

Evaluation Study The Benefit of the Power-Potential-Profile® from the User's Point of the View

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1. Summary

The Power-Potential-Profile® is a multi-dimensional potential analysis for measuring personality and attitude variables as well as competence fields of executives or sales staff members.

In 2010, we carried out a study to evaluate the benefit of the Power-Potential-Profile® (PPP) from the point of the view of the participants. This study is based on a triple survey of 30 participants who used the PPP as a direct instrument for their further personal development concerning their professional everyday life. Those 30 participants filled out the online questionnaire and received a written report on their results and a licensed coach conducted an evaluation interview with each of them. The participants were directly surveyed one week after the evaluation interview and then once again after another 6 weeks.

The result of the study confirms the evaluation of the licensed coaches regarding their practical experience: The Power-Potential-Profile® (PPP) offers a differentiating feedback with many ideas for a further personal development in the everyday professional life.

Answering the questions of the PPP might be a little bit more time-consuming and complex compared to the questions of the usual and simple personality tests. However, with only 10% of the participants considering this test to be very time-consuming/complex (whereas 90% of the participants consider this test to be not very time-consuming or requiring a moderate expenditure of time), this rate is acceptable. The decisive aspect is that the results must be comprehensible and differentiated, only then the user will benefit from the PPP regarding his or her professional practice. And that is exactly the point confirmed by most of the participants. Moreover, there is also the positive side effect that the benefit will still vividly remain even after a long period of use. This, however, cannot really be expected in case of a pure feedback procedure. 6 weeks after the evaluation interview, 86.8% of the participants confirm a very high or a high benefit and prove this by means of specific examples. This is definitely the proof of a long-term positive effect of the PPP.

The benefit usually refers to actual changes regarding the managerial behaviour and to a growing ability to reflect the own personal and managerial behaviour in real situations. This appeals to learning on the second level, i.e., the independent assessment of different situations and the well-considered choice of adequate reactions to them. The things learnt will then also be added to the own attitude and behaviour to become more capable of acting in even new and unexpected situations.

On the other hand, the fact that the results are new to the participants (novelty value) does not seem to have any influence on the benefit. Both the participants gaining new results and also those who have gained no new results may benefit from the Power-Potential-Profile®.

A random survey with 30 participants is small, however, the triple survey and the qualitative answers will offer a first meaningful trend. For further surveys, we will raise the number of participants. Moreover, we will include external evaluations in the survey pattern. We will also analyse which changes the observers (superiors, colleagues, team members) will describe regarding the managerial behaviour of the participants.

2. The Power-Potential-Profile®

The Power-Potential-Profile® consists of three tools (modules), one to measure the personality variables, one to measure the attitude variables and one to measure the competence fields of executives or sales staff members. All three of these ranges are subsequently processed in a test procedure. It is, therefore, a multi-dimensional tool. By means of the „light“ or „medium“ versions, those tools can also be used individually or in various combinations.

Module 1: The ‚Jungian Personality Profile‘ (JPP)

The first procedure is the JPP which processes the personal preferences on four levels (The personal preferences can also be called „traits“. Traits are characteristics with a relative stability regarding the time and the situation representing an inner process or mechanism/pattern).

The four levels of the JPP are:

- Extraversion versus introversion
- Sensory perception versus intuitive perception
- Analytic assessment versus emotional (value-oriented) judgement
- Judging attitude versus perceptive attitude

By means of the result of the JPP, the participants become more capable to understand their own typical patterns of thinking and acting. Thus, their self-knowledge will be improved and a more considered use of their abilities will become possible. Moreover, the participants are made aware of people following different patterns of thinking and acting, which definitely improves the social competence.

The JPP is based on the personality theory of C.G. Jung and contains 92 items. An expert committee collected and unanimously selected those items. Preliminary studies concerning the JPP were carried out during the 90's to check the validity of the items. There are two answer formats for all items, which means this is a dichotomous process (example item: „If you have to choose between two options, will you be (A) more careful, or (B) more impulsive?“).

In a study of the University of Munich, a retest reliability of $r = .76$ up to $r = .88$ was determined. Furthermore, the objectivity, the structure and the validity were recorded.¹

¹ See the expert's report by Dr. Andreas Kastenmueller and Dr. Peter Fischer (University of Munich, chair of classic social psychology) from 31 July 2007 (published under www.powerpotentialprofile.de veröffentlicht or to be ordered from flow consulting gmbh).

Module 2: The 'Matrix for the Development of Attitude' (MDA)

The second procedure within the Power-Potential-Profile® is the MDA. The inner attitude towards six factors will be described which can be subsumed under two superior categories (authority and responsibility).

- Authority: The attitude towards the own personal authority with regard to (1) self-esteem, the (2) comprehension of independence and (3) assertiveness.
- Responsibility: The attitude towards the own responsibility with regard to the (4) emotional level, the (5) social responsibility and the responsibility for the organisation.

The theory of these six factors is based, among other things, on the pillars of self-esteem (N. Branden), on the research regarding the „autonomy of the individual person“ (P. Baumann), on the idea concerning the validity and implementation of rules (G. Ortmann), on the investigations and theories concerning the „emotional competence“ (P. Salovey), on the explanations on the term „concern“ as an element of the social responsibility (W. Schmid) and on the investigations concerning the organisational responsibility (P. Christ).

By means of the results of the MDA, the participants are confronted with their own attitude regarding the above-mentioned subjects, and this will lead to a more aware analysis of their own perception of authority, responsibility, power and influence. The investigations carried out by McClelland, among others, showed that the motive of power is an essential prerequisite for the successful creation of leadership tasks. At the same time, McClelland also indicates that the negative impact of this motive of power must be limited by the executive himself or herself in order to create a positive influence on the organisation. The MDA represents the relationship of these six factors to one another within a matrix of authority and responsibility. The positive quadrant is called „creation“. The MDA consists of 33 items. An expert committee collected and unanimously selected those items. All items are displayed on a scale ranging from 1 („not applicable“) up to 4 („applicable“) – example item: „Even if someone has to assess me in a critical way – I am always aware of my strong points.“). From 2005 up to 2007, the first preliminary test studies on the quality of the MDA procedure were carried out. Since 2007, this procedure has been practically applied in the course of the Power-Potential-Profile®. In 2010 / 2011, the tool was analysed and revised by teme GmbH (test institute for measuring methods) in Vienna and the selectivity of some items were optimised. The internal reliability according to Cronbach Alpha is between .66 up to .81.² depending on the respective factor.

² See: „The Quality of the MDA“, a study of the teme GmbH, 2011, to be ordered from flow consulting gmbh and published on the website www.powerpotentialprofile.de

Module 3: The 'Future Skills for Leadership' (FSL) and 'Future Skills for Sales' (FSS)

The third procedure is the FSL or FSS. The FSL measures the skills for leadership; the FSS the skills for sales. Those skills are evaluated by means of the observations made by the participants themselves concerning their behaviour and optionally assessed by colleagues, superiors and staff members with the aid of several items (therefore, this process can also be applied as a 360-degrees-procedure). The FSL contains 35 items and the FSS 69 items. The FSL processes 7 factors (target orientation, ability to motivate, conflict mediation, success control, team spirit, ability to communicate and to innovate); regarding the FSS, there are 12 factors (a closely connected and business-like way of thinking, customer orientation, ability to handle stress, to discuss, to present and to make deals, customer relationship, ability to learn, team spirit, work organisation, success control). The items were gained empirically by questioning several practical groups (120 executives or sales employees of several companies) divided into focus groups of 6-12 participants regarding the subject „Define a successful executive/manager (a successful sales staff member)?“. An expert committee consisting of coaches and trainers for executives/managers and sales personnel from different companies sorted the answers into competence clusters and then developed the respective items. All items were displayed on a scale ranging from 1 („absolutely not applicable“) to 5 (definitely applicable“) (example item for FSL: „I make sure that all team members will receive the necessary information which they will need to fulfil their allotted tasks; example item for FSS: „I can always think of something to make a good deal.“). The expert's report by Dr. Andreas Kastenmueller and Dr. Peter Fischer from 2007 determines values of .61 to .81 concerning the internal consistency. Moreover, the structure, the objectivity and the validity were analysed.³

Application of the Power-Potential-Profile® Tool

During the Power-Potential-Profile® application, the participants will subsequently fill in all three measuring procedures online on screen. The external evaluation, for example by a superior or by means of a 360-degrees feedback by superiors, colleagues, staff members or customers for the third module, the FSL or FSS will also be filled in online. All three measuring procedures are independent from each other and will therefore ensure three results to be summarised in a result report.

The interpretation of this result report will take place during an evaluation interview between the coach and the executive by establishing a connection and a reference between the three results with regard to the respective professional situation of the executive. The participant will receive a feedback concerning his or her personality, attitude and competence and regarding the interactions between these

³ See expert's report by Dr. Andreas Kastenmueller and Dr. Peter Fischer (University of Munich, chair of classic sociopsychology) from 30 January 2007 (published under www.powerpotentialprofile.de or to be ordered from flow consulting).

three levels. The coach then develops individual advancement suggestions together with the participant on the basis of those results and regarding the goals set by the participant.

The Power-Potential-Profile® will only be applied in connection with an evaluation interview held by a licensed coach. The licensing procedure will be carried out by flow consulting gmbh. At present, there are 96 licensed coaches in Germany, Austria, Switzerland and in the United States. You can find a list with the names of these coaches on the website www.powerpotentialprofile.de or www.powerpotentialprofile.com.

3. Aim and Procedure of the Evaluation

What is the benefit of the Power-Potential-Profile® (PPP)?

By means of this study realised as a survey of participants, we want to analyse how the participants evaluate the Power-Potential-Profile® regarding its application in their everyday professional life.

There are already many positive both oral and written references by PPP coaches, customers and participants concerning the benefit of this tool. However, these opinions are usually recorded at random and are, therefore, not systematic. By means of this study, we now want to systematically analyse how the participants evaluate the benefit of the PPP on a short-term and medium-term scale: Which sustainable effects are caused by the PPP? How do the participants assess the handling, comprehensibility and the practical application regarding this tool? What is the benefit of the PPP?

In order to find this out, it will not be sufficient to simply observe and to question test persons within an experimental situation. In the course of this study, we rather have to reach the participants applying the tool in a practical environment and who are therefore able to evaluate the benefit of it due to the respective individual objective.

Thus, the data collection is of course not quite representative. Usually, there are not many participants and executives, in particular, who are willing to participate in such a survey. Therefore, we carried out a random survey for which we could gain 30 participants which is already a good quantity for a qualitative random survey. Moreover, we had to consider the influence of external factors regarding the interpretation. Thus, the result will of course not only be influenced by the tool itself, but also by the interviews held by the coach and the participants. This, however, will also happen in practice. The participants are usually not able to clearly distinguish between the effect of the tool and the interaction of the tool with the intervention of the coach. Since the PPP is always applied in connection with a coach intervention, this link will be appropriate for the validity of the results because there is no separate effect. The quality rules for the licensing and application procedure of the PPP require that the tool is only allowed to be applied in connection with a coach intervention. During the licensing procedure, the coaches train the appropriate interpretation of the feedback skills to ensure a permanently high standard of quality for the application of the PPP.

Qualitative Study with Triple Survey

30 participants were questioned who had filled in the Power-Potential-Profile® (PPP) during a professional further education course (leadership seminar or coaching situation).

Each participant was then surveyed three times: directly after the evaluation interview regarding PPP, one week after this interview and then again after another six weeks. The evaluation interview for the Power-Potential-Profile® was always connected with a subsequent coaching session, consultation or with a leadership seminar. Trained interviewers who were not part of the coaching context carried out the survey.

The questions included the following criteria:

- Expenditure of time/Complexity
- Result (comprehensibility, novelty value, practical application, benefit)
- Fields of application

Period of Realisation and Participants

The PPP coaches were informed in detail on the aims of the planned data collection and asked to kindly ask their PPP participants with whom they were working in 2010, if they would take part in the survey. We were able to include 30 participants in the survey of 2010.

The participants were between 20 and 50 years old, 22 of them were male and 8 were female. They worked in the following lines of business:

- Banking/finance/insurance (1 person)
- Manufacturing/production (2 persons)
- Trade unions (1 person)
- Wholesale and retail trade (2 persons)
- Engineering/technical professions (1 person)
- Logistics/transport/storage (1 person)
- Marketing (3 persons)
- Public services /administration (2 persons)
- Adult education (5 persons)
- Pharmacy / biotechnology / chemistry (5 persons)
- Apprentice (1 person)
- Associations/clubs (2 persons)
- Sales (2 persons)
- Science (2 persons)

12 participants (still) have not been in a managerial position, they were senior specialists and/or young managers. 18 participants were executives (9 of the lower management, 9 of the middle or upper management).

4. Handling – Situational Application - Comprehensibility

56.7% of the participants assessed the expenditure of time to fill in the questionnaire and its complexity as very low or low, 33% as average. The situational application was evaluated as very high or high by 66.3% and as average by 30%. 50% assessed the comprehensibility of the results as very high and 43% as high.

It is of course much more time-consuming and complex to fill in a questionnaire for a multi-dimensional tool with more than 150 items than filling out a one-dimensional and simple tool with just a few items. On account of the conversion of the PPP questionnaire to the Web2 Technology (display of only one question and the automatic display of the next question after having answered the one before by a mouse click), the **handling** has become much easier compared to the first internet version, even if a differentiated and multi-dimensional tool like this one can never be handled in a simple way. Therefore, a rate of just 10% of the participants evaluating the expenditure of time and complexity as high is already an acceptable result (see illustration 1).

Expenditure of time/complexity, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very low	2	6.7	6.7	6.7
Low	15	50.0	50.0	56.7
Average	10	33.0	33.3	90.0
High	3	10.0	10.0	100.0
Total	30	100.0	100.0	

Illustration 1: Expenditure of time/complexity to fill in the questionnaire

The result is similar concerning the **situational application**. A theoretically founded questionnaire can never take into account all professionally relevant situations, particularly not, when the questionnaire is filled in by different persons working in different lines of business and functions. It can, however, be presented for a specific line of business or for a specific organisation; but it then will hardly meet the requirements of a general validity. Therefore, we are absolutely content with a rate of only 3% of the participants assessing the practical application as low and 30% as average (see illustration 2).

Situational application 1, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	3.3	3.3	3.3
Average	9	30.0	30.0	33.3
High	19	63.0	63.3	96.7
Very high	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Illustration 2: Situational application regarding the questions of the PPP

The **comprehensibility** of the results is very important for the benefit, because only if the participants are able to comprehend the result, they will benefit from it regarding their own further development. A rate of 93% of the participants evaluating the comprehensibility as very high indicates that the results of the Power-Potential-Profile® are well understood and very comprehensible (see illustration 3). The high correlation with the practical application (significant correlation from ,365 to ,527) and with the question „helpful for personality, attitude and competence“ (significant correlation of ,528; see illustration 4) confirms that the comprehensibility is decisive.

Comprehensibility, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	3.3	3.3	3.3
Average	1	3.3	3.3	6.7
High	13	43.3	43.3	50.0
Very high	15	50.0	50.0	100.0
Total	30	100.0	100.0	

Illustration 3: Comprehensibility of the results of the PPP

Correlations

		Comprehens. result	Novelty result	Practical application1	Practical application2	Practical application3	Helpful Personality
Comprehens. Result	Pearson Correlation	1	-.073	.427*	.527**	.365*	.528
	Sig. (2- tailed)		.702	.047	.003	.047	.003
	N	30	30	22	29	30	29
Novelty result	Pearson Correlation	-.073	1	-.154	-.035	.225	.113
	Sig. (2- tailed)	.702		.495	.859	.233	.560
	N	30	30	22	29	30	29
Practical application 1	Pearson Correlation	.427	-.154	1	.481*	.545**	.450*
	Sig. (2- tailed)	.047	.495		.027	.009	.041
	N	22	22	22	21	22	21
Practical application 2	Pearson Correlation	.527**	-.035	.481*	1	.609**	.395*
	Sig. (2- tailed)	.003	.859	.027		.000	.034
	N	29	29	21	29	29	29
Practical application 3	Pearson Correlation	.365*	.225	.545**	.609**	1	.537**
	Sig. (2- tailed)	.047	.233	.009	.000		.003
	N	30	30	22	29	30	29
Helpful Personality	Pearson Correlation	.528**	.113	.450*	.395*	.537**	1
	Sig. (2- tailed)	.003	.560	.041	.034	.003	
	N	29	29	21	29	29	29

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed)

Illustration 4: Correlation of comprehensibility, novelty value, helpful and practical application

5. Novelty Value

An essential motivation for the participants to fill in a potential analysis is the fact to learn something new about themselves. However, from the customer's point of view (an executive of the personnel department in most cases), the benefit of such an analysis will mainly consist of the practical application: What did the participant learn, change or put into practice? (see page 14). The Power-Potential-Profile® describes individual dispositions, attitudes and competence. Does the participant receive any suggestions to further develop his or her personality and competence? If this is the case due to the facts known, this will be as positive as if the same happens due to completely new insights. Of course, the participants will accept the tool much easier, if the results also offer them something new. Therefore, we asked the participants to evaluate the novelty value. For only a few of the participants (13.4%) the novelty value was very high or high. For most of them, the novelty value was average (60%). The study confirms our claim that the novelty value is not decisive for the practical application. There is no correlation between the novelty value and the practical application and no correlation between the novelty value and the evaluation, if the results are helpful for the personality, attitude and competence (see illustration 4). Thus, it can be stated that the benefit for the participants will be generated independently from the novelty value.

The qualitative results reveal that for those participants more strongly emphasising the novelty value, the self-knowledge and self-affirmation are the decisive benefits of the PPP, for example:

- „I draw conclusions about my own behaviour.“
- „I have a guideline to improve myself.“
- „It is a basis to better understand myself.“

The benefit of other participants, however, evaluating the novelty value as less high (average novelty value), were the following direct changes:

- „In a discussion with my team members, I am much more aware of my reactions.“
- „I am more able to listen to other people.“
- „Now, I know much better how to deal with my colleagues.“

Novelty value, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	8	26.7	26.7	26.7
Average	18	60.7	60.0	86.7
High	2	6.7	6.7	93.3
Very high	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Illustration 5: The novelty value of the results of the PPP

6. Feedback, Practical Application and Benefit

Feedback

The participants evaluate the feedback by means of the written result of the Power-Potential-Profile® as helpful for a further development of the own personality, attitude and competence. 86.6% assess the result as very helpful or helpful, 10 % as average and there is not one participant assessing the result as less helpful or not helpful (see illustration 6).

Helpful_personality, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	3	10.0	10.3	10.3
High	13	43.3	44.8	55.2
Very high	13	43.3	44.8	100.0
Total	29	96.7	100.0	
Missing system	1	3.3		
Total	30	100.0		

Illustration 6: Evaluation, if the results of the PPP are helpful for the personality, attitude and competence.

Practical Application

The practical application is decisive for the benefit of the Power-Potential-Profile®. We asked the question about the practical application three times: directly after the interview, one week after the interview, and again after another 6 weeks. The evaluation made by the participants was constantly positive. Usually, seminars or coaching measures will produce the following effect: The more time has passed since the seminar took place, the less you remember it and the less its subject is practically applicable. This is, however, not the case concerning the PPP – at least within six weeks after the procedure took place. During the first survey, the practical application is assessed as very high or high by 66.6% of the participants, during the second survey; still 56.7% assessed the practical application as very high or high and after another 6 weeks even by 70% of the participants (see illustrations 7, 8 and 9). Thus, you may say that the results of the PPP have a long-term positive effect.

Practical application 1, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	2	6.7	9.1	9.1
High	13	43.3	59.1	68.2
Very high	7	23.3	31.8	100.0
Total	22	73.3	100.0	
Missing system	8	26.7		
Total	30	100.0		

Illustration 7: Evaluation of the practical application directly after the interview

Practical application 2, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	3.3	3.4	3.4
Average	5	16.7	17.2	20.7
High	11	36.7	37.9	58.6
Very high	12	40.0	41.4	100.0
Total	29	96.7	100.0	
Missing system	1	3.3		
Total	30	100.0		

Illustration 8: Evaluation of the practical application one week after the interview

Practical application 3, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	3	10.0	10.0	10.0
Average	6	20.0	20.0	30.0
High	14	46.7	46.7	76.7
Very high	7	23.3	23.3	100.0
Total	30	100.0	100.0	

Illustration 9: Evaluation of the practical application 6 weeks after the interview

Benefit

There is the same tendency regarding the assessment of the benefit: During the first survey, 83.3% of the participants evaluated the benefit as very high or high, during the second survey 80% and even 86.8% of the participants after another six weeks (see illustrations 10, 11 and 12).

During the first survey directly after the interview, we asked the participants about the purposes for which they suppose the PPP is used. The answers mainly referred to the following subjects: self-reflection, improvement of the leadership skills as well as both the professional and individual further development. In the following, you can find some examples of the answers given:

- „for my personal and professional development.“
- „to be able to assess myself better, self-reflection“
- „to better know both my strong points and my weak points.“
- „to better fulfil my management tasks.“
- „for my next discussion with my team members.“

We asked about the expected benefit one week after the evaluation interview. The description refers again to these three main purposes: self-reflection, leadership skills and professional development. However, more precise examples were indicated:

- „I am able to exactly assess my present situation within my company.“
- „I know what to intensify and to what I have to keep an eye on.“
- „I can use it for my next job interview.“
- „It is very helpful to organise my tasks and my role.“
- „I am now able to ask different and better questions to clarify my management task in foreign countries.“
- „As a manager, I can better classify the behaviour of my team members.“
- „When balancing the realisation of my interests and my social behaviour, some things now become much clearer to me.“
- „How can I improve the cooperation with my team with regard to target orientation and success control?“

After six weeks, we asked how efficiently the results can be used in practice. The first benefit has, therefore, already been experienced and described. Even in this case, the term „self-reflection“ was often mentioned. The awareness of the own strong points and weak points had grown and allowed more considered actions in the professional context:

- „My degree of self-reflection has increased. Now, I can better understand my different professional roles.“
- „It encourages me to see more than the simple pattern.“
- „It increases my possibilities to live my leadership role.“
- „I have often wondered how to improve.“
- „I now check further professional options for me due to the result.“
- „It is now easier for me to trust myself, I am more aware of my personality and I am now more sure of myself.“
- „I am more sure concerning the team work and in dealing with my colleagues.“
- „I am now more patient when discussing with my team members.“
- „I am more sure in discussions and I am now more able to adapt to others.“
- „I look for feedback more frequently.“
- „I prepare more detailed information for my team members.“
- „I am now more aware of the demands on my leadership role.“

Benefit 1, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	4	13.3	13.8	13.8
High	19	63.3	65.5	79.3
Very high	6	20.0	20.7	100.0
Total	29	96.7	100.0	
Missing system	1	3.3		
Total	30	100.0		

Illustration 10: Evaluation of the benefit of the PPP directly after the interview

Benefit 2, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	3.3	3.4	3.4
Average	4	13.3	13.8	17.2
High	19	63.3	65.5	82.8
Very high	5	16.7	17.2	100.0
Total	29	96.7	100.0	
Missing system	1	3.3		
Total	30	100.0		

Illustration 11: Evaluation of the benefit of the PPP one week after the interview

Benefit 3, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	1	3.0	3.3	3.3
Average	3	10.0	10.0	13.3
High	16	53.3	53.3	66.7
Very high	10	33.3	33.3	100.0
Total	30	100.0	100.0	

Illustration 12: Evaluation of the benefit of the PPP six weeks after the interview

7. General Statements or a High Degree of Differentiation?

Some personality tools offer quite general statements as results. Thus, the meaning will be limited and this must be criticised. If the results are so general that they are applicable to many persons and to many situations, the conclusions, which can be drawn from them, will be very restricted. Therefore, we also asked about the degree of differentiation concerning the results. 70 % of the participants assessed this degree as very high or high (see illustration 13).

The participants also emphasised the significance of this degree of differentiation in their qualitative evaluations:

- „... quite important, because the personality is a complex thing.“
- „by means of this degree of differentiation, I am more able to compare it with the things that happened“
- „by means of this distinguished feedback, I can handle it more appropriately and I understand it much better.“

Degree of differentiation, scale 1-5

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Low	2	6.7	6.9	6.9
Average	6	20.0	20.7	27.6
High	14	46.7	48.3	75.9
Very high	7	23.3	24.1	100.0
Total	29	96.7	100.0	
Missing system	1	3.3		
Total	30	100.0		

Illustration 13: Evaluation of the degree of differentiation regarding the results of the PPP

8. Annex: Which Questions Did We Ask?

First survey directly after the evaluation interview

- How much time did you need to fill in the questionnaire/was it complicated to fill in the questionnaire?
- How applicable are the questions with regard to the situations or terms known to you?
- How comprehensible are the results to you?
- How new are the results to you?
- Which meaning does the novelty value have for you?
- How useful are the results for your future way of acting?
- For which purposes can you apply the results of the PPP?
- How do you evaluate the benefit of the PPP regarding your individual purpose/situation?

Second survey one week after the evaluation interview

- How helpful was the feedback concerning „individual type, attitude and competence“?
- How useful are the results for your future way of acting?
- How high is, in your view, the degree of differentiation concerning the results?
- Which meaning does this degree of differentiation have for you?
- For which purposes can you apply the results of the PPP?
- How do you evaluate the benefit of the PPP regarding your individual purpose/situation?
- Which other things are important to you?

Third survey six weeks after the evaluation interview

- How helpful are the results for your own way of acting?
- What did you change or what has changed for you?
- How do you evaluate the benefit of the PPP regarding your individual purpose/situation?
- Which other things are important to you?

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