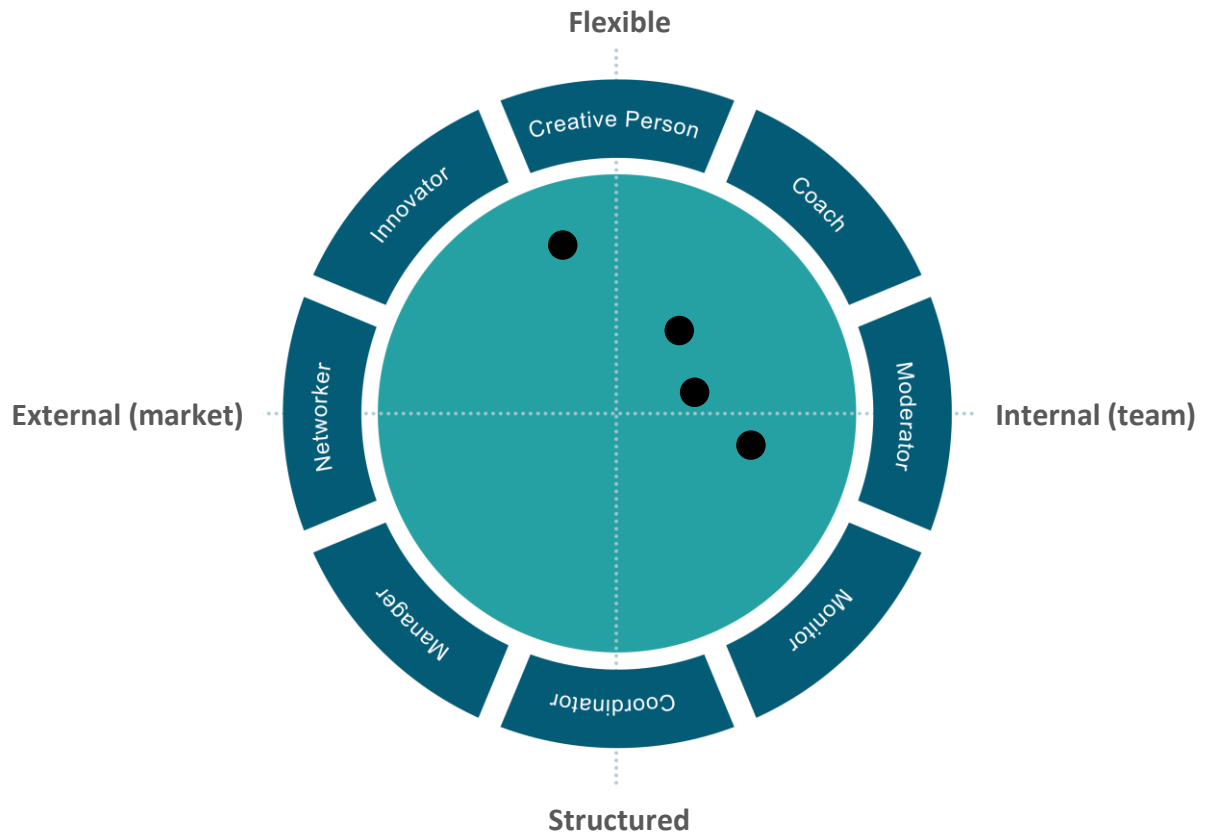


1. Your team roles

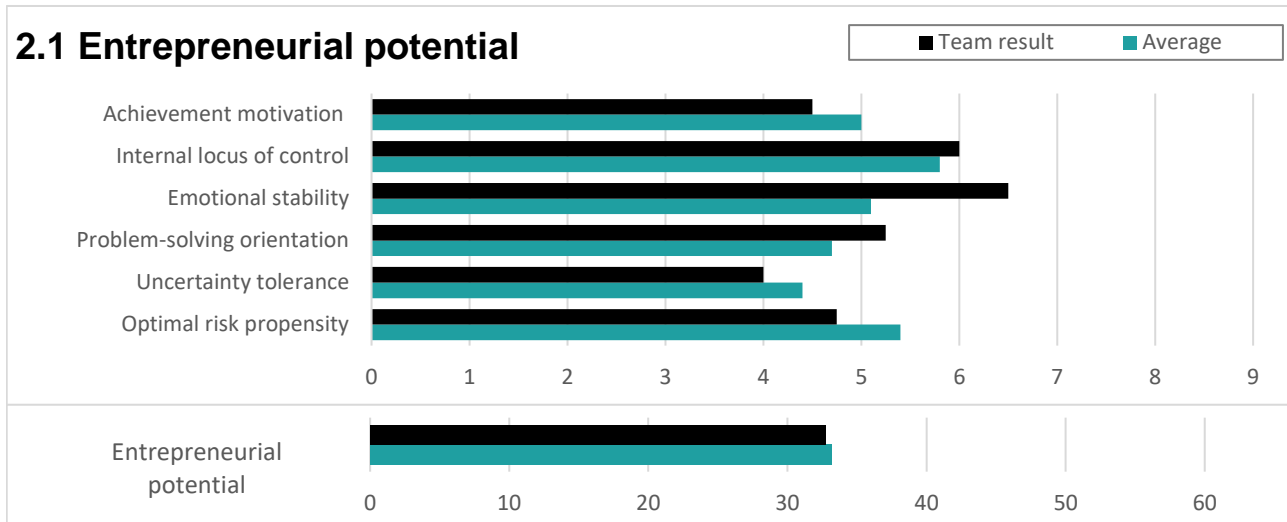


Your team roles:

- Moderator-Monitor-
- Allrounder-
- Innovator-Creative Person-
- Coach-

2. Entrepreneurial potential and social competence

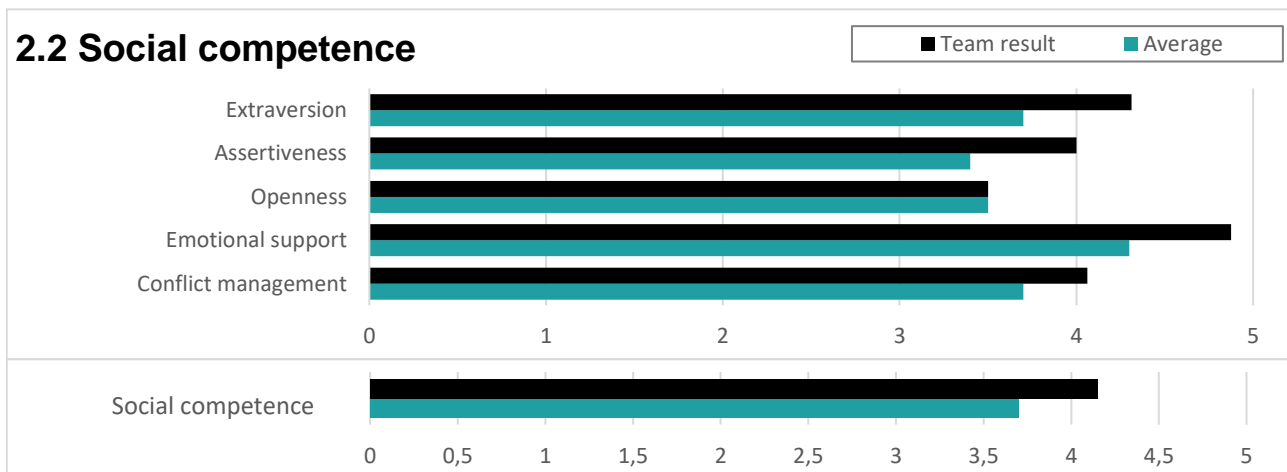
2.1 Entrepreneurial potential



Your team's overall entrepreneurial potential: **32.75 Points**

Average for all participants: **33.2 Points**

2.2 Social competence



Your team's overall social competence: **4.15 Points**

Average for all participants: **3.7 Points**

3. Meaning of the team role

The quality of a team is an essential factor, contributing significantly to a work-team's success. The structure of a team is also crucial to its success. It is often assumed that the equality of team members is a decisive structural component to the compatibility and success of the team. However, we have found that in the most successful teams, differentiations among team members exist. While goals and values of individual team members should be basically similar in order to pursue a goal in the same direction, the team structure is a different matter. Here, heterogeneity among the individual team member roles is critical. This is due to functions of the various roles within a team. Teams represent social systems, which are stabilized by different roles of the team members. Each role includes specific types of behaviors that are important in fulfilling the diverse work requirements in a unique way. Therefore, when compiling a new team or re-aligning members of an existing team, care should be taken to ensure maximum possible heterogeneity in their role distribution so that all strategic positions are filled and that individual team members complement each other to the extent possible. If every team member adopts the same or similar team roles, e.g., the role of coach for important areas, or the role of team manager, they may not be adequately carried out. It is rarely the case that a person can fulfill all relevant roles at the same time.

Independent of role distribution, it is also important that each team member is aware of the competencies of the other team members in order to avoid competence disputes, on the one hand, and, on the other hand, precisely identify the appropriate task area for each team member.

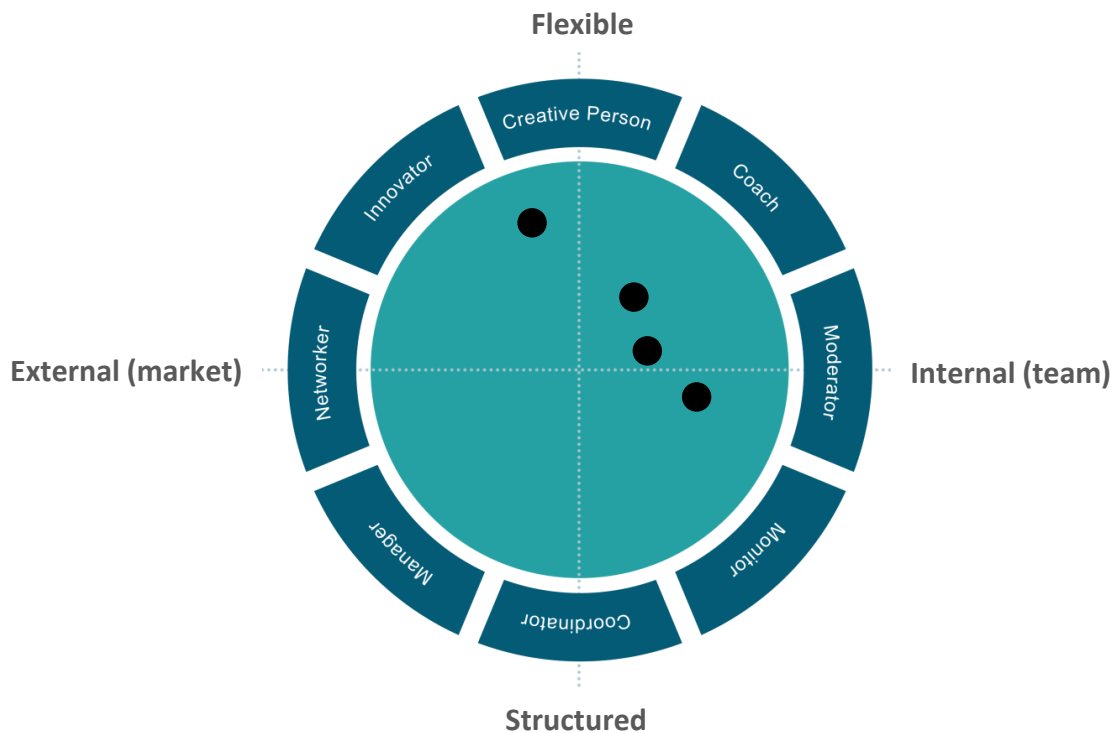
The MALAMUT Profiler uses a test method that makes it possible to identify the respective team roles. To accomplish this, eight relevant team roles have been theoretically identified, all evenly distributed in a team role circle. This distribution of team roles within the circle is fundamentally based on two axes. These axes divide the circle into four base segments and each has opposing poles. The horizontal axis differentiates between market- and team-oriented focus. On one side of this line, team roles can be identified that align with situations outside of the team, e.g., market trend developments. On the team-oriented side of the line, it is possible to identify those that are strongly focused on the inner social structure of the team, e.g., team interaction. On the vertical axis, the team roles are distinguished based on their differentiation between flexibility and structure orientation. Thus, on one side of the axis, it is possible to define roles that are flexible and bring with them a high creative potential. On the other side of this axis are structure-oriented roles that, for instance, value consistent rules and plans.

Based on your team test results, said values and focus distributions of your team in the team role circle can be empirically identified. In the following section these results are presented and analyzed.

3.1 Team constellation

Different team roles, combined within a team, can improve its performance if these roles are distributed appropriately. It should be emphasized that it is not our intended goal to fully cover all eight roles. A balanced constellation of individual team roles within the circle is what makes a good team. Subsequently, the constellation of your team will now be considered. To this end, we derive development recommendations from a graphic summary as well as a written description of the characteristics of the relevant roles of your team.

3.1.1 Your team constellation



To meet all cooperation requirements within the team, it is advantageous to have a balanced distribution of roles within the team. This does not mean that every team member has to cover all roles, but rather that the team members, by virtue of their different roles and associated skills and behavioral characteristics, are able to meet the different demands placed upon them. Thus, the roles of the team members should be located at a sufficient distance in the team circle to cover as many areas of expertise as possible.

You have an all-rounder in your team. This role combines the strengths of all team roles and therefore comprises a wider, less specialized spectrum of competencies. All-rounders often fulfill many tasks in a team or are not clearly allocated to a specific area. This can lead to the duplication of competencies and lead to certain process losses. Some tasks may be processed twice and this may result in wasted time and effort. Unclear division of competencies due to a lack of coordination also poses potential for conflict, as misunderstandings can easily arise. However, all-rounders are better than others at covering areas that are not fully addressed by the rest of the team. You should take advantage of this opportunity for your team.

Overall, it appears that the roles of your team members are sufficiently distinguished from each other. However, there are some overlaps in the covered team roles, which can lead to the assumption of similar tasks. This can result in a one-sided type of action and interaction. As a broad spectrum of different roles with different task areas is the optimum basis for a high working efficiency, team members with similar roles should decide together, whether a specialization in the same area makes sense, or if tasks that have been neglected thus far could be covered by one of these team members. By using the individual evaluations, you may uncover some competencies that qualify individual team members for the adoption of a different role. Team members with similar roles will thereby increase their distance on the team role circle and cover more diverse roles. Through the resulting constellation of your team, you can reallocate your team members' specific skills and employ them more efficiently.

4. Meaning of entrepreneurial potential

Entrepreneurial potential is crucial for a team to ensure business progress and lead the team to success. While a team requires a broad range of competences to fulfill its tasks, this also has to be implemented in an economically effective way.

It requires the highest possible entrepreneurial potential to enable a team to make market-oriented, economically calculated and company-appropriate decisions, to determine strategies and to guide the company in an appropriate direction. These entrepreneurial characteristics should be distributed as evenly as possible over the team in order to avoid excessive differences within the team and to enable equal interaction between team members.

The entrepreneurial-relevant characteristics are evaluated by the six-characteristic structure of the questionnaire to identify entrepreneurial competence. In an overview, they allow for the analysis of the entrepreneurial potential of a team. The six characteristics include the following:

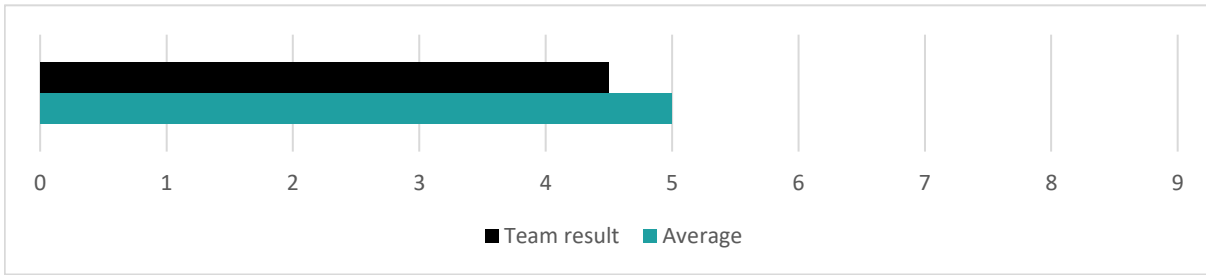
- Achievement motivation
- Internal locus of control
- Emotional stability
- Problem-solving orientation
- Uncertainty tolerance
- Optimal risk propensity

Using the information you have provided, we have identified your team-related characteristics for the following presentation. We also include the overall entrepreneurial potential of your team.

4.1 Entrepreneurial potential

4.1.1 Achievement motivation

Achievement motivation of a team relates to its collective willingness and ability to engage in challenging tasks with high commitment and to successfully completing them. Accordingly, achievement is the motivating force that inspires individual team members to exceptional performances and to the implementation of challenging tasks. Due to this motivation, the team is prepared to continue working even after disappointments. Again, the higher the team achievement motivation, the likelier the challenging tasks are faced and the intentions are implemented successfully.



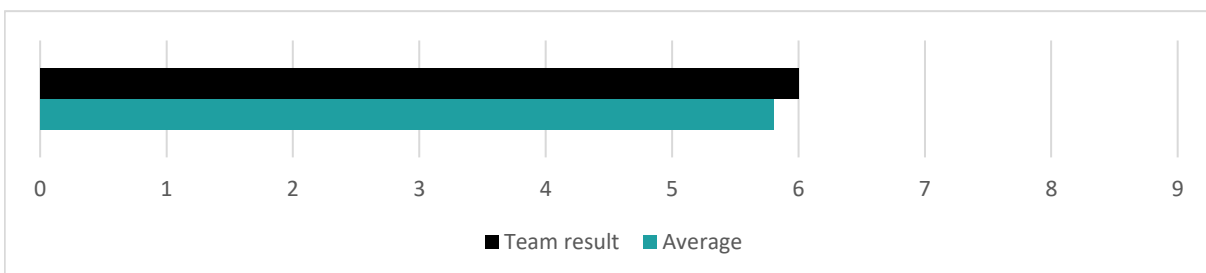
*Your team's achievement motivation: **4.5 Points***

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

Your team has a moderate achievement motivation score. This is an indicator that the achievement motivation is topic- and task-dependent on the individual as well as on the collective level. Your team members, therefore, prefer different tasks that they process goal-oriented and efficiently. However, there are tasks that are not appealing and therefore approached with lower achievement motivation. The actual achievement motivation of your team depends on the kind and number of tasks preferred by the team members and the overlap between individual team members. Thus, you should identify the different tasks performed by members of your team and consider the effect of their neglecting certain areas on the success of your project. With this knowledge about the specifications of your individual and collective achievement motivation, you can initiate steps for further development if, when, and where necessary.

4.1.2 Internal locus of control

Internal locus of control describes the tendency of individuals to experience themselves as initiators or “doers” and to derive entrepreneurial confidence from this internal locus of control. In the context of a team, this ability promotes the confident acceptance and examination of complex topics. The higher the internal locus of control, the higher the self-confidence of a team, their preparedness to accept challenges, their ability to cope with them, and the success of each project.



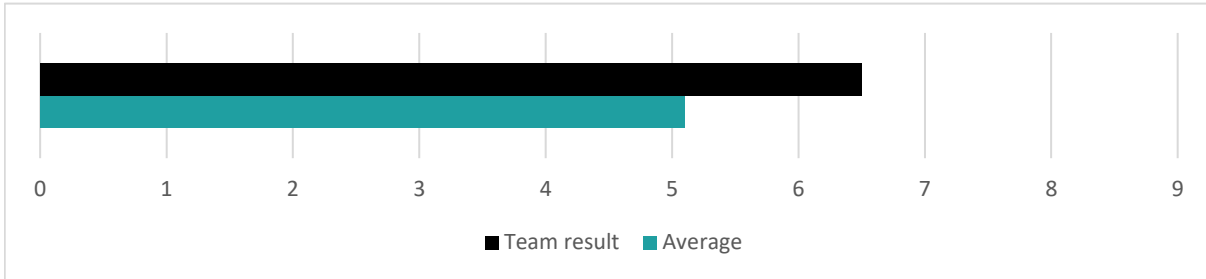
*Your team's locus of control: **6 Points***

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

The internal locus of control is only moderately pronounced in your team. This means that most members of your team have not consolidated their entrepreneurial self-confidence and feel uncertain when dealing with some tasks. However, your team has a good foundation for entrepreneurial self-confidence and innovative action. A sign of this are the varying degrees of internal locus of control of your team members. You should discuss these individual results using your individual overall evaluations. You can train the internal locus of control by a more deliberate assumption of everyday tasks. The team should deal with these independently and can, therefore, attribute successes to their own abilities. This will gradually develop a stronger internal locus of control and a more pronounced individual and collective self-confidence. This process can be supported by specific coaching.

4.1.3 Emotional stability

Emotional stability describes the nature and intensity of emotional reactions when individuals are confronted with unpleasant incidents or events. Emotionally stable people overcome frustrations faster than emotionally unstable people. Also, emotional stability helps people in critical business situations to not lose their heads. Within a team, basic emotional stability should be provided so that team members can support each other during difficult periods.



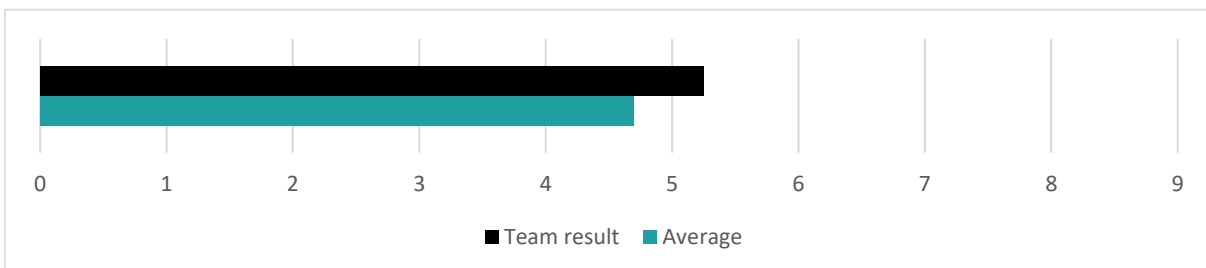
*Your team's emotional stability: **6.5 Points***

*Average for all participants: **5.1 Points***

The emotional stability of your team members is high. One of their characteristics is that difficulties or failures only have a small negative impact on them. They assimilate such events objectively and constructively and any emotional effects are short-lived. The individual members of your team can control their emotions and feelings in a manner that means their work is not influenced by emotional outbursts and their concentration and focus is maintained during stressful situations. Both on an individual level, but especially within the team, you should ensure that you do not suppress your emotionality too much and only communicate with team members on a dry, task-oriented level. The goal is to achieve the best possible work mentality both individually and at the team level, but not to completely suppress emotions, since this can lead to serious problems in the long run.

4.1.4 Problem-solving orientation

Problem-solving orientation means that team members understand tasks and demands of professional life as problems that in principle can be solved analytically and rationally. This ability is crucial for both the individual team members as well as for the success of the whole team, as this competence enables a team to deal with complex tasks and to develop appropriate solution strategies. Within every team, a stable minimum of problem-solving orientation should be provided to address identified requirements and especially so that non-routine tasks can be dealt with analytically and professionally.



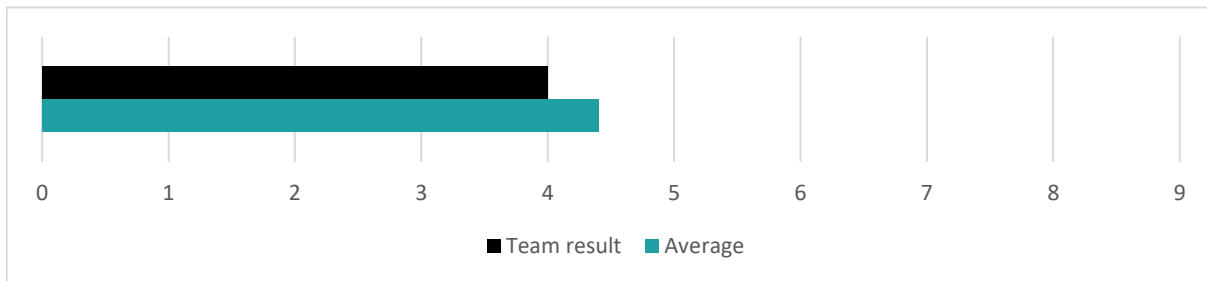
*Your team's problem-solving orientation: **5.25 Points***

*Average for all participants: **4.7 Points***

The problem-solving orientation of your team is moderate. Some of your team members occasionally struggle when dealing with complex, unconventional situations and tasks. On an individual level, they are sometimes impatient when problems arise and they do not assign enough time to generate information to solve the problem and to develop a solution by means of supporting data. This affects the behavior of your team as a whole. Within the team, you should try to improve your problem-solving skills by encouraging the use of team internal strategies. Try to face more unconventional tasks and situations as a team.

4.1.5 Uncertainty tolerance

Uncertainty tolerance means team members can successfully deal with unstructured, open, and fairly unregulated situations or tasks. This is important in business contexts, as complex tasks often require a deviation from proven action strategies and the development of new, creative solutions. Therefore, uncertainty tolerance within a team should be as high as possible to promote confident handling of new tasks.



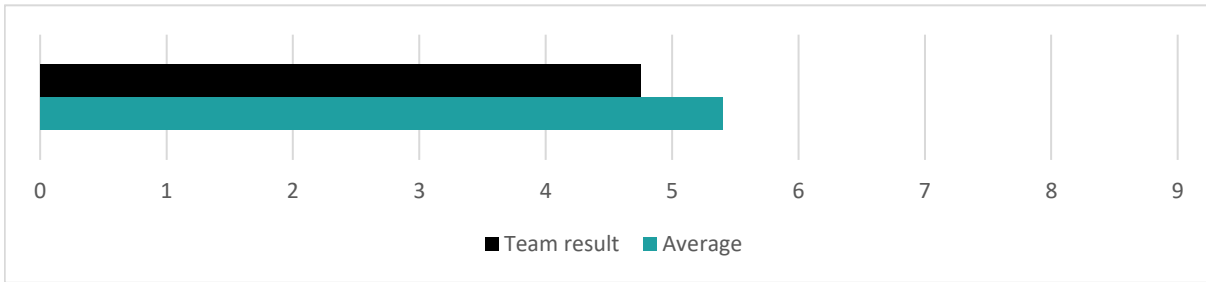
Your team's uncertainty tolerance: 4 Points

Average for all participants: 4.4 Points

Your team shows a moderate uncertainty tolerance score. In some situations, your team members are able to deal with uncertain or unstructured situations and tasks confidently. However, they can also be reluctant and try to tip toe around uncertainty if possible. There is some degree of uncertainty during every enterprise's start-up stages and it will always be necessary to complete unstructured tasks, to identify solutions, and to deal with the given uncertainty. This flexibility is necessary both on an individual and on a collective team level. Compared to sole proprietor start-ups, you have the advantage of a supportive team to absorb uncertainties. In addition, some of your team members already show a relative higher uncertainty tolerance level. You should, therefore, take advantage of their uncertainty tolerance strengths, become more aware of the team's problems, and identify solutions, such as the development of certain routines for interaction, to reduce your team's collective uncertainty and to bolster your self-confidence as a team.

4.1.6 Optimal risk propensity

Optimal risk propensity describes the individual and/or collective preference to choose such alternatives in decision making that have neither too high a risk and are very likely to lead to great success, or have very little risk but certain chance of minor success. For a team it is crucial that there is an optimal, balanced risk propensity that helps team members to assess risks as calculable.



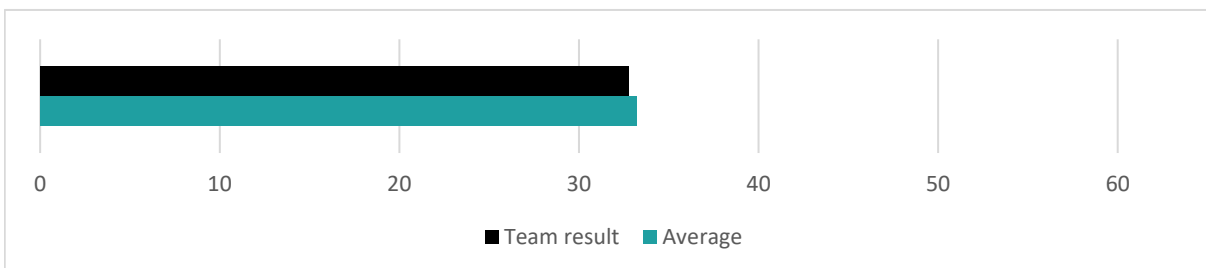
*Your team's optimal risk propensity: **4.75 Points***

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

On average, your team shows rational decision-making behavior in the face of risk, but some members of your team tend to exhibit indifferent behavioral patterns towards risk. Depending on the situation, members may be too cautious to take appropriate levels of risk. In situations that seem or are familiar, they sometimes take too much risk, which can lead to disadvantageous outcomes. With this knowledge, you can now address the respective extreme risk-propensities among your team members. In this way, the team can develop an optimal risk propensity that helps you and your team members make appropriate risk-taking decisions.

4.1.7 Overall entrepreneurial potential

The overall entrepreneurial potential of a team expresses its collective entrepreneurial ability. Generally, the higher overall entrepreneurial potential, the more complete are the entrepreneurial qualities of the team. However, different strengths and development areas can also restore balance between team members. In order to gain insight into the overall entrepreneurial potential of your team, individual personality characteristics are first brought together in the subsequent graphic summary.



*Your team's overall entrepreneurial potential: **32.75 Points***

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

On average, the overall entrepreneurial potential of your team is well developed. The profile of your team members reveals distinctly developed strengths and weaknesses, which can have different impacts, depending on their work area and the resulting requirements. You can generally assume that there is a high probability that any existing weaknesses are balanced out by existing strengths. However, try to focus on the strengths and weaknesses identified here. While the former should be retained, the latter should be improved through training programs. The development of any missing or underdeveloped skills will complement the professional competence of your team and will advance them concerning their personal, team, and success-related development. Based on this strength and weakness profile, your team's success forecast is favorable, depending on their specific assignment.

5. Meaning of social competence

Social competence describes the ability to act appropriately in a social setting. This competence is of increasing importance in the context of teamwork, since both external as well as internal team contacts have to be handled with appropriate social skills. Especially within a team, interactions have to be such that the team endures and remains capable of action. Teams are cohesive social systems whose members retain their individuality while they interact simultaneously with other team members as a unit and towards a common goal. Therefore, the challenge is to match their individual social skills in such a way that successful team collaboration is possible.

The achievement of this goal is influenced by various factors. This can be illustrated by the cooperation and coordination processes within a team. If these processes do not function, this has an immediate effect on the entire team process—the performance of the team is affected. To avoid this it is important, for example, to practice good information management between the team members, to disseminate information in a targeted manner, and to ensure a good flow of information. In addition, the assertiveness of an opinion is also an influencing factor.

A total of five social competence skills were considered relevant and surveyed in the context of the MALAMUT Profiler. These five skills include the following:

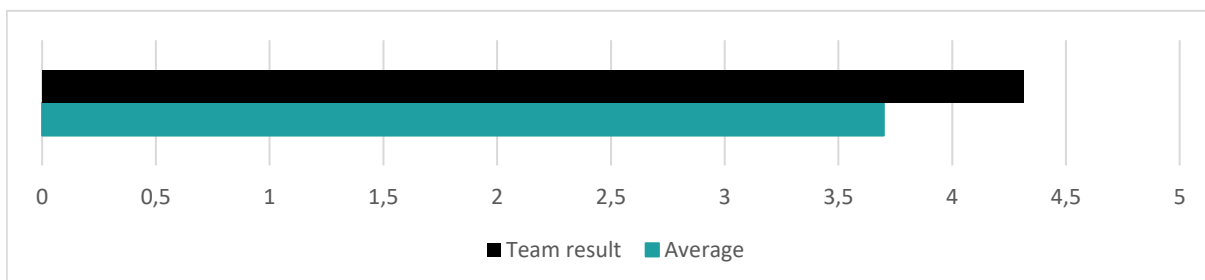
- Extraversion
- Assertiveness
- Openness
- Emotional support
- Conflict management

The extent of these team-specific factors was identified using the information provided about the team. This information is presented below, together with the overall social competence of the team.

5.1 Social competence

5.1.1 Extraversion

The extraversion of a team reflects its openness and sociability both externally and among team members. Teams with a high degree of extraversion actively interact in and with their social and work environment. In this case, team members communicate frequently inside and outside of the team. Extraversion enables the team to approach strangers and unfamiliar situations and maintain a high level of interest in what's new. This makes it easier for the team to form socially and economically effective networks, within and between forums with which it interacts.



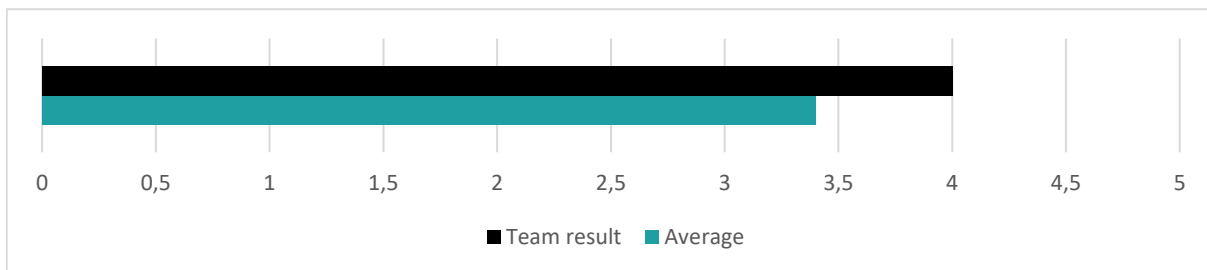
*Your team's overall extraversion: **4.31 Points***

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

On average, the extraversion of your team is very strong. Your team members are able to actively approach others, both within and outside the team. Most of them radiate self-confidence and present themselves openly and interactively. Your team members are generally successful in acquiring social and business contacts without any problems. This ability has a positive effect on all interactive areas of your start-up, but there is a certain conflict potential among the team members who have a higher craving for individual recognition. In order to avoid conflicts, help make the team members aware of this and encourage them to try and keep this in mind when interacting with each other.

5.1.2 Assertiveness

Assertiveness describes the ability of team members to fulfill their interests and desires. Since assertiveness concerns an interactive process within the team, it is important that the team members are able to communicate opinions openly and find adequate channels of communication. Ideally, the individual team members have a similar level of assertiveness and know how to interact in a balanced proportion between assertiveness and willingness to compromise. When differing levels of assertiveness exist within a team, there is a risk that only a few team members will be permanently engaged and that the others will recede into the background. Without conscious communication, such assertiveness imbalances can lead to conflicts.



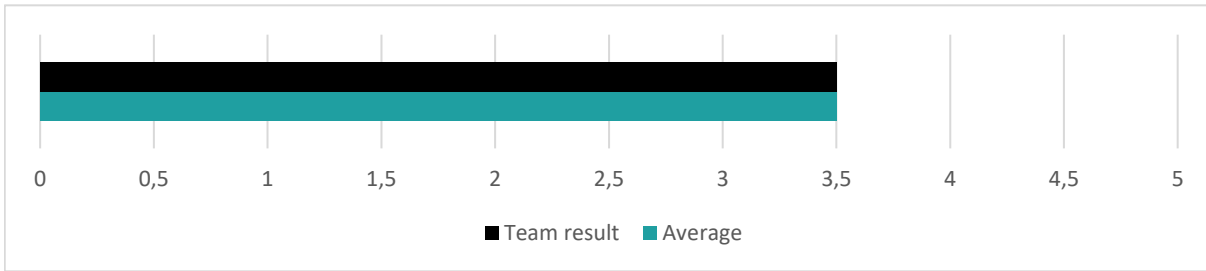
*Your team's overall assertiveness: **4 Points***

*Average for all participants: **3.4 Points***

The assertiveness of your team scores on an optimal level. Accordingly, all of your team members demonstrate appropriate assertiveness and can display dominant as well as cooperative behavior appropriate to the situation. Feel encouraged to try and maintain this behavior.

5.1.3 Openness

Openness describes the ability to communicate to other people adequate information about oneself. This helps to create trusting relationships within the team. The characteristic of openness also includes the ability to judge who can be trusted with what information. An adequate, open handling of personal information allows good social interactions in the work environment. Openness can therefore promote the cohesion of a team. In summary, the characteristic of openness describes the competence of appropriate communication in private and work-related environments.



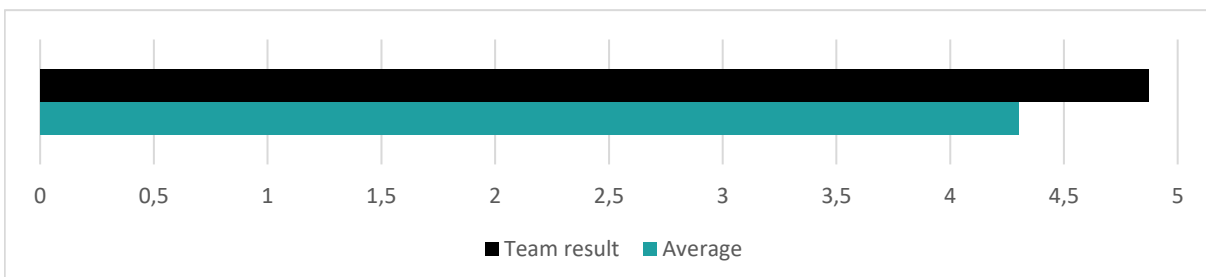
*Your team's overall openness: **3.5 Points***

*Average for all participants: **3.5 Points***

On average, the willingness to share personal information is moderately expressed within your team. Most members of your team are communicative and open, interested in the people in their environment and are happy to interact with different people. Most of the team members are very open-minded and share a lot of personal information in a conversation. This creates a transparent, trustworthy image of themselves and their personalities. However, some members of your team are more willing to share personal information than others. Consequently, you do not know (and therefore cannot trust) everyone equally in terms of their personality. Within your team, you should identify the advantages of exchanging personal information so that the consequences of any imbalance between the need for an equitable exchange of personal information and the willingness to share it can be avoided.

5.1.4 Emotional support

The emotional support of other team members is especially important for team cohesion. The ability to emotionally support others is closely associated with empathy. When team members are emotionally supportive towards each other, this can have a bonding effect and moves team members more closely together. Instead of a group of individuals a unit can evolve. Cohesion and mutual emotional support play a role in everyday situations as well as difficult working phases, as reciprocal emotional support within the team can help to overcome problems. However, it is important to ensure that there is a balance between supporting others and caring for one's own needs.



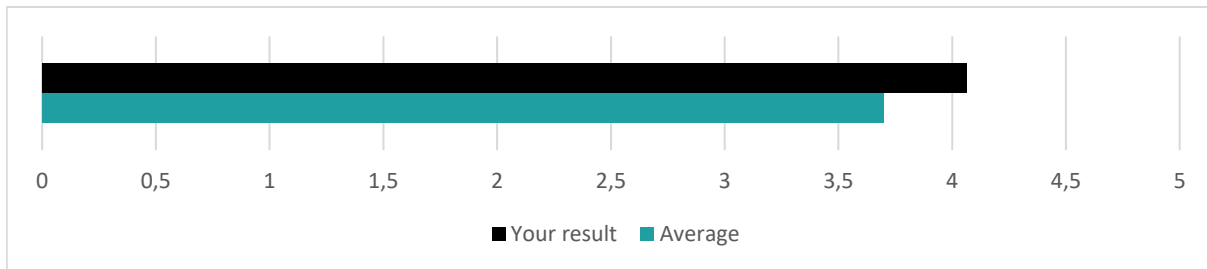
*Your team's overall emotional support: **4.88 Points***

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

The willingness to emotionally support others is optimally expressed within your team. Each team member shows the ability to address other team members' issues in an empathic way and to offer strategies to resolve these. However, you are also able to understand the need for distance from each other and identify which behavior is appropriate. A balanced relationship between support within the team and individual orientation of each member is thus available and given.

5.1.5 Conflict management

Conflict management skills are of crucial importance for a team. If the team members possess good conflict management skills, they have the abilities and strategies to deal with conflicts and, above all, in a de-escalating way. Such skills reduce the potential for conflict within a team and promote higher tolerance and more effective interaction. If there is adequate conflict management among the team members, they will often find it easier to react calmly to conflict situations, approach opposing viewpoints with tolerance, and avoid or compensate for controversy. Emotional reactions will be reduced. However, it is not always useful to avoid conflicts and constantly demonstrate tolerant behavior. A certain amount of conflict can be clarifying and a source of inspiration, innovation, etc. Thus, a balanced ratio of tolerance and harmony with respect to assertiveness and conflict should prevail.



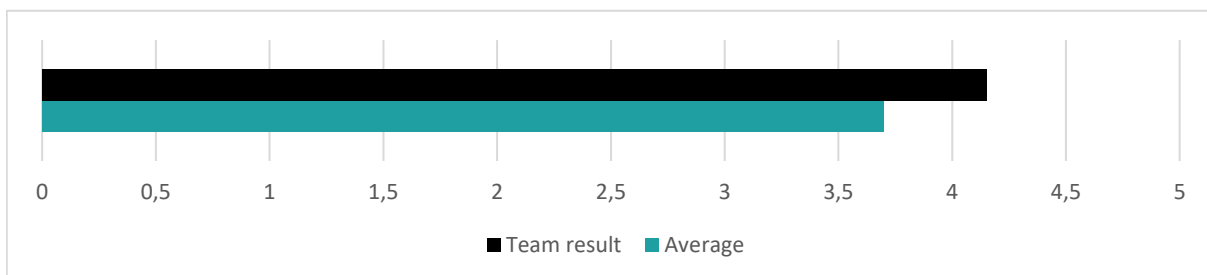
*Your team's overall conflict management: **4.06 Points***

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

The ability to manage conflicts is optimally expressed in your team. Your team members are highly willing and/or able to apply adequate conflict management strategies. They are able to create a good balance between harmony and conflict within the team. If conflicts occur, they will encounter them with a high degree of openness and tolerance, without losing sight of their personal point of view. They are interested in utilizing conflicts and overcoming them effectively. They are able to tackle conflicts with an appropriate behavioral intensity scale and to derive appropriate behavioral strategies.

5.1.6 Overall social competence

Your overall social competence is measured on the basis of the characteristics examined here and reflects your individual social competence in the context of a business formation. This provides information on the extent of your social skills and reveals strengths and weaknesses. To gain insight into overall social competence, your personality traits are first brought together in this overview.



*Your team's overall social competence: **4.15 Points***

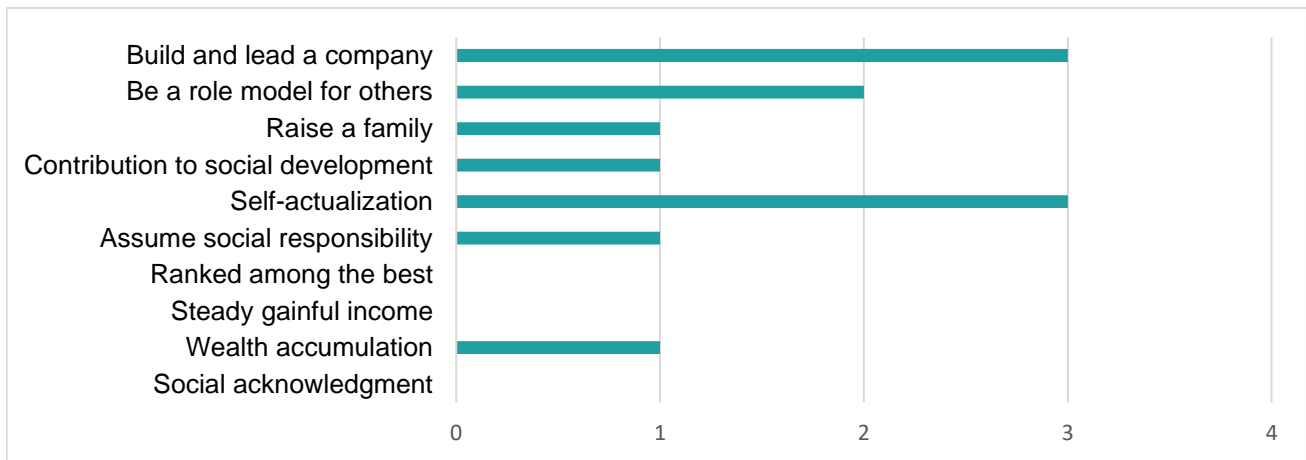
*Average for all participants: **3.7 Points***

On average, your team's overall social competency is highly developed. Your team members' profiles show a good balance of individual social characteristics. In summary, a very positive social competency in the company's start-up context can be concluded, based on their and therefore your company's overall potential.

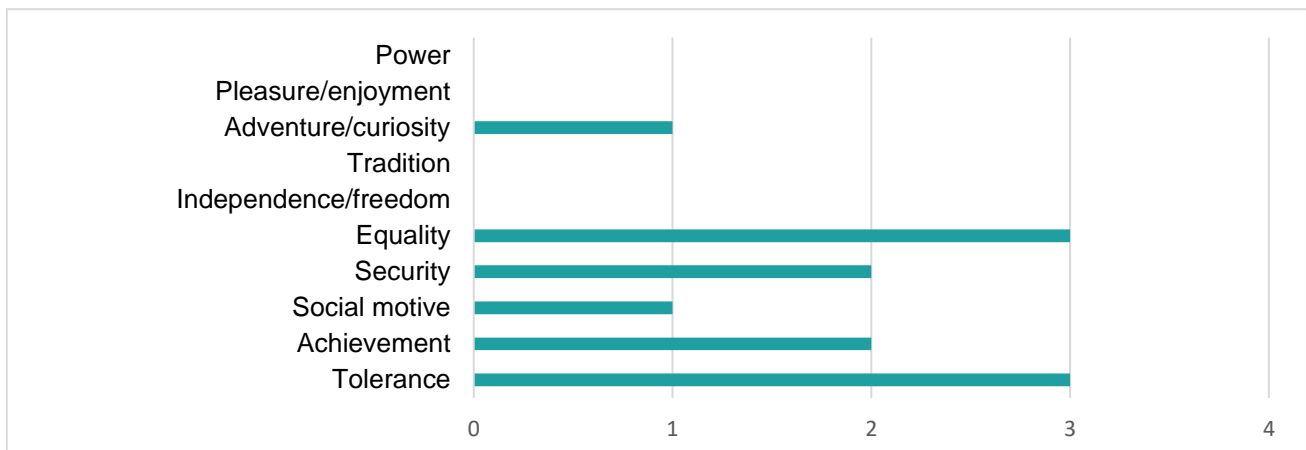
6. Goals, values, and priorities

The values and goals of a person evolve along different experiences and/or development phases. In the context of founding a business, the identification of goals and values may seem secondary to some. However, doing so has shown that those who have intensively dealt with their goals and values before founding a business have derived benefits from this. The advantages of becoming aware of values and goals can, for example, be a better target focus. In a team, the identification of goals and values can have a positive impact on cooperation. Guided by the questions, "Why do I do something?" (value based) and "What do I do something for?" (goal related), these questions may clarify meanings behind actions for the individual. For the individual, the analysis of these aspects may explain which motives cause which behavior and enable the person to develop efficient working structures more easily and boost motivation. In summary, goals and values can help you to concretize your entrepreneurial endeavor and thus create more efficient action structures and ultimately contribute to the successful implementation of your business. Your individual values and goals can be found in the table below.

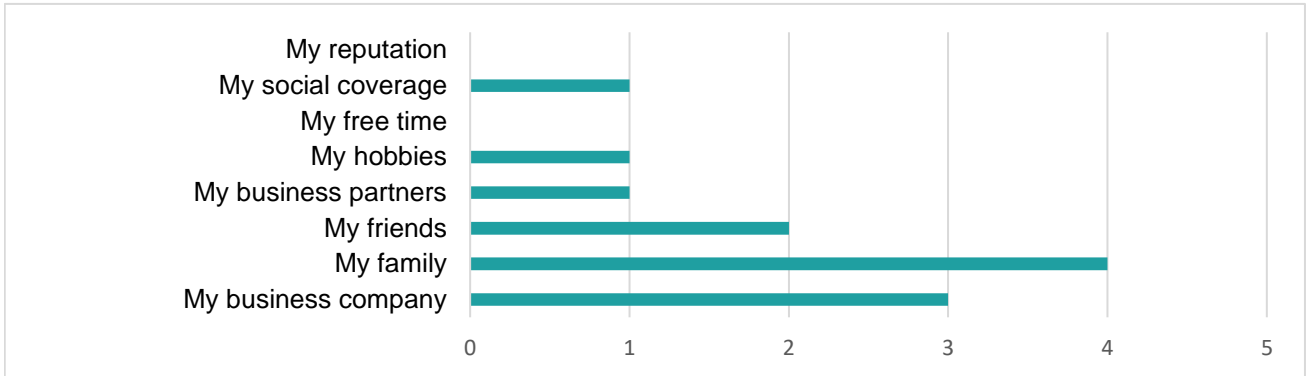
6.1 Your team's goals



6.2 Your team's values



6.3 Your team's priorities



The purpose of this list is only partly to evaluate your goals and is meant more to remind you of your goals and values in order to promote the process of engaging with these issues. Since our actions are mostly based on our goals and values, it is important to ask ourselves whether our actions comply with our own goals and values or whether a different orientation may be more appropriate, especially in the context of founding an enterprise.

7. Dear Team,

The MALAMUT Profiler has identified your entrepreneurial-oriented personality traits, clarified by the strengths and weaknesses of your team. We hope that you will find this information helpful and that you will be able to implement it in the context of your work.

Your MALAMUT Team

Contact

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