



# Focus report leadership

30.12.2024

---

## Petra Muster

Demo LUXX

## **Focus: Leadership**

A focus evaluation is generally the interpretation of a trait with regard to a certain issue. In the following evaluation, the question of the management and decision-making behavior of a person is answered by viewing it through the perspective of the findings from the LUXXprofile.

The interpretation of a focus evaluation is generally based on experience from long-standing work in personality diagnosis, in which several thousand interviews and training sessions depict the relationship with real-world practices in the daily world of work and life.

In each description for the individual trait dispositions, there is generally a description of the manner in which the executive himself should be managed in order for him to achieve his optimal performance. To this extent, the information can be seen as a cascade, which applies just as much upwards for the respective higher hierarchy levels, as it does downwards for the lower hierarchy levels.

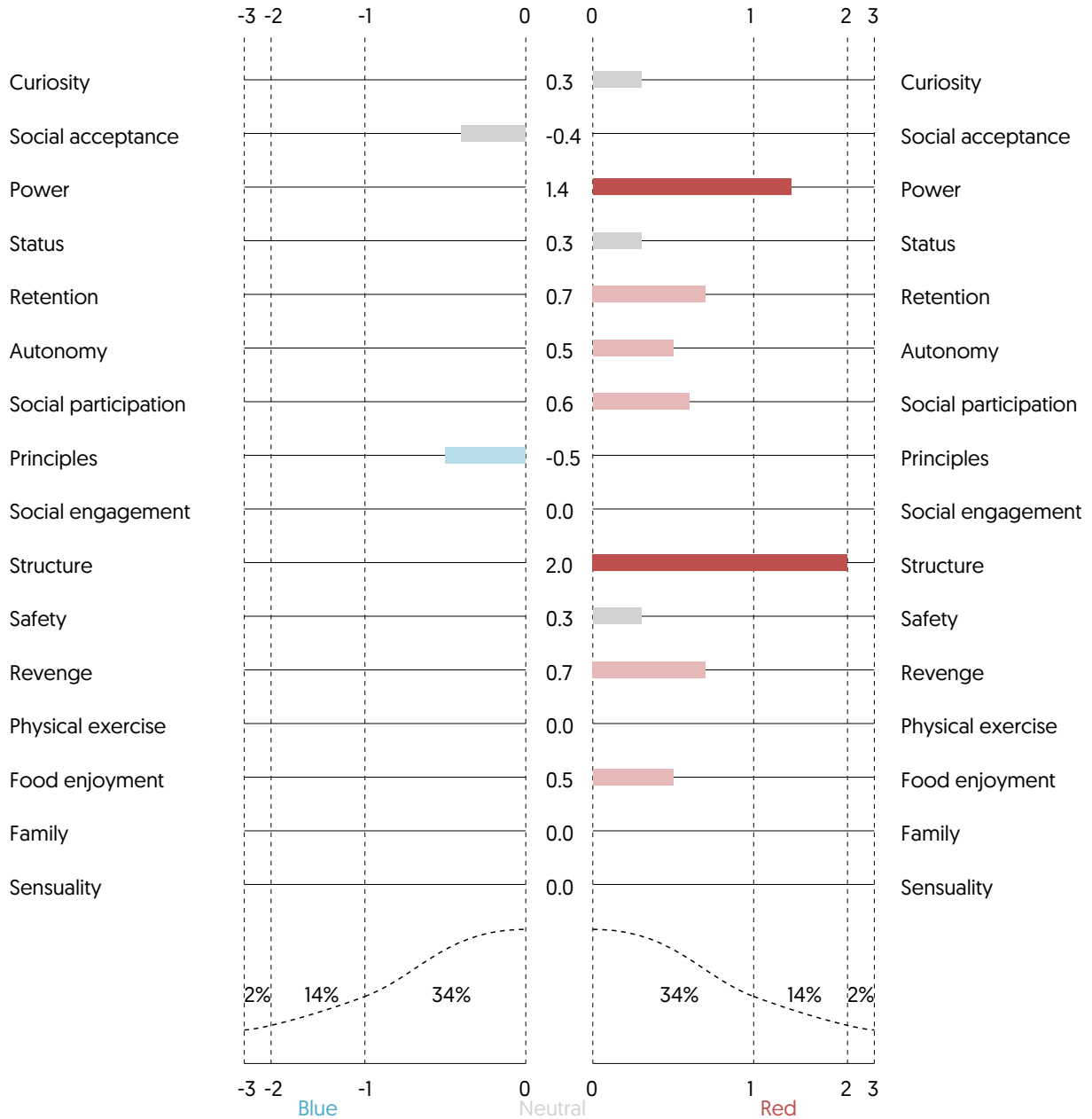
We find it meaningful for the users of these focus evaluations to contribute to the constant further development of this tool by providing us with their feedback.

All focus evaluations as well as the upcoming special evaluations are dynamic documents that are constantly expanded via new findings and real-world reports.

**Please note:**

In these forms of in-depth interpretation of traits with regard to a particular issue, the respectively named trait can only be viewed in isolation due to the large number of traits. The infinite number of combinations must be determined individually by the LUXX Expert in each approach with the client.

# Petra Muster



## Power

■ Red characteristic

### General

Persons with a significantly high disposition towards the trait POWER are characterized by the constant desire to be able to influence people and situations, make decisions and determinations, and take on responsibility (also for others). They require the feeling: "I have it in check / under control on my own!".

They also often measure the quality of their management via the effectiveness of their influence.

Hence, an aspect of "self-determination" is also linked to this. Self-determination in a broader sense also occurs in other LUXXprofile traits, such as in AUTONOMY. For the trait POWER, the aspect of determination predominates (I have the say here.). For AUTONOMY, it is the aspect of strict independence that predominates.

### Management behavior

All significant dispositions of traits in the LUXXprofile manifest as a permanent automatic urge. In this case, this urge always occurs when any form of influence is possible. However, the extent to which it is situationally feasible or meaningful to exert this influence does not matter. When this urge arises, it is usually accompanied by the need for immediate implementation.

In management positions, this frequently manifests in impatience which is clearly recognizable from the outside. It is always stressful for these people to wait things out or postpone them. It is easier for them to act intuitively and to make immediate decisions and determinations.

This can have a direct effect on management behavior. Staff members may feel that they are constantly being put under pressure to work faster due to this impatience. Meetings led by such persons are also frequently conducted at "high speed".

Often, such persons describe themselves as ambitious. They are always willing to increase their efforts when they come up against difficulties or obstacles in their desire for power and influence.

The evaluation of staff to be managed may then also be performed from this same perspective. In this case, those persons who immediately jump to action, do not spend too much time thinking and are also able to make their own decisions in order to achieve the specified goal are seen as good and motivated.

Being self-dependent is often described as something that is expected from all of one's staff as a matter of course.

Management by objectives is seen as a good and effective instrument for managing staff and the company. The basic message for objectives is then often: "Here is the objective. Find your own way!"

The issuing of an objective is often understood as a complete delegation. Follow-up questions from staff members could be seen as delegating things back, and may therefore be criticized. From this perspective, every hesitant and waiting approach by staff can be seen as insufficient commitment, too little initiative, and too little motivation.

It is interesting that — unlike various clichés of "alphas" would lead one to believe — there are generally no resulting problems between two persons who both have a high disposition towards the trait POWER due to this emotionality. On the contrary, they often value the fact that their colleague is also "speedy". Instead, conflicts tend to arise from competing objectives and thematic aspects.

Management teams that are dominated by persons with a high disposition towards POWER could end up being high-speed events that may alienate other areas of the organization due to their speed.

Many of these executives do not allow themselves to be impeded by regulated working hours. In the context of multiple projects, it was observed that these executives are often in favor of working

time systems that provide staff with leeway when organizing their working hours. It is often expected that this latitude is used for overtime.

#### **Decision-making behavior**

Their own leadership and management behavior can be highly directive and dominant, which can be seen in the environment from the aforementioned impatience alone. Requests for diligence and caution are viewed as hindrances because they are taxing for these persons and hold them back in their ambition to create, achieve, and make a difference. There exists a real danger that the desire for high speed results in communication mistakes and hierarchy levels being skipped in management behavior because the “detour” via one’s direct superior takes too long. This is cause for reflection.

#### **Self-perception of executive**

Many of these executives describe themselves as hands-on and proactive at decision-making. They often feel highly committed and often focus on making their influence felt.

Because this is also a component of the basic motivation, they are also in a position to use this aspect as a yardstick when they need to judge the degree of motivation and the commitment of others.

This requires reflection due to the fact that it may lead to the incorrect evaluation of staff with a low disposition towards POWER.

#### **External perception by staff**

In particular, among staff who have a comparatively low disposition towards this trait, the perception of dominance and pressure to perform may develop. Affected staff may view the aspect of diligence and caution as not being fulfilled. From the perspective of these persons, executives with a high disposition towards POWER make a large number of decisions too quickly and without sufficient thought. Often, they do not understand how such a rapid decision could have been made. They generally view slower decision-making as more cautious.

#### **Actual experiences**

In an organization with approx. 5,000 employees, the management set up a task force which consisted of the “most important decision-makers” from management.

All eight participants had a significantly high disposition towards POWER. At an unbelievably high speed, they discussed the projects in their meetings and made decisions regarding them. Within a very short time, there was a great deal of frustration and serious conflicts between this team on the one hand and the second and third management levels on the other.

Both directly affected levels were completely railroaded and overwhelmed by the speed at which the decisions were made. The task force team, on the other hand, was disappointed by the “sluggishness” of the others. “They should get going and not constantly complain about the scope!”

## Structure

■ Red characteristic

### General

Many persons with a high disposition towards STRUCTURE attempt to live out a strong structure in their day-to-day leadership and management, which may be characterized by early and closely-meshed planning and a detail-oriented approach. In the same manner, this trait disposition may result in stringent adherence to precision and completeness.

### Management behavior

The trait STRUCTURE's primary influence on management behavior is on the methodological approach of the executive. Exact plans and structured approaches are constantly used as the basis and starting point for leadership and management behavior.

Planning with small steps is seen as helpful and effective. 100 % completion that is "in time" is understood as a matter of course, which is why it is also often expected of all staff members.

Spontaneous interruptions of ongoing activities are often seen as disruptions and may have a negative impact on motivation. A plan that goes smoothly provides the greatest degree of motivation and reward.

Many of these executives also tend to institute rituals of all types in their management activities. These rituals serve as a type of "framework" for the structuring of a workday. These rituals may be fixed-day meetings or precisely regulated workflows and forms, and so on. The use of software that provides all involved parties a strong structure for processes and projects are likely to be desirable for these executives.

Direct management work with the staff themselves may also take place as part of a precise plan. Regulated feedback dates, long-term pre-planning, and target planning with exact dates and figures as well as a large number of predefined sequences may result from this high disposition towards STRUCTURE.

A large number of aspects from this trait disposition manifests in the planning and execution of projects and processes. Both accuracy and precision in planning and execution are seen as indispensable for the success of a project. The background for this is frequently the conviction that without such planning, the performance of an individual cannot be fully achieved.

One other effect may be a requirement for and the compilation of work documentation and logs. Here too, accuracy and completeness and an eye for detail are understood as a matter of course.

Many people who possess this disposition also tend to ensure that their environment, particularly their very own, is tidy and clean. This may have a direct effect on the workspace, which then needs to have the corresponding appearance. In some cases, increased hygiene requirements may also be a possible consequence.

For example, it is unacceptable for such an executive when only one corner of a large work table needed to perform work has been cleaned up. It is difficult for these people to ignore the remaining portion of the table if it has not been tidied up and is not clean.

All these aspects of management behavior will also be projected on existing staff as part of management. Without effective reflection, it is expected in the context of STRUCTURE that staff members adhere exactly to and support all plans and structures. Often, this is also accompanied by the assumption that only by doing so can high performance and the success of the project be ensured.

In the context of performance evaluation, it may be the case that the structured nature of the performance plays a more important role than the result itself.

It is important for an executive with this personality disposition to review his definition of structure

and chaos, and where necessary relativize it, but above all communicate it in an understandable manner.

### **Decision-making behavior**

The effects of a high disposition towards the trait STRUCTURE on decisions to be made tend to be indirect instead of direct. In any case, this disposition may influence the speed at which decisions are made. The more the decision to be made is based on a planned approach, the faster a decision can be made.

The perception of unstructured fundamentals, on the other hand, may lead to a delay in the decision to be made. The basis is then perceived as untenable and prevents a faster process.

This applies equally when, in the opinion of this executive, the plans do not possess sufficient quality when it comes to details and accuracy.

### **Self-perception of executive**

Many executives with this personality disposition describe themselves as structured and highly effective as long as they are able to carry out a plan. The further and more precisely they can plan in advance, the more motivated they perceive themselves to be.

They believe that they have something under control when it is well-planned. They consider their own standards for planning and structure and of cleanliness and hygiene to be normal. Often, they expect the same viewpoint from everyone else, and hence adherence to these standards.

### **External perception by staff**

Staff who have the same high disposition towards STRUCTURE like the strong structure of their boss a lot.

They often derive their liking of the boss from this, because he actively supports them in their desire for structure. Based on this, they rapidly and easily understand each other.

Staff who have the opposite trait of a low disposition towards STRUCTURE often find their executive to be excessively meticulous in this context. To the same extent, they may see a lack of flexibility in the plans, processes, and structures.

Many of these people only have a general acceptance of structure and planning. This acceptance often no longer applies when the required precision is seen as a limitation of one's own spontaneity.

In particular, persons who like to do high-speed multi-tasking require, in their perception, the option of doing things only 60 – 80%. For them, it is sufficient when the most important things have been done. For this reason, any requirement to do something 100 % may be seen as ineffective and even as stressful.

### **Actual experiences**

In our work, we have on many occasions encountered people who, due to their high disposition towards STRUCTURE, really loved SAP software. This tool has catered to their need for planning and precision to the greatest possible extent. They were pleased with the depth with which they can see through, record, and plan everything with the software. We have also experienced this to a similar extent with "Excel enthusiasts".