

## Defining the Situation / Assessment / Analysis of Potential

Do we develop ourselves – or are we developed? “What is this question getting at?” we could answer. The important thing is that development takes place. But the point is somewhat more subtle. You can send a manager to numerous development programs, invest in his coaching, involve him in mentoring systems, etc. And notable development could take place – or it might not take place!

And so we can infer that that a person must also develop by themselves, which requires an essential willingness. We all know this: There are people who we can characterize as being “resistant to development”, since humans are creatures of habit. And accordingly, we might get irritated if someone tells us, for example: “You know that I am difficult ....” Here we are already in the realm of ignorance.

And then there are other people who soak everything up like a sponge, use every support available, and demonstrate an astonishing learning curve. Their ability and willingness to develop join together to achieve great things. Talent, determination, consistency and the capability for critical self-examination –that’s the winning combination. The person who is really hungry for development only requires the correct surroundings in which to learn in an ideal manner. Challenges must be appropriate, and then it can start.

Here is an important point; another person can promote development by defining an individual’s positioning **through a professional**. This involves an assessment or analysis of potential that illustrates the individual’s possibilities and limitations. Why can’t we just simply ask a good friend, the boss or a nice coworker about this? For a few simple reasons: In the first place, as a rule, these individuals do not have the skills, and in the second place, the feedback will hardly be completely “honest,” because, in the end people must continue to live together...

But a specialized, independent consultant, who systematically analyzes skills, personality characteristics and potential, can be of tremendous assistance to a person who is willing to develop. The consultant holds a mirror up to the development and integrates all aspects in a harmonious overall picture. Constructive paths for development can be derived from this, as well as a customized program for further development, like a turbocharger in matters of personal skills.

Trust is a prerequisite for such a detailed discussion, which must also be preceded by a measurement of personality traits, e.g., through the Leadership Excellence Report, developed by Grundl Leadership Institute and profilingvalues. One must be willing to self-reflect. It requires sensitivity and diligence from both participants in a discussion to tackle challenging questions without bias, to analyze life situations, to work out general difficulties and classify noteworthy strengths appropriately. But it is worthwhile! The consultant’s oral feedback competently reflects even personal aspects and confidential topics. The written report is a clear analysis that identifies concrete possibilities and measures.

Over the last 20 years, I have conducted more than 5000 assessments of this sort. I am very thankful for this, since I have not only learned a lot myself in this process, but I have also felt an enormous sense of meaning. Being helpful in the process of a person discovering and developing his own individual potential – what could be more rewarding! Countless times people have shown great appreciation and have said that this has been an excellent investment. By the way, it is never too late for this. Often it is very lonely way up in the hierarchy or the experiences that we have accumulated over the years can make good use of a high-level sparring partner in order to make a valuable individual changes.

And so we do not only develop by ourselves, but in the end we arrive at the “I” by way of the “you.” And to this end, defining one’s personal positioning is enormously helpful. Here and now. Become the best that you can be.