

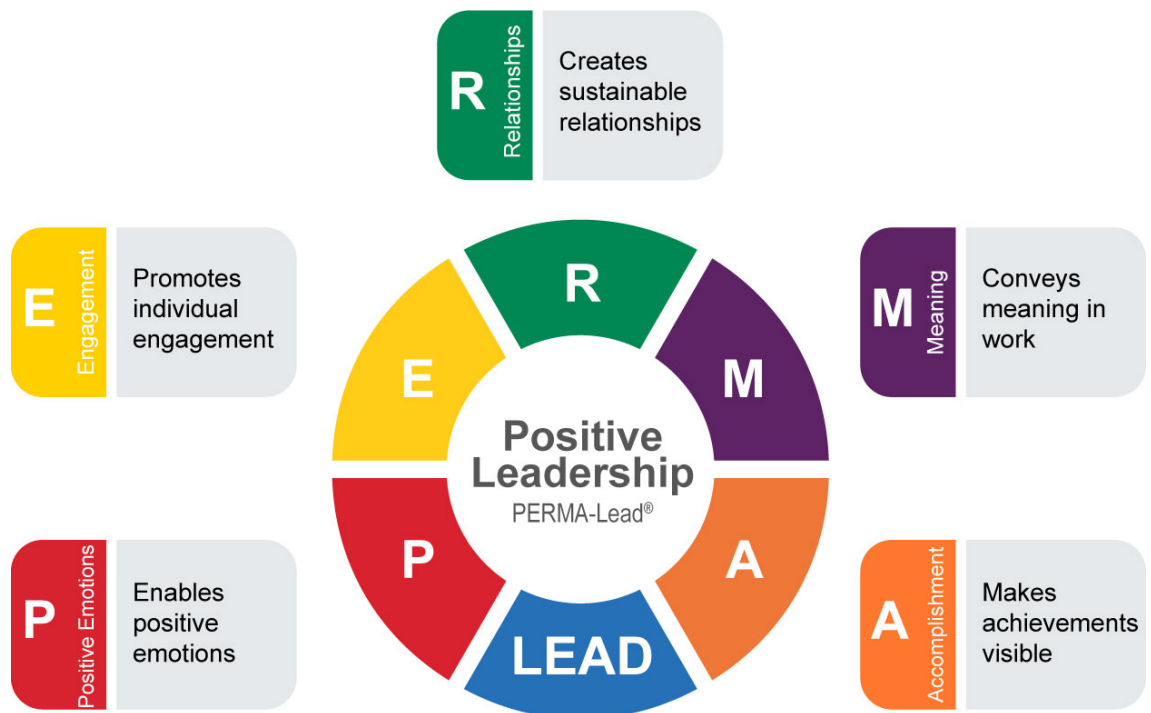
PROFILER

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31. August 2023



WHAT IS POSITIVE LEADERSHIP, WHAT IS PERMA-LEAD®?

Positive leadership is a management approach that has been proven to have a positive impact on employees, on the success of the company and also on the manager him/herself. Five distinct leadership behavior anchors are defined by the PERMA-Lead® model:







Positive leadership aims at the manager actively creating a working atmosphere through his/her leadership style, which promotes the development of the employees' potential. Furthermore, this leadership style recognizes and utilizes the individual strengths of the employees instead of focusing on weaknesses. This results in a win-win situation: the company benefits as well as managers and employees. It is therefore a management style that not only aims at meeting today's requirements in organizations, but to grow and develop themselves together with their employees.

The PERMA-Lead® model, which describes concrete positive leadership behavior, is scientifically based and was developed by Dr. Markus Ebner. Numerous studies demonstrate the positive effect of this leadership style.



WHY POSITIVE LEADERSHIP?

-  Research shows that employees in a Positive Leadership culture display supportive and flexible behavior and are better able to adapt during organizational change. In addition, with such leadership, employees become involved beyond their defined areas of responsibility. Positive leadership is also associated with higher willingness to work hard, satisfaction and loyalty to the company and a supportive organizational climate.
-  Numerous studies also show that a high level of PERMA factors is associated with a significantly more positive emotional baseline among people. These positive emotions effect primarily on where someone directs their attention: A person who is guided by a Positive Leader directs his/her attention specifically to strengths, possibilities and solutions that contribute to successfully mastering tasks. This leads to a win-win situation for the company, the employees and also for the manager him/herself.
-  The PERMA-Lead® management style is evidently related to the chronic stress load of employees. The more this style of leadership is used, the less often team members are ill, their burn-out risk is far below average, they have more confidence, an increased tolerance for frustration and their job satisfaction as well as performance are measurably higher. In addition, managers with a high PERMA-Lead® leadership style can deal with stressful situations more easily, recover more quickly after professional setbacks and are considerably more creative in developing solutions.
-  Thus, a positive leadership style of the manager is transferred to the employees by creating an organizational climate which in turn strengthens the already mentioned aspects. This creates a positive cycle between employees - managers - organizational culture.

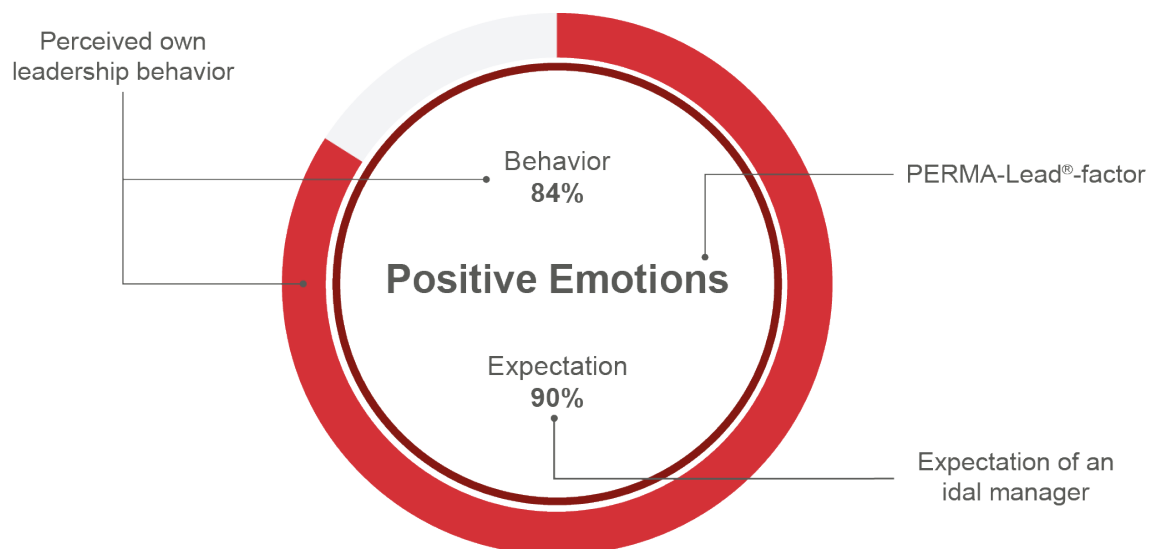
Positive leadership has a measurable positive impact on the entire organization



How should your results be interpreted?

You have answered numerous questions about your leadership behavior. In addition, your individual ideal image of a good leader was examined. From all answers, it was calculated for each of the five PERMA Lead® factors, how you perceive your leadership behavior (behavior) and what constitutes a good leader from your point of view (expectation). You can achieve a percentage value between 0% and 100% per result. The difference shows you for each individual area how well your expectations of yourself match your behavior in the leadership role.

In addition, your results were used to determine the percentage of managers who have a similar, lower or higher self-assessment than you. To do this, your score was compared with that of over a thousand other managers. This helps you to critically reflect once again, whether you might overestimate yourself or even be too self-critical compared to other people in a certain area. Furthermore, you will learn how on average employees generally experience their managers in the respective area.



All following descriptions of the effect of the respective PERMA-Lead®- factor are the results of well-founded scientific studies.

At the end of the evaluation report, you will once again see your results for all 5 areas grouped together. Note again in which area you have the highest behavioral value and in which area you have the lowest. Indeed, studies show that when employees evaluate their managers, in most cases they give the highest and lowest values in the same areas as the managers themselves.



Your personal results



Positive Emotions

Enables positive emotions

This section describes how actively you as a manager promote positive emotions in your employees. In detail, it is about what you contribute to your employees feeling comfortable at work, being satisfied and having fun at work.

Positive emotions in people help to reduce problem-oriented thinking and significantly increase solution orientation. They expand perception, lead to a better build-up of resources, increase work performance and improve the working atmosphere in teams. Furthermore, positive emotions of employees have a proven effect on the loyalty of customers. Numerous international studies show that positive emotions have a measurable strengthening in effect on the immune system and are therefore beneficial to health.

Your result with regard to your own leadership behavior shows a score of 66%. From your point of view, a good leader generally accounts for 96% of positive emotions among employees. Your own expectations of your role as a leader are therefore in this area far higher than your level of leadership behavior.



Approximately 17% of all managers assess their behavior similar to yours, 66% have a higher and 17% a lower score.

By the way, employees rate their direct superiors in this area with an average of 69%.



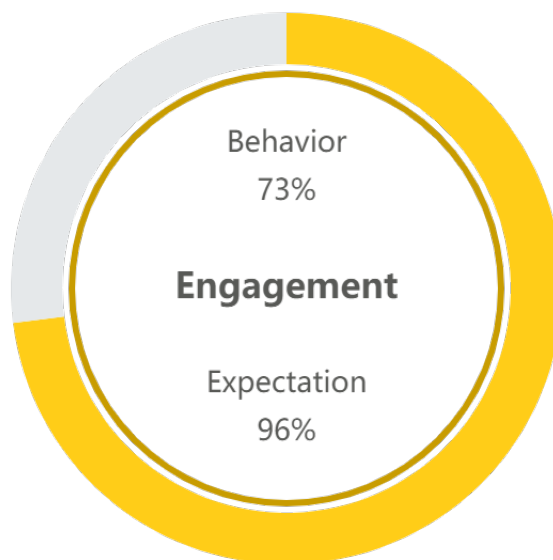
Engagement

Promotes individual engagement

This section describes how much you as a manager encourage individual engagement with your employees. In particular, it is about how you support your employees in recognizing their own abilities, take into account the individual strengths of the employees when allocating tasks and help them to further develop their strengths.

Employees who experience that their strengths can be recognized and utilized, are more likely to stay with the company, increase customer satisfaction, are significantly more motivated, show less company-damaging behavior, show above-average engagement and are generally more satisfied with their lives. Strength orientation is one of the essential elements of Positive Leadership.

Your result with regard to your own leadership behavior shows a score of 73%. From your point of view, a good leader generally accounts for 96% of lived strength orientation among employees. Your own expectations of your role as a leader are therefore in this area far higher than your level of leadership behavior.



Approximately 28% of all managers assess their behavior similar to yours, 37% have a higher and 35% a lower score.

By the way, employees rate their direct superiors in this area with an average of 70%.



Relationships

Creates sustainable relationships

This section describes the extent to which you, as a manager, ensure sustainable relationships within the team. In detail, it is about how much you make sure employees support each other, and what you contribute to ensure that everyone experiences themselves as part of the team.

The perceived relationship quality within a work team has almost countless positive or negative effects. For example, positive relationships result in more cooperative behavior and more information being shared, which has a significant impact on the success of the team. In addition, there are fewer cases of cardiovascular disease and employees can recover better in their leisure time. In addition, the individual team members' resilience is more developed and the ability to solve problems independently increases.

Your result with regard to your own leadership behavior shows a score of 70%. From your point of view, a good leader generally accounts for 93% of sustainable relationships within the team. Your own expectations of your role as a leader are therefore in this area far higher than your level of leadership behavior.



Approximately 7% of all managers assess their behavior similar to yours, 89% have a higher and 4% a lower score.

By the way, employees rate their direct superiors in this area with an average of 76%.



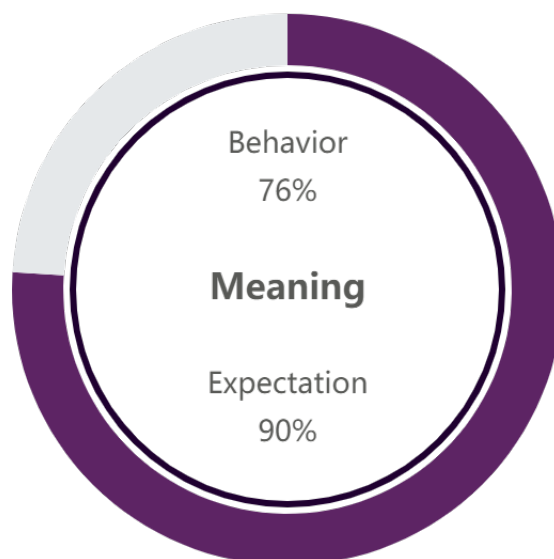
Meaning

Conveys meaning in work

This section describes how much you as a manager contribute to your employees' experience of their work as meaningful. In detail, it is about how much you communicate to your employees that they are doing valuable work, experience meaning in their work and also know how important their work is for the company or department.

If the work is experienced as meaningful, it has numerous positive effects. Engagement and performance increase significantly, the quality of work improves and the working conditions are better evaluated by the employees. In addition, positive emotions are strengthened, motivation is higher and the stress level as well as the probability of suffering from depression decrease measurably.

Your result with regard to your own leadership behavior shows a score of 76%. From your point of view, a good leader generally contributes by 90% to ensuring that employees experience their work as meaningful. Your own expectations of your role as a leader are therefore in this area higher than your leadership skills.



Approximately 22% of all managers assess their behavior similar to yours, 54% have a higher and 24% a lower score.

By the way, employees rate their direct superiors in this area with an average of 73%.



Accomplishment

Makes achievements visible

This section describes how much you as a manager make visible when something has been achieved. In detail, it is about how often you give your employees positive feedback, praise them and share their joy when a (partial) goal has been achieved.

To focus also on what has been achieved is a core leadership behavior of Positive Leadership. It has a positive effect on self-perception, which in turn leads to improved performance and health of the employees, lower fluctuation and increased endurance. Furthermore, the ability to learn increases, as well as job satisfaction and even the general attitude towards life becomes more optimistic. Furthermore, this point of view demonstrably strengthens the assessment of employees to be up to future tasks.

Your result with regard to your own leadership behavior shows a score of 76%. From your point of view, a good leader generally is responsible for 96% to make achievements visible. Your own expectation of your role as a leader is therefore in this area far higher than your level of leadership behavior.



Approximately 15% of all managers assess their behavior similar to yours, 68% have a higher and 17% a lower score.

By the way, employees rate their direct superiors in this area with an average of 78%.



SOME INDIVIDUAL TIPS FOR YOUR RESULTS

Usually in an evaluation like this people focus on the areas with the lowest score. It also happens frequently that they predominantly base their satisfaction on a comparison with the results of other people. You had better not to do that! After all, you can and should apply the logic of Positive Leadership to yourself. Which makes sense, because:

1. If you don't analyze what you are already doing well, you don't know what you could maintain and maybe even improve.
2. Your own growth is only possible from your current individual level of development, independent of other people. Therefore, this should also be the incentive for your further development in order to reach your full potential.

Your results show that you are currently best in the Meaning und Accomplishment area of Positive Leadership leadership behavior. Congratulations! Therefore, as a first step, analyze what you are already doing well to achieve this result.

Furthermore, your evaluation shows that the greatest potential for further development of your leadership skills lies in the area of Positive Emotions. For this purpose, it would be best if you take three concrete things you can do to (still) grow in this area. Consider the following behavioural patterns of managers who have particularly high values in this area:

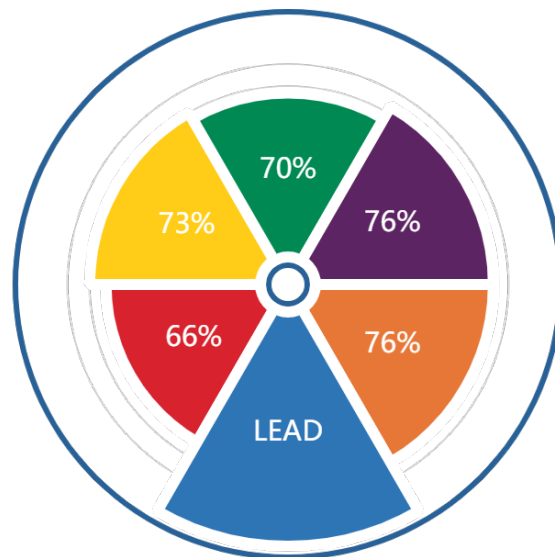
- ✓ Fruits or sweets during meetings that last longer than 30 minutes.
- ✓ Make sure to pass on external praise to the employees.
- ✓ Appreciate expertise - also in front of others.

Finally, your satisfaction with your own Positive Leadership leadership style was calculated based on your answers. It is derived from your expectations of a good leader and how you currently perceive yourself. Your satisfaction index is 77%. This means that your own expectations of a good leader are higher compared to how you currently experience yourself in this role. From this it can be inferred that you yourself are dissatisfied with your current leadership behavior.



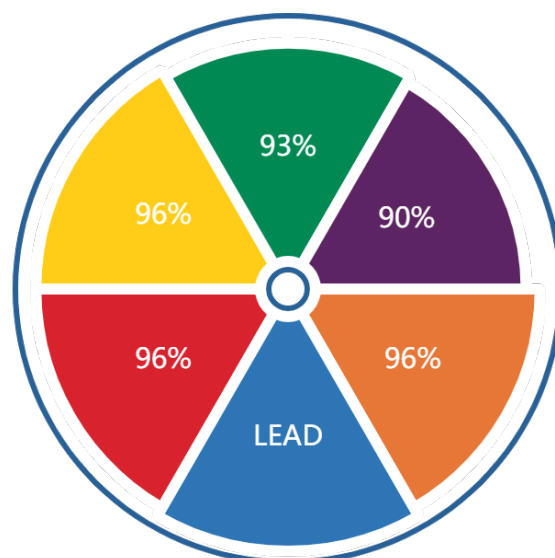
OVERVIEW OF YOUR PERSONAL RESULTS

PERMA-Lead® Profiler: How you currently lead from your point of view



- Positive Emotions
- Engagement
- Relationships
- Meaning
- Accomplishment

In your opinion, this is currently the behavior of a good leader



- Positive Emotions
- Engagement
- Relationships
- Meaning
- Accomplishment

Your personal satisfaction index for your leadership behavior is 77%.

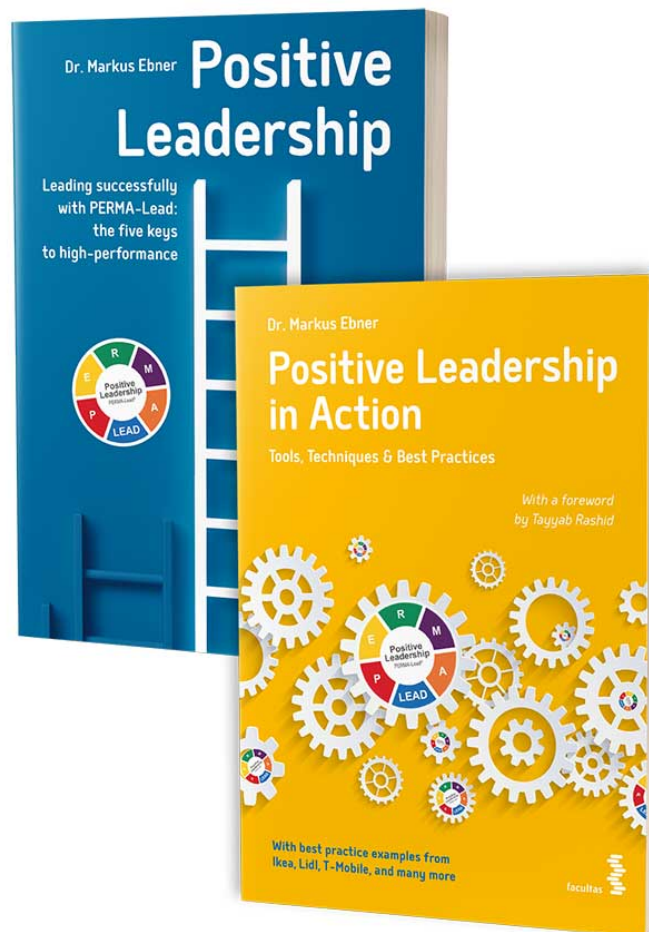


FURTHER INFORMATION

The procedure meets the test theoretical quality criteria defined as the standard for psychological testing procedures. Numerous studies demonstrate the effect of this management style.

This method is also available as 360°-feedback. In addition to the self-assessment, the external assessments of employees, superiors and another group (usually colleagues) are collected. In addition, the evaluation is extended by 7 management competencies and 6 career-promoting competencies.

Your certified consultant will be happy to answer any further questions you may have. Additional information as well as many practical suggestions, methods and techniques plus specific practical examples from well-known companies can be found in the book "Positive Leadership" and at www.perma-lead.com.



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