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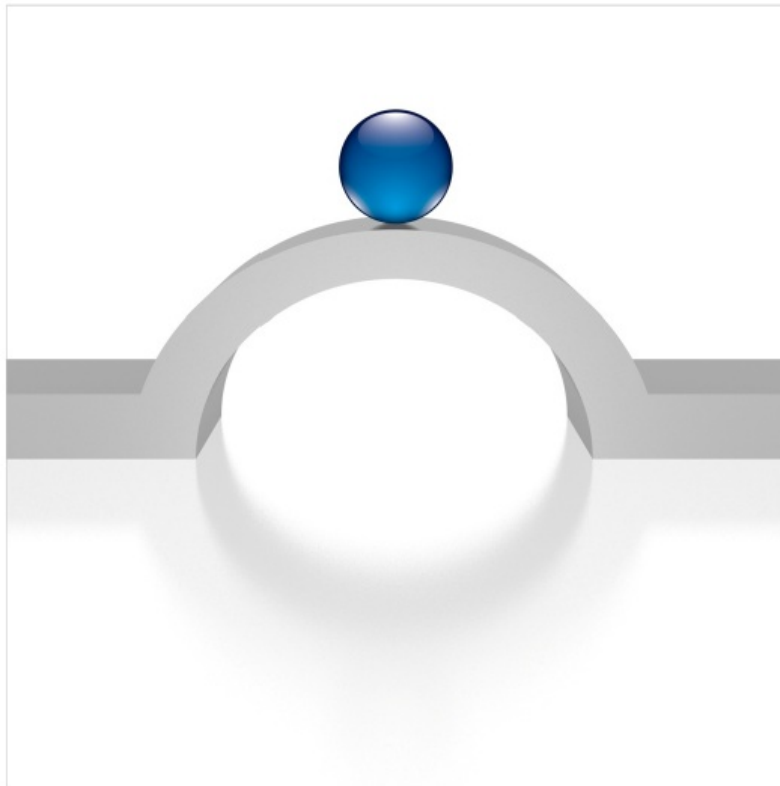
Middle Operative Management

John Public

State of 04/2013

Contents

Some explanations to help you better understand the test results

In the following pages you will find a carefully detailed evaluation of your CAPTain test results, which are compared with an up-to-date and future-orientated model of competencies required by Middle Management. To give you a better understanding of how these results have been obtained and should be interpreted, we would like to give you some explanations.

It's all about behaviour patterns

The subject has completed the CAPTain questionnaire on the Internet. The answers to the 183 paired comparison questions have been analysed automatically by the CAPTain software, in accordance with occupational psychology criteria, and each has been interpreted as an indicator of a certain behavioural characteristic.

The CAPTain analysis provides a description of the behavioural patterns which are typical for a person. Behavioural patterns are both acquired and learned, but they then become relatively stable and constant. However, when it is necessary and desired, they can also be partially changed and developed. If behavioural patterns change long-term, e.g. through personnel development measures, this shows up in the CAPTain results.

The eight keys of professional success

According to CAPTain's theoretical model, the behavioural patterns of a person are the individual outcome of a continuous interaction between a person and his/her environment. They represent the way in which you reconcile inner needs with external demands. Behavioural patterns show how a personality normally reacts to the opportunities and necessities in its environment: for example, curiosity or restraint; being very independent, or preferring to work to guidelines and instructions; being the speaker for a group, or preferring to remain quiet and mostly listening.

The behavioural patterns recorded by CAPTain always relate to the world of work. No statements are made about a person's private life.

Test results and subjective self-assessment

The subjective assessment which one makes of oneself may differ from the CAPTain test results. This is partly due to everyone's famous "blind spot" or because sometimes the idealised view we may have of ourselves may distort our self-assessment. On the other hand, a person's self-image may simply be out of date, or may be shaped to a greater degree by impressions from the person's private life. Nevertheless, the CAPTain analysis always deals exclusively with present, actual behaviour in the workplace.

If the subject has also completed the CAPTain self-assessment questionnaire based on an 11-point rating scale, the self-assessment and the results of the test will be compared in a separate evaluation.

Appraisal criteria

In the first instance the CAPTain analysis is non-judgemental and purely descriptive. It is only in a second stage that an evaluation is made. In the present appraisal, the individual behavioural characteristics measured by CAPTain were compared with a model describing the competencies of Middle Management. Our competence model is based on research concerning the changing responsibilities and challenges of managers caught between the conflicting priorities of their strategic framework as against concrete experience of what is achievable. The chief requirements for this competence model are briefly described at the beginning of each section of the results report.

We regard the specific requirements demanded of Middle Management as being above all in the following areas:
• Implementation of strategic goals
• Managing subordinates
• Change management
• Partner in the leadership Network
• Personality.

Since our competence model presents a general profile of requirements covering all areas in the organization, job requirements which are specific to particular functions or situations may sometimes vary from our model in individual cases. This should be taken into consideration when assessing the test results for an individual.

For our appraisal, it is not relevant whether primary characteristics are observed frequently or infrequently in today's middle managers. The criteria are based solely on what would be required for a modern, future-orientated Middle Management.

Very important factors apart from personal behavioural style

The characteristics registered by CAPTain have been shown to be relevant for success in one's profession. However, the ability to achieve and professional success are not only dependent on the suitability of the behavioural patterns, but of course on specialist knowledge, motivation, intellectual abilities and a proper understanding of one's role and responsibilities. These factors should also be taken into account in the overall appraisal of the test results.

How should you deal with the results?

Before you get down to considering the results, you should be clear about one thing: CAPTain Management Competence is not a general personality test. It always deals specifically with the behavioural competence at the place of work.

In the following results report you will find comments which either confirm the subject´s own opinion, or which give cause for reflection. In many respects he/she will feel that he/she has been well described. But the subject may also at first spontaneously reject one or other of the statements. Don't allow this to upset you, but think it over again quietly at a later time.

If certain behavioural characteristics receive critical comments in the appraisal, or if areas for development are indicated, then please consider for yourself to what extent they are justified against the special background to the position. You should not interpret these comments as pointing out faults, but as opportunities for further optimisation and improvement of the effectiveness as a manager.

Be aware of the strengths and behavioural competencies which work positively! Make sure the subject continues to exploit them!

We hope that this report makes stimulating reading, and provides interesting suggestions.

The CNT Test Author Team

Note: In the following texts the masculine form ("he", "him" etc.) is used to denote both men and women in the interest of better legibility.

Personal results

All following statements refer to the demands of Middle Operative Management.

Implementation of strategic goals

The task of the Middle Operative Management nowadays is no longer to implement concepts and instructions drawn up by Top Management, but rather to interpret and adapt these strategic requirements for their own section, and also to ensure their implementation by contributing their own ideas and solutions to problems, which may be innovative if appropriate. The department's process organisation is constantly occupied with adapting to the changing demands.

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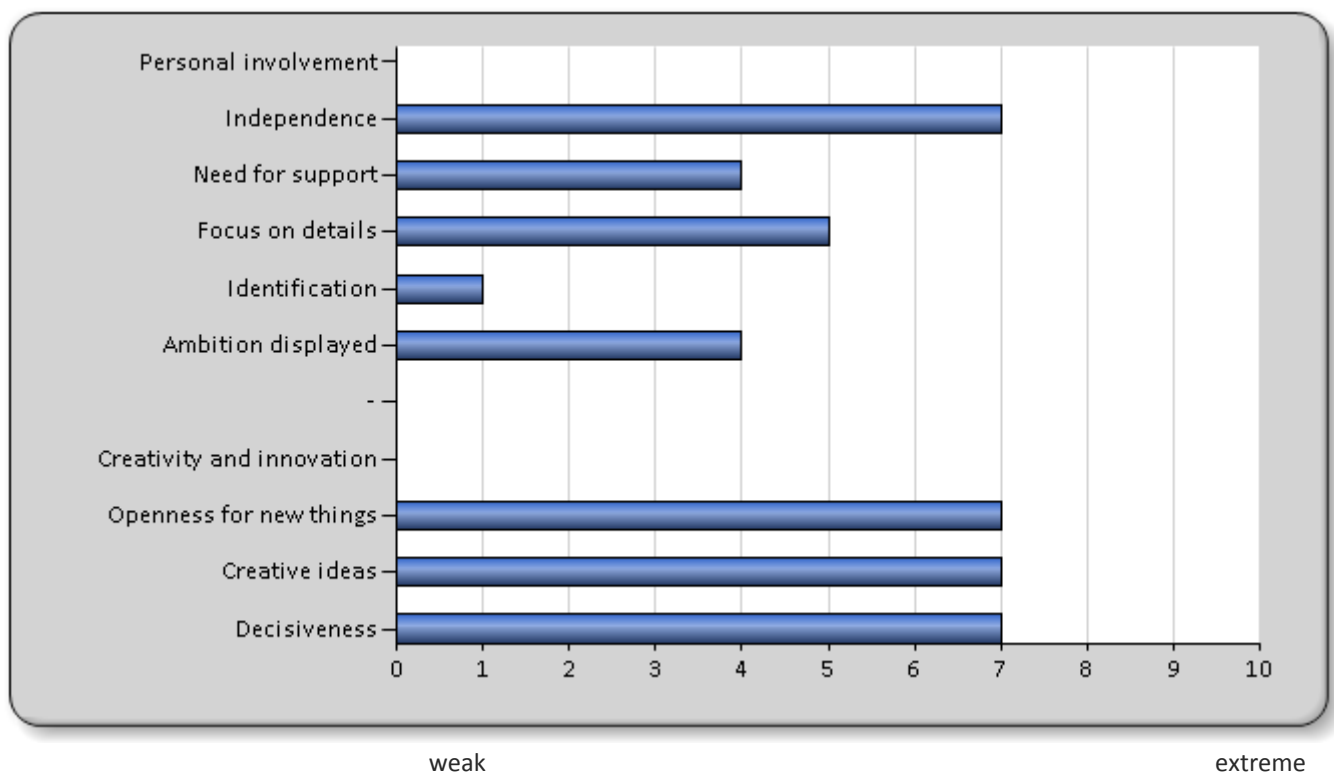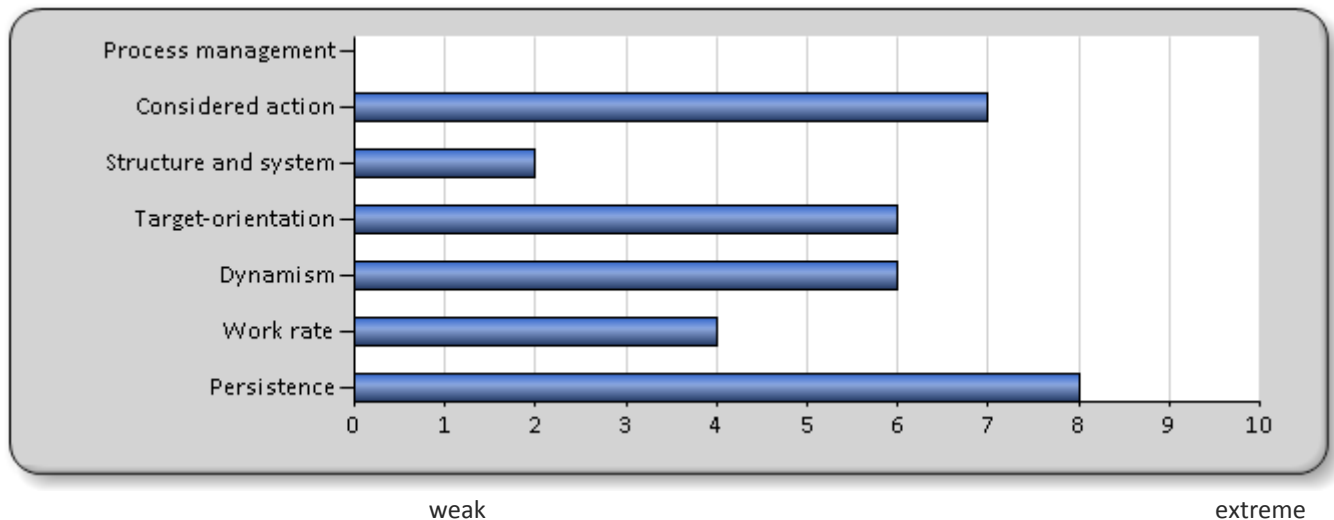
Personal involvement

The test person conforms to the general framework, but lays claim to some leeway for structuring things. He understands his goals as general targets, which require him to reformulate them and determine the details. If he has a clear goal, he does not need instructions and rules. He takes the initiative of his own accord and also acts independently, even in unexpected situations. At the same time he has the personal confidence to take things in hand, and even to take up unusual tasks. Some degree of backing up or occasional support from other people gives him security. Using his competence as a specialist, he gains building up a picture of the tasks to be carried out, and gives his subordinates appropriate instructions. At the present time the test person sees work only as a means to an end, and only puts his energy into work when he can see the necessity of it, or it has some personal significance. However, in his role, he should be less distant, and identify more closely with his work. He hardly shows any visible ambitions and no need to compare his performance with that of others.

Creativity and innovation

If new things are presented to the test person from the outside, he ist very positively inclined towards them. He enjoys change and variety. He thinks for himself about how to make improvements. He contributes his own ideas when adapting instructions to fit the circumstances, and to implement them creatively. The test person takes calculated risks when he has been able to consider the matter to some extent in advance. This is still a reasonable procedure, considering the responsibilities of a manager.

Process management

The test person configures procedures and processes on the basis of conceptual considerations. He does not attach much importance to structure and systems, but mostly reacts flexibly to current situations. The test person uses his resources efficiently through goal-orientated application. The test person proceeds dynamically, but at the same time with care and without rushing. The test person sticks obstinately to his task, even over long periods. However, as a manager, he should make sure that he is also able to finish projects on time.

Managing subordinates

In our competence model, managing subordinates is not seen principally as handing out instructions, but as involving and motivating people, allowing them space for creative action, and giving subordinates emotional support.

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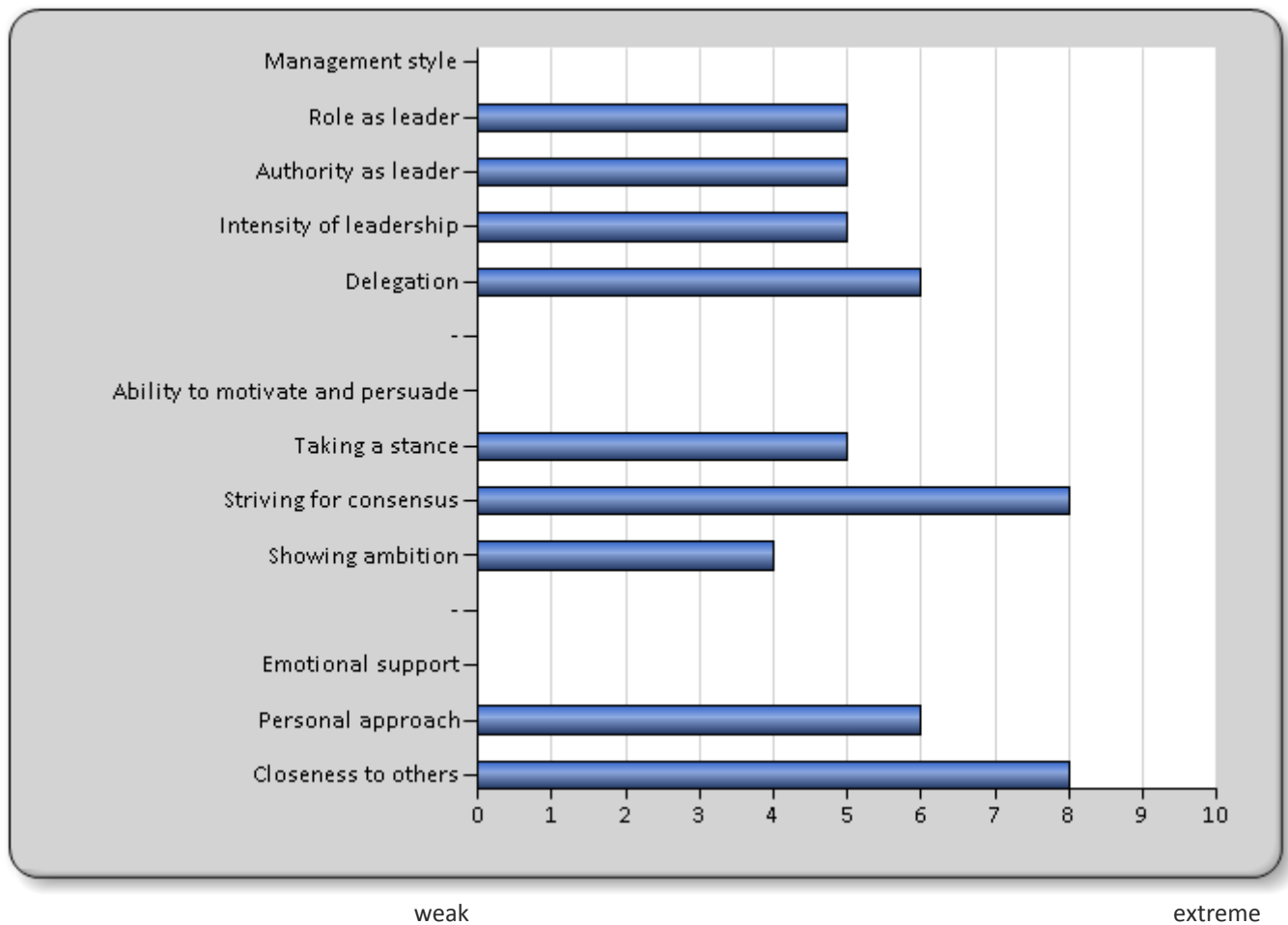
Management style

The test person does not see himself principally in the role of a superior, although he does feel jointly responsible for the working methods and the results of the team. He should perhaps identify rather more strongly with his leadership role, and put it into practice more often. In practice, the test person shows a cooperative management style. For decisions, he involves his subordinates and listens to their opinions. He supports his subordinates with guiding suggestions and advice, without having to interfere in everything. In this way, he can provide direction, without taking power into his own hands.

People might get the impression that he likes carrying out the content of tasks and assignments himself. However, he does delegate quite a lot to his subordinates.

## Ability to motivate and persuade

His open and clear way of presenting his viewpoint is good for motivating and persuading. Sometimes his emphasis on what he has in common with others, and his attempts to find consensus between people at all costs makes things rather more complicated, and prevents people arriving at a conclusion. It is not very encouraging if the test person himself shows so comparatively little ambition.

Emotional support

Due to his open and personal manner of approaching other people, the test person is able to build up personal links, which are helpful for addressing emotional topics. At the same time he pays a great deal of attention to interpersonal matters. Because consensus and agreement between people are very important to him. However, as a manager he should sometimes be a little more cautious about relationships, so that his professional role is not obscured.

Change management

It is one of the essential tasks of Middle Management to find a balance between continuity and change. An executive should accept and form the necessary changes, but at the same time he should not overstretch his subordinates or the organization. For this, he should be able to deal constructively with the conflicts which necessarily arise.

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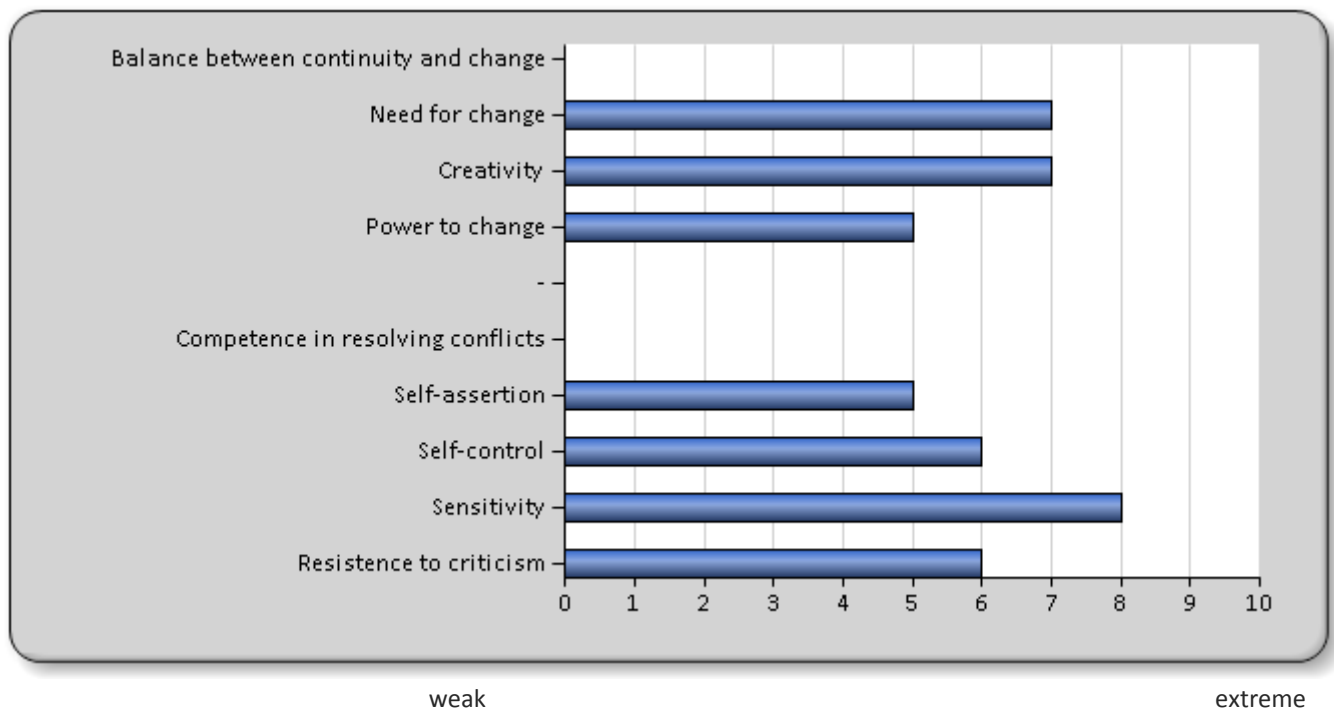
Balance between continuity and change

The test person seeks change and variety – perhaps sometimes more than his subordinates and the organization can deal with. In shaping change he provides some impulses regarding content.

Overall, he can act as a supporter for change processes.

Competence in resolving conflicts

It is a positive factor in his competence for resolving conflicts that the test person is conscious that conflicts are normal, and he is not afraid of raising controversial issues. He does not sweep differences of opinion under the carpet. He states his position noticeably, but he can step back from it. His pleasant manner and diplomatic phrasing means he can help conflicts not to escalate unnecessarily. He stays in control, and does not allow himself to be provoked easily, so that he does not easily run the risk of becoming personally involved in a conflict. However, his behaviour can also mean that he does not really address those conflicts, which he actually experiences.

Because it is important to the test person to get along well with others, and because he pays a lot of attention to the area of relationships, he mostly shows sensitivity, enabling him to put himself into other people's shoes and to take into account their sensibilities and motives. In so doing he is searching for a degree of interpersonal harmony, which however goes too far for his position. There is a danger of entanglements and insufficient independence.

With his rather controlled and diplomatic way of addressing issues, the test person is perhaps sometimes not quite precise enough in his communications. This means that he shows empathy by taking very strongly into account the context and the possible effects of negative comments. But since, due to his cautiousness, he does not always seem to be open and authentic, it can occur that in spite of all his pleasantness, people does not respond to him with as much trust and openness.

On the whole, he is mostly sure of his ground, and makes a self-assured impression. At the same time, he can also accept criticism. This supports his competence in resolving conflicts.

Partner in the leadership network

We see the middle operative manager as part of the company's leadership and communication network. For middle managers at the operative level, it's important to be personally involved in the group and to coordinate well with their colleagues about the best way to proceed. The interpersonal contact with colleagues and subordinates should be good – good enough to withstand pressure and stress.

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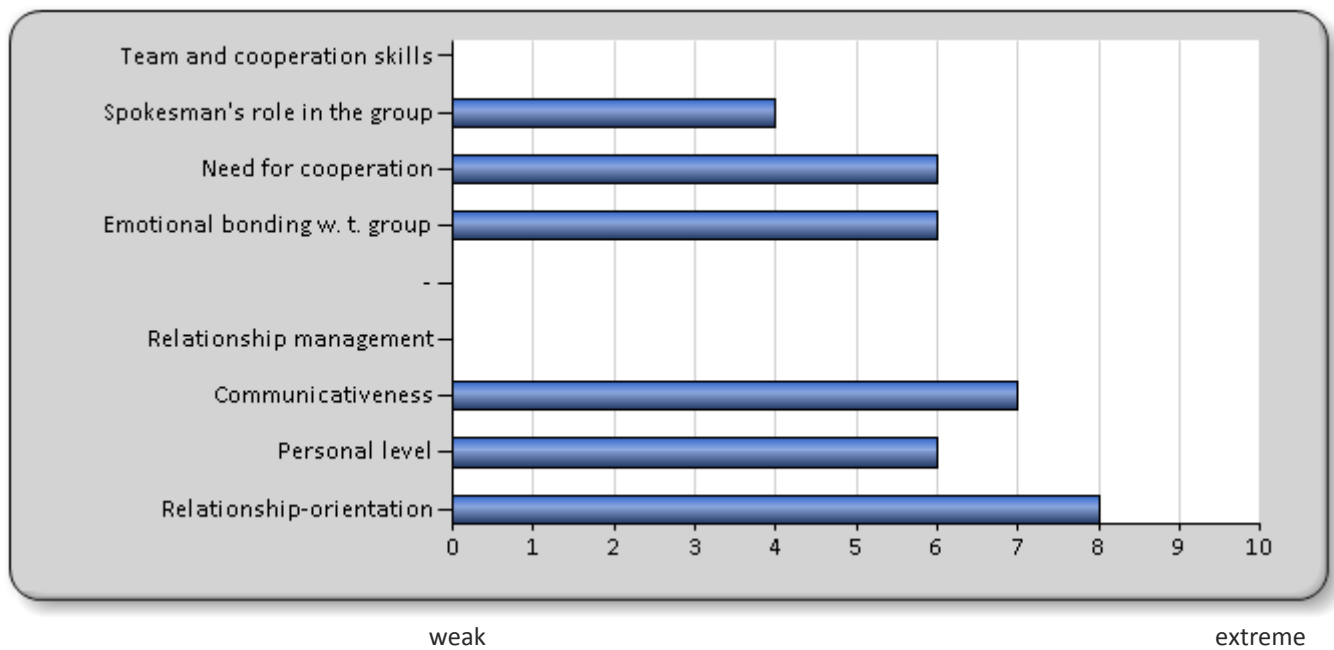
Team and cooperation skills

In group situations the subject is often rather reserved. He mostly waits to see what other people say before he offers his contribution to the discussion. He coordinates with other people and adapts to the common methods and procedures of the team. In this way, he is able to fit in very constructively with the group. He feels happy being in a community. He identifies himself with the team and shows team spirit.

Relationship management

Relationship management should be easy for the test person: he enjoys contact, has a good rapport with others, treats them with great attentiveness, and is prepared to show considerateness. However, for a manager, he sometimes takes matters too far when he places so much emphasis on harmony in the field of relationships. Because the issues concerned should not suffer as a result.

Personality

A manager often acts in ambivalent contexts, full of tension and emotion. His "sandwich position" and the often unclear definition of his independent role and function in the leadership process of the company bring particular burdens, which can only be overcome by means of an independent and self-aware personality.

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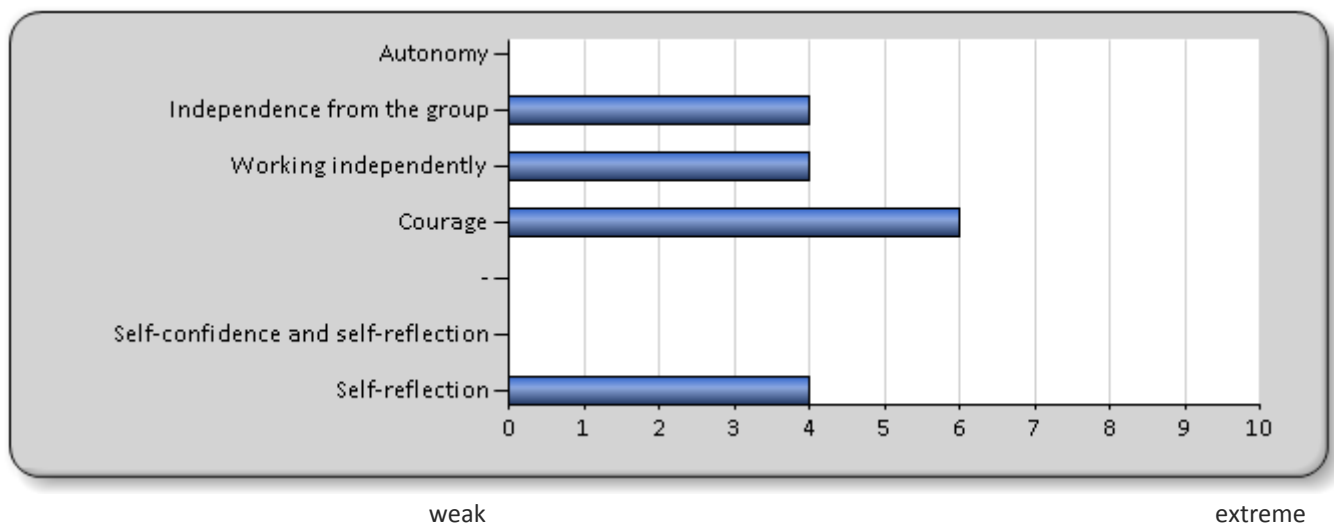
Autonomy

The subject feels emotionally connected within the team and is well linked into the collaboration. At the same time, he tackles even quite difficult tasks independently but likes to be sure of the support of others. These are good qualifications for being able to act confidently and well coordinated in challenging social situations.

Self-confidence and self-reflection

The test person is sure of himself and of his potential and radiates healthy self-confidence. All the same he can question himself and also accept criticism. This means that he possesses good qualifications in order to make a competent and convincing impression, while at the same time remaining able to learn.

Areas for development

When evaluating the areas for development which we recommend, please bear in mind that different working environments and circumstances can lead to different specific job requirements. Of course this evaluation cannot go into requirements specific to one individual. However, according to the competence model, the test person would still be able to improve in the following areas:

The test person should not remain so distant from his work, but identify more closely with it.

With more structure and systems in his personal working methods, he could keep a better overview and organize and control processes more efficiently.

The test person is often too erratic in his activities. That is not compatible with controlling complex processes or with continuing motivational leadership of his subordinates. He should try not to do everything at once, but instead, proceed step by step!

Each of his operative tasks should be capable of completion within a foreseeable time limit. He should not get lost in projects which never end!

The test person should be clear about one thing: He is in a leadership role. This means that he is responsible for the team and its work results. He should take up his role and behave according to this vision of himself!

In order to motivate other people, he must himself show more ambition.

The test person should take care not to overemphasize interpersonal support and mutual considerateness. Considerateness also has constraints and limits.

In group situations, he should speak out more frequently!

CAPTain

Report

Person's Picture of him-/herself and Test Result

for

John Public

Version: CAPTain Manager

CAPTain

Name: John Public

Is the picture we have of ourselves right?

CAPTain distinguishes between the subjective picture that an individual has of him-/herself and the objective test result with which CAPTain describes the person's working style. The basis of this distinction are the statements in the two CAPTain questionnaires (pairs of comparison questions and self-evaluation on a scale of 11). Scientific research and basic commonsense suggest that an individual's subjective picture of him-/herself doesn't fully reflect reality on all points. And in practice, the individual's subjective picture of him-/herself and the objective CAPTain results show considerable deviation on at least one behaviour aspect in 90% of all individuals. Significant deviations on up to five behaviour aspects are absolutely normal.

The causes of these deviations vary widely. There is the well-known 'blind spot', for example, and also the difference between inner feelings and externally visible behaviour. Moreover, a person's picture of him-/herself is often influenced by ideals and wishful thinking. (How does the person want to be or appear? What does he/she think makes sense and is the 'right' thing?) In some cases, the individual's picture of him-/herself is simply out-of-date (it may be quite a while since he/she has thought about his behaviour), or more heavily influenced by his/her private experiences than by his role conduct at the workplace. (The CAPTain analysis focuses solely on behaviour in the working environment.)

The following table gives an indication of the points where the person's picture of him-/herself deviates clearly from the results of the CAPTain analysis. When comparing, one or another self-evaluation may turn out with hindsight to be exaggerated. That would suggest that the answer supplied to this question in the individual's self-evaluation was influenced by uncertainty, or was simply very spontaneous. That is no great surprise. After all, the questionnaire asks for a great deal of information, sometimes about things that the individual has probably never given any thought to in this form.

Deviations between the person's picture of him-/herself and the results of the CAPTain analysis

There are significant deviations between the person's picture of him-/herself and the results of the CAPTain analysis in the following respects:

CAPTain	The person delegates many tasks. However, there are some of them, which he/she wants to deal with him-/herself.
Person's Picture of him -/herself	The person doesn't want to work with any details at all, he/she only wants to delegate and control. He/She may avoid any direct personal responsibility for the accuracy of the results.

Significant deviations point to conflict potential between the person's picture of him -/herself and his/her actual behaviour. This can cause misunderstandings and dissatisfaction, but it may also provide an incentive to shape reality according to one's own ideas and wishes. It may be appropriate and a good idea in some cases for the individual to adapt his/her picture of him-/herself to bring it into line with reality. But this may also represent a first step towards putting one's ideas and wishes into practice.