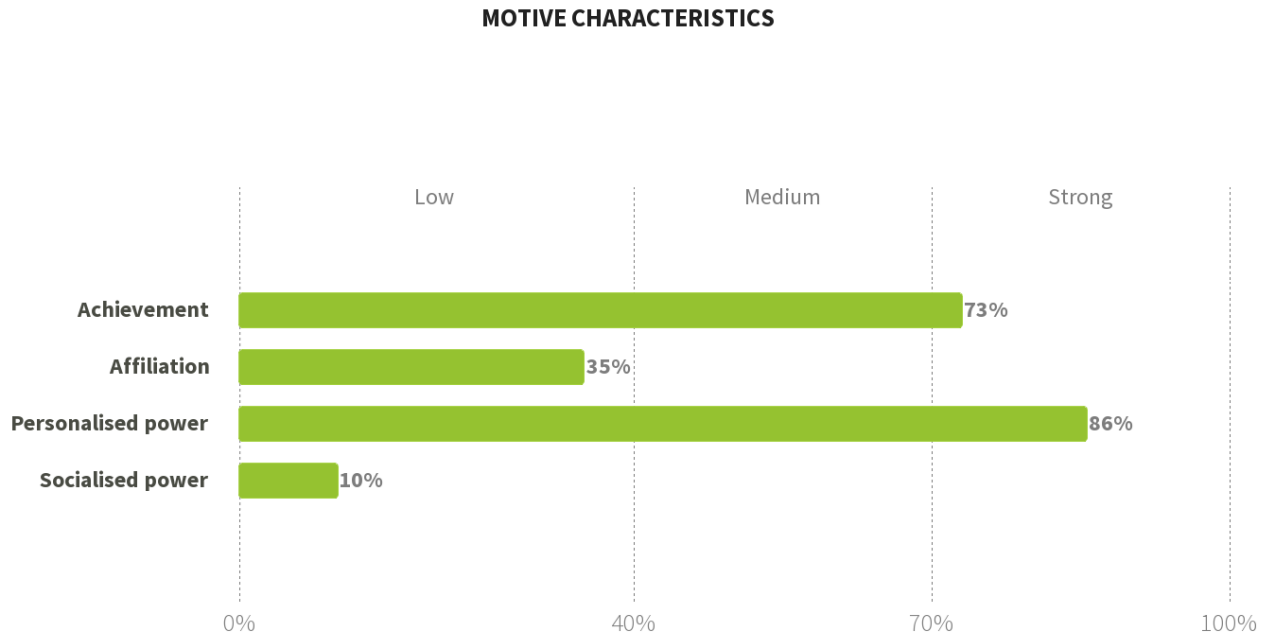
Motives according to McClelland

Achievement motive	Affiliation motive	Power/influence motive
Improvement of personal performance • Exceeding yourself • Following a self-imposed ›Standard of Excellence‹ • Achieving something unique, something new • Planning for the long term/promoting your own career	People and relationship orientation • Maintaining close, friendly relationships • Building/restoring relationships • Worrying about conflicts, separation or disruption • Preference for social, common activities	Impact and influence on others and the environment • Emphasising power (shaping, persuasion, help, control, aggression) • Impressing others, eliciting strong emotions in others • Creating (urge to shape or design one's surrounding) • Giving unsolicited support • Reputation, status

Your motive analysis: What motivates you?

Motive characteristics

The bars on the chart mark your personal motive characteristics. If a motive characteristic is 100%, it shows the maximum possible characteristic of the motive. 100% is achieved if you have consistently ranked a motive first in your answers. Zero percent, on the other hand, shows that you have consistently ranked a motive in fourth place.



Interpreting the results

In your responses on the questionnaire, the personalised power motive and the achievement motive are most pronounced.

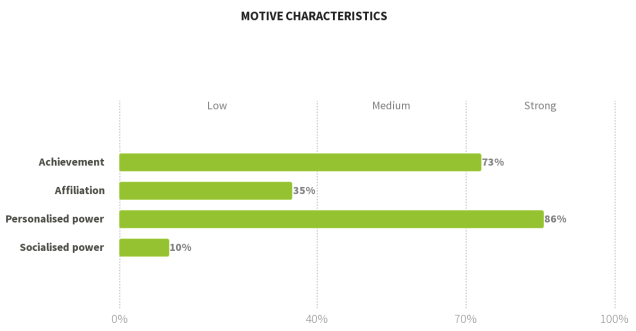
People with a highly pronounced personalised power motive tend to enjoy exerting influence over people and their environment and actively shaping the situations they are in. These people perceive their own influence on others as positive and this results in people with a high influence motive often possessing a degree of persuasion and presence, and they have a strong intrinsic drive to influence topics towards their interest.

It is often the case that people with a strongly pronounced personalised power motive are particularly able to evoke strong emotions in others and use their communication skills to influence others towards their interests and goals. A pronounced personalised power motive is frequently associated with successful career advancement and risk taking.

People with a highly pronounced achievement motive are often driven by constantly improving their own achievements. They generally set themselves challenging goals and pursue these goals consistently. Their motivation is based less on surpassing others and more on applying their own ›standard of excellence‹ and improving themselves on a continuous basis. The desire to be challenged and the accomplishment of outstanding personal achievements disproportionately drive people who are highly motivated by achievement.

People with a similarly pronounced achievement motive are often perceived as ambitious and goal-driven. Measurability and efficiency are aspects that frequently characterise the behaviour of people who are highly motivated by achievement. In leadership roles, the achievement motive tends to be accompanied by a task-oriented and demanding style of management.

Your motives in the overall profile





Interim reflection: motives

What results have confirmed my existing self-image? What results were just as expected?	
Which characteristics surprised me? What result did I expect instead?	
To what extent are my motives conducive to my current professional role?	
In which situations do I experience certain motives as hindering in my current professional role? How do I deal with them?	

6. Values

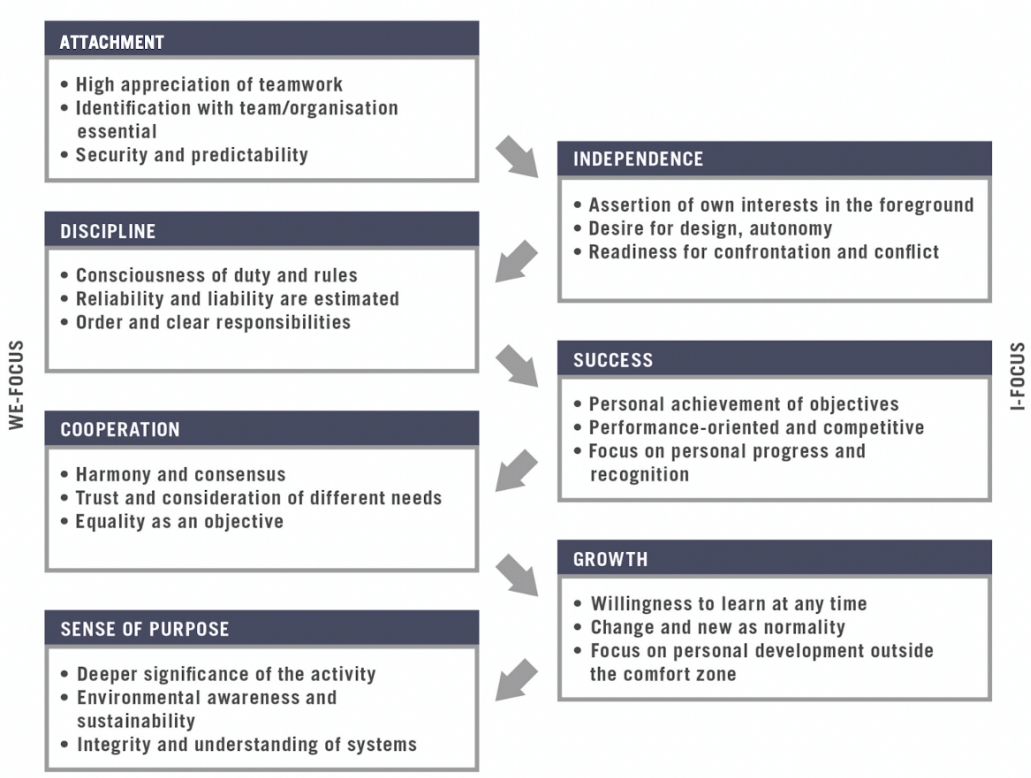
What are values?

Another important aspect in the description of human identity is the inner value system. This can be understood as a kind of individual compass that guides one's own behaviour in one direction or another. What does a person strive for – what is really important to them? The answer to this question can provide information about the yardstick by which someone measures their own (and others') behaviour and what guides their actions.

Values in the XLNC_*p* personality profile are based on the value model of Clare W. Graves. According to this model, values are created primarily in the social community, i.e. through family, cultural and social influences. If, for example, an individual striving for achievement or searching for deeper meaning in their own environment is seen as positive, this also influences one's own value compass. A person's values are to be understood as an evolving system that can change over the course of a lifetime and in interaction with the environment. New experiences or a changed social environment (e.g. new employer) can shift individual values.

Graves believed that it is part of the development of every human being to go through different value systems that focus on different aspects of life. He divided the value systems roughly into individual-oriented (I-focus) and environment-oriented (we-focus). Unlike the unconscious motives, values are therefore changeable and completely accessible to the consciousness through self-reflection. The value systems used here have been abstracted to the professional environment in the design of the tool and further developed.

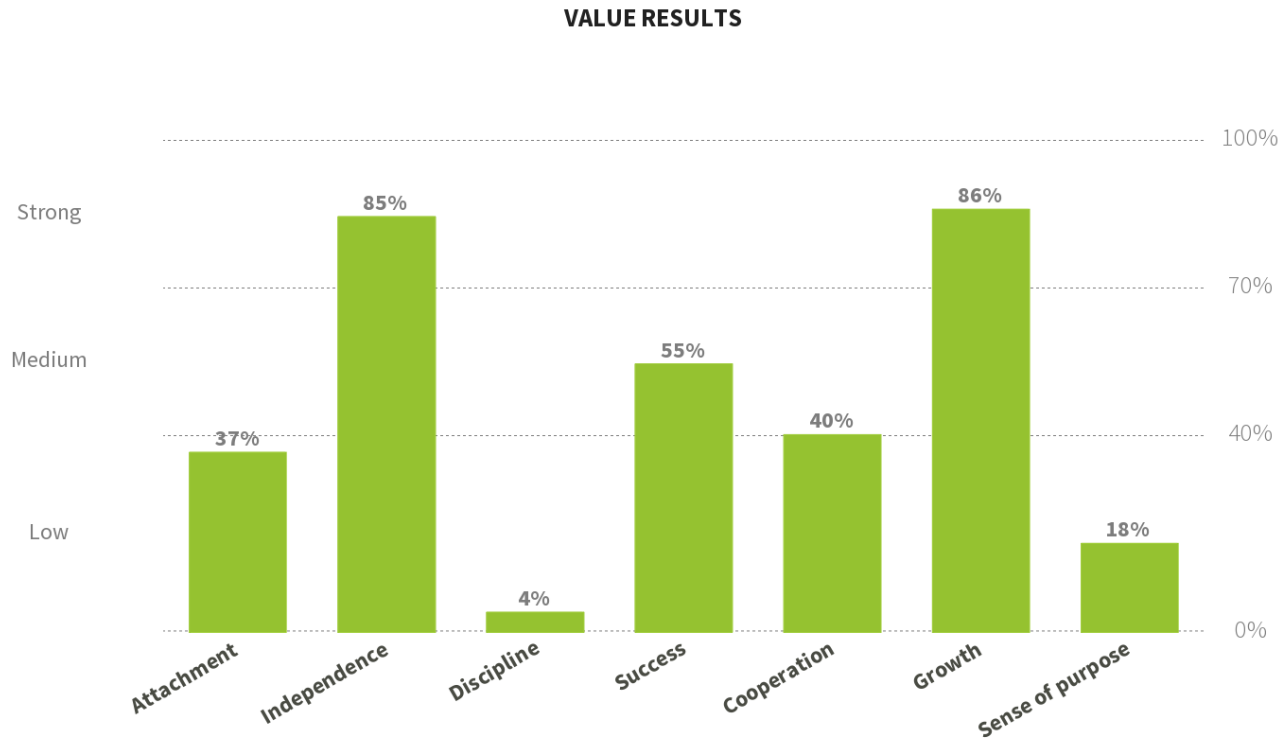
Value system according to Graves



Your values results: Which values particularly guide your actions?

Characteristics of the values

The chart shows your personal values. The higher a value is, the more it shapes your current actions. Unlike motives, values are less stable and can change depending on your frame of reference, phase of life or personal development.



Interpreting the results

Your results show that the values of growth, independence and success are most pronounced.

People with a high **growth value** (I-focus) often want to advance their personal development; their thinking tends to be long-term and strategically oriented. For people with a similarly high growth value, learning new things and leaving their comfort zone for this purpose is a worthwhile investment both in terms of personal development and for career advancement. They consider innovative concepts and flexible working conditions (e.g. working hours and location) important, as any breaking with convention offers the opportunity for development and growth. In turn, this has a positive effect on work satisfaction and may lead to interesting team dynamics in the context of leadership positions. The promotion of self-realisation at work and “thinking outside the box” are topics that are important to people with an above-average growth value – including among their employees.

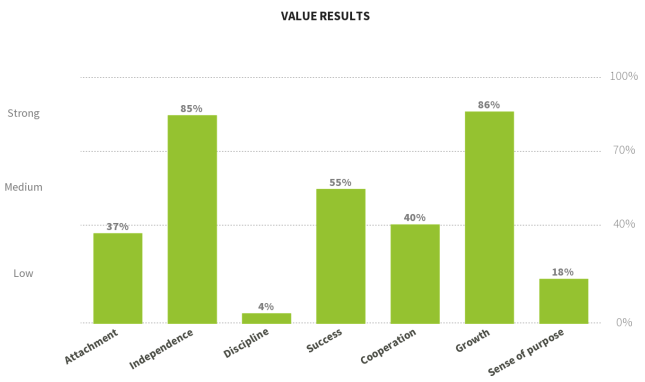
People with a high **independence value** (I-focus) are frequently perceived as strong and effective and are typically respected socially. Equally, for these people it is very important to actively stand for their own opinions and interests and to also defy possible opposition. People with a similarly pronounced independence value are typically very present-oriented and like to deal with specific issues in the here and now. A very high independence value is also often associated with a management style that confidently manages crises and generates high initiative and determination.

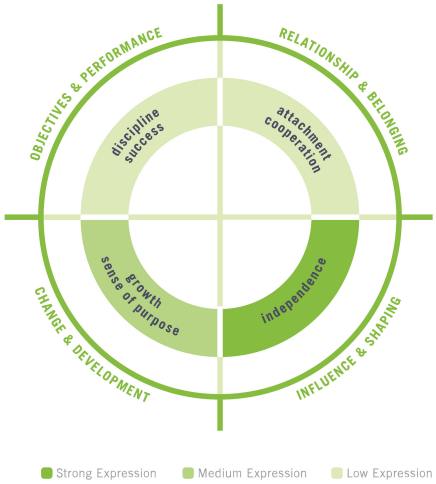
Potential for the **success value** (I-focus) indicates that set goals are typically pursued on a continuous basis, often

based on intrinsic motivation, competing with others or surpassing oneself. People with a similarly pronounced success value are generally career-focused and strive for recognition and success in certain professional situations. Organisations can also benefit from employees with this value, since they often have a high willingness to work and profit orientation. In many cases, people with a similarly pronounced success value also tend to be optimistic, which can prevent them from being deterred in the event of setbacks and resistance when pursuing goals. In the context of leadership positions, this value can be associated with a preference for the clear delegation of tasks and regular monitoring.

Your most pronounced action-guiding value systems primarily focus on values oriented on the individual, which advance your personal development.

Your values in the overall profile





Interim reflection: values

What results have confirmed my existing self-image? What results were just as expected?	
Which characteristics surprised me? What result did I expect instead?	
To what extent are my values conducive to my current professional role?	
In which situations do I experience certain values as hindering in my current professional role? How do I deal with them?	

7. Behaviour preferences

What are behaviour preferences?

The behavioural preferences described here are based on the well-established and well-researched five-factor model of personality according to Costa & McCrae. The five personality factors described in the model - Extraversion, Conscientiousness, Openness, Agreeableness and Emotional Stability - are commonly known as the ›Big 5‹. Research history has shown that the individual characteristics of the Big 5 are relatively stable over time and space and can be found in all cultures.

Each Big 5 factor is also associated with certain behavioural preferences, i.e. a natural inclination for specific behaviour. The five factors describe a person's personality and related behavioural preferences in a rough but relatively comprehensive way. Behavioural preferences are an indicator of how easy a behaviour is for someone. However, it is important to note that every person is basically capable of displaying any kind of behaviour and a behavioural preference represents only behaviour within one's own comfort zone.

As with the other personality facets of the XLNC_*p* personality profile, the individual behavioural preferences presented here merely indicate a tendency, which should not, however, be understood as an absolute, unchangeable truth and is, moreover, completely value-free. Each behavioural preference can become a strength in the right context: there is no such thing as an ideal personality.

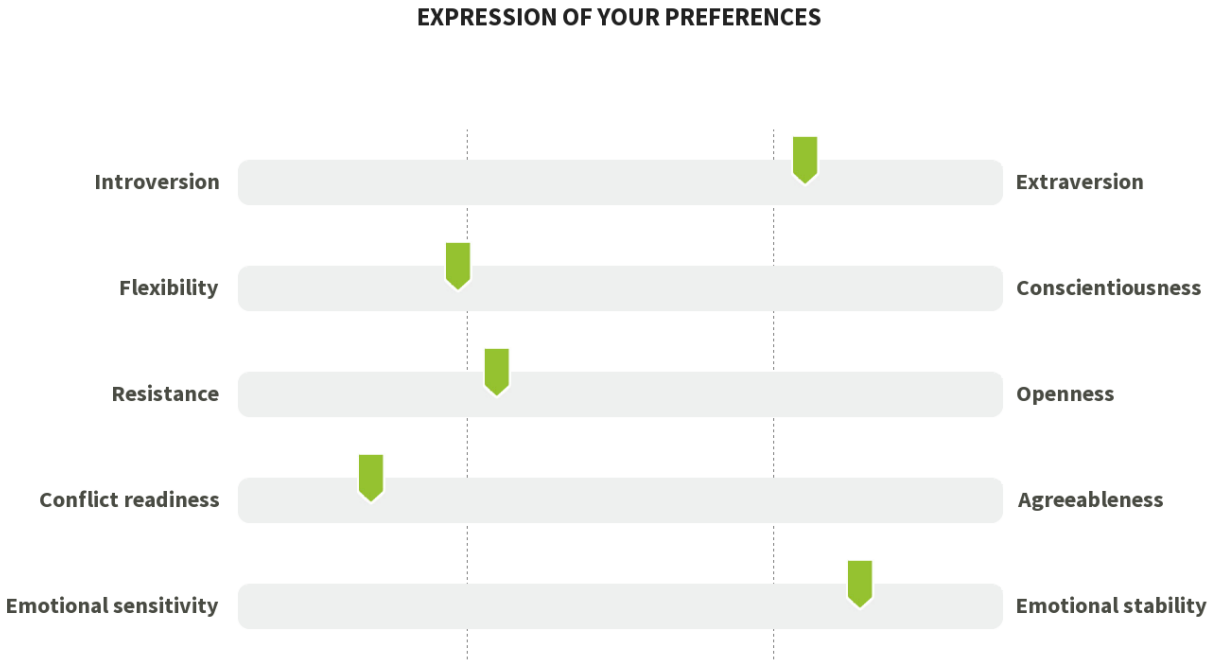
Big Five Opposites

Introversion • restrained • reflective • observing	**Extraversion** • active • communicative • outgoing
Flexibility • spontaneous • relaxed • volatile	**Conscientiousness** • detail-oriented • reliable • disciplined
Resistance • protective • tradition-conscious • safety-oriented	**Openness** • willing to change • creative/innovative • open to new things
Conflict readiness • provocative • non-conformist • confrontational	**Agreeableness** • empathetic • harmony-oriented • conformist
Emotional sensitivity • emotional • sensitive • susceptible to stress	**Emotional stability** • composed • level-headed • resistant to stress

Your expression of behavioural preferences: Which behaviour comes naturally to you?

Characteristics of the behavioural preferences

The scale diagram shows the personal expression of your behavioural preferences. The green arrow symbol locates your respective behavioural preference within a continuum. The behavioural preferences on the left side are contrasted here with the opposite behavioural preferences on the right.



Interpreting the results

Your results suggest that extroverted, flexible, conflict-ready and emotionally stable behaviour comes particularly naturally to you.

A high expression in the behavioural preference extraversion indicates sociability, communication skills and a tendency to behave in an active, optimistic manner. People with a similarly high expression of extraversion typically do not find it difficult to network at social gatherings, as they are usually talkative and confident. In general, extraverted people do not shy away from situations in which they are the centre of attention. Switching between small-talk and focused work (e.g. at the office) can actually be productive for extroverts, since they draw energy from interaction with others.

People with a high expression of the behavioural preference flexibility (opposite of the Big Five behavioural preference conscientiousness) often have a strong tendency to behave in an informal and spontaneous way. It is rather natural for these people to let things come to them and not to plan everything down to the last detail. In a professional context, people with a similarly pronounced expression of flexibility can typically adapt quickly to new situations and changing assignments, as they are able to rethink quickly and flexibly. They find easy to deal with deadlines and time-sensitive work demands, as they are generally rather carefree and relaxed and do not allow themselves to be easily stressed.

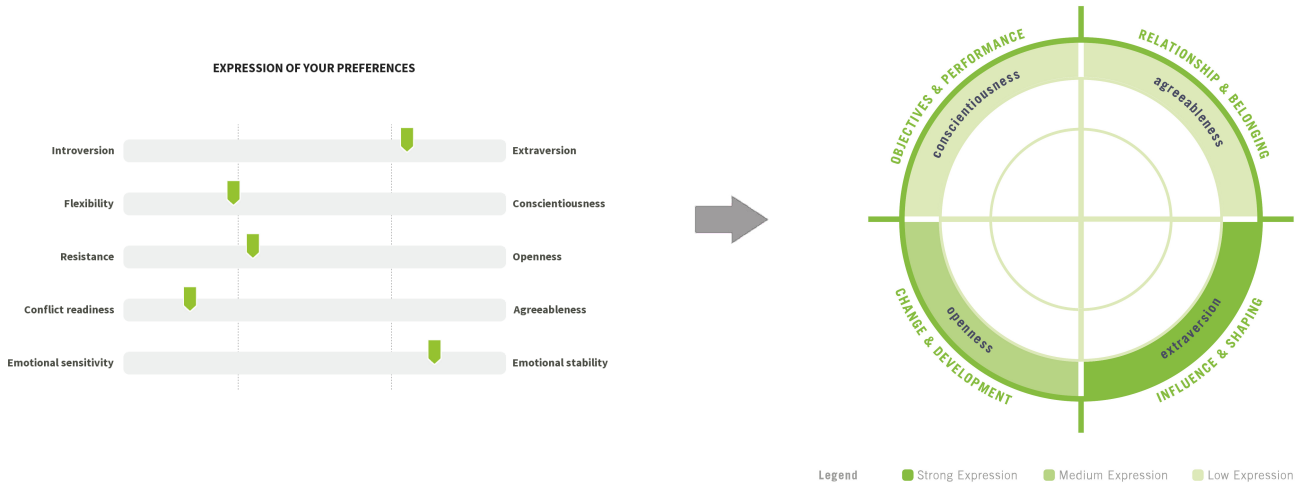
Your high expression of the behavioural preference conflict readiness (opposite of the Big Five behavioural preference agreeableness) indicates an inclination towards confrontation and non-conformity. People with a similar expression do not shy away from objecting to others and questioning the prevailing opinion. Ideally, this can contribute to a healthy culture of discussion in a professional context. In addition, conflict-ready people are often very proud and want to feel that their views are heard and taken seriously..

Your high expression of the behavioural preference emotional stability also indicates a fundamentally composed and level-headed manner. Even with a high workload and lots of demands in work life, people with a similarly high expression of emotional stability usually remain calm and do not allow themselves to be controlled by their emotions. They are typically able to maintain internal composure and are therefore resistant to stress to some degree.

Your expression of the behavioural preference openness/resistance lies in the middle and cannot be distinctly assigned to a preference. This indicates that you have no clear behavioural preference, but one of the two behavioural preferences in each case comes more easily to you depending on the situation and mood.

Depending on the situation, people with a similar expression also tend to move between both a willingness to change and intellectual curiosity and more safety-oriented, tradition-conscious behaviour (openness/resistance).

Your behavioural preferences in the overall profile



Interim reflection: behavioural preferences

What results have confirmed my existing self-image? What results were just as expected?	
Which characteristics surprised me? What result did I expect instead?	
To what extent are my behavioural preferences conducive to my current professional role?	
In which situations do I experience certain behavioural preferences as hindering in my current professional role? How do I deal with them?	

8. Your XLNC_*p* overall profile

In the XLNC_*p* overall profile, your results from the personality facets of motives, values and behavioural preferences are combined. In this report, the circle chart has been filled step by step with your characteristics in the motives (What drives you?), values (Which values guide your actions particularly strongly?) and behavioural preferences (Which behaviour comes naturally to you?).

In the circle chart, you see a division into four personality clusters, which contain common themes across motives, values and behavioural preferences:

- Objectives & performance
- Relationship & belonging
- Influence & shaping
- Change & development

If a cluster is dark green in all three ›building blocks ‹, this indicates that you have a strong personality cluster. The common themes of motives, values and behavioural preferences in this personality cluster are therefore of great importance in your life reality and very formative for your actions and feelings. A ›flow feeling‹ is often associated with the behaviour patterns from this personality cluster.

If a cluster is filled with different shades of green, this means that your characteristics in this area are not uniform. This is by no means unusual, but it does offer the opportunity to reflect more closely on the themes of this personality cluster, as sometimes unused potential or unconscious desires can come to light.



Interpreting the results

Your results show that the ›Influence & Shaping‹ personality cluster is most strongly served by your personality components. On the level of motives and values, as well as on the basis of your behaviour preferences, it is clear that this topic is very important to you.

The personality cluster ›Influence & Shaping‹ is most strongly pronounced for you. Aspects such as assertion, independence and influencing others to achieve goals is often especially important in guiding actions for influence and shaping-oriented people. They have a high degree of initiative and determination and tend towards communication skills and action. People with a focus on influence and shaping are typically able to implement their interests and goals successfully.

The personalised power motive that drives behaviour in this cluster harmonises with the action-guiding value of independence, which leads these people to actively stand for their opinions and interests (even in the event of resistance). People with a similarly pronounced cluster also generally find it easy to demonstrate extraverted behaviour and convince others with their confidence.

The personality cluster ›Objectives & Performance‹ shows a somewhat heterogenous pattern for you. The themes of this cluster combine aspects such as success, achievement and discipline. In this personality cluster, there are components that promote your objective and performance-oriented behaviour. But there are also components that are highly situational and may even inhibit your intended behaviour in some instances. Potential for conflict within this cluster may be expressed in the form of difficulties in pursuing tasks with discipline, even though you may endeavour to do so.

A heterogeneous pattern can be seen in the personality cluster ›Change & Development‹ for you. However, none of the personality components are strongly expressed for you. The themes of this cluster combine aspects such as growth, sense of purpose and empowering others to achieve goals. In this personality cluster, there are components that are highly situational. But there are also components that may even inhibit your change and development-oriented behaviour in some instances. Potential for conflict within this cluster may be expressed in the form of an unfulfilled desire to find meaning in one's own actions and constantly advance development. One's own behaviour may deviate from this since other personality components may provide stronger motivation (possibly personality clusters that are expressed in a more homogeneous manner).

The different expressions in this personality cluster are not uncommon. But they can sometimes stand in conflict with one another or with other personality clusters that are expressed in a more homogeneous manner. It can be particularly interesting to reflect on the personality components in these clusters, as unexploited potential or unconscious preferences may be brought to light.

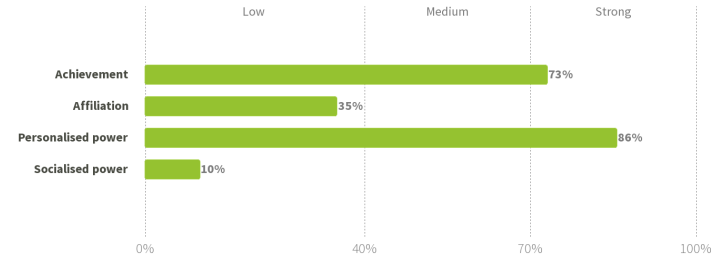
In the ›Relationship & Belonging‹ personality cluster, all three personality components are expressed weakly for you. This suggests that these motives, values and behaviour preferences do not actively drive and guide your behaviour, and you may sometimes even find it difficult to demonstrate this behaviour. People with similarly low expressions in this cluster generally find it easy to present their opinion in discussions and also question the prevailing viewpoint at times – even at the risk of being unpopular and creating tension in the team. For people with this combination of results, it is often not very important that harmony exists in the team at all times. Instead, these people try to redefine the status quo with occasional unconformity and confrontation and contribute to a healthy culture of discussion.

Overall, your XLNC_*p* personality profile indicates that you meet challenges in many different ways and that you have a broad behavioural repertoire. The topics of assertion, independence and influencing others to achieve

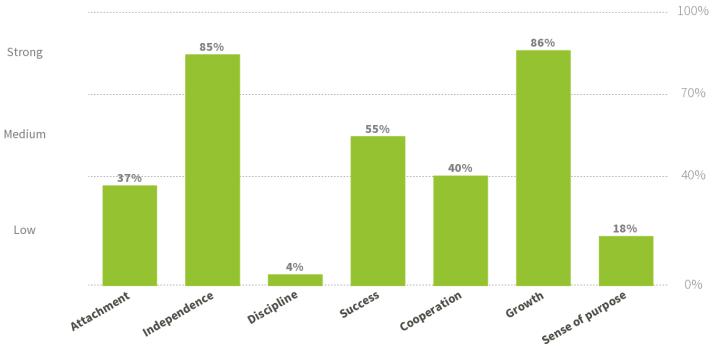
personal goals are currently of utmost importance for you.

XLNC_*p* overall profile

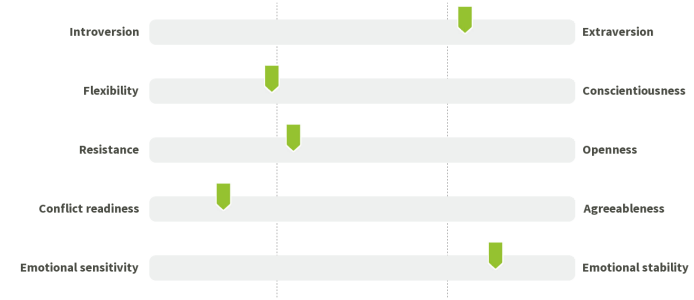
MOTIVE CHARACTERISTICS

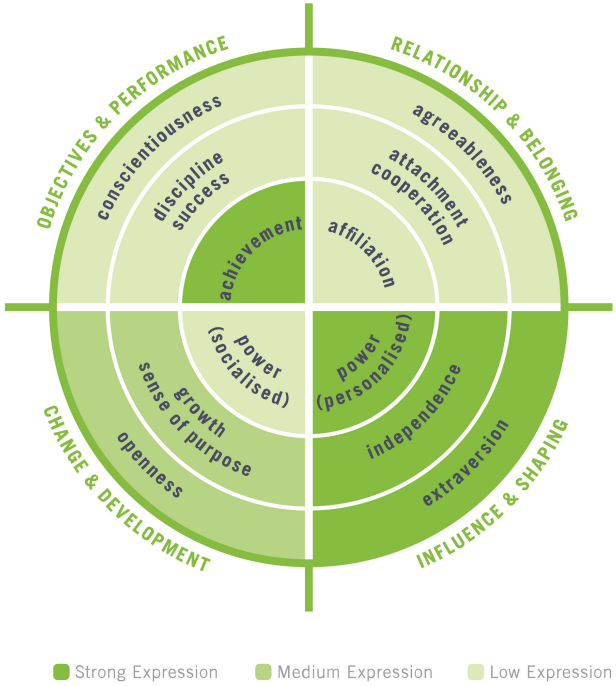


VALUE RESULTS



EXPRESSION OF YOUR PREFERENCES





9. What to do with the results

What insights was I able to gain by examining my personality?	
What personal strengths can I identify? To what extent do they influence my leadership behaviour?	
Which inner contradictions or less pronounced personality facets have become clear to me? To what extent am I also confronted with these in my everyday leadership work?	
What opportunities do I have to ›manage‹ myself when my role requires behaviour that does not correspond to my motivational and value structure? Where do I also see personal limits here?	



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