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Explore your potential

Leading Simple©

Leadership Excellence Report

LER - ANNE

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presented by:
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Introduction and Explanatory Notes

Editorial

Powerful people = powerful results = powerful companies

We are convinced that the results of every organization – from families to companies to governments – are dependent on unleashing the potential of people. Herein lies the central task of leaders: enabling, motivating, and encouraging others in order to help them to reach their full potential. More than 3,000 studies have documented that leaders are not born, rather they develop either gradually through many years of experience or more quickly by effective training. This Leadership Excellence Report shows how strongly pronounced the characteristics which define an excellent leader are currently in you. These are well described and explained in the acclaimed leadership system, Leading Simple®. Leading Simple® profoundly defines the job profile of a manager. The report will help you see your self-image and public image clearly beyond the influences of your role and identify what your next development steps are. You will recognize how to unleash potential systematically: first your own and then the potential of others. We encourage you to use the Leadership Excellence Report and the leadership system Leading Simple® to become the most effective leader you can be. What a challenging, gratifying task! Best wishes, good luck, and success in your journey.

Your Boris Grundl and Dr. Uli Vogel

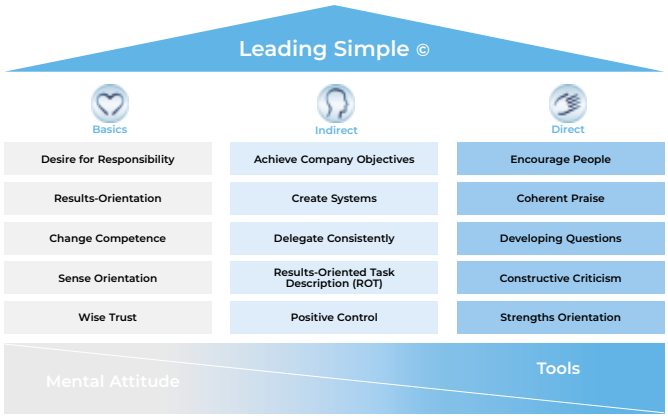
The Survey and Method

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

Structure

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

The 15 mastered mental attitudes and tools (pages 4 – 6) symbolize the thriving tree of leadership excellence. Your personal recommendations for development are discussed on page 7.



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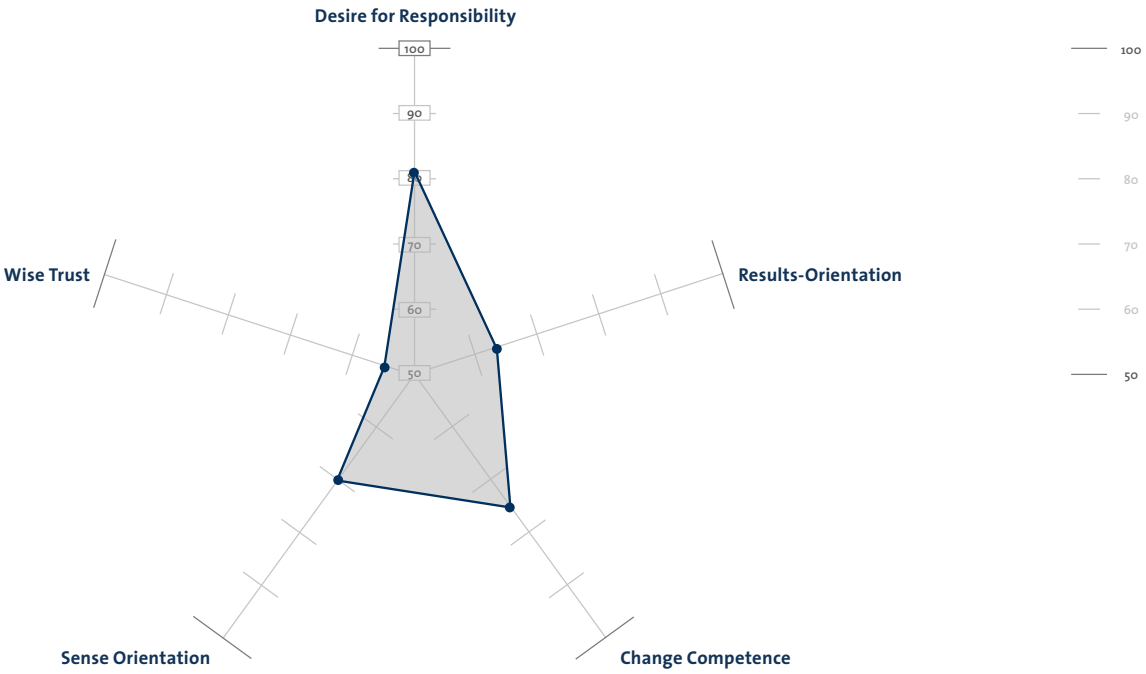
Introduction and Explanatory Notes

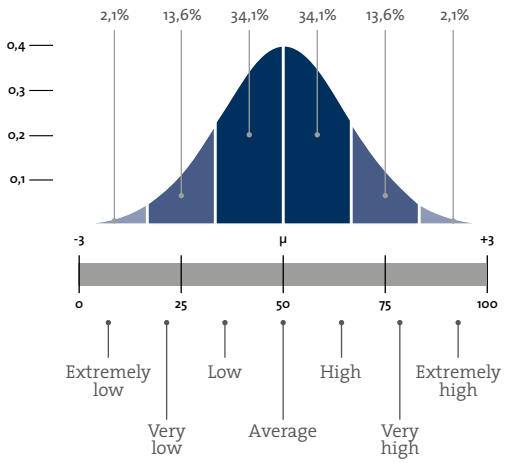
Understanding the Diagrams in Pentagon Format

The following example diagram shows the type of illustration depicted on pages 4 to 6 of the report.

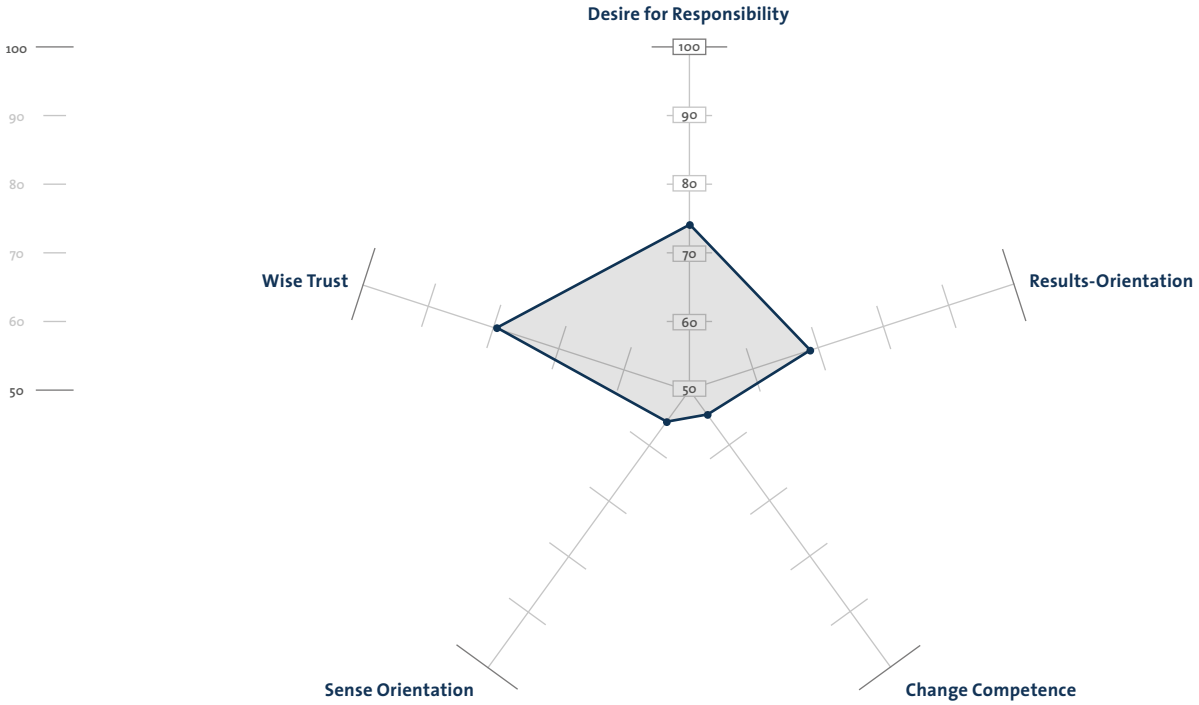
Example:



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



Basics



Desire for Responsibility

The sense of responsibility of leaders and employees has a significant influence on the success of the company. In this context, responsibility must not be perceived as a duty, but must trigger satisfaction. This is achieved by a desire for responsibility - a characteristic that can be learned and improved. Resolving inner resistance and taking the steps up to the intellectual acquisition of responsibility is a process that leaders should actively support among their employees.

Results-Orientation

Results within a corporate culture are manifold: they refer, among other things, to the ability to deal with problems, profit, or the quality of taking responsibility. A result is followed by a change, then a plan, which again generates an action that leads to a result. A cycle that persists. Results-orientation describes a mental attitude that focuses on the effect of actions always. Results-orientation prevents tasks from coming to the foreground.

Change Competence

All too often companies fail due to change. This circumstance makes mental flexibility a decisive factor for future success. The increase in speed, complexity, and transparency in our time requests emotional adaptability on different levels. These in turn form the basis for success, fulfillment, and mental health - up to and including the mental acquisition of any changes.

Sense Orientation

Meaning promotes a feeling of solidarity, creates identification with the company's goals and helps employees to put their energy into action. The more sense they recognize, the easier they can overcome resistance. Ideally, sense is the basis for any decision that is taken. Half of the responsibility lies within the company and the other half outside. For a company, this means that 50 percent of responsibility for meaning lies with the leaders and the other 50 percent with the employees themselves.

Wise Trust

There are different types of trust - in personal relationships, in the professional environment or trust in oneself. Distrust, on the other hand, is a sign of weakness. Trusting people, knowing that this trust can be disappointed, is the essence of the mental attitude of a good leader. Conversely, employees must also trust their leaders. In order to trust wisely, it is necessary to perceive connecting and separating elements in combination and focus on connecting elements.

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

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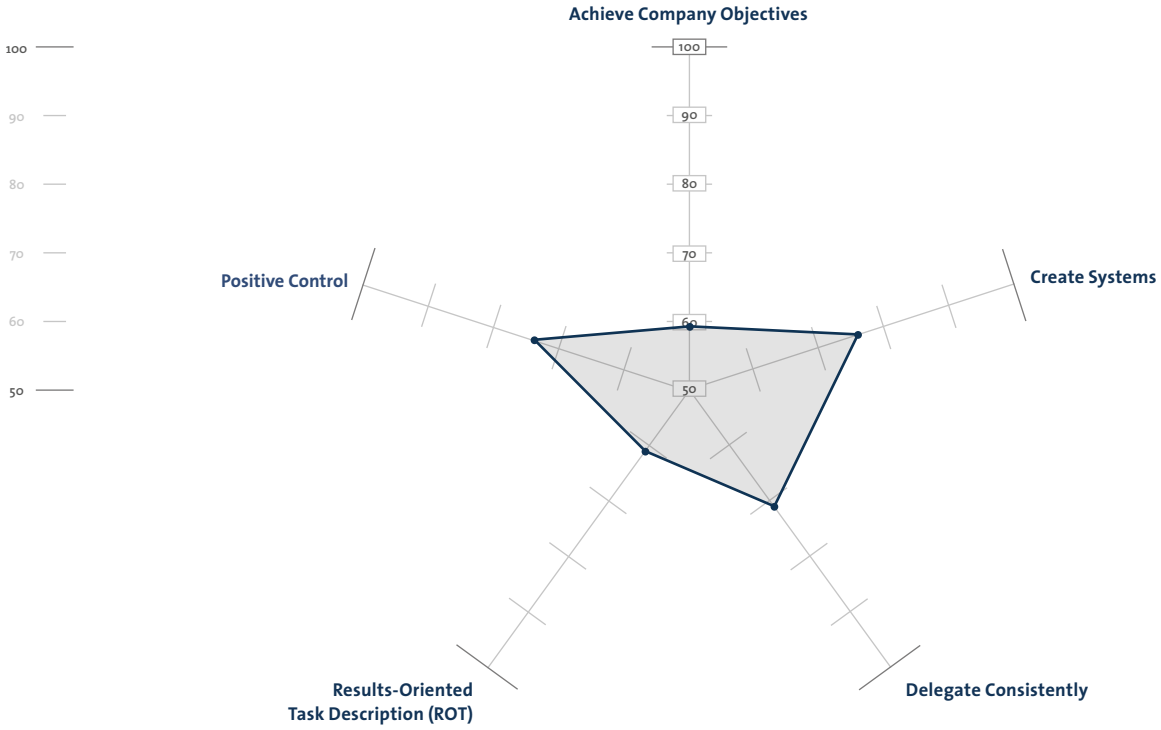
Indirect Leadership



Achieve Company Objectives

The purpose of the company is a power, consisting of vision and essence, which creates orientation across all hierarchies. Employees who are aware of the corporate purpose develop a deeper understanding of the company's raison d'être - they understand its meaning. The result is improved identification with the company, on the part of employees and customers, and a bundled energy focused on the company's goals.

Create Systems

Make yourself redundant while the results get better and better: This is achieved through effective systems. Systems sustainably relieve the leader in terms of time-consuming, operative management and enable efficient, indirect leadership of employees. Results-oriented work and clearly defined processes are the cornerstones of effective systems. The result is better performance for a dynamically functioning group.

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

Delegate Consistently

Clear responsibilities, structure, and brilliant results: To delegate consistently means to give space to others. In order to be able to delegate consistently, leaders must not only trust their employees but also suppress their own urge to be needed. Successful delegating therefore means on the one hand to accompany employees on their way to self-functionality. On the other hand, the leader has to overcome his or her own character constraints.

Results-Oriented Task Description (ROT)

Employees who just focus on their tasks lose sight of the company's purpose. Employees who focus on results, on the other hand, work with a higher level of identification. With the help of result-oriented task descriptions, a leader can guide the awareness of his or her employees in a way that is appropriate for the addressee and thus achieve that they think less in actions and more in effects.

Positive Control

Wise trust through accepted control is a central element of systematic human development. Leaders must find a healthy corridor - the golden mean between too much and too little control. Because the transition from blind trust to rigid control is fluid. A leader who sees positive control as an aid to achieving goals is aware of his or her own radical subjectivity and thus trains their objective view. In short: Positive control creates trust.

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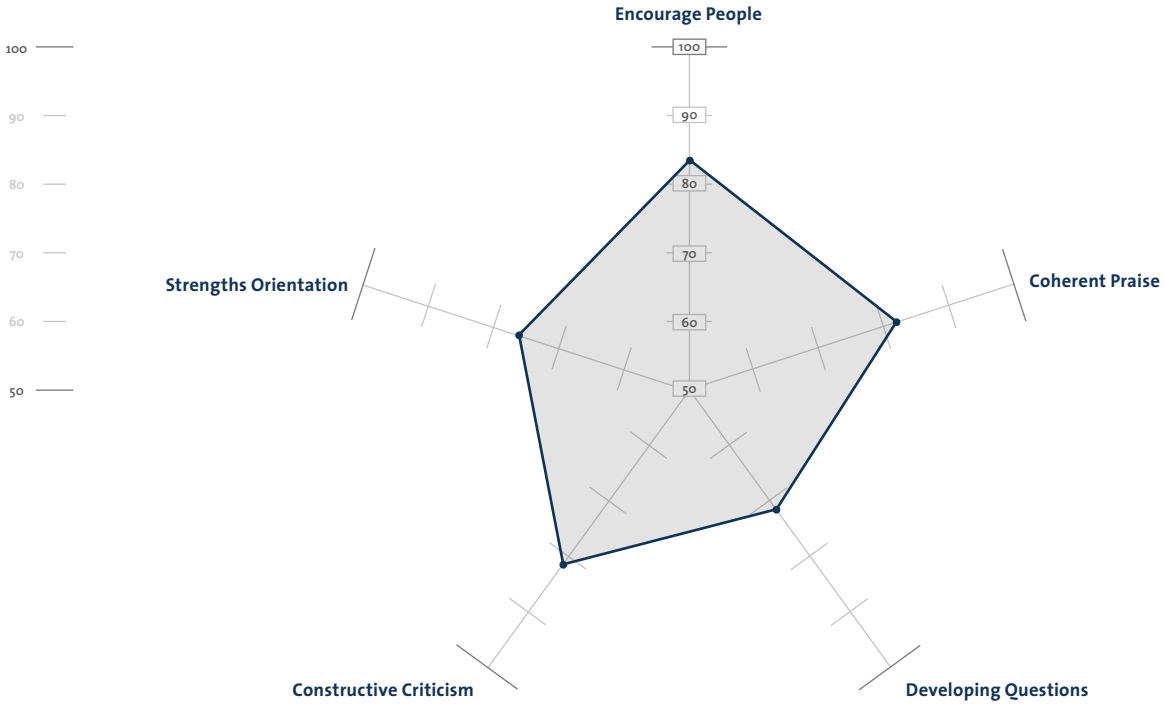
Direct Leadership



Encourage People

The common image of the ideal leader is an illusion. Anyone who wants to lead properly today - and in the future - must be aware that leadership styles are diverse and individual. Leading means to support employees and not to treat them the way they want to be treated. It is important to see people as they are - with all their strengths and weaknesses. The goal is to enable employees to take responsibility and develop the best in them so that they can fulfill the company's purpose with the greatest possible commitment and competence.

Coherent Praise

A leader who shows interest in his or her employees can recognize exactly which behavioral patterns reinforce them and which ones they need to counteract. Praise that is based on superficiality quickly seems like flattery. Coherent praise based on interested observations, on the other hand, signals to the employee that he is noticed and consequently increases his receptiveness.

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

Developing Questions

If a leader sees that an employee is not on the way to achieving results, he must redirect him. To do this, she or he uses specific developing questions that trigger growth in the counterpart. Convergent questions help to focus someone. Divergent questions help to open someone's mind to new possibilities. Correctly applied, employees develop step by step into co-thinking people.

Constructive Criticism

Criticism can be beneficial and trigger insight, or it can serve to demonstrate power and only lead to feelings of guilt. The one who criticizes is responsible for the emotion of the conversation and thus for the self-confidence of his counterpart. A criticism discussion is not a place to express frustrations, however, should serve the goal of reaching the employee by means of constructive criticism and changing his or her behavior in a targeted manner.

Strengths Orientation

Anyone who develops products must eliminate errors in order to ultimately bring a perfect result to the market. Eliminating weaknesses is the way to mediocrity in human development. Here it is rather a matter of improving what is already there: people must orient themselves to their strengths and make optimal use of their talents. Leaders who are aware of this fact and promote their employees accordingly can build on strong results.

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Recommendations for Development

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

Desire for Responsibility (74%)

You are aware of your responsibility and that of your employees. You like to take responsibility and know exactly where you stand and where you´re headed. Consider how you can optimize your area of responsibility and deliver the required results. This makes you a role model.

Results-Orientation (69%)

You are fundamentally oriented towards results. They guide you. Keep building on that. Concentrate even more on your sphere of influence. Link success to every intention with clear outcomes. Remember, your impact is also a result. Act accordingly.

Change Competence (54%)

Up to now, you are more comfortable with the tried and tested as well as the familiar. You usually focus on security and should therefore make your thoughts more flexible. In today´s complex world, both reason and feeling have to go through constant processes of adaptation. Question the things around you and yourself on a daily basis and be proactive.

Sense Orientation (56%)

You are still too passive with regard to the meaning of your actions and identification with them. Do not blame others for this. This passive attitude reduces your influence as a leader. Share more inspiring things than paralyzing issues. Recognize your co-responsibility in the sense orientation within the company and overcome your inner objections.

Wise Trust (80%)

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

Achieve Company Objectives (59%)

You recognize the impact of your actions for the company and are familiar with the steps of value creation. You are also aware of your tendency to be distracted. If you are not already doing so, stop this and increase your efficiency for the company with a clear focus.

Create Systems (76%)

Your understanding of the impact of systems is highly pronounced. You apply direct and indirect leadership well. Ensure that others continue to improve your systems. Systematically develop your ability to create systems and teach others to do this as well.

Delegate Consistently (71%)

You are aware of the duty to delegate, which you also do. Nevertheless, you sometimes find "doing it yourself" even more expedient. Make others stronger by delegating. Enjoy this development process. Put it consistently into practice.

Results-Oriented Task Description (ROT) (61%)

You recognize the purpose of result orientation and understand its effect. But a more consistent implementation would help everyone. A practiced ROT provides a clear orientation for your team. Your employees have a right to it. Don´t shy away from the effort, it´s worth it!

Positive Control (74%)

Controlling is your strength. You are well aware of the value of inquiries and follow up. Fine tune the balance between too little and too much control. Provide transparency so that top performers can develop.

Encourage People (84%)

Your knowledge of human nature is already very good. You are aware of the importance of systematic promotion and apply it. Staff development should take even more precidence. Increase their effectiveness. That´s what distinguishes strong leadership.

Coherent Praise (82%)

You already praise others effectively and are well aware of its positive effect. Keep a balance between closeness and distance, beware of adulation. Improve the depth and intensity of your praise, not the frequency. Make sure that only honest and meaningful praise is given.

Developing Questions (72%)

Asking the right questions is one of your best skills. You quickly notice where someone stands and how you should intervene. Increase the quality of your questions through depth. Get to the heart of the current developments faster and save time.

Constructive Criticism (82%)

You understand the need for criticism and apply it effectively. You know how to improve the commitment of your employees. Always check your balance between criticism and praise (distance and closeness). That´s how you´ll reach mastery. Solid results will confirm your approach.

Strengths Orientation (76%)

You understand the strengths and weaknesses of your team members and act accordingly. You also know your own. Concentrate even more consistently on the development of all strengths and demand their application. Strengthen your strengths resolutely.

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Further Information

The Scientific Basis of the Profilingvalues Method

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

Our value system is regarded by scientists to be the most consistent orientation for our actions. These can be captured in a value metric way, i.e., by evaluating, not self-disclosure. This precludes forms of manipulation and psychological effects such as social desirability or self-promotion.

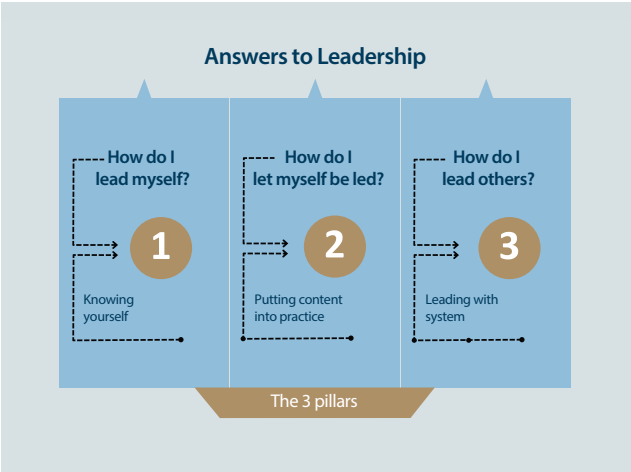
The metrics used from the logical ranking sequences have been normed and validated numerous times. It stems from the research of Robert S. Hartman, a scientist nominated for the Nobel Prize in 1973.

For more information see www.profilingvalues.com

Leading Simple® – Leading Successfully with System

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

1. **How do I lead myself?**
2. **How do I let myself be led?**
3. **How do I lead others?**



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

1. **Leading with your heart - Basics**
   (Why do I have to do it?)
2. **Leading with your head - Indirect Leadership**
   (What do I have to do?)
3. **Leading with your hand - Direct Leadership**
   (With what I have to do it?)

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

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

For more information see
www.grundl-institut.de

EF	82	EBF	82	DifA	76	AE	0.806
EA	40	EBA	35	DifI	86	BF	0.983
PDF	71	EOF	82	AIA	55	CE	0.771
PDA	5	EOA	80	AII	100	DF	0.963
SDF	72	ZOF	75	AC	0.882		
SDA	60	ZOA	35	BD	0.942		

Boris Grundl endeavors to promote the importance of responsibility in our society. For this purpose, he has created the Responsibility Index, which, on the basis of scientific research, helps us to become more aware of the importance of this issue and of our own responsibility. Further information can be found at www.responsibilityindex.org