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profiling**values** 

Explore your potential

# Leading Simple<sup>®</sup>



## LEADERSHIP EXCELLENCE REPORT

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*presented by:*

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## EDITORIAL

### **Powerful people = powerful results = powerful companies**

We are convinced that the results of every organization – from families to companies to governments – are dependent on unleashing the potential of people. Here is the central task of leaders: to enable others to perform so that they can become the best they can be. More than 3,000 studies have documented that leaders are not born, rather they develop to such people either gradually from many years of experience or faster by effective training. This Leadership Excellence Report shows how strongly pronounced your characteristics currently are which define an excellent leader. The basis for this embodies the decisive Tasks, Tools, and Principles of an effective leader. These are well described and explained in the acclaimed leadership system, Leading Simple®. Leading Simple profoundly defines the job profile of a manager. The report will help you see your self-image and public image clearly beyond the influences of your role and identify what your next development steps are. You will recognize how to unleash potential systematically: first your own and then the potential of others. We encourage you to use the Leader Excellence Report and the leadership system Leading Simple® to become the most effective leader you can become. What a challenging, gratifying task! I wish you satisfaction and every success.

Your Boris Grundl

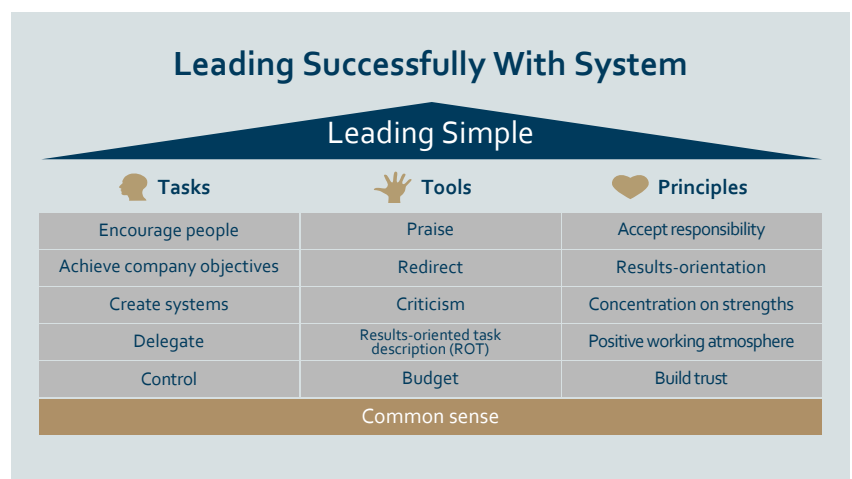
## THE SURVEY AND METHOD

The Leadership Excellence Report is calculated automatically from the data entered in the online questionnaire. The participant places 18 statements in a cohesive sequence for him from good to bad or orders the statements inasmuch as they apply to his life or not. This is repeated several times. The axiological survey and method of calculation are based on the scientific research of Professor Robert S. Hartman, the creator of the Hartman Value Profile (HVP). The HVP has been conducted millions of times throughout the world and has been extensively scientifically validated. This Leadership Excellence Report was developed by Boris Grundl and Dr. Ulrich Vogel. It is based on the profilingvalues System, which in turn is an advancement of the HVP.

## STRUCTURE

Beginning with page 4 of the report you will find your personal results. The first three pages of the findings are based on the system Leading Simple® developed by Boris Grundl. In this section five scales are depicted which are organized according to the Tasks (page 4), Tools (page 5) and Principles (page 6) of leadership.

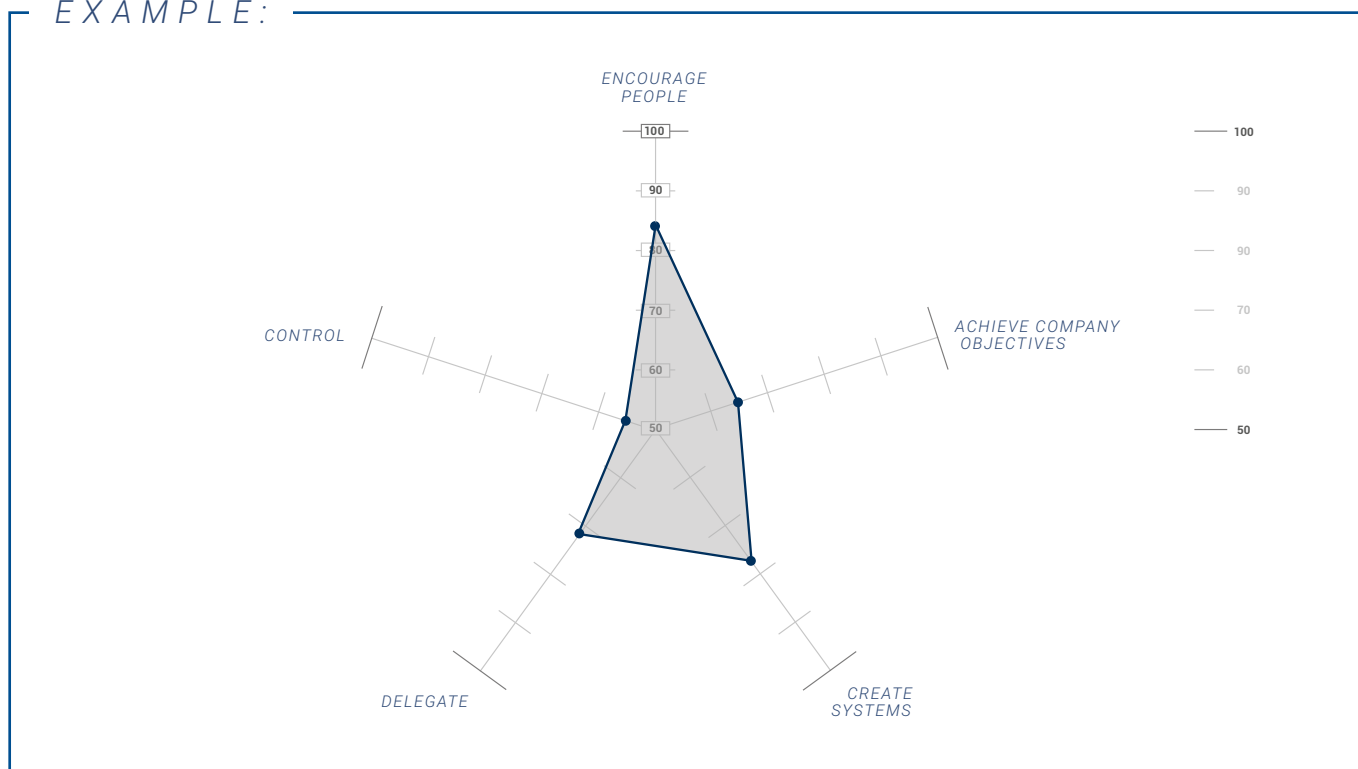
The 15 mastered Tasks, Tools, and Principles (pages 4 – 6) symbolize the thriving tree of leadership excellence. On page 7 your personal recommendations for development are discussed.



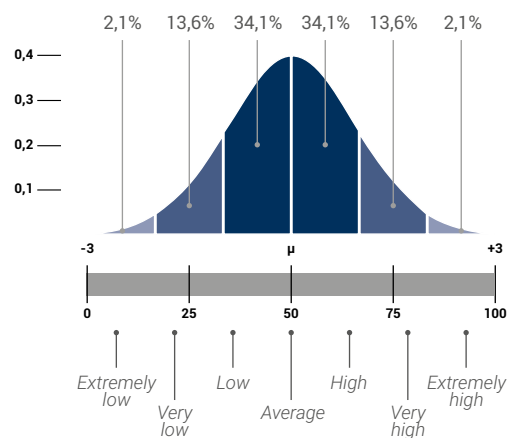
## UNDERSTANDING THE DIAGRAMS IN PENTAGON FORMAT

The following example diagram shows the type of illustration depicted on pages 4 to 6 of the report. In each figure five Tasks, Tools or Principles are mapped.

### EXAMPLE:



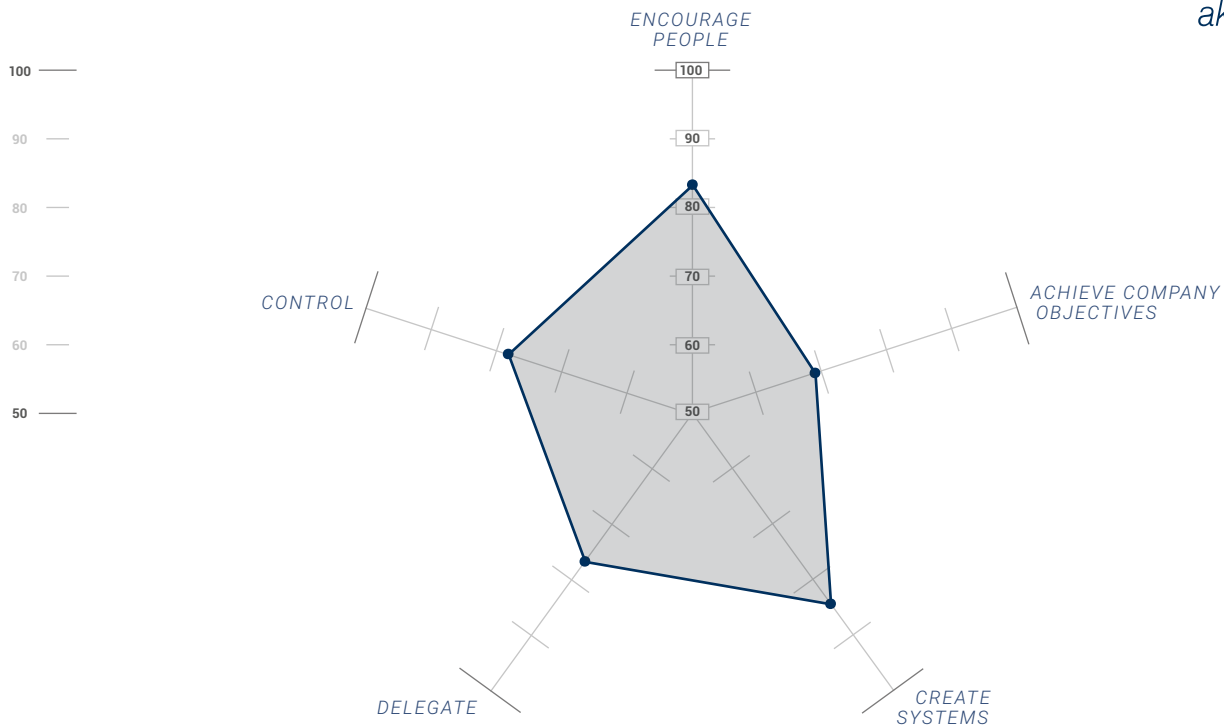
The area enclosed by the connecting curve represents **the current competencies** in the Tasks, Tools, and Principles described in Leading Simple®. The larger the enclosed area is, the greater the leadership qualities are developed. **The results are calculated independent of one another.** Thus, all scales can theoretically reach 100 percent. The strength of any scale does not automatically affect the weakness of another. At each corner of the pentagon, a level of 100 percent means perfect mastery. 50 percent indicates the average for society, as the following diagram of the normal distribution curve shows. **Excessive emphasis on a single leadership competency can lead to a lower result.** The aim is to achieve the optimal use of the entire system of Leading Simple®.





## THE FIVE TASKS

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### ENCOURAGE PEOPLE

Leadership doesn't mean treating others the way they would like to be treated or doing what's convenient for the manager. Leading includes encouraging and handling others so that they develop the best possible way. It should be personalized, based on the individual's strengths and weaknesses. The aim is to help the employee develop the best in themselves so that they fulfill their purpose in the company with the greatest possible motivation and competence.

### ACHIEVE COMPANY OBJECTIVES

Every organization is unique by means of its value chain. It serves an individual purpose and is useful to others. Profitability is essential at the end of the value chain since profits are the means by which a company sustains itself and is able to further implement and expand its positioning. A common objective for the employees to identify with creates meaning, unites people, and bundles their energy.

### CREATE SYSTEMS

Functioning systems ensure that their implementation achieves a consistent minimum performance. Effective systems relieve the executive from time-consuming operational (direct) leadership and enables efficient systematic (indirect) leadership. Results-oriented task descriptions and well-defined procedures produce better results and fulfill the most far-reaching duty of a leader – to make yourself redundant.

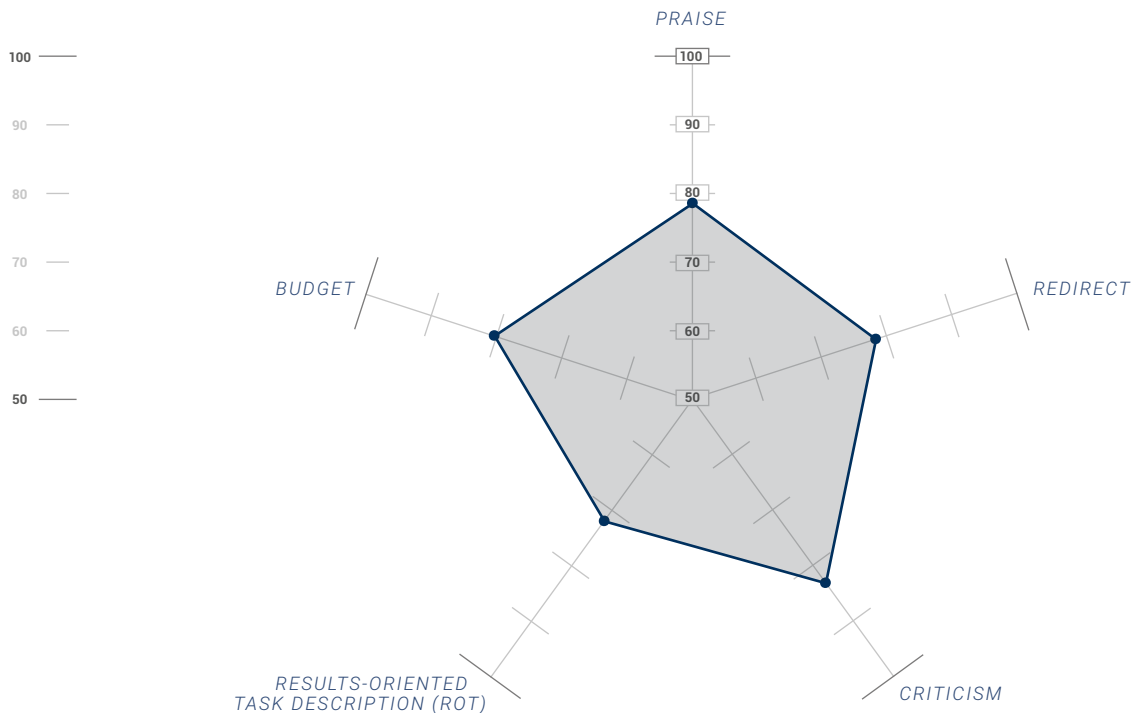
### DELEGATE

Delegation means giving space so that people are able to show what they can do. Mental strain and time pressure rob the manager of the necessary time needed for unforeseen things. Delegating is the ability to allocate tasks so that the quality of the results is satisfactory. Thus, successful delegation is also a development measure for the employee.

### CONTROL

If control was understood as a support to achieve goals, this would enable employees to attain optimal performance. Therefore, employees have the right to be controlled. A lack of control promotes the weaknesses in employees, e.g., negligence, inability, or misuse. Too much control stifles any initiative at the outset. Self-control and mutual control mean that the employees can reciprocally help one another since control measures the state of things with regard to the achievement of goals.

Excessive emphasis on a single leadership competency can lead to a lower result. The aim is to achieve the optimal use of the entire system of Leading Simple®.



### PRAISE

A manager perceives his/her employees accurately. He/she is interested in them and monitors them carefully. Such interest in people allows him/her to know exactly which behaviors need to be reinforced and which ones countered. Praise ought to be precise and meant from the heart; otherwise it will seem like flattery. Praise is the most important tool for encouraging people. Self-confidence is strengthened by praise which has been accepted.

### REDIRECT

Redirecting is the emotional neuter between praise and criticism. First, a matter-of-fact inquiry about the current results takes place because raising well thought-out questions consistently enables the manager to know the present state of affairs. The expectations were clearly defined beforehand. If the employee isn't on target, he/she will be guided towards it with the right questions.

### CRITICISM

A critical discussion is not intended for unloading frustration or demonstrating power. The aim is to reach the person and successfully change the behavior of the employee. Criticism should be made shortly after the incident and always refer to a single behavior. When criticizing, never challenge the person. The individual and the behavior are separated. False criticism can affect self-confidence and self-esteem.

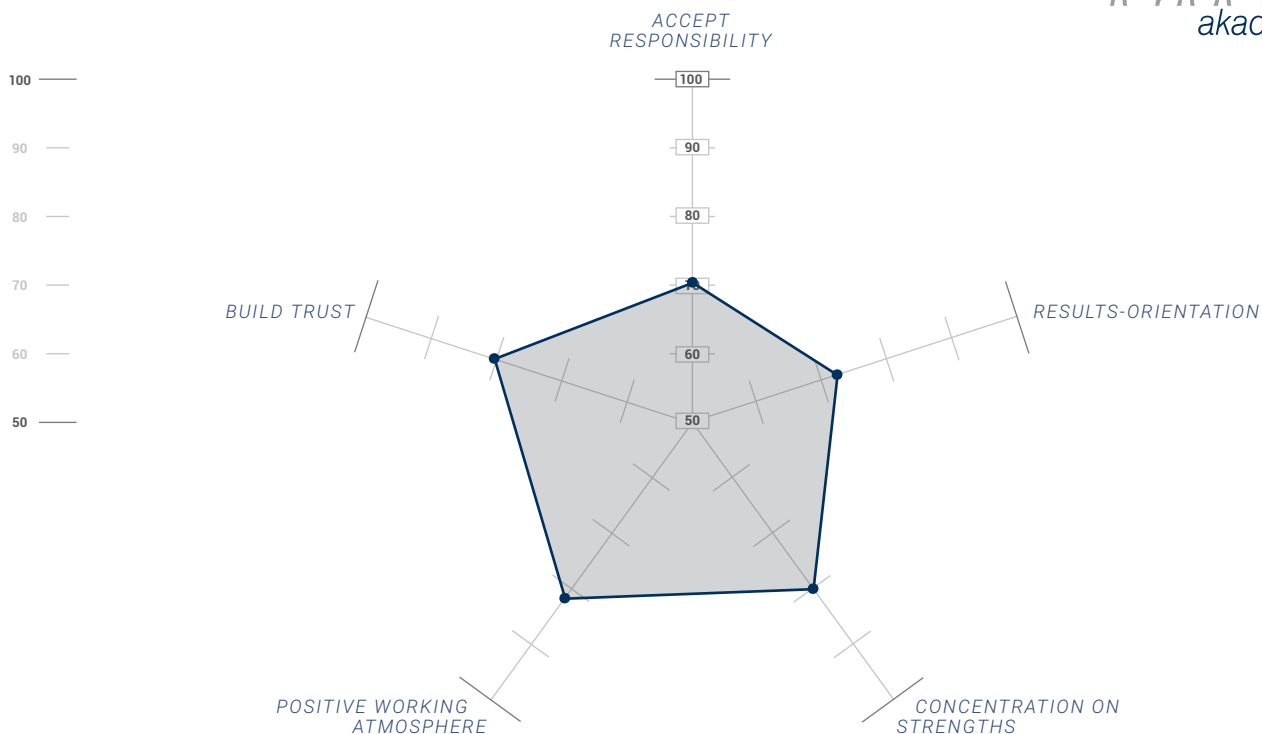
### RESULT-ORIENTED TASK DESCRIPTION (ROT)

Result-oriented task description leads people and organizations to think in outcomes instead of actions – a very powerful measure for better results and greater identification with the workplace. With ROT employees learn to love the results instead of the process. It directs the employee's main focus so that he/she can virtually run on autopilot. ROT builds the comprehensible basis for accountability and control. Results are much easier to control than actions.

### BUDGET

Budget plans are the best tool for formulating targets und controlling whether they have been achieved. Goals and activities are translated into a common language of money which then can be measured. The budget plan is a promise. The employee says: that's the goal that I will definitely reach. Budget plans build accountability and are an effective means of communication.

Excessive emphasis on a single leadership competency can lead to a lower result. The aim is to achieve the optimal use of the entire system of Leading Simple®.



### ACCEPT RESPONSIBILITY

By accepting responsibility the most effective answers to problems and their circumstances will be found. A basic principle with an enormous impact: empowering responsibility and expecting its implementation is the core of all management tasks. The manager is responsible for making him/herself and the subordinates the best they can be to fulfill the company's objective within the scope of opportunities which the company offers. Accepting responsibility means actively looking for topics which advance the company.

### RESULTS-ORIENTATION

Impact and results are the essence of all actions. The best intentions are useless when the desired impact fails to materialize. Life is always about results since it allows measurement and transparency. Successful leaders are transparent. Attempts and effort do not count. What's important is which results are achieved in a given amount of time. Errors are also results that often cause pain which is ultimately good. Pain is the best teacher. A leader ensures the measurability of the results so that top performers can develop.

### CONCENTRATION ON STRENGTHS

Recognized and promoted talents turn into strengths. Strength becomes obvious when excellent results are achieved with relatively little effort. Product development is about eliminating mistakes. That's machine thinking. With people, it's about enhancing what's there. That's human development. Leaders promote talent in their employees so that these become strengths. Then they demand top results relevant to those strengths. Intolerable weaknesses must be brought to a tolerable level. Solutions are sought for acceptable weaknesses..

### POSITIVE WORKING ATMOSPHERE

Constant peak performance requires a positive performance climate. This means that it's obvious what works and what does not. Energy can then be drawn from good news without being blind to the problems. A leader does everything to create a good working atmosphere. Nevertheless, the responsibility for the working atmosphere is equally shared between the company, the manager, and each individual employee.

### BUILD TRUST

Consistency and control produce security. People who feel secure are able to trust. The leader trusts him/herself, other people, and the world. But he/she also knows that sometimes disappointments will be faced. This let-down is repeatedly taken in stride. Two aspects of the personality are decisive in whether employees trust their leader: the positive world view and the realistic self-image. The manager is a coherent (not a perfect!) role model. Without trust, no important information flows. Trust ensures momentum in all areas and is therefore, a "hard" economic factor.

Excessive emphasis on a single leadership competency can lead to a lower result. The aim is to achieve the optimal use of the entire system of Leading Simple®.

Below you can find the development recommendations derived from your results for all the Tasks, Tools, and Principles so that you can expand your skills and develop further. These are simple tips for everyday life. For a deeper understanding, we strongly recommend that you inform yourself about the leadership system, Leading Simple® and apply it.



### ENCOURAGE PEOPLE

Your knowledge of people is already very good. You know about the importance of promoting people systematically and apply this. Staff development should take even more precedence. Increase your effectiveness. That's what distinguishes strong leadership.

### ACHIEVE COMPANY OBJECTIVES

You recognize the effect of your actions on the company and know the steps for value creation. But you are aware of your tendency to be distracted. In case you do not already do it, stop this and increase your efficiency by having a clear focus for the company.

### CREATE SYSTEMS

Your understanding of the impact of systems is highly pronounced. You apply direct and indirect leadership well. Ensure your systems will be improved by others. Systematically develop your ability to establish systems and teach others to do this as well.

### DELEGATE

Your ability to delegate is excellent. You assign specific tasks to others and steer the implementation wisely. Develop others even more intensively, according to their strengths. Do only those tasks which you alone can do. Think about maintaining control so your staff will become increasingly competent.

### CONTROL

Controlling is your strength. The reason for making inquiries and following up is well known to you. Fine tune the appropriate amount of control between too little and too much. Provide transparency so that high performers can develop.



### PRAISE

You already praise others effectively and are keenly aware of the positive effect it has. Keep a balance between closeness and distance, guard yourself from adulation. Improve the depth and intensity of your praise, not the frequency. Make sure you give honest and meaningful praise.

### REDIRECT

Posing the right questions is one of your talents. You quickly notice where someone stands and how you can intervene. Increase the quality of your questions through depth. Get to the core of the latest developments more quickly and save time.

### CRITICISM

You understand the necessity to criticize and use it effectively. You know how to improve employee commitment. Always check your balance between criticism and praise (distance and closeness). That's how you'll reach mastery. Solid results will endorse this path.

### RESULTS-ORIENTED TASK DESCRIPTION (ROT)

Transforming tasks into effect is one of your strengths. You enjoy recording the results. Applying ROT on others brings you growth. Create a living ROT until your team demands and lives such clarity on their own.

### BUDGET

You can translate and capture impact in monetary terms. Your ability to manage budgets is pronounced. But always keep in mind that budgets should serve us, not master us. Deepen this knowledge in your team. Pay attention to how your team regards money and create cost consciousness.



### ACCEPT RESPONSIBILITY

You basically like to take on responsibility. Nonetheless, you still have difficulty with the details in handling responsibility and the right degree to assume. Heighten your clarity concerning the levels of responsibility and synchronize this with others. Align your actions more consistently.

### RESULTS-ORIENTATION

Your results orientation is strongly developed. You attach great importance to distinct areas of responsibility and measurability of impact. Help others to understand why results are so important in life. Demand results orientation from others to a greater extent. This will make you a role model.

### CONCENTRATION ON STRENGTHS

You understand well the strengths and weaknesses of your team members and deal with them accordingly. You also know your own. Focus on being more consistent about developing any strengths and demand putting these to use. Strengthen your strengths consistently.

### POSITIVE WORKING ATMOSPHERE

You are very aware of the enormous impact of a positive working environment. You see the drawbacks and opportunities. You don't allow yourself to have a bad mood. Without rose-tinted glasses, you focus on solutions and ideas. Understand people who do not have this power. Support others. You need them!

### BUILD TRUST




Your confidence in yourself and others is high. You can build trust in a targeted way and know the essential meaning of this ability. Make trust a hard skill in your team. It's a very important success factor. Exemplify the cycle of trust, control, disappointment, and forgiveness.

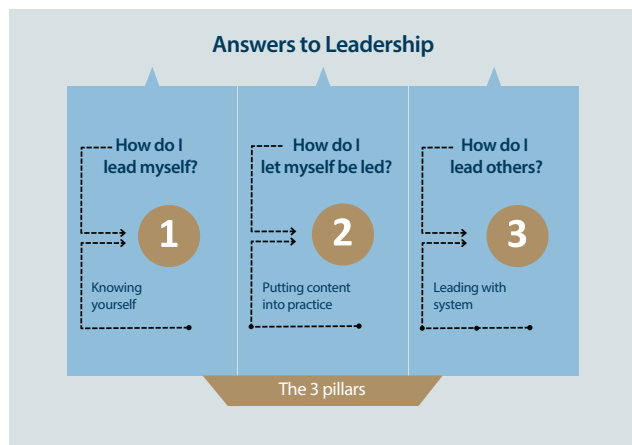
## LEADING SIMPLE® – LEADING SUCCESSFULLY WITH SYSTEM

The Grundl Leadership Akademie ensures that leadership teams live up to their management responsibilities: guiding people. Put into practice! It answers the three central questions of effective leadership:

1. **How do I direct myself?**
2. **What guides me?**
3. **How do I lead others?**

To this purpose Leading Simple® relies on leading with your head, hand, and heart:

-  1. **Leading with your head – the five Tasks**  
(What do I have to do?)
-  2. **Leading with your hand – the five Tools**  
(What do I need to do it?)
-  3. **Leading with your heart – the five Principles**  
(Why do I have to do it?)



Training was yesterday. Implementation is today. The Grundl Leadership Akademie ensures real transformation. This is achieved in three steps:

- **Intellectual understanding**
- **Emotional understanding**
- **Practical applications**

For more information see [www.grundl-akademie.de](http://www.grundl-akademie.de)

## THE SCIENTIFIC BASIS OF THE PROFILINGVALUES METHOD

The information required for evaluating the report 'Focus on Responsibility' are derived from the participant's complex series of rankings and measured according to value psychology. A differentiated projection is made against a logical-mathematical sequence and calculated in terms of their varying distances.

Our value system is regarded by scientists to be the most consistent orientation for our actions. These can be captured in a value metric way, i.e., by evaluating and not self-disclosure.

This precludes forms of manipulation and psychological effects such as social desirability or self-promotion.

The metrics used from the logical ranking sequences have been normed and validated numerous times. It stems from the research of Robert S. Hartman, a scientist nominated for the Nobel Prize in 1973.

For more information see [www.profilingvalues.com](http://www.profilingvalues.com)

EF	80	EBF	71	DiFA	89	AE	0.880
EA	50	EBA	0	DiFl	67	BF	0.924
PDF	85	EOF	70	AIA	74	CE	0.897
PDA	35	EOA	100	All	100	DF	0.880
SDF	86	ZOF	70	AC	0.915		
SDA	55	ZOA	45	BD	0.827		