

Result report for John Doe



Module(s):

Jungian Personality Profile (JPP)

Matrix for the Development of Attitude (MDA)

Future Skills for Leadership classic (FSL classic)

2017-02-23

Your licensed PPP Consultant:

Dieter Kannenberg

flow consulting gmbh

Spörckenstraße 89

D-29221 Celle

www.flow.de

Result report for John Doe



Table of Contents

What is the Power-Potential-Profile?	3
Module: Jungian Personality Profile (JPP)	4 - 16
Module: Matrix for the Development of Attitude (MDA)	17 - 27
Module: Future Skills for Leadership classic (FSL classic)	28 - 33
Development references	34
Copyright references	35

Result report for John Doe



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

Development Tool

The Power-Potential-Profile is a potential analysis, which offers effective and individual support for the development and growth of managers or sales and marketing employees. The Power-Potential-Profile® is not suitable for personnel selection or evaluation. The Power-Potential-Profile® combines empiric studies with profound, scientifically reliable theories about personality. This combination of empery and theory provides a deep reaching and at the same time practical analysis. With the Power-Potential-Profile®, you receive extensive feedback of your potential and many starting points for further personal development.

Appraisal

The results of this analysis only open up to their fullest when combined with a personal appraisal with a licensed consultant. The consultant can convey the theories that underlie the Power-Potential-Profile®. He will discuss with you what impact your results have on your day-to-day business. The coherencies of the three modules can be reconstructed in the conversation and individual development steps can be agreed. Additional a feedback-session with one of the external evaluators (observers) can be helpful.

Multidimensional

The Power-Potential-Profile consists of several modules dealing with three aspects of your personality.

1. Your personality (Jungian Personality Profile – JPP).
2. Your attitude (Matrix for the Development of Attitude – MDA).
3. Your skills regarding leadership or sales (Future Skills for Leadership – FSL – with the variants "classic" and "dynamic" and Future Skills for Sales – FSS). The modules for your skills can optionally be added by a feedback of your superiors, colleagues, staff members or customers and clients. In addition, company-specific versions are also available.

Interpretation

You should consider the reciprocal references when interpreting your results. Avoid overrating individual results, far more keep in mind your entire personality.

Your Modules

This report shows your results regarding the following modules:

- Jungian Personality Profile (JPP)
- Matrix for the Development of Attitude (MDA)
- Future Skills for Leadership classic (FSL classic)

Result report for John Doe



Introduction to the JPP - Module

Module 'Jungian Personality Profile' (JPP)

The Jungian Personality Profile (JPP) is based on the personality theory of C. G. Jung, a theory that is scientifically profound, well researched and is the affirmed no. 1 application.

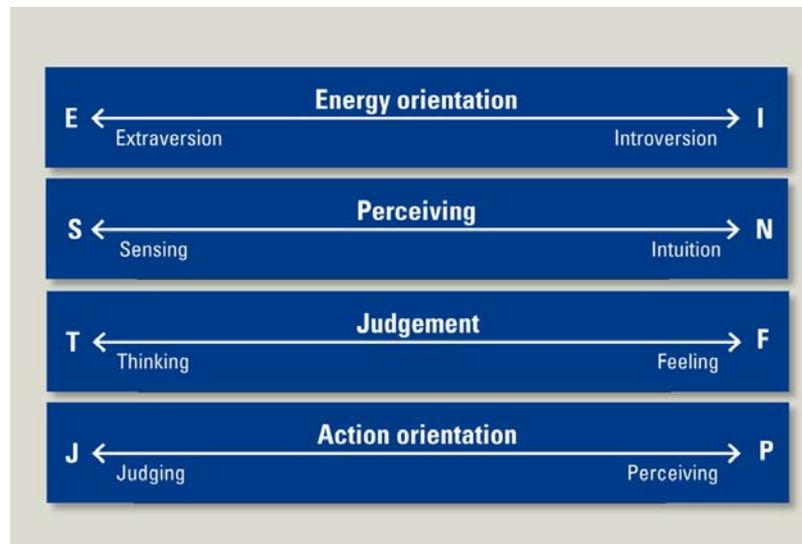
In the JPP, we assume the following:

1. Every human is exclusive and passes through an individual development of human maturation.
2. At the same time, human behaviour is not coincidental; there are patterns that can be described.
3. These patterns are different in each individual human; they can be identified, classified and described.
4. When we recognize these patterns, we have more influence on our personal development and are more capable of understanding other humans in their behavioural patterns.

To forestall miss-understandings:

Every human possesses all basic dimensions of these behavioural patterns; they weigh differently in each individual so that 'being different' develops. Everyone is unique, an individual. The description of your personality profile, which you will find on the following pages, will help you to recognize your behavioural patterns and to take these in to consideration in your interactions. This typography cannot however explain the whole person in all his complexity.

Your result is depicted as 4 letters and each letter is progressed with a preferential value. The letters show which profile you have aligned yourself with and the preferential value shows with how much distinction. The higher the preferential value the more solid your personality profile for this area.



Result report for John Doe

Explanation of the 4 Personality Dimensions

The Jungian Personality Profile describes 4 basic dimensions of your personality. Each basic dimension is assigned a letter.

The 1. letter describes how and where you preferably draw your energy: extrovert (Extrovert = **E**), that is from contact with the outside world or introvert (Introvert = **I**) that is in contact with your inner self.

The 2. letter describes how you prefer to take in information: with your five senses (Sensing = **S**) or through your intuition (Intuition = **N**).

The 3. letter describes how you prefer to make decisions: analytical and rational (Thinking = **T**) or based on social values and your own subjective feeling (Feeling = **F**).

The 4. letter describes the way you prefer to organize yourself in your environment: with the tendency to judge, define and structure (Judging = **J**) or with the tendency to perceive things openly and flexibly (Perceiving = **P**).

Result report for John Doe



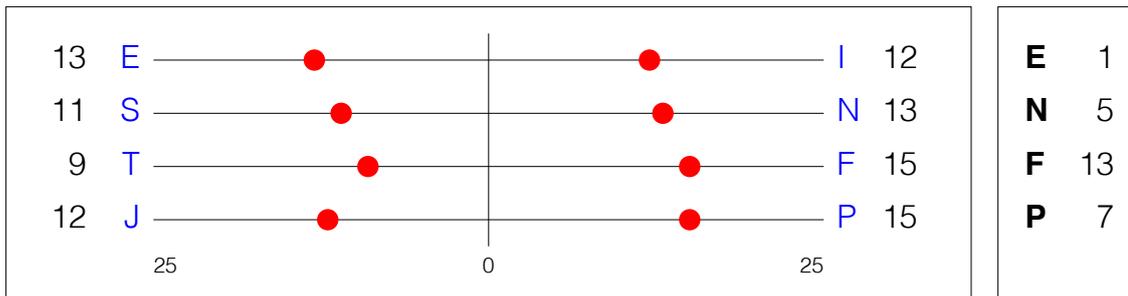
Your JPP Preferences: ENFP

Extraverted, Intuitive, Feeling, Perceiving

Your brief profile description:

You are enthusiastic, highly motivated, ingenious and imaginative. You are able to do most anything that interests you. You are quick to find solutions for any predicament and ready to help anyone with a problem. Often you rely on your improvising skills instead of preparing in advance. You can usually find compelling reasons for whatever you want.

Outwardly, you show your intuitive perceptive side, on the inside however, you tend to rely on your emotional judgement.



Result report for John Doe



Your profile description: ENFP (3 pages)

Extraverted Intuition with Feeling

Of all the personality types, you possess an almost magnetic quality that allows you to have fun in almost any setting. You continually live in state of "what if"? Nothing is beyond your grasp. When absorbed in your latest project, you think of little else. Your energy level is sometimes exhausting to those around you. You are virtually tireless in the pursuit of your latest goal - but only as long as your interest on the project holds. Your infectious commitment and self-confidence allow you to have many devoted followers.

Your dominant function is intuition (N). You frequently have the feeling of being on the brink of a great discovery about people or life. Your intuition gathers information from the "real world" and then mixes it with imagination to create a unique view of reality. You are your "own person" in every sense of the word. You approach an amazing variety of problems with ease, and the diversity of your interests is mirrored by the diversity of your friends.

Your auxiliary preference is Feeling (F). You focus much of your energy on developing and understanding who you are as well as building meaningful relationships with others. You are keenly aware of the feelings of others and you need harmony to be happy and well. It is extremely important to you to be an authentic person, to be in touch with yourself and therefore, to be capable of touching others.

Your tertiary and inferior functions, Sensing and Thinking respectively, lead you to be unimpressed by minutia (N) or impersonal decision -making (T). You would prefer not to get weighed down by particulars or the layers of detail, leaving that to others. You also are conflicted by those who make decisions without taking your values or feelings into account. Most of all you can not be bothered with people who are unwilling to use their imagination and their love of others to have fun and make a difference while doing it.

Ultimately, you are an optimistic, independent soul, who believes in yourself when no one else does. Your preference for Extraversion leads you into the center of any gathering or organization and allows you to communicate well with anyone in your path. Your preference for Perception draws you towards careers and relationships which allow flexibility and include the companionship of other creative, like-minded souls who also reject structure for its own sake and admire ideas for their intrinsic worth.

Result report for John Doe



CONTRIBUTIONS TO AN ORGANIZATION - YOU:

- Are spontaneous and provide imaginative answers.
- Easily see and grasp all future possibilities.
- Welcome change and often are a catalyst for it.
- Have the versatility to excel in many different types of tasks.
- Enjoy trouble-shooting people problems.
- Bring positive attitudes, passion and ongoing inspiration.
- Easily spot interpersonal fakes, scams, or destructiveness.
- Give praise and acknowledgment to those with whom you interact.

LEADERSHIP STYLE - YOU:

- Provide enthusiasm and step in when visionary leadership is required.
- Develop personal relationships with co-workers rather than using a hands-off, task oriented management or leadership approach.
- Accept risk, particularly if people will benefit.
- Bring together the variety of people, resources, commitments and programs.
- Focus on areas of agreement but easily negotiate differences among members so everyone can get back to a harmonious environment.
- Lead with the belief that leadership and authority is granted by integrity, not position.

COMMUNICATION STYLE PREFERENCES - YOU:

- Speak with energy and excitement.
- Reply quickly with impromptu responses.
- Use lively, vivid imagery word.
- See the big picture and typically will present that first.
- Share your unique insights through unusual approaches.
- Persuade others with emotionally presented material.
- Share personal experience to make a point.

MOTIVATORS AND DE-MOTIVATORS - YOU:

- Seek variety, challenge, diversity, novelty and new ideas.
- Want opportunities to express yourself, and to grow and learn.
- Appreciate being affirmed, acknowledged and recognized.
- Desire opportunities to use your insights for the good of all.
- Love to put out people-fires and create last-minute improvisations.
- Avoid situations where people are not allowed to participate.

Result report for John Doe



AS A PART OF A GROUP - YOU:

- Contribute creative ideas along with humanitarian values.
- Are terrific at integrating people, resources, and overall vision.
- Prefer to concentrate on the larger picture.
- Can sometimes lead the team off-track because you see so- many possibilities in a project.
- Are irritated by team members who think negatively or see through a small lens.
- Are an optimist about time schedules and workload, sometimes promising more than what is reasonable or "do-able."
- Are irritated by team members who do not respect others.

YOUR LEARNING STYLE INCLUDES:

- Preference for lessons that are adventurous and creative.
- A need for time to explore possibilities, ask questions and use imagination.
- Learning through a variety of methods.
- A dislike of narrow structure or straight lectures.
- Excelling when the teacher or facilitator takes a personal interest in you.

SUGGESTED OPPORTUNITIES FOR GROWTH:

- Avoid getting too deeply involved in the personal needs of others.
- Practice setting goals; carefully choose a particular course of action that you can commit to, and then stay on course until it is completed.
- Pay more attention to details and routines.
- Do not take criticism so personally-turn it into useful feedback for personal growth.
- Pause and reflect first before bounding off in another direction - others can get easily frustrated by your ENFP tendency to switch gears in mid-stream.

Result report for John Doe



E: Letter one of your JPP Profile
Extraverted

Given your preference for extraversion you may share common characteristics and tendencies with other extraverted types in your attitude toward your environment. Please verify which of these statements apply to you.

You understand life after you have lived it. You identify through action.

You express a relaxed and confident attitude. You are action-orientated, jump in at the deep end, and readily accept new and untried experiences.

Your interest and attention follows objective happenings, primarily those of your immediate environment. You understand reality through interaction with people and your environment.

You apply the spirit of action and practical achievement; you are someone who constantly goes from doing to considering and back to doing.

You readily open up to external claims and conditions that, to you, constitute life.

You are considerate and accessible, often sociable, and more at home in the world of people and things than in the world of ideas.

You are outgoing, not to be mistaken with passionate; you unload your emotions as you go along.

You need to bring your "INTROVERSION" into balance, for sustained health and wholesomeness.

Result report for John Doe

N: Letter two of your JPP Profile Intuitive

You may be similar to other intuitive types, as to how you take in information or perceive the environment. Please verify which of these statements apply to you.

You tend to face life expectantly and crave inspiration.

You only admit to your consciousness, sensual impressions that relate to a current inspiration; you are imaginative at the expense of observation.

You are a natural initiator, inventor and promoter; having no taste for life as it is, and a small capacity for living in and enjoying the present, you are generally restless.

You have a desire for opportunities and possibilities; you are very imaginative, inventive and original.

You tend to be indifferent to what other people have or do and do not depend on your physical surroundings.

You dislike any occupation, which necessitates sustained concentration of your senses. You are largely willing to sacrifice what you currently have as you neither live in it nor find fulfilment in it.

You pay little or no attention to the art of living in the present.

You contribute to the public welfare by being inventive, showing initiative, enterprising. You can be an inspiring leader.

Result report for John Doe



F: Letter three of your JPP Profile Feeling

You may be similar to other feeling types in how you make decisions. Please verify which of these statements apply to you.

You tend to value sentiment above logic.

You are usually personal, being more interested in people than in things.

If forced to choose between tactfulness and truthfulness, you will usually be tactful. You are likely to agree with those around you, feeling as other people feel, and believing them to have a sound reason.

You have strong social abilities.

You exhibit a naturally friendly posture, whether sociable or not, you find it difficult to be brief and businesslike.

You usually find it hard to know where to start a statement, or in which order to present what you have to say. You may therefore ramble and repeat yourself, with more detail than an analytical type wants, or thinks necessary.

You suppress, undervalue, and ignore thinking that is offensive to your felt judgments.

You contribute to the welfare of society by your loyal support of good works and those movements, generally regarded as good by the community; If you feel good about something you can serve effectively to that end.

Result report for John Doe



**P: Letter four of your JPP-Profile
Perceiving**

As a perceptive type, you have the desire to keep things open-ended and fluid. With the tendency to continuously permit new facts you type you may be similar to others that value flexibility. Please verify which of these statements apply to you.

You are open for innovation and sometimes appear indecisive and unstructured.

You tend to live according to the momentary situation and adjust yourself easily to the accidental and the unexpected.

You are masterful in your dealing with the unplanned, unexpected, and incidental, but may not always make effective choices among life's possibilities.

You show readiness to encounter anything and everything and maintain a constant flow of new experiences - much more than you can actually digest or use.

You like to keep decisions open for as long as possible, before doing anything irrevocable. You never seem to know enough about a matter.

You watch and see what other people do and what their result is.

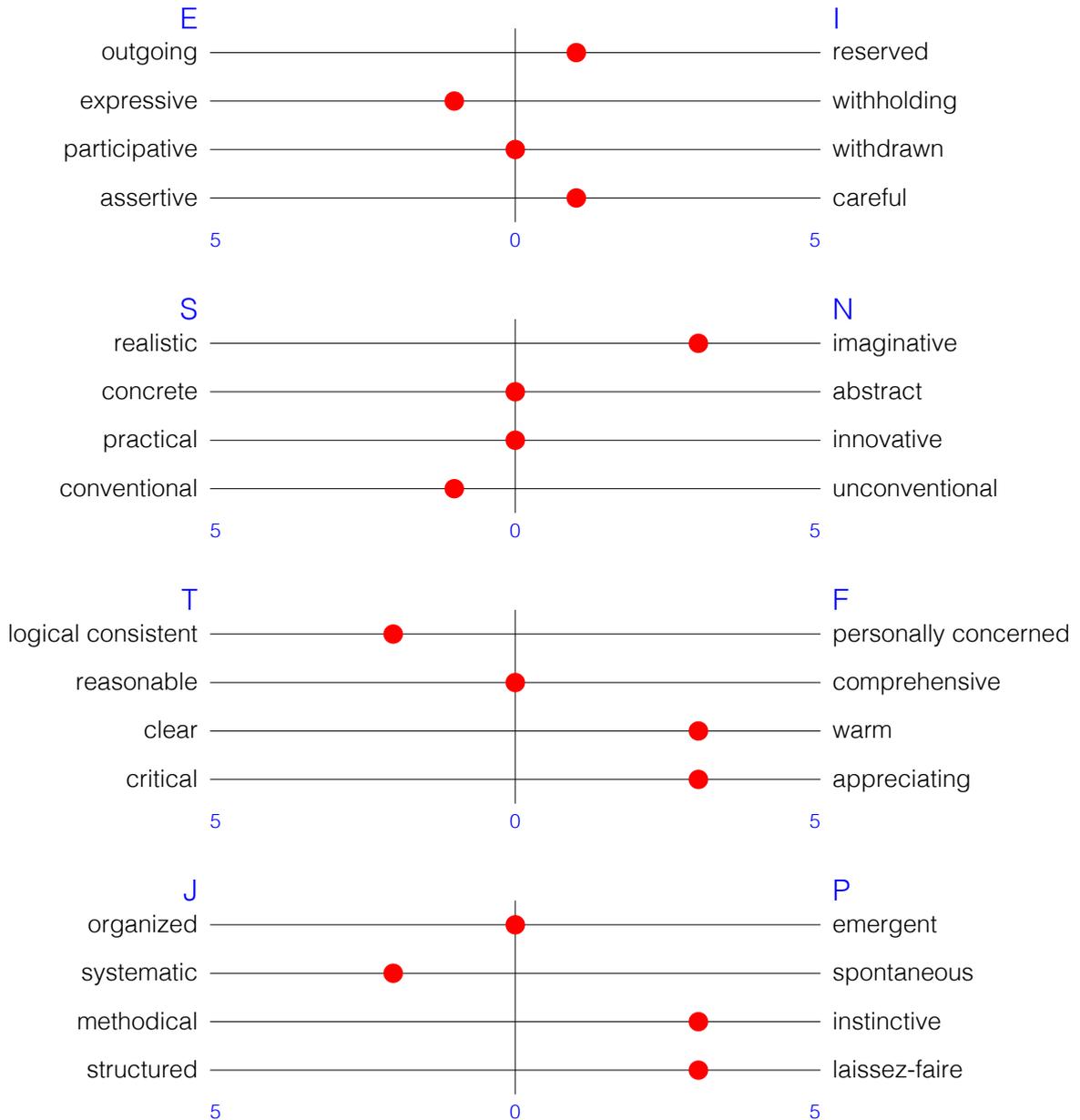
You take great pleasure in starting something new, until the newness wears off.

You are inclined to regard the "JUDGING TYPES" as not living to the full. You do not want to miss anything, are flexible, adaptable, and tolerant.

Result report for John Doe



Your JPP Plus Profile



Result report for John Doe



Four basic types: Leadership preferences

The combination of the second and third letter in the JPP describes your personal leadership type. This leadership type suits you best and is easiest for you to put into practice. This is your leadership focus. In general, you have mastered the other types too, but you are not automatically the best at them. In a leading position, you should know your personal leadership focus and use your strengths. You should however also get to know the other types as you will need them too, depending on the situation.

Organizer
 - taking hold
 - efficient
 - realistic
 - reliable
 - practical

ST

Risk: not enough innovation in the concept

Supporter
 - concrete
 - effective
 - helpful
 - personal
 - sympathy orientated

SF

Risk: not enough distance to the analysis

Strategist
 - conceptual
 - conclusive
 - free of contradiction
 - developing
 - resourceful

NT

Risk: not enough empathy in the relationship

Communicator
 - imaginative
 - credible
 - enthusiastic
 - sweeping
 - sense orientated

NF

Risk: not consequent enough in deployment

Result report for John Doe



Four basic types: Communication preferences

With the help of the combination with the second and third letter in the JPP, the communication preferences of people can be described. If you can pinpoint the preference of your conversational partner, you will be more convincing.

Caution: This is not always clearly recognizable. Professional conversationalists observe the different communication preferences and can adapt their communication style. This is why you should study the communication preferences of your conversational partner and their effects.

<p>practical</p> <ul style="list-style-type: none"> - see benefits - grasp advantages - argue objectively - try product - discuss details <p style="text-align: right; font-size: 2em;">ST</p> <p>Trap: Getting lost in facts and details</p>	<p>personal</p> <ul style="list-style-type: none"> - maintain relationships - personally convincing - help people - manifest sympathy - demonstrate reference <p style="text-align: right; font-size: 2em;">SF</p> <p>Trap: Neglecting goals due to sympathy/antipathy</p>
<p>competent</p> <ul style="list-style-type: none"> - explain background - clarify strategy - show knowledge - master theories - develop possibilities <p style="text-align: right; font-size: 2em;">NT</p> <p>Trap: Being blinded by theoretical deliberations</p>	<p>motivating</p> <ul style="list-style-type: none"> - illustrate sense - convey enthusiasm - point out perspectives - waken talents - inspiring people <p style="text-align: right; font-size: 2em;">NF</p> <p>Trap: Being affected by the enthusiasm without checking the consequences</p>

Result report for John Doe



Introduction to the MDA Module

Module 'Matrix for the Development of Attitude' (MDA)

The Matrix for the Development of Attitude (MDA) utilizes important studies and theories on the subject of authority and responsibility and describes, in relation to your own attitude, their correlation and consequence in day-to-day business.

The interaction of authority and responsibility results in Power; that is force and influence.

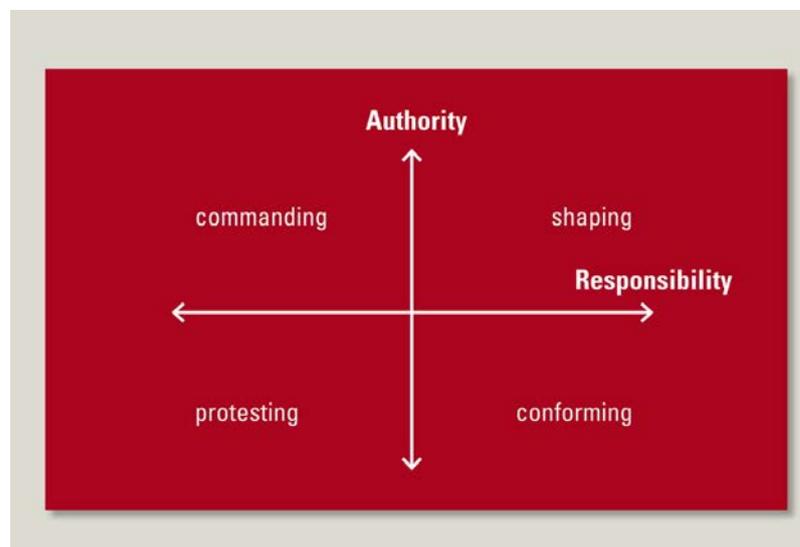
In the MDA, we assume the following:

1. Every person holds personal authority. Differences in distinction come about by how a person finds access to their authority, in which form they cultivate and exploit it.
2. At the same time, every person is in reciprocal relationships with other humans and can only exist in relation to others. Taking responsibility means to be aware of this reciprocal relationship and to act accordingly.
3. If authority and responsibility are equally distinct in a person, this results in power (power and influence), which creates a larger positive shaping effect than when one of the two areas is not very apparent.
4. Power is not a possession, that one person has over another, as some might define it. Power is a relation. People, groups or organizations always reciprocally influence each other (directly or indirectly, personally or structural). We can deny this influence or we can deal with it deliberately and responsibly.

To forestall miss-understandings:

The MDA does not represent a personality profile. It depends on your standpoint, your experiences, your self-image and your current situational environment.

Your result is depicted in two numbers: one number is your value for the area of authority and one number is your value for the area of responsibility.



Result report for John Doe



The Term Authority

'Personal Authority' is generally understood as a social position that one person ascribes another. In our thinking and actions we will sooner be influenced by an accepted authority, than by a person, we do not accredit authority. The term 'Authority' is not to be mistaken with 'authoritarian behaviour'.

Every person naturally holds personal authority as, in the course of life, every person has accrued specific knowledge, particular life and job experience and special abilities and aptitudes. One can be more or less aware of this personal authority. One can more or less activate and exploit it, deny or renounce it.

The MDA shows which inner attitude you hold toward your own authority. This attitude can depend on outside circumstances; it can be formed and shaped.

Light can be shed on the personal authority with the help of three aspects.

Authority and the factor Self-Esteem

Self-Esteem, also known as Self-Confidence or Self-Assuredness, describes how you feel about yourself and your performance. The evaluation of your own Self-Esteem stands in relation to the requirements you have to meet: How well do you think you can cope with a situation? Are you categorically sceptical and have little confidence in your abilities or are you categorically confident and trust yourself to cope with several, even difficult situations?

Authority and the factor Independence

Independence describes the attitude of being able to make ones own, independent judgments and therefore the ability to make self-responsible decisions. If someone values the opinion of others strongly or if someone's efficiency strongly depends on the approval of other people, he/she is called a dependant person. Of course, external influences such as experience play a role in independence. Nevertheless, here we are speaking of an attitude towards independence. This attitude is more or less distinct and can change in the course of time.

Authority and the factor Assertion

Assertion describes whether a person can enforce something. This encompasses the own knowledge and abilities, to be able to present ones opinion even when up against resistance and to follow through something if you are certain of it. In the subject of Assertion, the inner attitude also pertains: Someone who believes of himself, that he can convince others, even if it may be difficult, shows strong assertiveness; the same goes for someone who follows something through, regardless of whether or not if it becomes personally difficult. The assertion of humans is more or less distinct and can change or develop in the course of time.

Result report for John Doe



The Term Responsibility

Whoever takes responsibility is aware, that his actions have consequences, that what he does has an effect on others. These consequences are not always calculable or predictable. Whoever takes responsibility assumes the results of his action and bears the consequences. When making decisions he considers the impact something will have on the matter or group. His action is controlled by the positive intention for the group or organization.

With the MDA, we look at the inner attitude or stance toward responsibility. Do you accept the fact that you, as well as anyone else, can take responsibility in a group or organization? Do you take other people as serious as yourself? Are you convinced that it makes sense to take responsibility?

Your environment influences your inner attitude toward responsibility. You can develop this attitude.

Light can be shed on responsibility with the help of three aspects:

Responsibility and the emotional aspect

What is meant with the emotional aspect is being open toward the your feelings and those of others. It is not only about recognizing that emotions, feelings, moods or affects play a role in the actions of a person. It is far more about consciously dealing with feelings. The first step is about perceiving feelings and taking them serious, your own and those of others. The second step incorporates dealing with them adequately and drawing the right conclusions. Those are the most important steps toward more responsibility.

Responsibility and the social aspect

The social aspect within responsibility shows the attitude toward reciprocal dependency, which people have toward each other within social communities, groups or organizations. You can accept the fact, that you hold influence on a group through your actions, or you can ignore it. One can apply ones self for others or consider others in the environment or one can look out more closely for ones self. The person, who accepts these correlations, influences and considers them in his actions, shows the respective responsibility for his social environment.

Responsibility and the organizational aspect

The organizational aspect shows the responsibility that humans feel for a group, organization or structure. Is the whole picture being taken into consideration, for instance for the capability of an organization to survive? On the other hand, is the short-term interest of an individual group or person within an organization being put first? Whoever makes sure, that an organization or group is developing, whoever considers and checks, how everyone can benefit from this development, shows responsibility for the entire organization.

Result report for John Doe



The Term Power

The interaction of authority and responsibility results in Power; that is force and influence.

Classical power definitions reduce the term power to a conflict or duel, which always means there is a winner and a loser. These power definitions no longer carry weight and have therefore been expanded by many authors. Many forms of motivated power action are not only based on assertion principles of influence, dominance and control. Influence is always reciprocal and does not only take place in direct personal confrontation but also through structural, symbolical or other indirect interventions. The consequences of this form of power are not always immediately visible. The result, for instance, of a structural intervention within an organization are frequently not noticeable until years later and are not always foreseeable. People use varied forms of power and influence and have different access to resources of power execution.

People with high authority and responsibility values generally show cooperative intentions. Their behaviour is orientated toward their own advantage, but also that of others. Studies show, that job satisfaction and performance are visibly higher if the managers combine the exercising of power with responsibility (see among others: David C. McClelland, Power, The inner experience, New York 1975). Only through the interaction of authority and responsibility does 'power' evolve; that is influence that has a long-term positive effect on the individual, a group, organization or community. Whoever puts into practice 'power' in this sense shows responsibility, the initiative and the ability to mobilize forces for the benefit of an organization. Within the context of leadership, we are then talking about 'Leading through Shaping' (see MDA-Quadrant A).

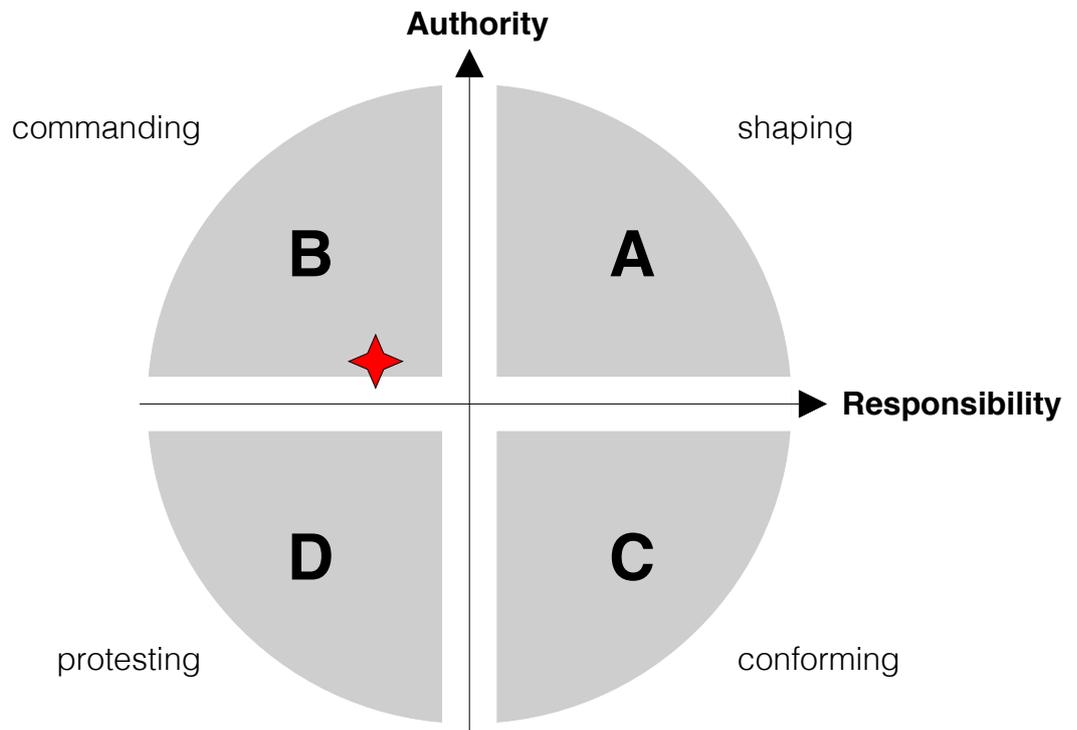
Result report for John Doe



Your position in the matrix

Your Authority Score: -8.9

Your Responsibility Score: 4.0



Result report for John Doe



Your description: Quadrant "Commanding"

You have positioned yourself in the Commanding field. This shows a high level of authority but less responsibility. You have the ability to lead others and rely on your skills and abilities. In general, you have a handle on things. You know your position in the organization or in a group and you like the position. You are however, reluctant to give up control, to delegate responsibility and to pay adequate regard for the interests of others. When you have delegated something, it probably proves difficult for you to let go and completely transfer the responsibility. It can also happen that you commit to something, but do not see it through as you no longer see the relevance. Occasionally you consider a tactical approach to strengthen your own position or your department as making more sense than a debate with others to define the right way for the whole organization. You probably have been very successful with this kind of leadership and it will take a fair amount of persuasiveness to show you how you can be more effective, as the form of influence in Quadrant B Commanding has clear restrictions in its effectiveness.

The following keywords characterise the possible peculiarities of the quadrant B, "Commanding": self-assured, pioneering, directional, controlling, patronizing, dominating, commanding. Which one of these best describes your current attitude?

Verify with your consultant, what reasons led to your positioning in the quadrant Commanding. Does your strong self-confidence relate to your effectiveness or would others say your self-confidence is inflated? Are you currently experiencing extreme competition, which makes you appear authoritarian or uncooperative? Are you currently self-focussed, in order to demonstrate your ability, to solidify your position or to gain security? On the other hand, is there a completely different cause?

Depending on which of these reasons apply and depending on where you are positioned in the quadrant Commanding, one or the other suggestion for your development might be better for your personal development. With the increase of your responsibility, you can improve your leadership qualities and hence optimize your creative influence. Discuss the following suggestions with your consultant and perhaps even find more suitable activities for the improvement of your leadership role. Integrate your results of the other two Power-Potential-Profile® modules into the discussion.

To improve your responsibility and thereby enhance your performance you can

- sharpen your perception for situations and feelings,
- pay stronger consideration to the needs of others,
- think about how you can improve your personal relationships to others,
- signal appreciation for others,
- offer support to your group or organization,
- balance your actions with personal convictions,
- balance your actions with the values of the group,
- include others into decision processes,
- verify whether you can promote self-motivation in others,
- give others the necessary resources when you delegate,
- place trust in others to produce self-responsible results,
- discuss with others, how your skills can benefit the entire organization,
- discuss the repercussions of decisions with others,
- take the position of a team member and take on a project, take full responsibility for the success of this project in the role of a team member (not as an informal or formal boss).

Result report for John Doe



Your Quadrant and the MDA-Sub-Factors

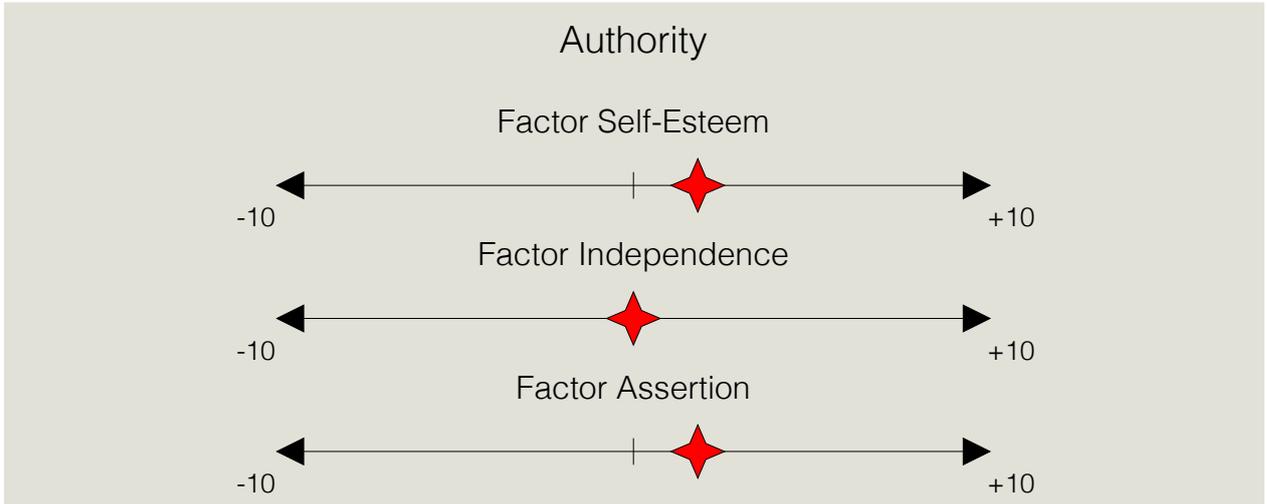
Verify which of the MDA-Sub-Factor areas of authority and responsibility can be developed. Discuss suitable development suggestions with your consultant.

	Negative Value	Positive Value
Self-Esteem (Authority)	Your confidence in your own skills is currently likely to be low. You are either discouraged, insecure or not fully aware of your strengths. Alternatively, you easily become insecure by strong criticism or failure.	You have an over all trust in your own skills and know your weaknesses well. You are not discouraged by setbacks or crisis.
Independence (Authority)	At the moment you do not fully rely on your own abilities of judgment. You are not always sure of your own opinion and often depend on the judgment or opinion of others.	Your decisions generally rely on your personal power of judgement. Though you do acknowledge outside opinions you normally feel free in assessing circumstances and in your decisions.
Assertion (Authority)	You probably do not have the feeling of being able to present your topics very well. You do not necessarily put strong emphasis on ascertaining yourself or are possibly shying away from possible negative consequences, if you should press a matter despite opposition.	You can generally express yourself competently and represent your point of view. You stay focused on a matter and make sure it is seen through, even if this becomes personally unpleasant for you or others.
Emotional (Responsibility)	You generally cannot sense or categorize other people's emotions, feelings or moods. You probably view feelings suspiciously when making decisions.	If you have a positive value in the emotional factor, you are generally able to sense the feelings of others well. You understand the reason for emotions and consider feelings when making a decision.
Social (Responsibility)	You tend not to let the social expectancies of your environment determine your actions. You do not really involve yourself for the welfare of others and take care of your own interests first.	You will generally consider social coherences in your actions. You see yourself as a part of a group or social community, which you want to positively influence through your actions.
Organizational (Responsibility)	You will probably not always consider the long-term consequences of your actions for the entire organization. Your actions are primarily directed toward the short-term benefit of your own department, your team or project.	If you have a positive value in the Organizational Factor field, you will probably consider the survival of your organization. Your actions are primarily directed toward the benefit of the whole organization.

Result report for John Doe



Your MDA Subfactors



Factor	John Doe	Group
Self-Esteem	2.00	0.00
Independence	0.00	0.00
Assertion	2.00	0.00
Authority	4.00	0.00
Emotional	-1.00	0.00
Social	-4.50	0.00
Organizational	-3.43	0.00
Responsibility	-8.93	0.00

Result report for John Doe



Bases of Power

Creative influence originates through the interaction of authority and responsibility. The form of influence can be very different and depend on the accessibility of resources. These resources can be of different types and are called power resource or power base. We have compiled the seven most frequent literature power bases for you (see i.e. Raven , B.H., The comparative analysis of power and power preference, in: Tedeschi (Hrsg.), Perspectives on social power, Chicago 1974). You can verify which power bases you more or less accept or for which you are receptive and which ones you more or less apply.

1. Coercive

Coercive power is when negative consequences are meted out or positive consequences are removed. It is the perceived power to provide sanctions.

2. Connective

Connective power exists when group members view you as having an association with other persons or organizations that influence the individual or collective actions of the group.

3. Expertise

Expert power is exhibited when group members see you as having some special knowledge or skill and as being trustworthy. It is the perception that you have relevant education, experience, and expertise.

4. Information

Informational power exists when group members believe that you have resources of information that will be useful in accomplishing the goal and that are not available anywhere else. It is the perception that you possess or have access to information.

5. Legitimacy

Legitimate power is evidenced when group members believe that you ought to have influence because of your position in the group or organization or because of your special role within the group. It is the perception that laws, rules, and policies are the power base.

6. Referent

Referent power exists when group members identify with or want to be like you and therefore do what you want out of liking or wanting to be liked. It is the perceived attractiveness of interacting with another person.

7. Reward

Reward power is exhibited when positive consequences are delivered or when negative consequences are removed. It is the perceived ability that you can provide things that people would like to have.

Result report for John Doe



Connotations to the Bases of Power

Base of Power	Positive Aspects	Negative Aspects
1. Coercive	Up-holding policy and issuing sanctions	Harming people by actions
2. Connective	Being included as part of social group	Manipulating one-sided gains
3. Expertise	Sharing insights and knowledge	Separating ones self from others and showing arrogance
4. Information	Providing facts and data that people need	Using the passing of information strategically
5. Legitimacy	Filling organizational hierarchies with respect and responsibility	Abuse of ones position and rendering more importance than other people
6. Referent	Supporting others with acceptance and appreciation	Acting up as a 'Guru' and abusing emotional dependency
7. Reward	Giving others credit and supporting their actions	Unfair or partial reward, reducing self-responsibility

Result report for John Doe



Subjective points of view on Bases of Power

Objective available resources, such as the facility of one person to sanction another, are not solitary in establishing power bases. The effectiveness of a power base is also linked to its acceptance. If for instance a person does not value expertise, you are less likely to impress that person with your knowledge. In social groups and organizations, a variety of culturally acceptable power sources or bases have evolved. The effectiveness of their influence therefore also depends on whether you are using a strong or less accepted power base.

You can use the table below to log which powerbase you favour. In comparison, you can rate the rank order within your organization. Are there differences? What insights does this reveal for you?

Base of Power	My personal rank order	The rank order of the organization
1. Coercive		
2. Connective		
3. Expertise		
4. Information		
5. Legitimacy		
6. Referent		
7. Reward		

Result report for John Doe



Introduction to the module 'FSL classic'

Module 'Future Skills for Leadership version classic' (FSL classic)

The module 'FSL classic' is based in a concept model (see i.e. Erpenbeck, von Rosenstiel, Kompetenzmessung, Munich 2001). We understand competencies as a bundle of skills that someone has accrued autonomously. Competencies are therefore not personality-linked tendencies or talents one is born with, far more they are acquired over a period of time, through learning and experience.

In the FSL, we assume the following:

1. Only the concrete behaviour (performance) of a human is observable. We do not know if the person is coincidentally showing a behaviour pattern in a particular situation or can consciously apply it in any given situation.
2. Based on behavioural observations we deduce the skills and therefore the competencies of others and ourselves.
3. Competencies are not concretely measurable as for instance qualifications are (you can measure linguistic knowledge by means of a test). In the FSL we have to refer to subjective assessments.
4. Subjective assessment can be given in form of self-evaluations and external-evaluations. These assessments offer good feedback and can reveal a persons strengths and weaknesses in specific key qualifications (competencies).

To forestall miss-understandings:

The results of competency assessments always provide a subjective picture. Humans have mixed levels of skill at assessing themselves or others. Some are overly critical in their assessment others are more lenient. Some are able to assess precisely and accurately others however smother their assessment with their personal feelings. The construction of the questionnaire can minimize some of these effects, but not all. Please consider this when you interpret your data. Do not look at the individual number but at the combination of all values. Consider the result as a feedback (self-image and external-image) of your competencies. Your licensed consultant will support you with the interpretation.

Future Skills for Leadership (FSL classic)

1 Goal Orientation	2 Ability to Innovate
3 Ability to Motivate Others	4 Openness to dialogue
5 Persuasive power	6 Cross-departmental cooperation
7 Conflict moderation	8 Success control

Result report for John Doe



The competencies in the 'FSL classic'

The 'FSL classic' describes eight essential competencies for successful leadership. These are the definitions of the competencies.

1 Goal Orientation

Goal orientation describes the ability to define the intended condition, to visualize the workload under these goal perspectives, to convey these goals to others and enforce them even under opposition.

2 Ability to Innovate

The innovative ability of a person results from the combination of openness, flexibility and energy. Innovative ability is the ability to recognize the need for innovation, to perceive the future creatively, encourage necessary changes and keep focussed on them even under pressure and against opposition.

3 Ability to Motivate Others

Every person is best at motivating himself. However, managers can create an environment that encourages self-motivation. We understand the ability to motivate as the ability to inspire others to work productively.

4 Openness to dialogue

Openness to dialogue means that a person is in a regular state of contact and exchange with colleagues and other staff members and that he or she gives information on a regular basis, is open to discussions and always takes all views and opinions into consideration.

5 Persuasive power

Persuasive power means to be able to convince others of the own view, opinion, or idea by being comprehensible, by using convincing arguments and by offering vivid ways of expression.

6 Cross-departmental cooperation

This kind of cooperation demands the ability and the willingness to take other sectors, departments or organisational units into account regarding the own plans and actions and to ensure a good coordination.

7 Conflict moderation

We understand conflict moderation as the ability to recognize conflicts at an early stage, to moderate, mediate or to reconcile.

8 Success control

We understand the ability to control success as the ability to subjectively and objectively measure and/or follow up, whether the work is progressing toward a particular goal.

Result report for John Doe



'FSL classic': Your results

Competencies	A	B	C	D	E
1. Goal Orientation	3.96	0.00	0.00	3.98	3.94
2. Ability to Innovate	3.27	0.00	0.00	3.73	3.64
3. Ability to Motivate Others	3.45	0.00	0.00	3.77	3.72
4. Openness to dialogue	3.55	0.00	0.00	4.15	4.00
5. Persuasive power	3.20	0.00	0.00	3.99	3.51
6. Cross-departmental cooperation	3.62	0.00	0.00	3.70	3.75
7. Conflict moderation	3.40	0.00	0.00	3.92	3.73
8. Success control	3.43	0.00	0.00	3.23	3.50
mean value	3.06	0.00	0.00	3.41	3.29

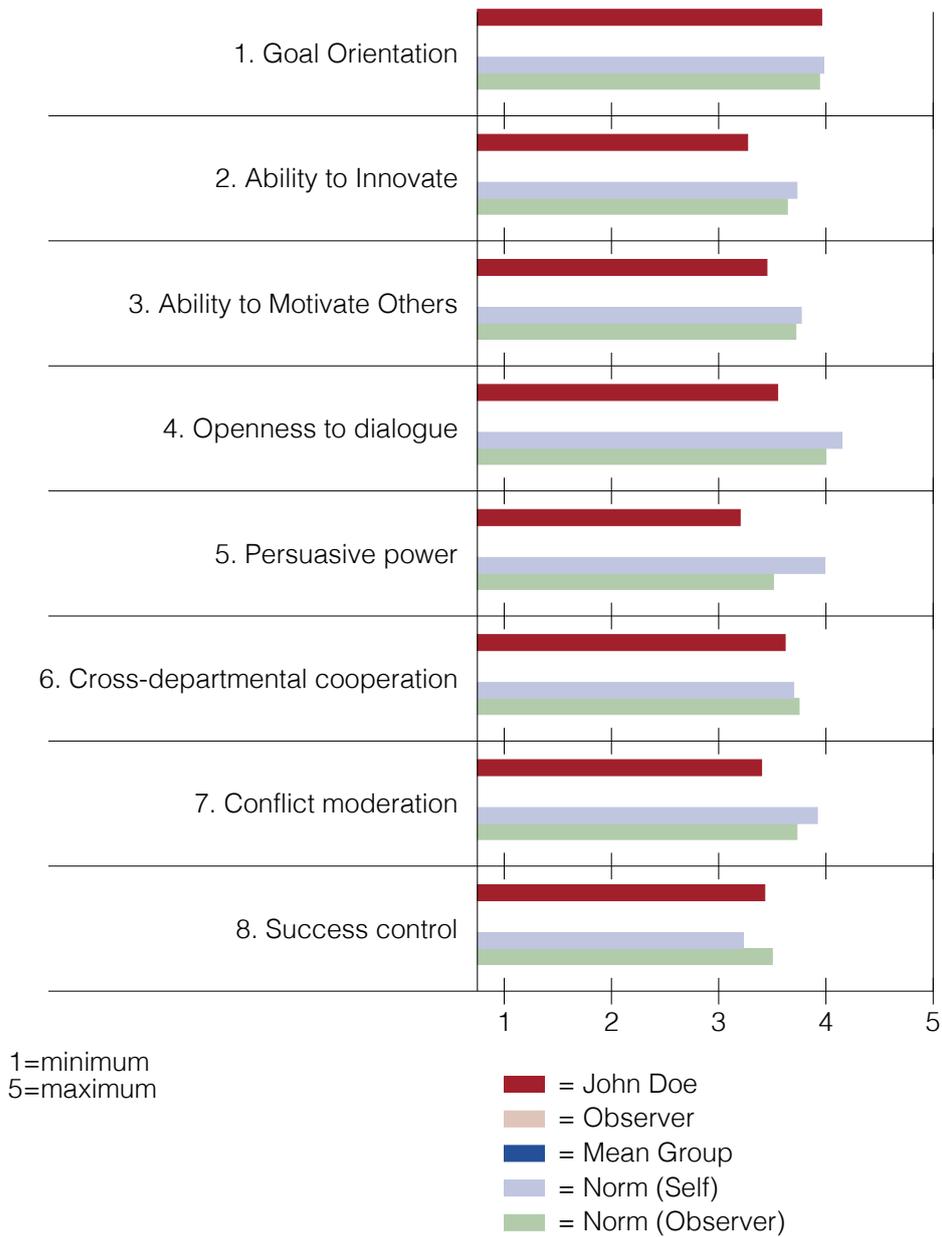
1: minimum
 5: maximum
 0: No/not enough information/answers available

A: John Doe
B: Observer
C: Mean Group
D: Norm (Self)
E: Norm (Observer)

Result report for John Doe



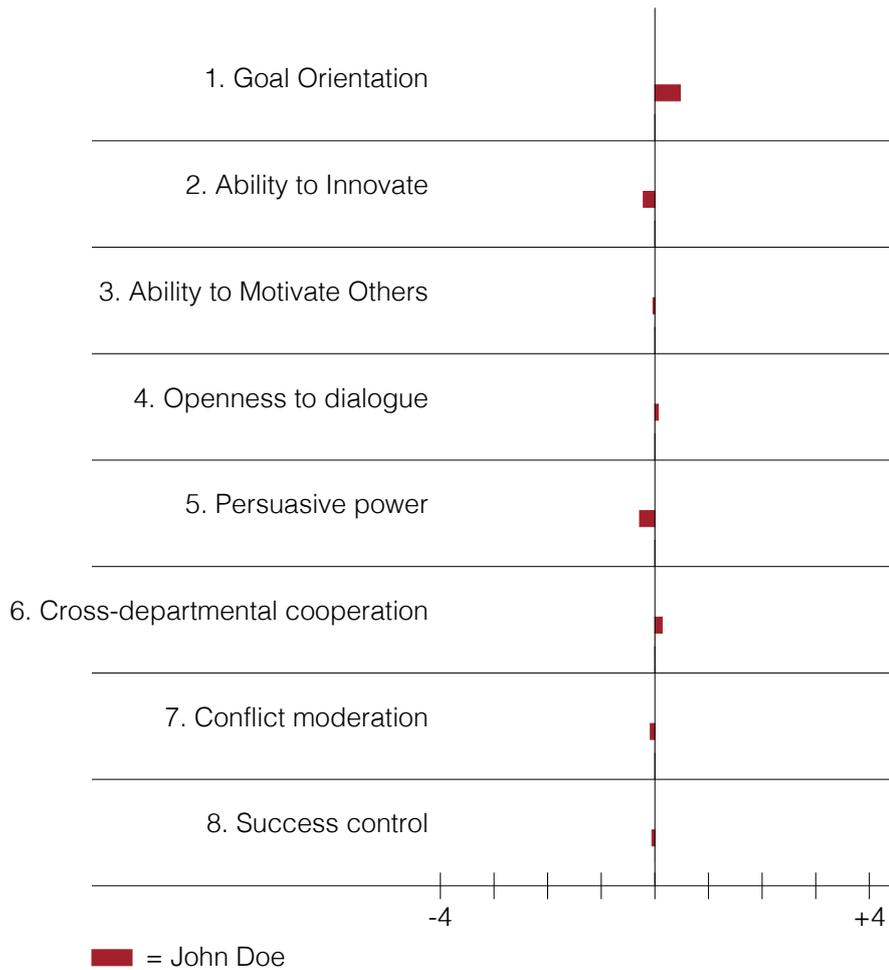
'FSL classic': results in a bar chart



Result report for John Doe



Deviance from the mean value of the assessment



This depicts the deviations of the self-assessment and external evaluation (if conducted) from the particular mean value of all factors.

Result report for John Doe



'FSL classic': Your strengths and weaknesses

Competency	What I am good at in this area:	What I want to learn in this area:
1. Goal Orientation		
2. Ability to Innovate		
3. Ability to Motivate Others		
4. Openness to dialogue		
5. Persuasive power		
6. Cross-departmental cooperation		
7. Conflict moderation		
8. Success control		

Result report for John Doe



Development references

Here you should take a note of your ideas, goals and measures for your personal development:

Lined area for writing development references

Result report for John Doe



Copyright References

The Power-Potential-Profile® (PPP) is a professional, multidimensional and consultant supported potential analysis. The PPP is only available through licensed consultants.

The Power-Potential-Profile® exists in the 5th revision of 2017. Prof. Dr. Andreas Kastenmüller, department of Psychology of the University of Siegen, has submitted an expert opinion.

The Power-Potential-Profile® is a registered trademark. All information, text and graphics as well as questionnaires are subject to copyright. Duplication, translation, microfilming or feeding in into electronic systems is prohibited. Unauthorized use of questionnaires or extracts thereof as well as the disclosure of results to unauthorized third parties is equally prohibited. Copyright infringement will be brought to prosecution.

This result-report is solely for the support of personal development. It must always be complemented with an assessment by a licensed consultant. All consultants are committed to discretion, as are the system administrators. The application, the assessments as well as the consultations may only be conducted by licensed consultants.

The Power-Potential-Profile consists of several modules, which can also be used separately:

1. Jungian Personality Profile (JPP)
2. Matrix for the Development of Attitude (MDA)
3. Future Skills for Leadership (FSL classic and FSL dynamic version)
4. Future Skills for Sales (FSS)
5. In addition, company-specific versions are also available.

flow consulting gmbh is authorized for marketing, administration and development of the Power-Potential-Profile® as well as the licensing of consultants. Dr. Andreas Kastenmüller (University of Siegen) conducts scientific consultation, Copyright is held by flow consulting gmbh.

A list of licensed consultants, detailed data protection and security notes as well as further information can be found at www.PowerPotentialProfile.com.

Your licensed PPP Consultant:

Dieter Kannenberg
 flow consulting gmbh
 Spörckenstraße 89
 D-29221 Celle
 +49 (0) 5141-740074
www.flow.de

