

BENEFit Management Profiler

Personal profile

of

Urs Demo

Created on behalf of



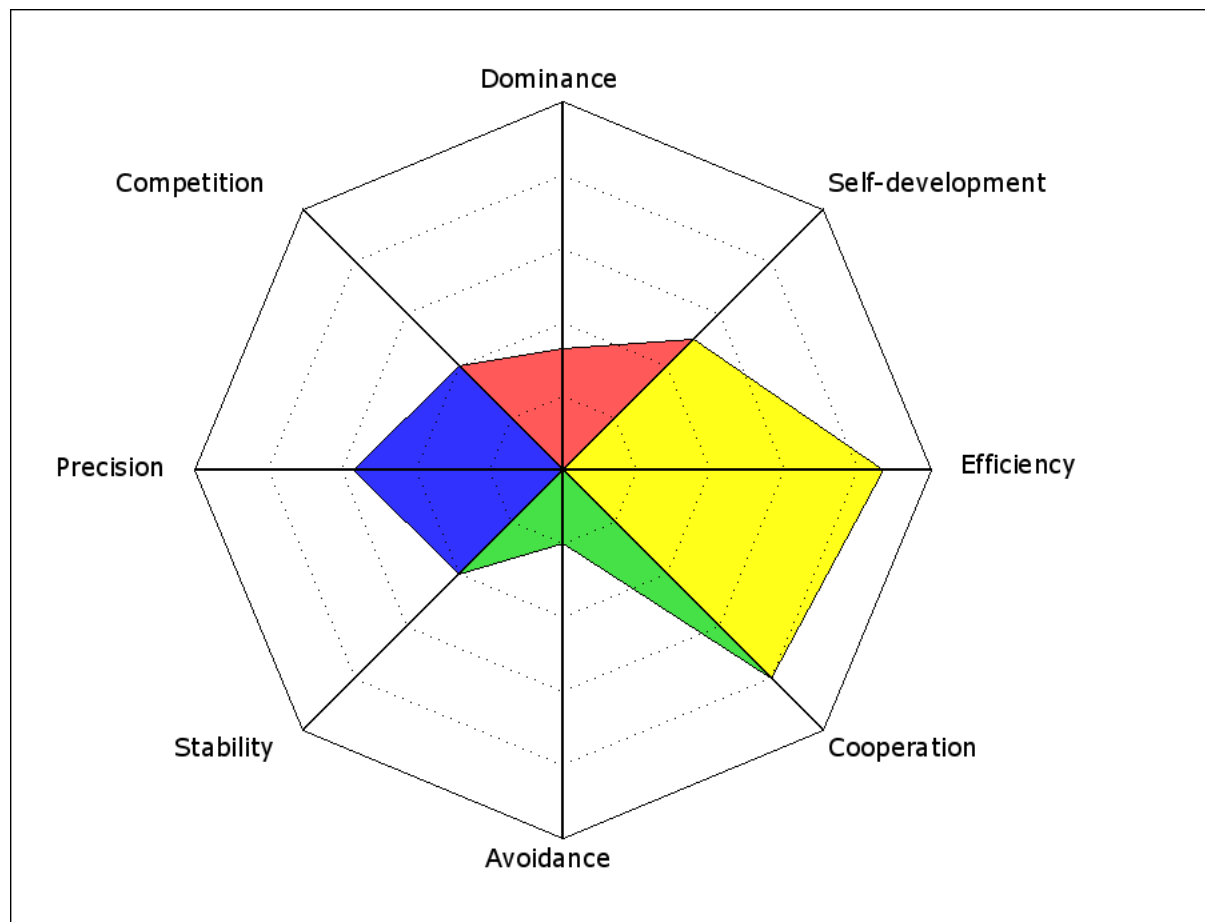
BENEFit COACHING TEAM AG

The BENEFit Management Profiler ascertains the typical behavior patterns and attitudes of Urs Demo that frequently occur in leadership situations, created on 28.6.2007. The radar diagram shows the tendencies (traits) of leadership-relevant behavior patterns of Urs Demo with regard to:

- Dominance
- Self-development
- Efficiency
- Cooperation
- Avoidance
- Stability
- Precision
- Competition

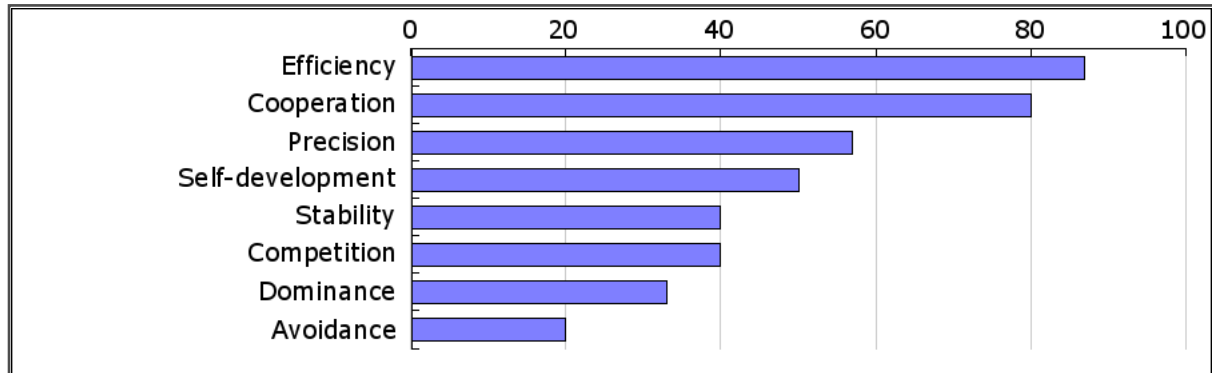
The explanations concerning the analysis data are listed in the following text components.

Radar graph of Urs Demo



Pronunciation

Dominance	33 %	Avoidance	20 %
Self-development	50 %	Stability	40 %
Efficiency	87 %	Precision	57 %
Cooperation	80 %	Competition	40 %



The eight question groups

There are varying assumptions for the individual areas with regard to whether they should be deemed to be socially desired and performance-enhancing or whether they should be assessed ambivalently or even be deemed to be problematic. This mainly depends on the personal convictions of the problem recipient, respectively on the human resource approach and the personnel policy of a company.

Commensurate with modern management policies, the interaction with employees should always be handled in such a way that they can develop their individual potential, independently assume responsibilities and perform their tasks. The underlying image of humankind is alleged to be based on a motivation for self-direction and self-development. These endeavors should be supported by the managers and not hindered. Correspondingly, for an in-depth analysis it makes sense to align the results and analyses with the ideas and perceptions of the own company.

1. Dominance

This area comprises important and partially problematic aspects of human resource management. In a contemporary human resource approach the authoritarian control and oppression of others are considered as undesired and hardly performance-enhancing. Very pronounced traits are undesired.

A focus on dominance is a moderately pronounced trait:

The fact that your focus on dominance is a moderately pronounced trait in this area indicates that you are basically willing to grant your employees a certain amount of freedom in structuring their own work. However, in matters that are of particular relevance for you, you attach importance to control. Thus you would like to ensure that they abide by your ideas and that your objectives are achieved.

2. Self-development

This area addresses the managers' willingness and capability to develop. In terms of the socially desired behavior the analysis shows to what extent you as a manager advocate continuous improvement of the conditions of employment and the own quality of life, also 'in terms of a role model'. Very pronounced traits are desired.

A focus on self-development is a moderately pronounced trait:

The fact that your focus on self-development is a moderately pronounced trait indicates that you underestimate the development of your quality of life time and again. This concerns your work as well as your private life. Regular self-assessments and further education with the objective to further your self-development are not particularly important to you. Thus you run the risk of compromising your future opportunities.

3. Efficiency

This area concerns the efficient and continuous alignment with the business objectives as well as the optimization of revenue and expense. Managers with pronounced to very pronounced traits in this area are characterized by an efficient and continuous alignment of their activities with the business objectives as well as the fast recognition and economic solution of problems. Very pronounced traits are desired.

A focus on efficiency is very a pronounced trait:

The fact that your focus on efficiency is a very pronounced trait indicates that you distinguish yourself with an efficient and continuous alignment with the business objectives. You always see the constructive aspects of a matter and thus also find a remedy in difficult situations, which maintains and improves your performance. Your perception is very positive, visionary and future-oriented. You distinguish yourself with a behavior which includes the ability to specifically grasp and solve problems and the ability to quickly acquire know-how. You continuously find a balance between work performance and resources. You often and gladly delegate and are very convincing and enthusiastic. You handle critical feedback very positively and constructively.

4. Cooperation

Managers with pronounced to very pronounced traits in this area attach great importance to personal and human contacts, which are treated respectfully and considerately. These managers are very skilled at integrating employees and at making important contributions to the resolution of conflicts. They are often asked for advice and assistance; they themselves like to pursue the solutions suggested by others if these are better than his own. Very pronounced traits are desired.

A focus on cooperation is a pronounced trait:

The fact that your focus on cooperation is a pronounced trait indicates that personal and human contacts are important to you. You handle these contacts respectfully and considerately. The willingness and ability to further and integrate others is a pronounced trait of yours. You handle these contacts with a sensibility for the needs and concerns of other people. You are very appreciative of others and are frequently asked for advice and help.

5. Avoidance

For this area it is assumed that a pronounced to very pronounced trait causes problems in the management's day-to-day routine, since the active dealing with people and factual issues as well as the active participation in the development- and change processes is socially desired and is deemed to be a positive performance characteristic for managers/executives. Very pronounced traits are not desired.

A focus on avoidance is a not a pronounced trait:

The fact that your focus on avoidance is not a pronounced trait indicates that you do not avoid problems, confrontations and conflicts with others. On the contrary, you always address these positively and proactively. Resistances are completely normal in your opinion and you don't let them discourage you, hence you consequently adhere to your plans and guidelines. You always actively participate in group discussions and produce your ideas without misplaced considerateness.

6. Stability

In companies where progress and innovation as well as the ability to optimize existing processes with regard to high performance are important, the orientation by, respectively adherence to traditional values (stability) is deemed to be undesired. Very pronounced traits are (in the majority of cases) not desired.

A focus on stability is a moderately pronounced trait:

The fact that your focus on stability is a moderately pronounced trait indicates that for you the continuous further development takes priority over the adherence to the traditional. You have a pragmatic attitude towards company traditions, traditional manners and values such as innovation and progress. Whenever it is expedient you initiate the required changes; in doing so you are prepared to face inconveniences in order to promote innovation and progress.

7. Precision

Pronounced to very pronounced traits in this area can potentially be deemed to be problematic. On one hand, this area addresses the capacity for thoroughness, accuracy and the ability to be factual and on the other hand the excessive version of pedantry to the point of impatience and strictness with regard to the own performance behavior. In a cross-comparison with the characteristics (traits) of the axes "efficiency" and "cooperation", ambivalent interpretations are completely normal. Very pronounced traits are (in the majority of cases) not desired.

A focus on precision is a moderately pronounced trait:

The fact that your focus on precision is a moderately pronounced trait indicates that thorough and diligent work is important to you; however, economics have priority over exaggerated precision. You like to adhere to established and successful working methods; thereby you willingly accept a justifiable degree of error risks and errors. Despite being ambitious you assess the achieved work performance objectively without exaggerated strictness.

8. Competition

This area addresses the competitive conduct. On the one hand it comprises the aspects, which can be described as pleasure in competition as well as the ability to distinguish and assert oneself, which is deemed to be very useful for an executive position in a commercial enterprise. On the other hand a hard and aggressive behavior is described, which in the pursuit of personal gain can even result in neglect of superior (business) objectives. Such a behavior, intensified by a pronounced to very pronounced trait, is deemed to be socially undesired. However, a trait that is not pronounced is not conducive to the situation either. A healthy competitiveness and a healthy competitive behavior are within the realms of a moderately pronounced trait.

A focus on competition is a moderately pronounced trait:

The fact that your focus on competition is a moderately pronounced trait indicates that you concentrate on the achievement of your objectives and that infighting and competition are not that important to you. You prefer to let the results speak for themselves. However, you keep track of what is going on. If the achievement of objectives is hindered by competitors, you know how to defend your own interests. You enjoy victories, but you take defeats in your stride according to the motto "you can't always win".

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BENEFit Management Profiler

Group profile

of

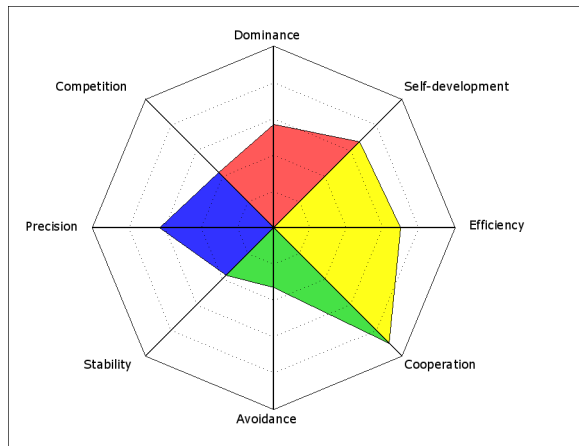
Group Muster Gruppe

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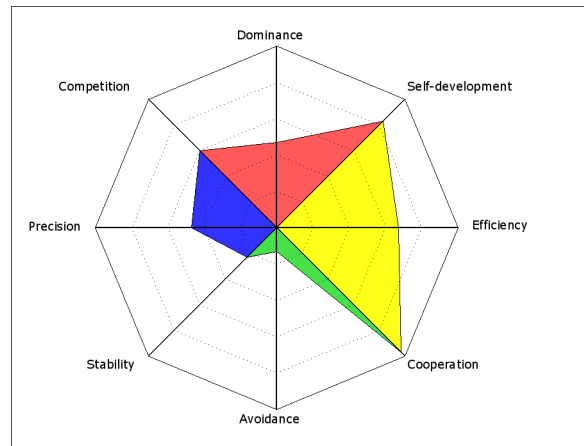


BENEFit COACHING TEAM AG

Mara Mehr

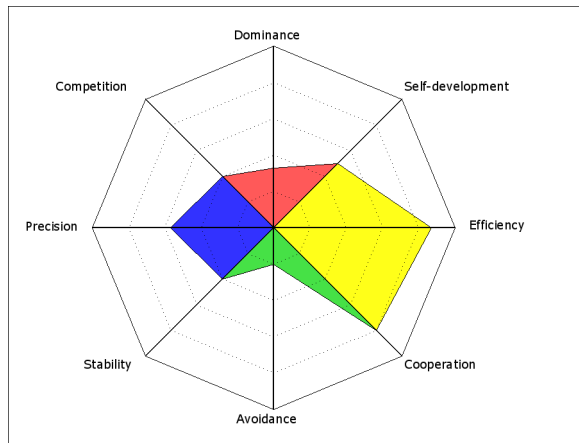


Rolf Huber

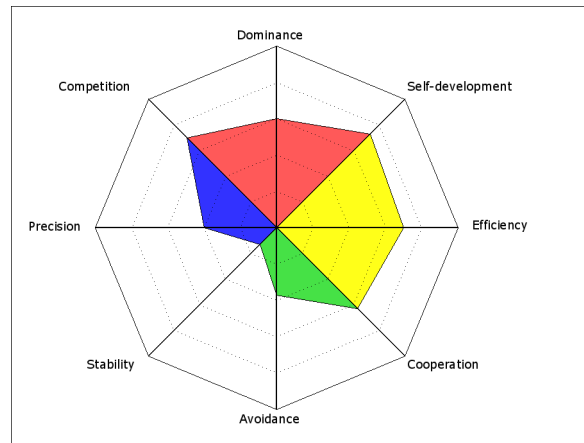


57 %	Dominance	47 %
67 %	Self-development	83 %
70 %	Efficiency	67 %
90 %	Cooperation	97 %
33 %	Avoidance	13 %
37 %	Stability	23 %
63 %	Precision	47 %
43 %	Competition	60 %

Urs Demo



Bruno Wacker



33 %	Dominance	60 %
50 %	Self-development	73 %
87 %	Efficiency	70 %
80 %	Cooperation	63 %
20 %	Avoidance	37 %
40 %	Stability	13 %
57 %	Precision	40 %
40 %	Competition	70 %

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BENEFit Management Profiler

360°-profile

of

Urs Demo

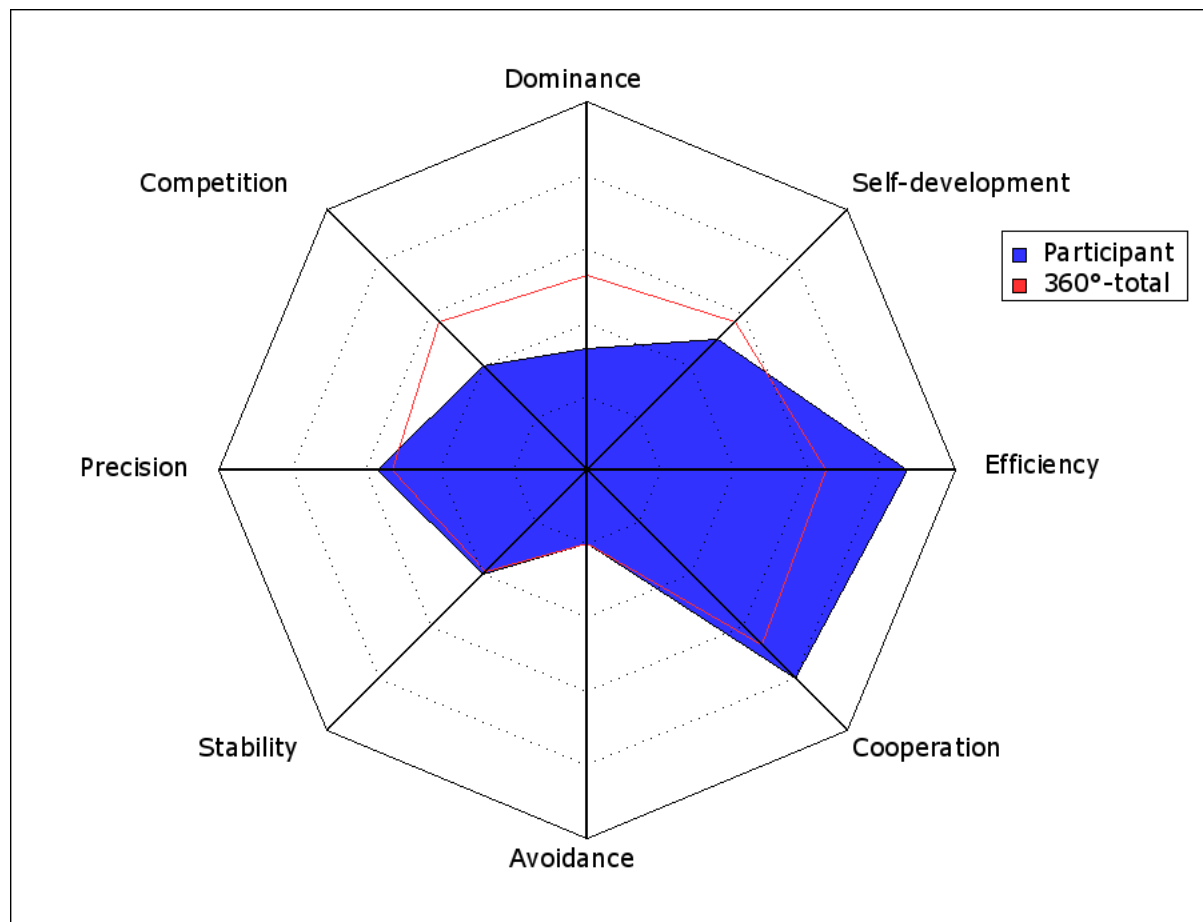
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When interpreting the 360-degree results, it has to be taken into account that these results are not based on empirical behavioral monitoring, but that the results reflect the subjective perceptions of persons from the environment of Urs Demo. The results can neither be assessed as objective opinions nor do they conclusively reflect the actual behavior of Urs Demo. The results are inasmuch important and interesting as they illustrate a partial aspect of the world of perceptions of persons who interact with each other. The contemplation of the varying areas of question are important, since these provide a precise indication of individual behavioral characteristics that are perceived by the involved persons.

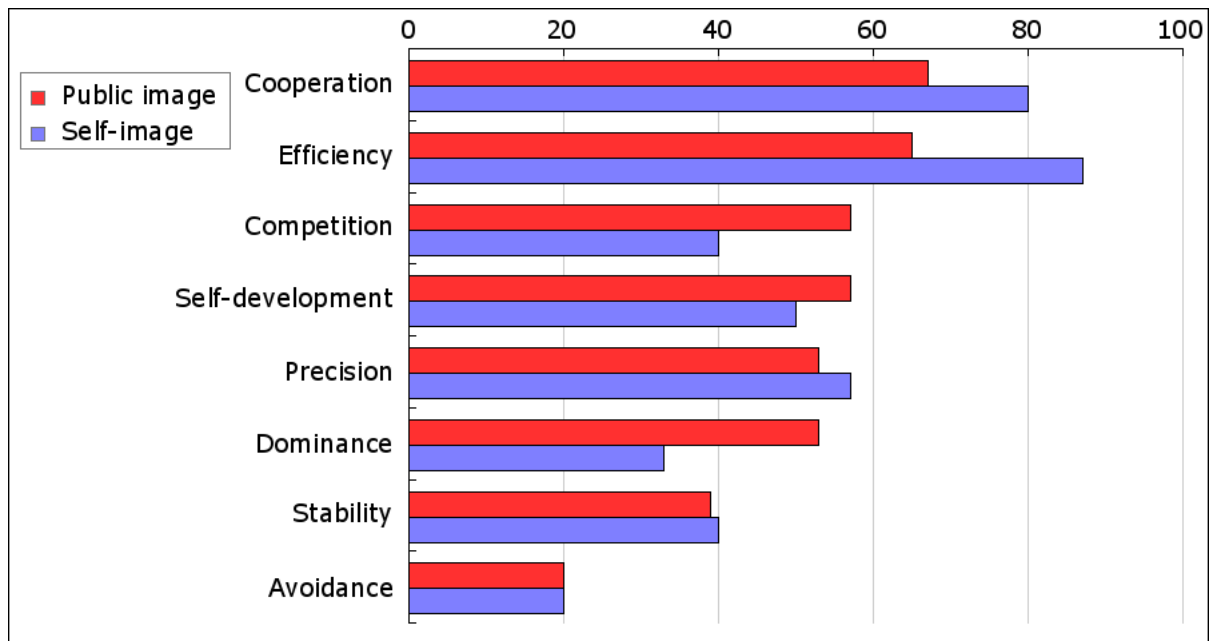
360°-total and Urs Demo



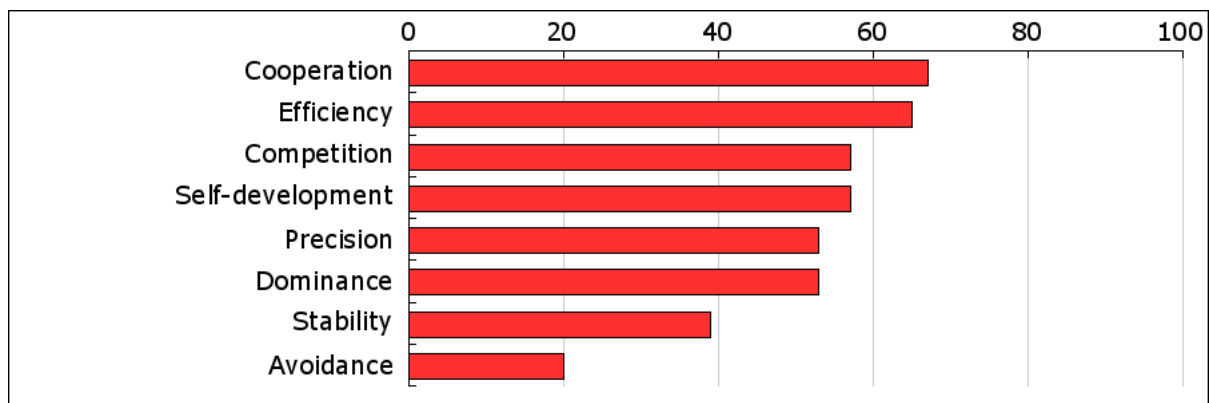
Pronunciation

	Public image	Self-image	Deviation
Dominance	53 %	33 %	-20
Self-development	57 %	50 %	-7
Efficiency	65 %	87 %	22
Cooperation	67 %	80 %	13
Avoidance	20 %	20 %	0
Stability	39 %	40 %	1
Precision	53 %	57 %	4
Competition	57 %	40 %	-17

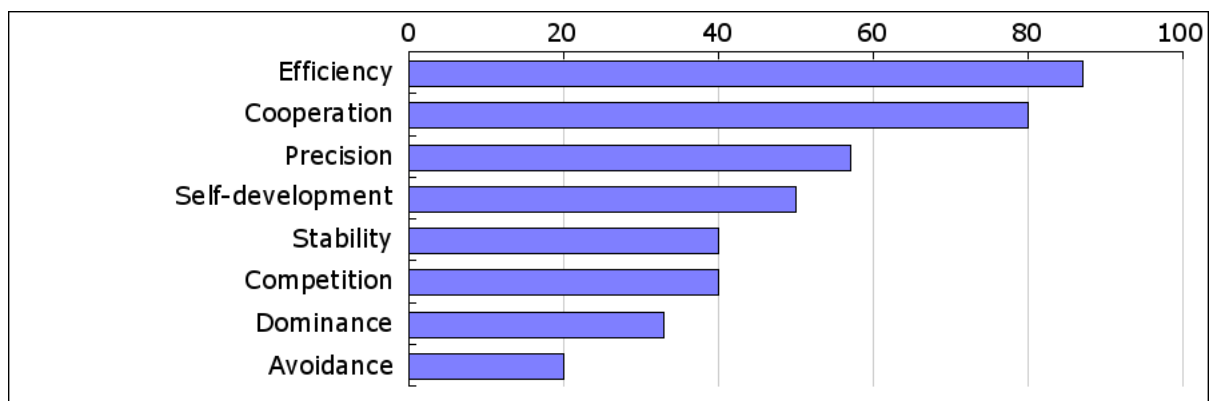
Public image - Self-image



Public image



Self-image



Result in detail

Dominance	Public image	Self-image
Likes to force his point.	19	20
Makes sure that he/she receives and gathers all required information.	16	10
Likes it when others do what he/she wants.	19	20
It's hard for him/her to share power.	13	0
Expects employees to unquestioningly obey his/her orders.	7	0
Enjoys it when others look up to him/her.	12	10
Avoids revealing shortcomings in order to hold the upper hand.	16	0
Likes to have everything under control.	13	0
Acts according to own personal convictions.	24	20
Has the courage to face inconveniences.	19	20
Total absolute	159	100
Total percentage	53 %	33 %

Self-development	Public image	Self-image
Creates own value system, to which he/she is geared to.	11	20
Deems visions to be action-guiding.	16	20
Continuously works on improving quality of life.	19	20
Deems further education important, also in spare time.	20	10
Thinks that competition is performance-enhancing.	23	30
Thinks that personal further education is more important than the company.	9	0
Takes time for self-organization, even in particularly turbulent times.	17	20
Works consequently on sustainably increasing own value.	22	10
Thinks that he/she has enough time for family and hobbies.	18	20
Attends several specifically selected further trainings every year.	16	0
Total absolute	171	150
Total percentage	57 %	50 %

Efficiency	Public image	Self-image
Keeps things going.	26	30
Knows how to motivate employees to deliver a top performance.	22	30
Continuously achieves a balanced relation between job performance and resources.	21	20
Usually finds a remedy, also in difficult situations.	23	30
Makes sure that conditions of work continuously improve.	17	30
Attaches more importance to efficiency than to perfection.	21	30
Easily identifies problems and finds a remedy.	21	30
Often acts on impulse without planning everything in detail.	14	30

Is able to quickly and specifically acquire knowledge.	22	30
Thinks that critical feedback hinders rather than helps.	9	0
Total absolute	196	260
Total percentage	65 %	87 %

Cooperation	Public image	Self-image
Is very appreciative of others.	17	20
Can easily adapt to the needs of other people.	18	30
Likes it when others ask for his/her help.	21	20
Often succeeds in contributing to resolve conflicts.	16	20
Attaches great importance to personal, human contacts.	26	20
Furtheres the professional advancement of his/her employees.	22	30
Furtheres the integration of the employees.	22	30
Behaves considerately.	18	20
Likes to make time for the concerns of other people.	21	20
Likes supporting others.	20	30
Total absolute	201	240
Total percentage	67 %	80 %

Avoidance	Public image	Self-image
Avoids confrontations if possible.	6	0
Often draws back in group discussions.	2	0
Avoids conflicts if possible.	10	10
Often doubts own abilities.	3	10
Tries to avoid hurting others in discussions.	19	20
Avoids open conflicts.	6	0
Often withholds own ideas.	7	0
Avoids problems as much as possible.	4	0
In case of resistance, he/she is easily discouraged from following own intentions.	2	10
Is often at a loss for words when asked to spontaneously comment on something.	1	10
Total absolute	60	60
Total percentage	20 %	20 %

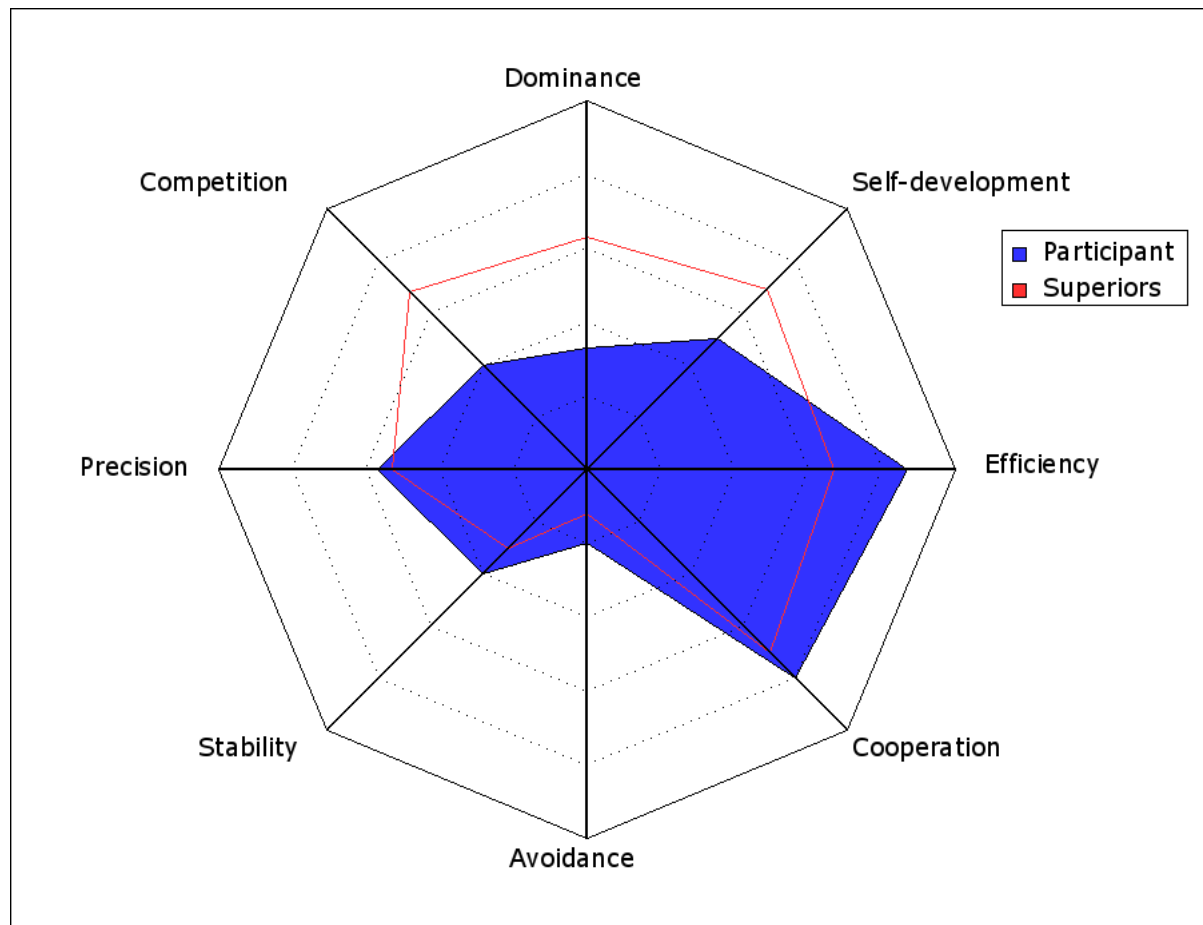
Stability	Public image	Self-image
Sets store by tradition-conscious manners.	16	10
Is inclined to accept the status quo.	4	10
Strictly abides by the regulations.	21	20
Mainly orients himself/herself by valid conventions.	19	20
Sets store by company traditions.	16	10
Prefers fixed conditions of employment to flexible ones.	6	20
Prefers to come to terms with existing circumstances rather than to create new ones.	6	0
Thinks that continuous pressure to improve the work processes is a strain.	7	10

Prefers proven and established procedures to innovative solution approaches.	14	10
Thinks that the risk of failing with new methods is too grave in general.	6	10
Total absolute	116	120
Total percentage	39 %	40 %

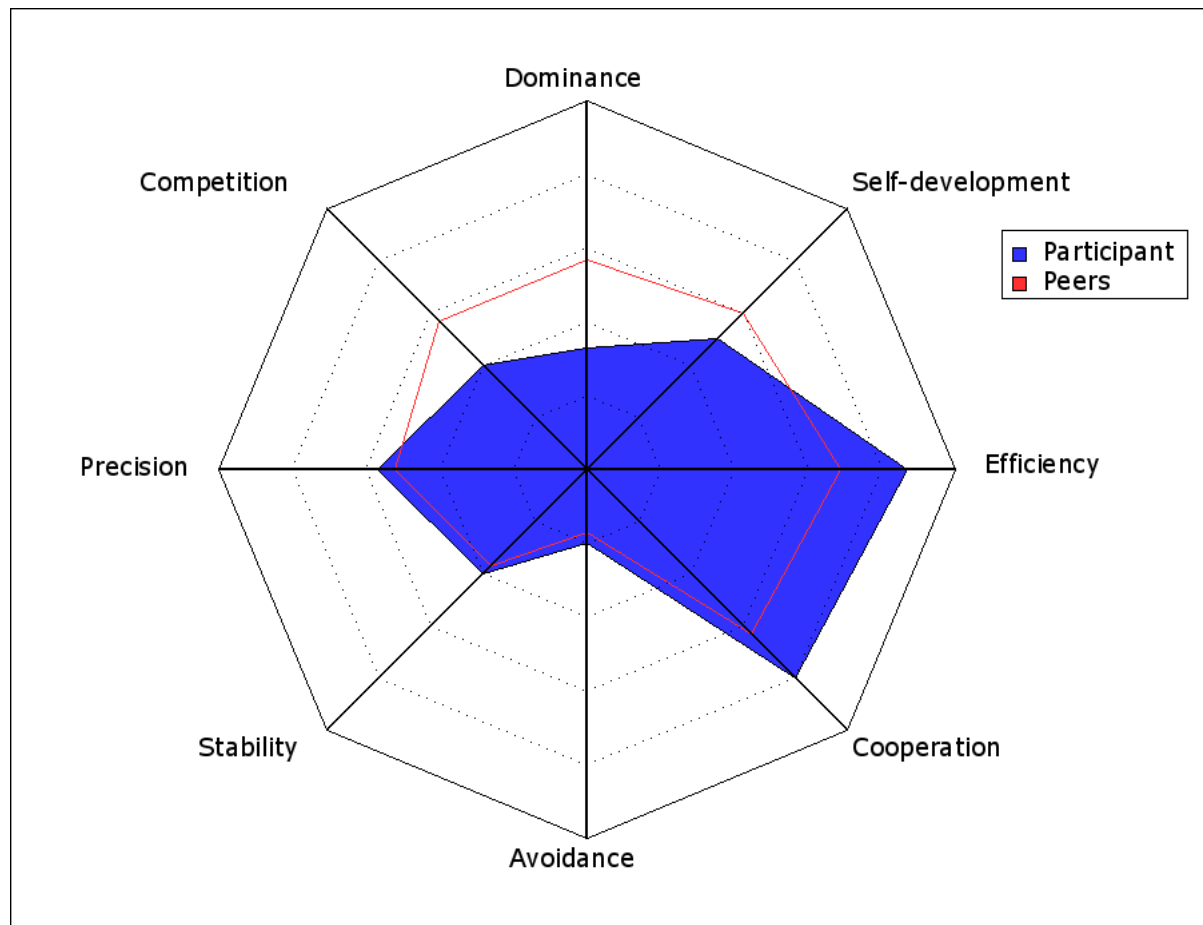
Precision	Public image	Self-image
Goes to any lengths to eliminate mistakes or errors.	16	20
Works very efficiently and diligently.	24	20
Attaches great importance to efficiency and correctness.	19	20
Makes sure that he/she proceeds extremely correctly in his work.	22	20
Thinks that expert know-how is more important than generalist know-how.	10	10
Gets annoyed if he/she doesn't complete his own work as effectively as possible.	19	20
Is very critical when evaluating own performance.	19	20
Thinks it's important to have a place for everything and to find everything in it's correct place.	10	20
Prefers to do everything himself/herself.	12	10
Finds it hard to delegate work.	6	10
Total absolute	159	170
Total percentage	53 %	57 %

Competition	Public image	Self-image
Makes a clear distinction between friends and enemies.	14	0
Sometimes feels worthless after having suffered defeat.	5	10
Mostly thinks in terms of categories of winners and losers.	12	0
Tries to gain recognition by delivering a top performance.	22	10
Purposefully distinguishes himself/herself as soon as the opportunity arises.	12	0
Sticks to his/her guns when it comes to standing up to the competitors.	26	20
Thinks it is appealing to compete with others.	23	20
Goes to any lengths to win and fights with all might.	28	30
Attaches great importance to a good self-presentation.	19	20
When competing with others he/she sometimes forgets superior objectives.	9	10
Total absolute	170	120
Total percentage	57 %	40 %

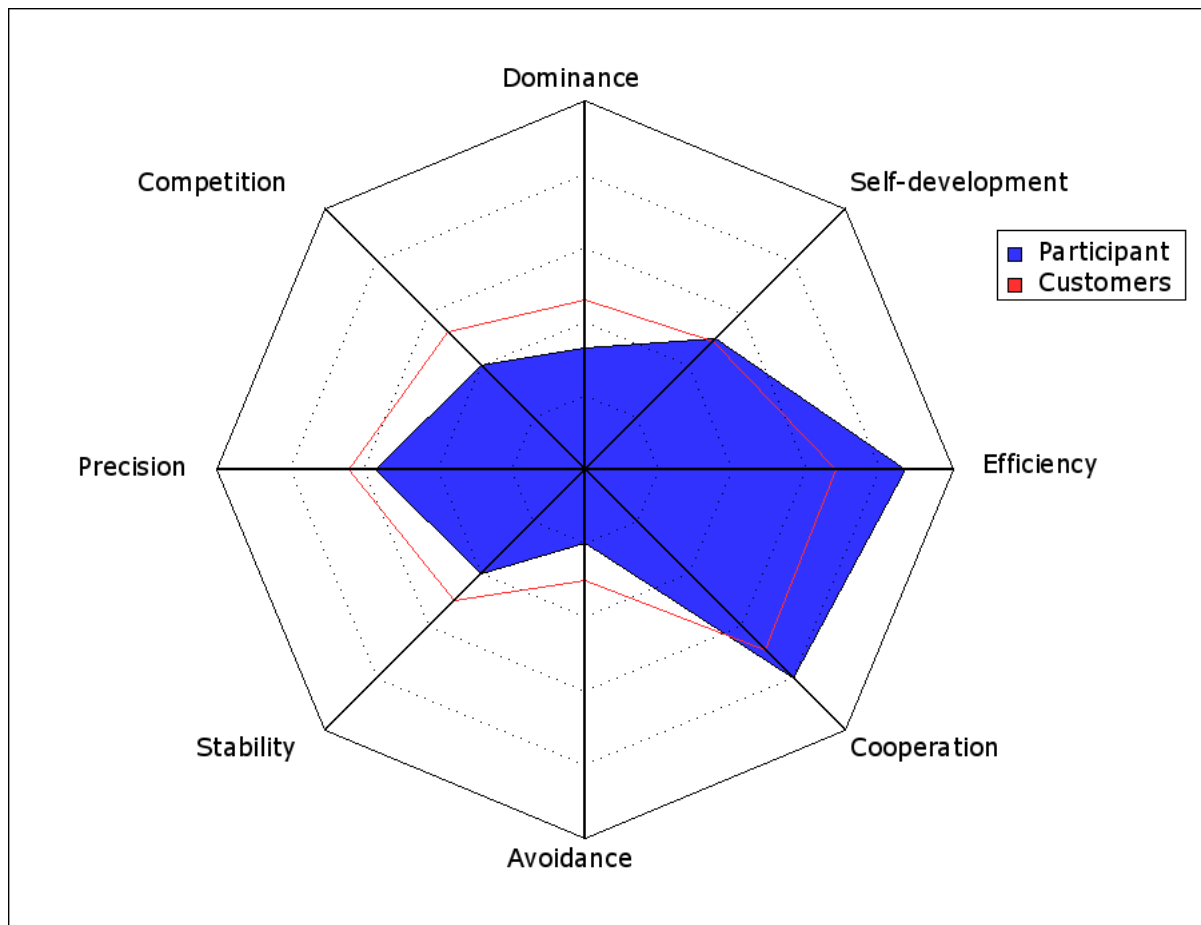
Group Superiors (3) and Urs Demo



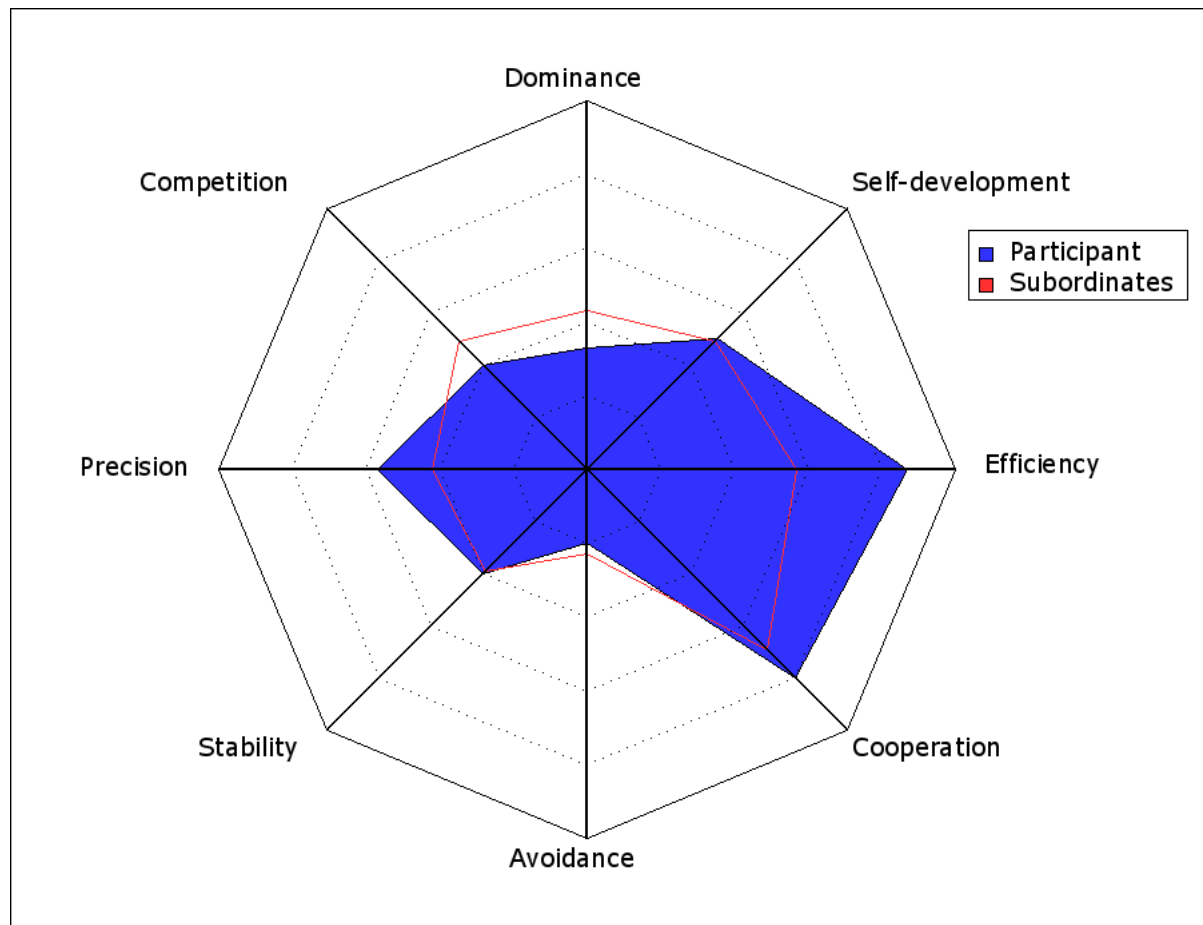
Group Peers (5) and Urs Demo



Group Customers (3) and Urs Demo



Group Subordinates (3) and Urs Demo



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