

1. Welcoming remarks

Dear participants,

For some years now the MALAMUT Team Catalyst GmbH has been dealing with the question of how to provide executives with an analysis of their competency profile as a predictor of success. Through our experience in leadership research as well as social and communication psychology, we have found that looking solely into single competencies is not sufficient. Our aim is to include social competency and team role behavior on a psychological basis. Your results in both of these areas will offer you a comprehensive and more differentiated way to deal with your personality profile and your behavioral strategies. We hope that we can provide some valuable findings from our analysis and wish you good luck with your ambitions!



Prof. Dr. Margarete Boos

2. Identifying entrepreneurial potential

The MALAMUT Profiler is a scientifically tested and validated procedure that offers an analysis of your entrepreneurial and social competency as well as your team role behavior. Hereby you will gain information about your competencies and aptitude as an executive.

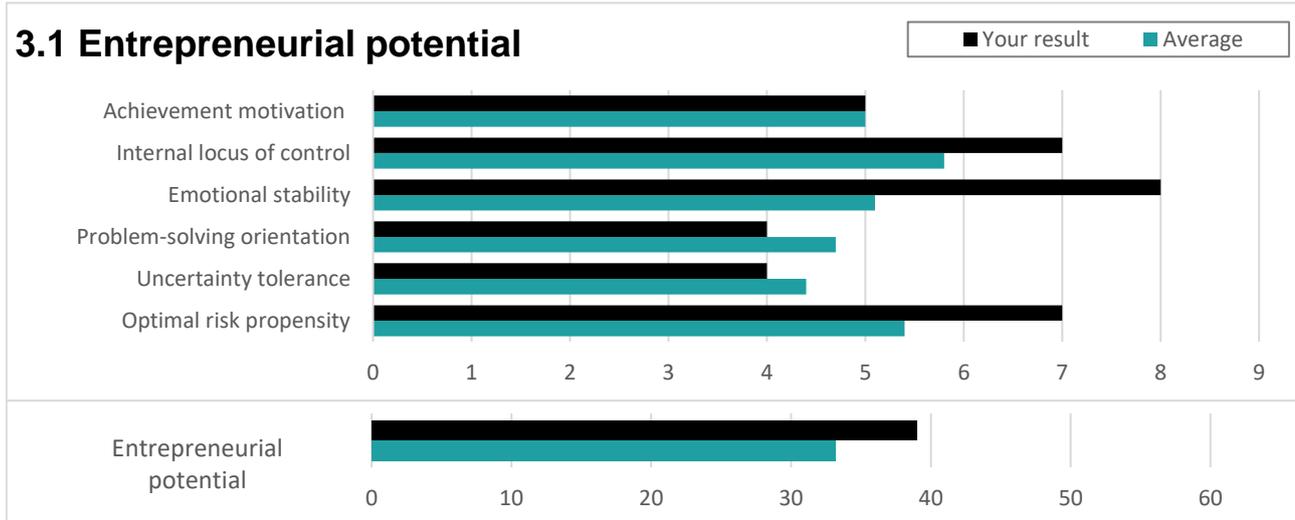
With the results produced by the MALAMUT Profiler, you will be able to deduce conclusions that will be useful in various areas. The results will give you information about your entrepreneurial motives and your personality profile. You will be able to identify behavioral tendencies and compare them with your self-perception. This will enable you to consciously identify your strengths and weaknesses and use them effectively, compensate for your weaknesses or improve them through coaching and training.

In order to provide you with information on your potential, your entrepreneurial, social and team-oriented abilities will be recorded and analysed using psychological procedures. Your entrepreneurial potential will be analysed by looking at your risk propensity, for example. Your social competency, which will be especially important in your social environment, will be measured by characteristics such as conflict management and assertiveness. Using this information, you will be able to deduce conclusions about your personality and social strengths. As a final step we will identify your team role. This will be especially important when setting up a team and will also highlight your behavioral tendencies in other groups. Those three aspects allow an extensive analysis of your potential, abilities, strengths and weaknesses.

Your data will be analysed in great detail as follows. In doing so, we will present a graphic summary overview of all results, backed by comprehensive reports. Reference values are based on a sample (N = 1220), consisting of entrepreneurs, founders, and members of university project teams, who participated in validating the questionnaire.

3. Summary of your results

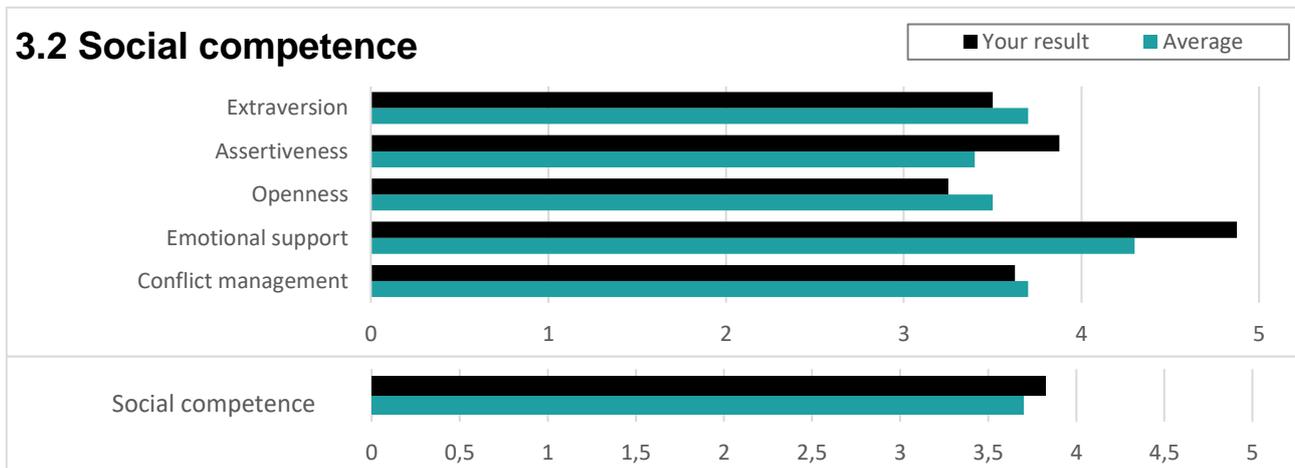
3.1 Entrepreneurial potential



Your overall entrepreneurial potential: **39 Points**
Average for all participants*: **33.2 Points**

**see p.3 for further information*

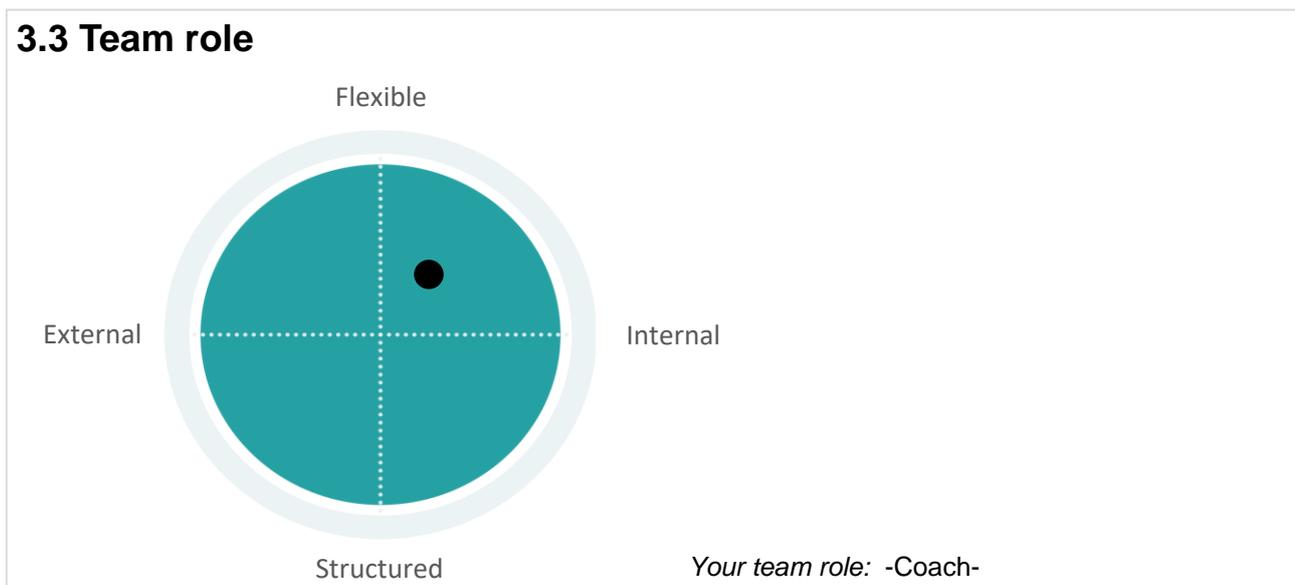
3.2 Social competence



Your social overall competence: **3.825 Points**
Average for all participants*: **3.7 Points**

**see p.3 for further information*

3.3 Team role



4. Meaning of entrepreneurial potential

Entrepreneurial potential is one of the most important criteria regarding the success of a business. Many executives (single and team) rely mainly on technical knowledge. However, it is especially the entrepreneurial competent team members who position and introduce a technically properly developed product or service to the market, sell and ultimately profit, thus ensuring the survival of the company. Entrepreneurial competence enables the executive to make market-oriented, economically calculated company decisions, define strategies and lead the business in the right direction. The relevant entrepreneurial potential is significantly influenced by the psychological components of the individual(s) involved (Müller, 2003). These components can include, for instance, risk propensity – the basis upon which the members may decide which approach to take regarding a major investment. Another is assertiveness, which is what steers team members in situations, for instance, of convincing financial institutions of the advantages of an idea or opinion. The characteristics just mentioned are part of the questionnaire concerning entrepreneurial competence, which will provide information about your personal entrepreneurial potential.

The six entrepreneurial competence characteristics are as follows:

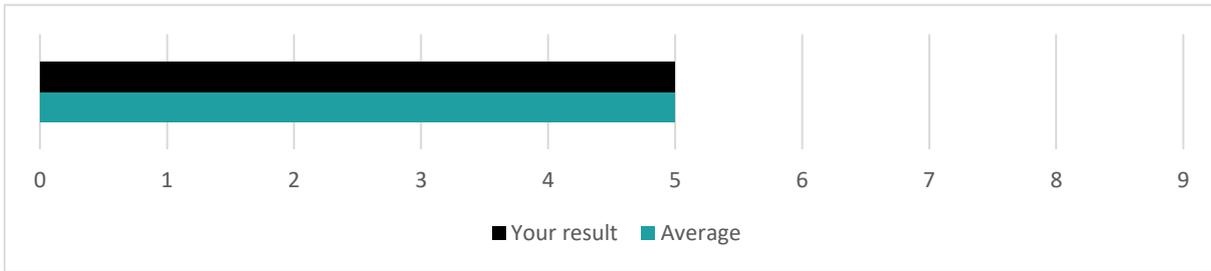
- Achievement motivation
- Internal locus of control
- Emotional stability
- Problem-solving orientation
- Uncertainty tolerance
- Optimal risk propensity

My using the information you provided, we have identified your individual registers (strengths/weaknesses) regarding the above entrepreneurial characteristics. Your overall entrepreneurial potential has been determined from the results of the following section.

4.1 Your personal entrepreneurial potential

4.1.1 Achievement motivation

Achievement motivation is one of the core characteristics of any entrepreneurial personality. It describes the willingness to get involved with the tasks at hand, those that pose a challenge to your personal competencies and skills and that have a good chance of success. The tasks themselves exert a strong incentive and motivate people to tackle them with great interest and commitment. The achievement itself rather than rewards is the source of satisfaction, which results from a successful completion of the task. An example would be an engineer who wants to implement a challenging technical innovation. His/her drive to meet the challenge helps the engineer to develop the idea into a marketable product, a product that will enable him or her to finally make it on their own.



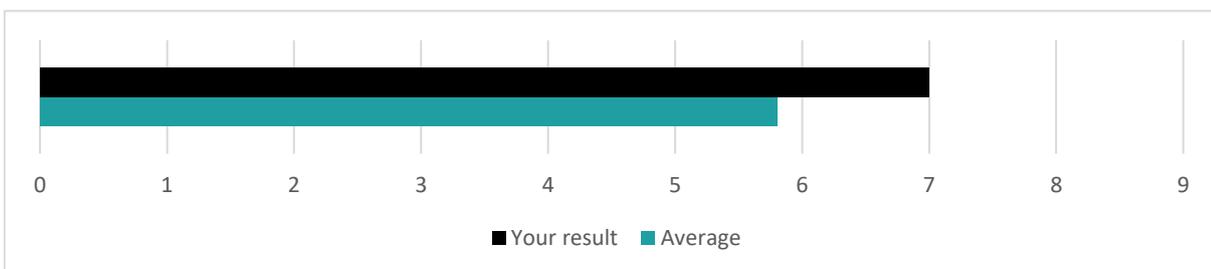
*Your achievement motivation: **5 Points***

*Average for all participants: **5 Points***

Your achievement motivation score is moderate, i.e., subject-specific and task-dependent. You prefer specific tasks, which you indeed tackle in a goal-oriented and dedicated way. However, there are task areas that appear unattractive to you and are therefore approached with little achievement motivation. Your actual achievement motivation can only be identified by the type and number of preferred tasks compared to non-preferred tasks. Considering the impact of your neglecting certain areas on the success of your projects, we can identify either a highly expressed subject-specific achievement motivation or areas which point towards requiring more of your attention. As part of the solution, you should examine your various tasks and estimate the impact of neglecting a task on the success of your work. This would help you to identify those particular areas that need more thorough attention.

4.1.2 Internal locus of control

Internal locus of control describes the tendency to see oneself as an initiator – a “doer”. People with a high expression of this value distinguished themselves among others by having strong self-efficacy. They attribute the results of their achievements to their own skills and abilities rather than external circumstances or the contribution of others. A strong internal locus of control causes people to strive for occupational independence because they are unwilling to compromise their work.



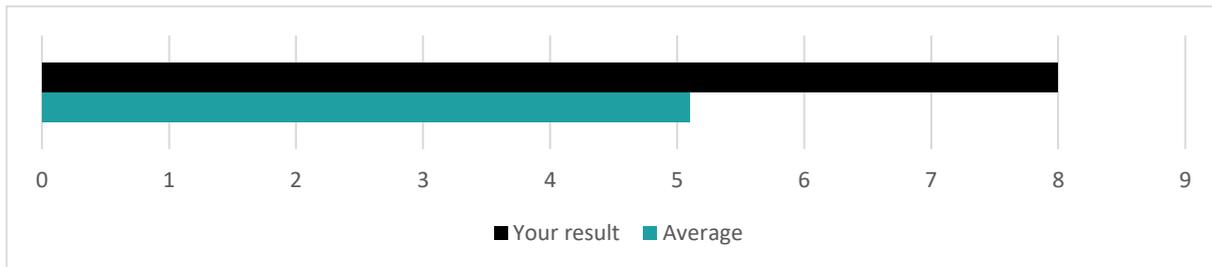
*Your internal locus of control: **7 Points***

*Average for all participants: **5.8 Points***

Your internal locus of control is highly pronounced, confirming that you are a self-confident person. You wish to act independently and make autonomous decisions. Principles like “Everyone is the architect of his/her own fortune” are unconditionally affirmed by you. You ascribe your successes to your own competencies and abilities, which gives you the necessary confidence. However, due to your wish for independence, you are reluctant to subordinate yourself. You are convinced of your confidence and rarely question it. You should be aware that this can trigger incorrect decisions.

4.1.3 Emotional Stability

The characteristic of emotional stability describes the type and intensity of emotional reactions when individuals are confronted with unpleasant events or results. Emotionally stable people overcome frustration more quickly than emotionally unstable ones. Furthermore, they handle failures less dramatically and take a more relaxed attitude to difficulties that occur during the day. They are also less likely to be disheartened by obstacles and emerging difficulties. Emotional stability contributes in such a way in that emotionally stable people do not lose their heads in critical business situations.

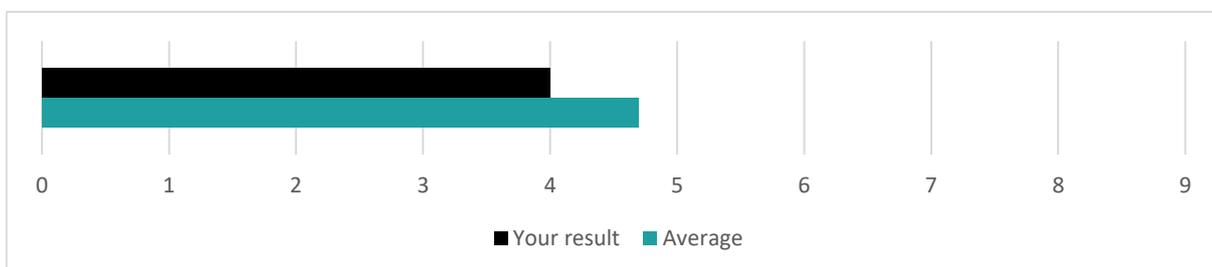


*Your emotional stability: **8 Points***
*Average for all participants: **5.1 Points***

Your emotional stability score is strong. Unforeseen difficulties, failures, or disappointments may hinder you but only in the short term. You can control your emotions and feelings well, meaning your work is not affected by emotional outbursts and thus you can concentrate and focus in spite of the stress. Despite your positive emotional stability, you should not suppress and hide your feelings completely. The aim is to sustain your ability to work but not totally suppress your emotions, since this can lead to problems in the long term.

4.1.4 Problem-solving orientation

People with a high problem-solving orientation see tasks and challenges in their job as problems that basically can be solved analytically and rationally. Attracted by problems and their solutions, they develop problem-solving competencies. This skill is acquired by seeking out new assignments and actively engaging in their management. Those with a pronounced problem-solving orientation benefit from this entrepreneurial behavior because it enables them to cope with numerous non-routine tasks, which executives often face. Among many examples of this are an important customer unexpectedly reneges, a valuable employee announces that a project must be accomplished sooner than planned or complaints surprisingly signal a quality defect.

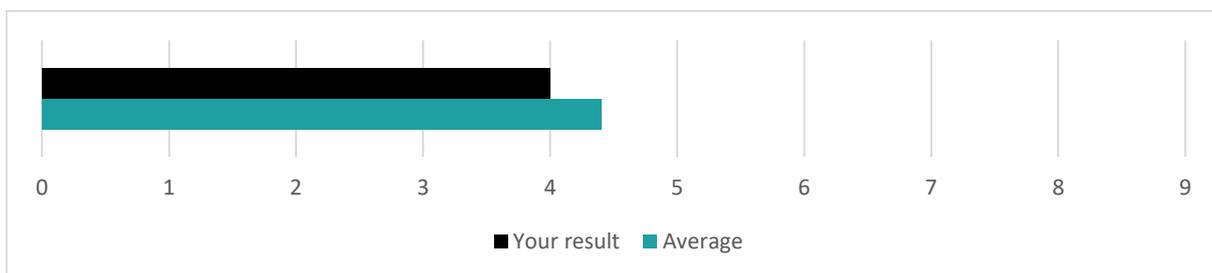


*Your problem-solving orientation: **4 Points***
*Average for all participants: **4.7 Points***

Your problem-solving orientation is moderately expressed. You are good at properly handling problematic areas and developing unconventional solutions, which demand unusual strategies and courses of action. However, occasionally you are still somewhat impatient with problems that occur and invest too little time to generate the information and underpinning data about the problem in order to derive a solution. To improve your problem-solving orientation, you should familiarize yourself with selected, innovative, and efficient solutions for frequently occurring problems.

4.1.5 Uncertainty tolerance

Characteristic of those with uncertainty tolerance are people who can successfully deal with unstructured, open and barely regulated situations of work life. Executives often have to deal with tasks that cannot be solved by applying well-learned or strictly rational strategies. Uncertainty tolerant people find it easier to apply creative and innovative approaches to those situations. They are attracted to unstructured tasks and appreciate the innovative possibilities of such situations. In contrast, uncertainty intolerant people try to avoid unstructured situations. They are nevertheless confronted by such situations but are uncomfortable and intimidated and react accordingly.

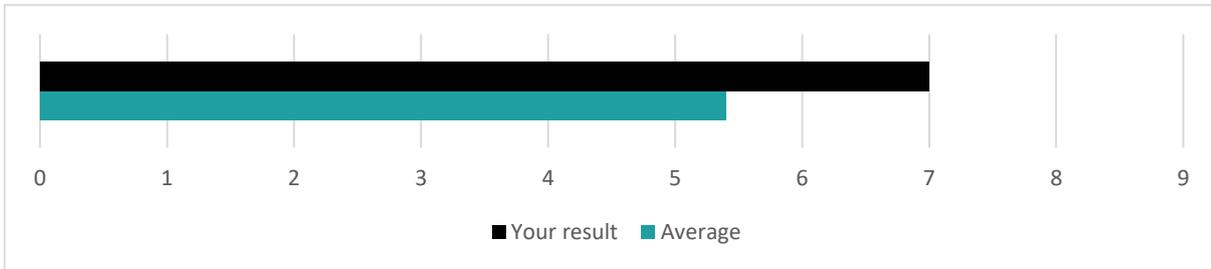


Your uncertainty tolerance: 4 Points
Average for all participants: 4.4 Points

Your uncertainty tolerance scores are at a medium level. This suggests that you possess varying characteristics. On the one hand, you are able to deal with unstructured tasks and thus compensate for uncertainties. On the other hand, you do not actively seek such situations. Within the context of your leadership responsibilities at work, you should focus on the further development of design options for open-ended situations, develop your sense of innovative solutions to entrepreneurial problems, and promote a more positive attitude towards dealing with ill-structured situations.

4.1.6 Optimal risk propensity

Optimal risk propensity describes the individual who prefers to choose alternatives in decision making that possess neither too high a risk with little chance for significant success, nor too little risk with certainty of minor success. For entrepreneurial behavior, both extremes are undesirable. An optimal risk propensity – that is, the tendency to calculable risks for a business venture – makes the most sense.



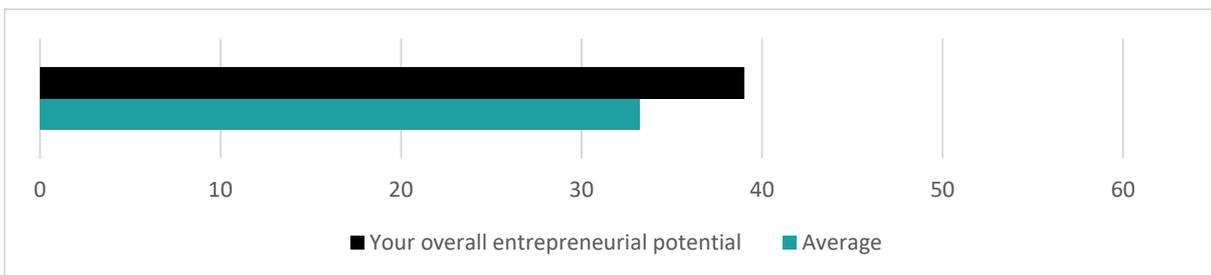
*Your optimal risk propensity: **7 Points***

*Average for all participants: **5.4 Points***

Your risk propensity scores are optimal. This means that you are able to assess a risk situation in a realistic and calculated manner. This knowledge of how to assess the extent of the risk helps you to derive appropriate action strategies. This behavior brings the best prerequisites for your projects to make sound decisions.

4.1.7 Overall entrepreneurial potential

The overall entrepreneurial potential expresses the individual's entrepreneurial abilities: The more pronounced the overall potential, the more complete the entrepreneurial personality. Your individual personality traits are included in the calculation of the overall entrepreneurial potential.



*Your overall entrepreneurial potential: **39 Points***

*Average for all participants: **33.2 Points***

Your overall entrepreneurial potential scores are high. Accordingly, your entrepreneurial characteristics are positive. Consequently, a favorable forecast can be derived from your overall potential. Nevertheless, you should make sure that possible existing weaknesses are addressed by further training. Should you be uncertain in certain areas or assume that certain weaknesses cannot be adequately compensated for, you should also rely on strength of colleagues. However, in most situations, you are able to compensate for any weaknesses with your own strengths.

5. Meaning of social competence

The success of executives is not only measured by their technical and entrepreneurial know-how, but also by their social competence. Successful executives have higher social competence than others (Barron, 2000). Included in social competence is the ability to interact appropriately in a social environment, which is assured by different personal characteristics. Those skills that are often referred to as “soft skills” include various competencies such as communication skills and empathy.

The advantages of social skills have been widely acknowledged, but it begs the question regarding which abilities and characteristics are relevant. It has been proven that good social skills have both a positive impact on the performance of the individuals as well as the performance of the group. Interpersonally competent individuals are likely to be able to establish networks of relationships, which can be supportive and helpful in both a social and a business context. Other social capabilities are also required by the diverse challenges facing executives. For example, in dealing with financial institutions, a healthy level of assertiveness and extraversion can be helpful when convincing them of your idea and its financing. Skills such as empathy and conflict management are especially crucial in the social environment and in your interaction with employees. So it is essential that the executive knows how to respond to an opponent and react appropriately during conflicts.

Consequently, an executive's social competence in both the social environment as well as in business projects is highly important. Five relevant social characteristics have been included in the MALAMUT Profiler:

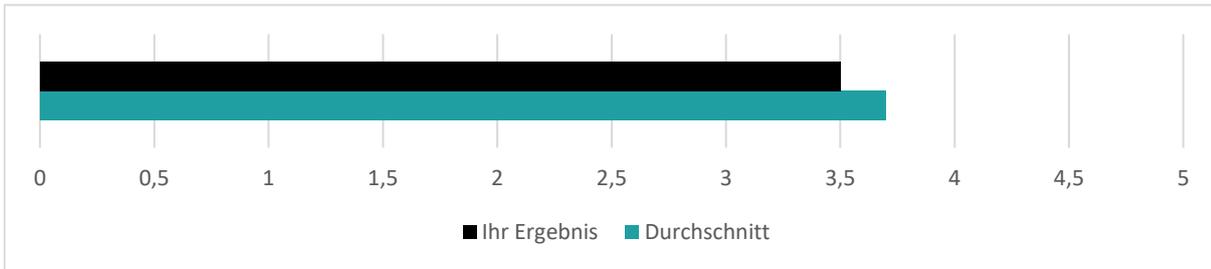
- Extraversion
- Assertiveness
- Openness
- Emotional support
- Conflict management

By using the information you provided, we have identified your individual registers (strengths/weaknesses) regarding the above characteristics. Your overall social competence has been determined from the results of the following section.

5.1 Your personal social competence

5.1.1 Extraversion

Extraversion describes an outward and open-minded behavior. Extraversion is expressed through various facets of an individual personality. Generally, extraverted persons actively interact with their environment and tend to communicate directly with other people. They are usually self-conscious, do not hesitate to approach strangers and are capable of building new relationships. To others, they appear interested and entertaining and know how to keep a conversation going. Furthermore, extraverted people have a creative potential, which they employ to foster new relationships through different activities. They find it relatively easy to build social and business networks within which they interact. In a team, extraverted people tend to motivate their team members.

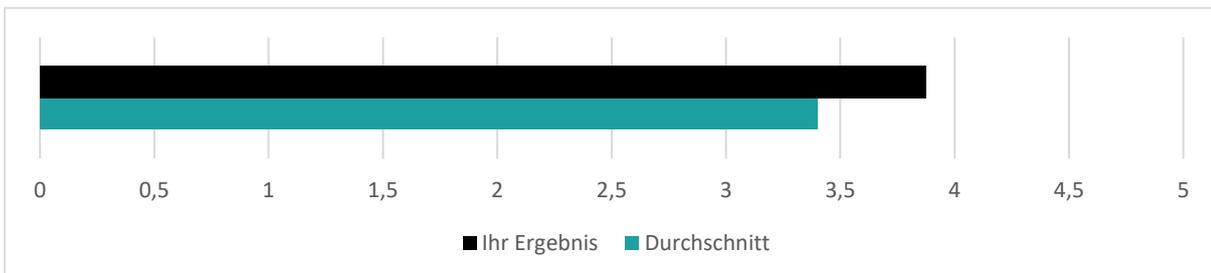


Your extraversion: 3.5 Points
Average for all participants: 3.7 Points

Your extraversion scores are at a medium level. In existing networks that are familiar to you, you actively communicate. And occasionally, if you feel safe in your environment, you also approach strangers. However, it is still difficult for you to initiate conversations and establish new contacts with people who are either strangers or when you are in an unfamiliar environment. However, this is a potential that is important for you to develop in order to expand your existing network, both at a social and at an enterprise level, and thus to derive both social and business benefits.

5.1.2 Assertiveness

The personality trait of assertiveness, describes the ability to stand in for personal goals, interests and opinions and to insist on their success. Assertiveness is always linked to active communication. Hence assertive people are able to openly communicate their opinions. They talk about problems, misunderstandings and wishes in an open and sincere way, even if they encounter resistance. Ideally they can successfully point towards uncomfortable topics and understand how to deduct demands or claims. Hereby, their way of communication plays a major role. On the one hand, they can pursue their goals in an aggressive manner without paying attention to others; on the other hand, they can convey their targets in a cooperative and inclusive way. An appropriate degree of assertiveness is crucial for executives. They have to position their goals and interests not only in the business context, but also in a social one, concerning their team.

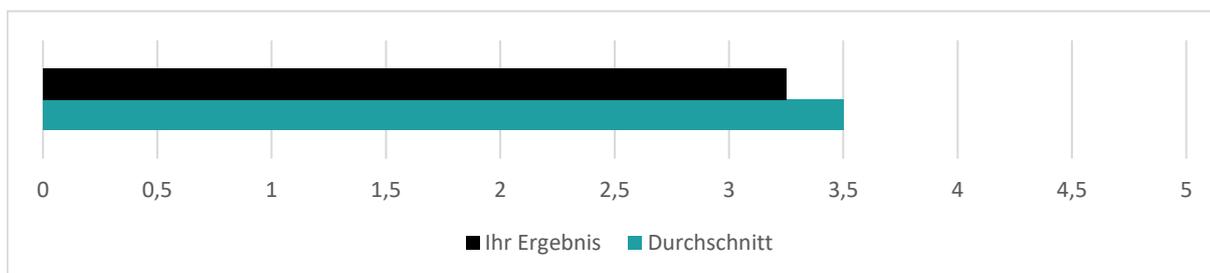


Your assertiveness: 3.875 Points
Average for all participants: 3.4 Points

Your assertiveness score is high. You are able to formulate your opinions, ideas, and goals, communicate with others, and ultimately accomplish your aims. You express yourself frankly, whether something pleases or displeases you. This may be, for example, in reference to a business partner who has shown inappropriate behaviour towards you. Your assertiveness is beneficial both for your working environment and generally for your social environment, as upcoming issues are addressed immediately. Despite your good efficacy, you should make sure that you do not too vigorously defend your opinions so as not hurt people in your business and social environments.

5.1.3 Openness

The disclosure of personal information is the ability to channel the right information to the right people. Hence, this is the ability of adequately distributing information in a social context. In a leadership context, openness is a two sided medal. While you should convey a competent but not overly transparent image of yourself when interacting with colleagues and/or employees, it is also important to be open and transparent in a social context (e.g., with friends, family). Openness creates an accurate personality picture of the individual and leads to a strong trust basis and integrity. This characteristic also includes the ability to judge, who should be trusted with certain information. Overall it is important to remember that the adequate distribution of information is important in a social context, so that executives can receive maximum support for their endeavor from their social network.



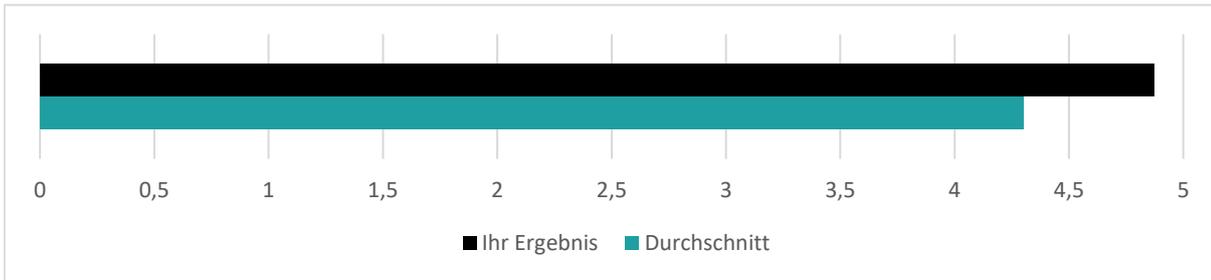
Your openness: 3.25 Points

Average for all participants: 3.5 Points

Your ability to share personal information openly scores at a medium level. This means that you interact and communicate well with your environment. Depending on the situation and the person, you decide which information you reveal and what you do and do not want others to be know. However, sometimes you tend to be too withdrawn. This behavior can preclude both your private and professional interaction partners from gaining a complete picture of your personality. This can lead to uncertainties in dealing with you. Keep in mind: a more open exchange with others simplifies work processes and communication and provides you with more support from your social environment.

5.1.4 Emotional support

The ability to offer emotional support is characterized by the desire to engage with other people and offer help and support. This ability is inherent with a high degree of empathy and the tendency to respond to other people and their problems. In practice this is expressed, inter alia, through good listening skills. Furthermore, extensive patience is paired with a considerate communication behavior, typical for emotionally supportive people. Due to the sensitive manner and the ability to empathize with other people's problems, these individuals are able to develop structuring solutions together with the parties concerned. They can convey meaningful suggestions, using their analytical competencies and straight forward communication. Adequate emotional support competencies are especially useful for the interaction with friends, family and business partners. However, it should be ensured that there is a balance between the support for others and the satisfaction of personal needs. Consequently, a medium-strongly pronounced social support competency is advantageous.



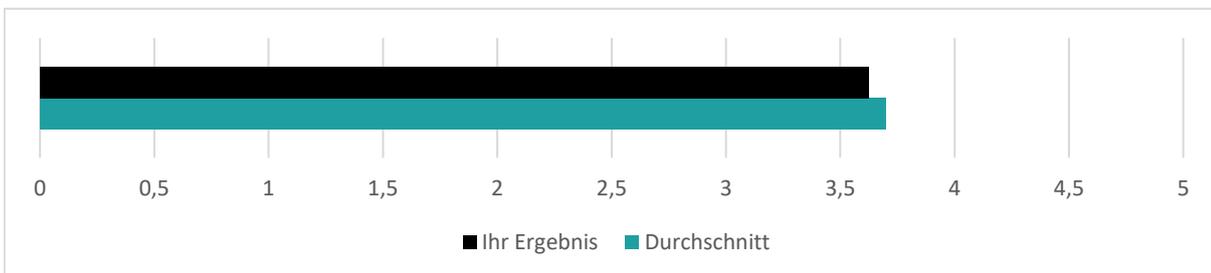
*Your emotional support: **4.875 Points***

*Average for all participants: **4.3 Points***

You have a strong willingness to provide emotional support for others. You understand how to approach your social environment and you are ready to help people with advice and action. You respond to other people, put yourself in their position, and give advice from their point of view. Even in critical situations, you will be at the side of your friends and team members and will take time to support the problems of other people. However, make sure that you do not value the support of others above your own basic needs.

5.1.5 Conflict management

The concept of conflict management includes the ability of a person to deal with conflict and especially to de-escalate. When confronted with a conflict, people with a pronounced conflict management ability maintain an objective awareness of the problem. They are able to listen to their counterparts and actively try to understand their arguments. They will encounter opposing viewpoints with a high degree of tolerance. Furthermore, they exhibit extensive self-control and try to prevent inappropriate or affective reactions. They use appropriate conflict resolution techniques, which are not generally argumentative but problem oriented and supported by examples. If they do not succeed at resolving a conflict to their advantage, they try to admit own mistakes or come to terms with the given situation. Adequate capacity for conflict management is important for executives. A good balance of tolerance and assertiveness is ideal in this case.



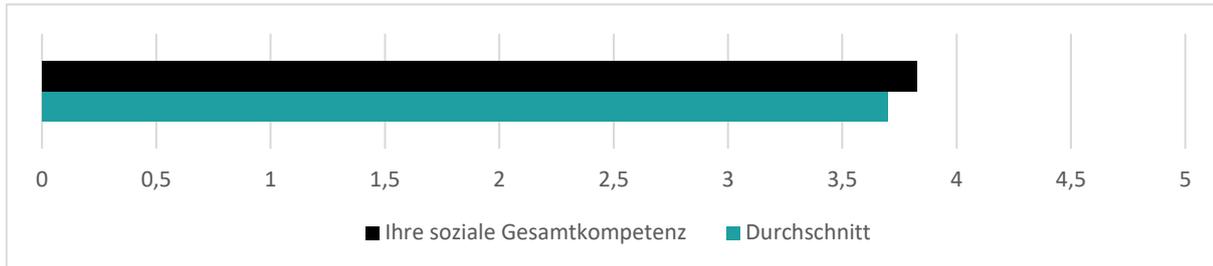
*Your conflict management: **3.625 Points***

*Average for all participants: **3.7 Points***

Your ability to handle conflicts scores at a medium level. When dealing with conflicts, you apply reasonable, solution-oriented strategies. When conflicts arise, you are able to develop an appropriate strategy for coping with them and you know how to act diplomatically. To further optimize your conflict management skills, you should identify your personal conflict-related strengths and try to use them in order to find new ways of resolving conflicts. In doing so, you can further develop your ability to de-escalate conflicts and thus achieve the most profitable results from controversies.

5.1.6 Social overall competence

Your social overall competence is measured, using the personality traits examined here. It is reflected in your individual social competence and reveals information about your strengths and weaknesses. To obtain information about your overall competence, your individual personality traits are brought together in this overall view.



*Your social overall competence: **3.825 Points***

*Average for all participants: **3.7 Points***

Your overall social competence scores are high. Your profile shows a good balance of all relevant personality characteristics. In sum, you and your business environment will benefit from your positive social competence and your overall potential.

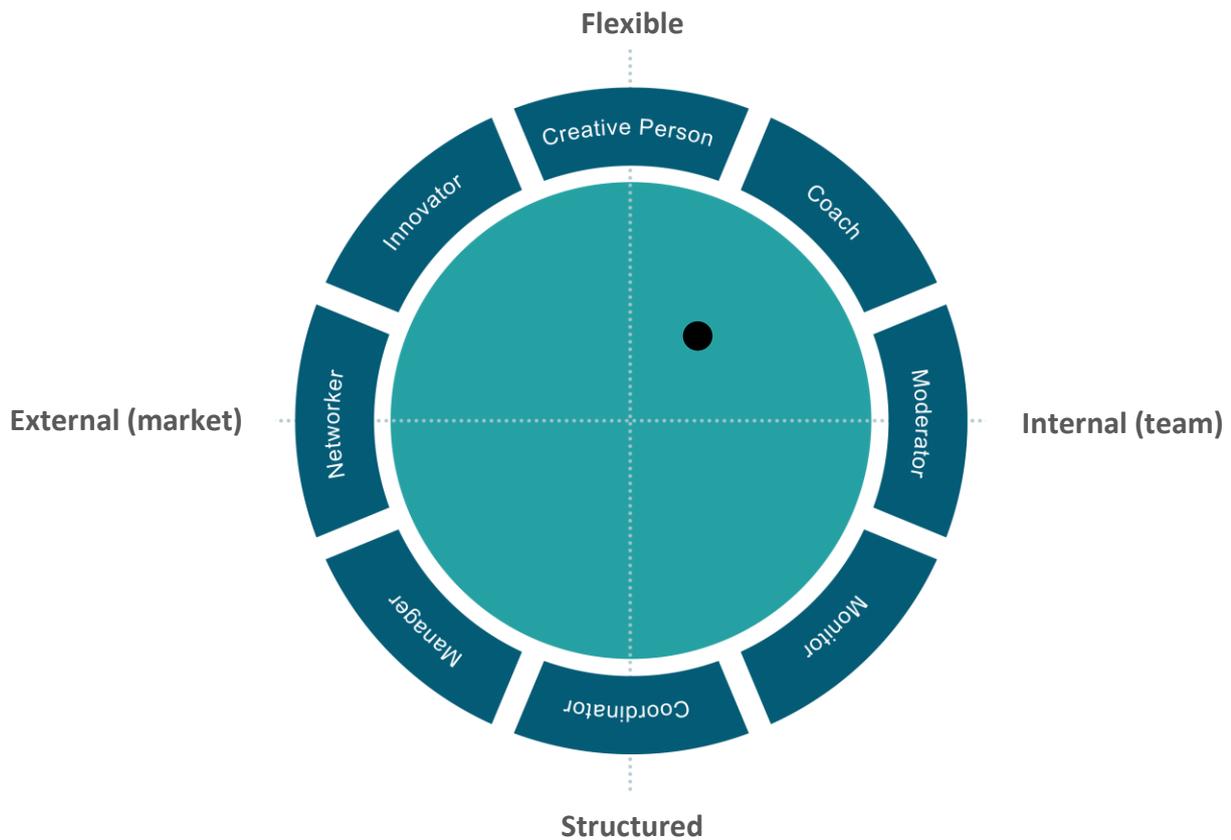
6. Meaning of team role

Due to the complexity of business projects, they are often conducted in teams – it is fundamentally important these teams can perform and work well together. It is often assumed that the similarity of individual team members is a crucial premise for success. However, it has been found that distinctions should be made.

While goals and values of individual team members should be as similar as possible, in order to promote a shared pursuit of the same goal, technical competencies and team role behavior should be distributed differently. The heterogeneity of the individual team roles is critical. This is due to functions of different roles within a team. Thus, teams represent social systems, which are stabilized by the different roles of the team members. Each role includes types of behaviors that are important to fulfill the diverse requirements of a project. If every individual possesses the same or similar team roles, some important roles may not be fulfilled. Individuals rarely fill all relevant roles at the same time, hence broadly diversified roles within teams are desirable. This way, the individual potential of every team member can be utilized and can contribute to the success of a project. Only heterogeneous teams are in the position to react dynamically and efficiently to diverse needs.

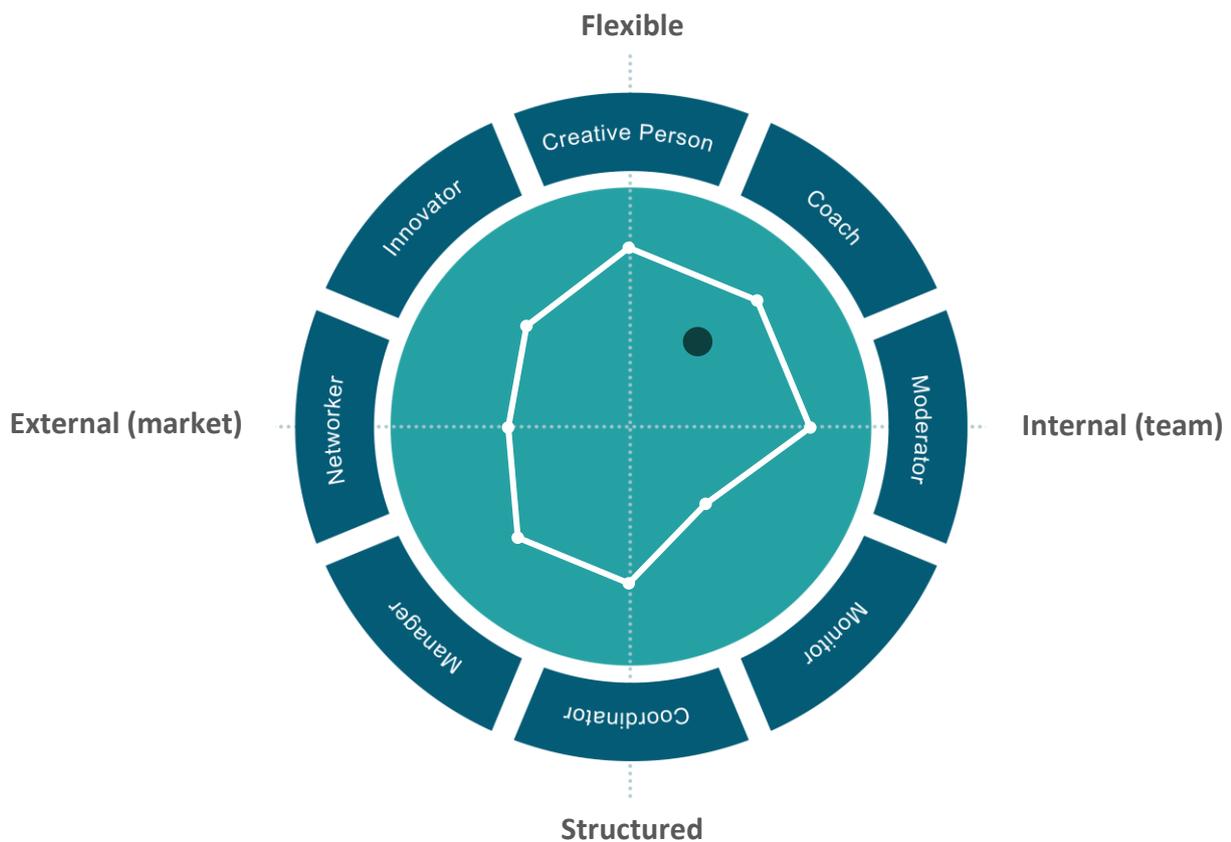
Using the MALAMUT Profiler, eight team roles have been identified, which are evenly distributed in a team role circle. This distribution of team roles within the circle fundamentally depends upon two axes. These axes divide the circle into four basic segments, in which the team roles can be identified. Each axis demonstrates opposing poles. The distinction between market and team-oriented alignment is demonstrated along the horizontal axis. On the one hand this line can be used to identify team roles which are mainly focused on situations outside of the team such as market developments. On the other hand, roles can be identified on the team-oriented side, which focus on the social structure within the team, such as team interaction. On the vertical axis, however, the team roles are distinguished based on their flexibility or structure orientation. On the one hand of the axis, roles can be positioned, which bring a high degree of flexibility with them and traits like creative potential. On the other side are structure oriented roles, which e.g. attach importance to solid structures and plans. Based on your results, your individual team role was identified and described in the following.

6.1 Your personal team role



Based on your individual data, you have been assigned the team role of coach. The coach is especially helpful on the individual social level within a team. The coach often assumes a consultative or a supportive role. Inherent with this, you display an extensive pro-social behavior that results in attentive and empathetic interaction with your team members. You find it easy to adjust to your team members and show empathy towards them. You are helpful and willing to offer your support when difficulties or problems arise. This behavioral style also enables you to identify and bring up subtle discrepancies within the team, which helps to prevent future conflict. Furthermore, you support your team members when interacting within the team, since a just interaction is important to you. Your support on a personal level is highly valued by many of your colleagues. Oftentimes, you are the point of contact for discussing private problems that could arise as a consequence of a heavy workload. You deal with these problems in a flexible manner and aim to provide a problem-solving strategy for each person who approaches you. Exercising this consultative and supportive function is important to you. You therefore measure the attractiveness of a team depending on the opportunity to exercise the role of a coach in the team.

6.2 Detailed analysis of your team role



6.2.1 Graphic representation of your team role preferences

In the figure above, your personal characteristics for each of the eight relevant team roles are displayed. The black dot represents your overall preferred team role, when all information you entered in the survey is taken into account for the calculation. You already know this personal team role from the figure on the antecedent page.

The white line represents your separate scores for each of the eight team roles. The farther each corner of the white line is positioned at the edge of the team role circle, the stronger is your score for the specific team role. The goal of this presentation is to break down your preferences for each of the eight team roles, helping you to assess your preferences and tasks in teams.

7. Goals, values, and priorities

The values and goals of a person evolve along different experiences and development phases. In the context of a management role, the identification of goals and values may seem secondary. However, practice shows that those who engage intensively with their goals and values before starting a role can derive benefits from this. One of the advantages from becoming aware of goals and values can be an improved achievement motivation. As part of a team, the identification of goals and values can have a positive impact on cooperation. Guided by the question: "Why do I do something?" (Value based) or "What do I do something for?" (Goal related), questions of meaning may clarify. For the individual, the analysis of these aspects, will explain, why he/she shows certain behaviors. This will make it easier to develop or improve efficient work practices and increase motivation. Overall, goals and values can lead to a concretization of your plans and therefore lead to more efficient action in order to ultimately implement and achieve your plans and goals. Your individual values and goals are summarized in the following table.

7.1 Goals

1. **Goal:** -ein Unternehmen aufbauen und führen-
2. **Goal:** -eine Familie aufbauen-
3. **Goal:** -Vorbild sein für Andere-

7.2 Values

1. **Value:** -Sicherheit-
2. **Value:** -Gleichberechtigung-
3. **Value:** -Leistung-

7.3 Priorities

1. **Priority:** -meine Familie-
2. **Priority:** -meine Freunde-
3. **Priority:** -mein Unternehmen-

The purpose of this list is only partly to evaluate your goals, but rather to remind you of your goals and values to promote the process of engaging with these. Since goals and values usually justify our action, it is important to question, whether your action complies with your own goals and values or whether a different orientation may be more appropriate.

8. Dear participants,

The MALAMUT Profiler has clarified your personality traits, including strengths and weaknesses. We hope that you will find this information helpful and that you will be able to implement it in the context of your work. Furthermore, MALAMUT offers the option to evaluate your existing or potential team and to produce a team profile. This will give you an analysis of your group constellation and inform you on the quality of cooperation with these specific team members. To do this, you do not have to participate in another test, only your team members would have to complete the MALAMUT Profiler so that we can derive your strengths and weaknesses as a team. The MALAMUT Team Profile helps you to obtain a complete picture of your individual profiles, taking the resulting interactions, such as potential synergies, complementarities and potential conflicts into account.

Your MALAMUT Team

Contact

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