

PRO

**eddd**  
the team due diligence

## THE SAMPLE

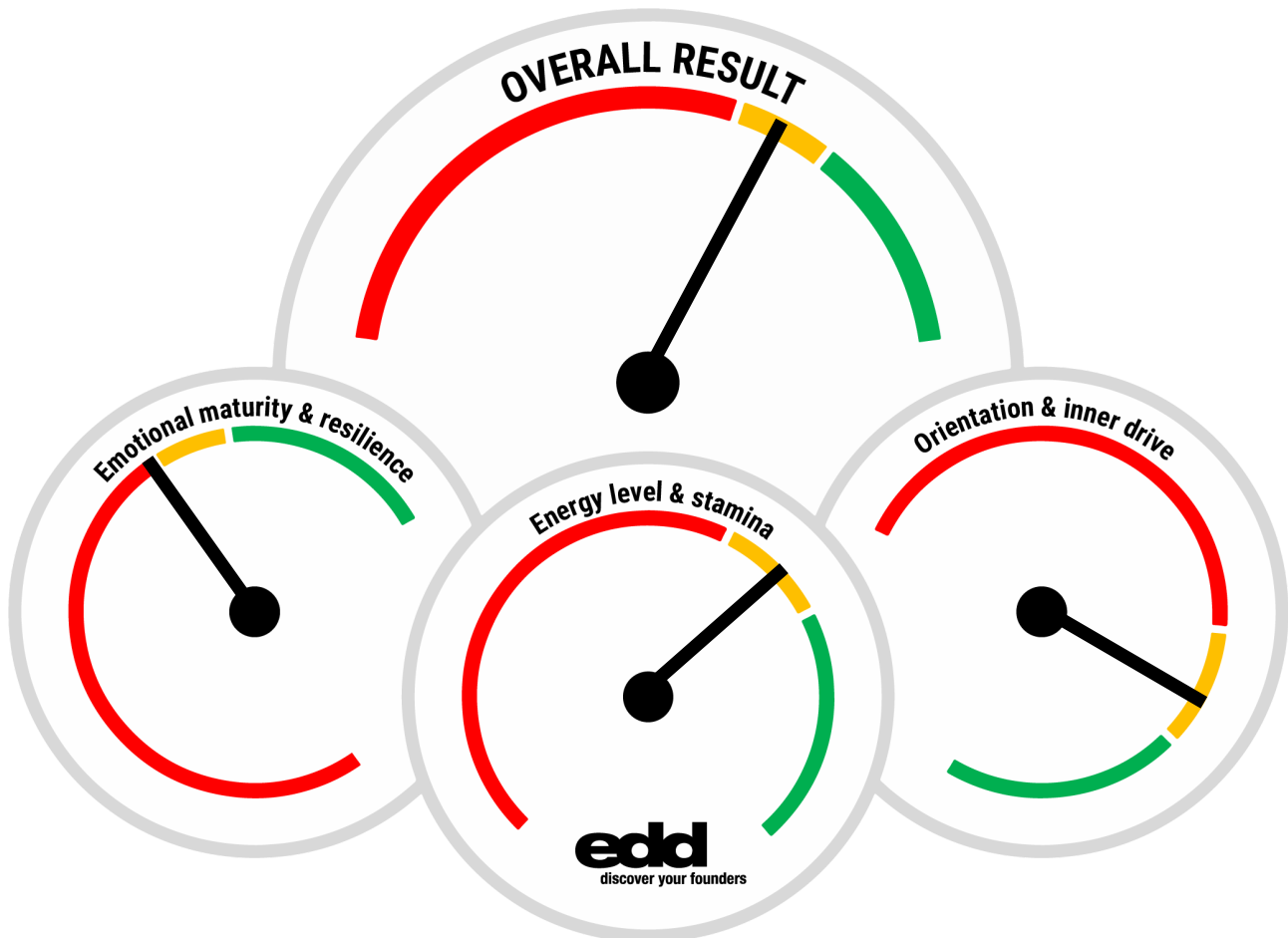
June 2024

This is a real EDD Team Due Diligence example and all names of the participants have been changed.

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# OVERALL RESULT



## Probability of Success

The EDD tachometer shows the results at a glance and - using traffic light colors - how they are to be classified. If the needle is in the green area, the personal characteristics and motives of the team correspond to them of successful entrepreneurs, from which a relative probability of success can be derived. Red would mean that the height of the factors is below the population average.

# EMOTIONAL MATURITY & RESILIENCE

## Locus of Control (LOC)

**Describes the belief that events can be controlled with one's own behavior.**

People with a high Locus of Control (LOC) believe that success is less determined by external circumstances and is essentially in their own hands. Events are experienced as a consequence of one's own actions. A high Locus of Control also means that the reasons for failure are sought in oneself and as a result the activity is increased in order to achieve a goal at all, instead of giving up like „There's nothing I can do“.

The opposite would be the belief in predetermination or heteronomy, which, due to a lack of influence, leads to a perceived helplessness and passivity. The model of coincidence, fate or external control can be understood as a protective mechanism of the human psyche to maintain self-confidence in the event of failure.

Team Formaon



Individual Results



The founding team shows remarkable diversity in terms of internal locus of control, which implies a different approach to entrepreneurial challenges. Overall, it can be said that the team tends to exhibit high internal control beliefs, which is typical of people who believe they can shape their own destiny. This could be beneficial for the team as it indicates that team members are willing to take initiative and responsibility. **Anna Acker** stands out with a particularly high internal control belief and can therefore contribute to the drive and positive development of the team by actively pursuing goals and overcoming obstacles independently. **Bernd Barr**, on the other hand, has a very low internal locus of control, which could mean that she often blames external factors for events in her life. This could have a detrimental effect on team dynamics, as less initiative may be expected. Despite these differences, it is important that the team works towards a balance of strengths and weaknesses in order to effectively utilize the different perspectives and develop a coherent overall approach.

**Bernd Barr** shows a very low internal locus of control, which implies that she may not always feel responsible for the results of her actions. This attitude may lead her to take less initiative and wait for instructions from others. In a team context, this could mean that Bernd has difficulty making decisions independently or working proactively to solve problems. However, it is important not to see this attitude as fixed. With targeted support and encouragement to recognize and build on her strengths, there is an opportunity to develop Bernd's full potential and make her feel more confident to take control of different aspects of her work area.

With her internal sense of control, **Dora Diliani** embodies the ideal type of successful entrepreneur. She is convinced that she can actively shape her own destiny and therefore demonstrates a high level of motivation and responsibility. This attitude enables her to tackle challenges with confidence and look for constructive solutions. For the team, this means that Dora is likely to be a driving force for proactive developments and innovative approaches. Through her ability to take ownership, she could act as a role model, which in turn can have a positive impact on the team dynamic and the respective performance of her colleagues.

**Clarice Clear** has a slightly below average internal locus of control, which indicates that she sometimes struggles to perceive her own effectiveness and influence on her life. This perspective can lead to Clarice being more reserved and waiting to be assigned tasks rather than taking initiative. Nevertheless, this perspective also offers the opportunity to be positively influenced. With the right environment and targeted support, Clarice can be encouraged to take on more conscious responsibility and develop her proactive attitude, which could greatly enhance her personal and professional development.

**Anna Acker** brings an above-average internal sense of control to the team. This characteristic enables her to tackle challenges with determination and overcome obstacles through her own efforts. Her strong self-motivation and determination are not only beneficial to her personal career, but can also have an inspiring influence on the entire team. Anna is able to motivate others by example and contribute to the collective success. By actively looking for solutions and not waiting for external circumstances, Anna brings valuable incentives to the team dynamic that can advance the entire work process.

## Self-Efficacy

**Describes the confidence to be able to successfully solve future challenges based on the own abilities.**

In the academic literature, self-efficacy is described as “task-specific confidence” or “the fundamental ability to cope, perform, and be successful.” People with strong self-efficacy recover more quickly from setbacks, are more committed to overcoming hurdles and thus increase the likelihood of success.

Experienced successes increase the conviction that you will also be able to be successful in the future - especially if these successes are attributed to your own abilities and not to happy circumstances: People who first have to accept setbacks and then make progress through their own efforts increase their self-efficacy level higher than those who are immediately successful.

There is also a significant correlation between self-efficacy and commitment to goals (Locke et al, 1984). A high level of self-efficacy increases the acceptance of high goals: in the event of setbacks, people do not give up, but instead develop new strategies for achieving goals and intensify their efforts.

### Team Formaon



### Individual Results





Overall, the founding team exhibits a high level of self-efficacy, which enables them to complete tasks efficiently and face challenges with confidence. This distribution in the team leads to a major difference in conviction and perception of competence. While the majority of the team has a healthy confidence in their own abilities, **Bernd Barr** falls well short, resulting in a contrasting profile within the team. Which can also influence the team climate. The variance in self-efficacy can bring both benefits and challenges. On the one hand, the diversity of self-efficacy levels can lead to a differentiation in perspectives and motivation within the group; on the other hand, it can also bring potential for conflict if these differences are not well moderated. Overall, the dynamics within the team are characterized by the contrasts between strong self-confidence and occasional uncertainty, which requires careful coordination and communication in order to effectively involve and support all members.

**Bernd Barr** shows significantly low self-efficacy, which means that Bernd often has doubts about her own abilities. This self-perception means that Bernd is hesitant when it comes to overcoming challenges and tends to be reluctant to take initiative. There is a tendency to seek external confirmation and support in order to make progress. It can be helpful for Bernd to work in a supportive environment that provides continuous positive feedback and creates space for small successes. This helps to build confidence bit by bit. Targeted promotion of self-efficacy could be beneficial for Bernd and contribute to better integration into the team dynamic.

**Dora Diliani** has an average level of self-efficacy. Dora generally feels competent in tasks and challenges, but occasionally needs additional reassurance in new or particularly complex situations. This uncertainty in unfamiliar situations is normal and does not drastically affect the ability to work effectively. Dora can usually tackle tasks independently, but shows a need for reassurance to gain some degree of security. By using success strategies and demonstrating progress, Dora can further strengthen her confidence in her own abilities and thus increase her self-efficacy in the long term.

**Clarice Clear** also shows average self-efficacy based on a solid foundation of confidence in his own abilities. Nevertheless, there are times when Clarice needs additional guidance or support in challenging or new contexts. This is particularly needed in unfamiliar situations. Overall, Clarice can move carefully and steadily in most tasks. It would be beneficial for Clarice to draw on past successes and continually reflect on his own abilities to consolidate his self-confidence. This could help Clarice to need less external reassurance and tackle problems more directly.

**Anna Acker** stands out with slightly above-average self-efficacy, which manifests itself in a pronounced confidence in his own abilities. Anna is proactive when it comes to overcoming challenges and shows a strong tendency to make independent decisions. This positive attitude permeates everyday working life and helps Anna to remain effective even in unpredictable or difficult situations. Anna's willingness to try new things and her ability to work in a solution-oriented way are valuable resources for the team. This strength can serve as a role model and promote team spirit as Anna provides others in the team with support and confidence in their own abilities.

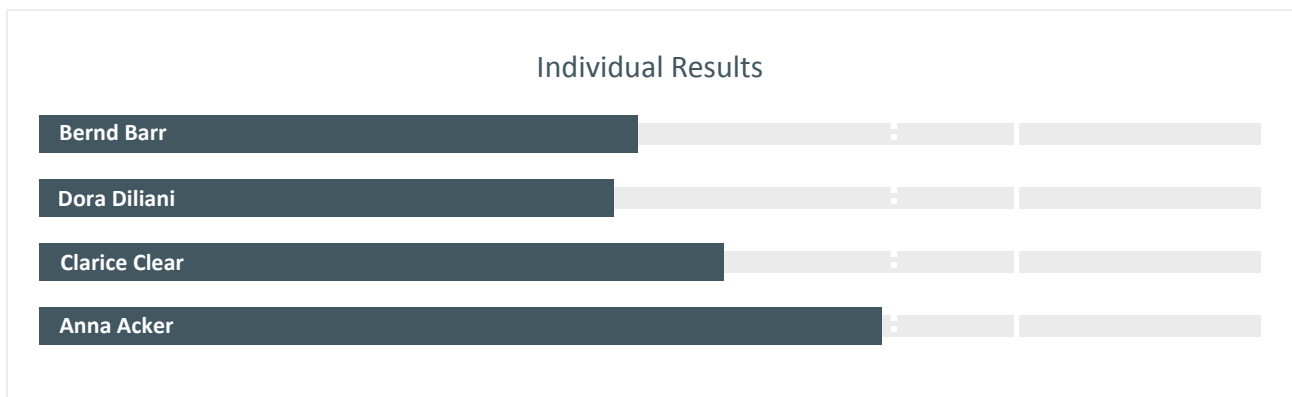
## Ambiguity Tolerance

**describes the ability to deal with contradicting, unclear, unstructured or ambiguous situations**

Ambiguity tolerance is the opposite of stereotyped thinking and makes it possible to perceive circumstances in a differentiated, multilayered and positive way.

The founders are able to adapt quickly to complex and changing conditions while remaining able to act at all times. It is accepted that in some cases there are no clear answers and quick fixes.

Anyone who decides against a linear career path and dares to take the leap into selfemployment is already demonstrating tolerance for ambiguity. Uncertain situations, challenges that don't fit into any category, are encountered again and again in all start-up and growth phases. Anyone who can handle it well has a clear advantage.



Overall, the team has a low tolerance for ambiguity, which means that it quickly reaches its limits in uncertain and ambiguous situations. The majority of team members show an increased need for control and clear structures, which can have a restrictive effect in dynamic business environments. However, **Anna Acker** stands out positively with her high tolerance for ambiguity. Her ability to thrive in uncertainty and work effectively with incomplete information can provide the team with particularly valuable insights and solutions in complex situations. Due to the different ambiguity tolerances of the members, the team can benefit from both structure-oriented and flexible working approaches, provided they are learned to use them in an integrative way. However, the discrepancy in individual tolerance levels should be taken into account in order to prevent possible tensions and make the best possible use of each team member's potential. Overall, a strong, balanced team can be created through a conscious combination of clear instructions and targeted support from members with a higher tolerance for uncertainty.

**Bernd** has a slightly below average tolerance for ambiguity, indicating that he has difficulty with uncertainty and ambiguity. He prefers clear structures and instructions in order to work well. In situations where the direction is unclear, **Bernd** may act hesitantly and rely on his tasks being clearly defined. This may lead him to take a controlled and deliberate approach to projects, which can be an advantage in stable environments. Nevertheless, it may be useful to support Bernd in developing strategies to strengthen his adaptability in less predictable situations.

**Dora** has a very low tolerance for ambiguity, which means that she often feels stressed and overwhelmed in uncertain or ambiguous situations. These feelings often limit her flexibility and problem-solving ability and can lead her to prefer rigid structures and avoid change. It would be useful for Dora to develop mechanisms that allow her to gradually adapt to variable and complex work environments. Support through further education and guidelines could expand her comfort zone and improve adaptive skills.

**Clarice** also has a slightly below-average tolerance for ambiguity. She shows similar characteristics to Bernd in that she is more hesitant, especially in unclear situations, and appreciates familiar structures. Her strong need for clearly defined tasks and goals supports her ability to approach projects in a methodical and organized manner. It may be beneficial for Clarice to work out concrete steps that strengthen her capacity to deal effectively with uncertainty. Progressively increased exposure to ambiguous scenarios in everyday work could be helpful in promoting her adaptability.

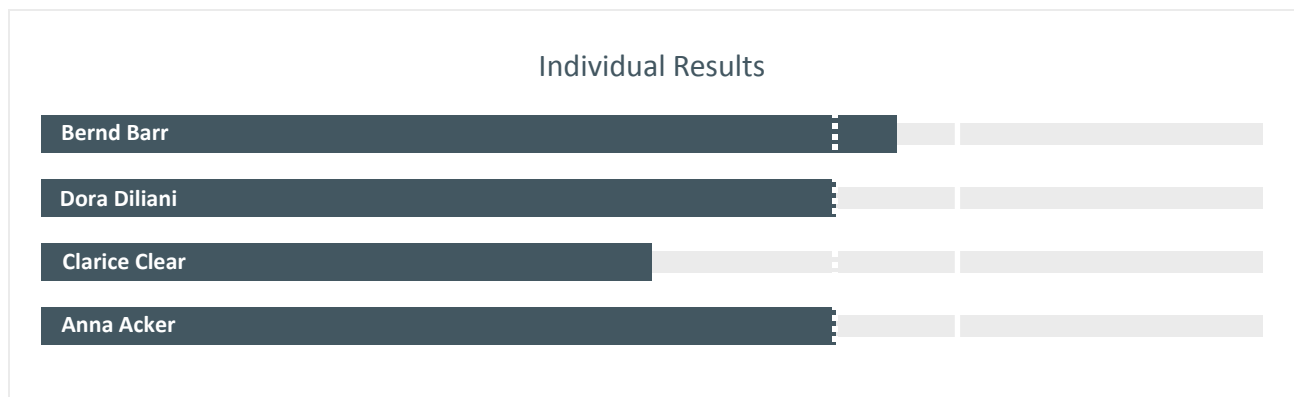
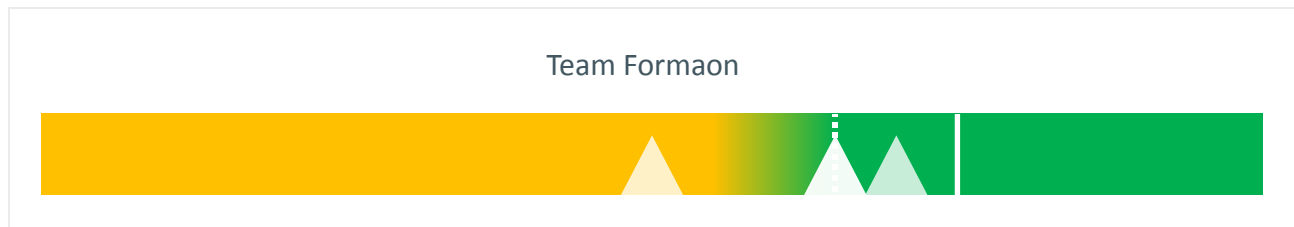
**Anna** has a high tolerance for ambiguity and can therefore deal well with uncertainty in most situations. While she is quite comfortable in clearly structured environments, she is also able to work successfully with unforeseen circumstances and incomplete information. This balance enables her to provide valuable perspective to the team in complex and dynamic environments. Her ability to react flexibly and calmly to change makes her an important member of the team. Anna could benefit from further strengthening her leadership skills to better support an effective team and help make the most of the team's diverse competencies.

## Solution Orientation

Describes an optimistic and at the same time realistic attitude as well as the constructive handling of negative experiences.

Solution-oriented people don't look the other way when there is a problem or try to talk it down nicely. They recognize the situation calmly and objectively and look for possible solutions that are as direct as possible. They do not focus on the problem, but on the desired state and try to find the necessary resources.

Understanding a problem and wanting to break down its origins in detail is not in itself a negative quality. However, when it comes to rapid growth, pragmatic action with a clear focus on goals is often required.



Overall, the team demonstrates a strong ability to work in a solution-oriented manner. This means that they are able to respond proactively to problems and move towards a solution in a creative way. The widely varying scores across the team suggest that some members are significantly stronger in this competency, while others may need support to perform effectively at the same level. In particular, it is noticeable that **Clarice Clear** has a much lower solution orientation, which could lead to a certain imbalance within the team dynamic. The team should therefore aim to encourage Clarice's development in this regard as this can help to strengthen the overall team profile. Overall, the different characteristics within the team can present both a challenge and an opportunity. Well thought out collaboration could highlight individual strengths while compensating for less developed skills.

**Bernd's** slightly above average solution orientation makes her a valuable leader in situations where proactive and creative problem solving is required. This trait enables Bernd to tackle challenges efficiently and find innovative ways to overcome obstacles. Her ability to focus on solutions rather than getting lost in the problems can serve as an inspiring role model for other team members. At the same time, the team benefits from Bernd's active participation in discussions, as she is often able to make strategic, forward-thinking contributions.

**Dora** has an average ability to find solutions. She is quite capable of tackling problems independently, but occasionally needs guidance or support in complex or new situations. Dora brings stability to teamwork as she has a solid foundation in problem solving. Occasionally, Dora may need additional stimulation from others to develop her full potential in more challenging scenarios. However, targeted development in this regard could significantly strengthen her problem-solving skills.

**Clarice** shows a slightly below-average solution orientation, which means that she may have difficulty focusing on developing solutions in stressful or challenging situations. This tendency can make her more prone to doubt and limit her efficiency in problem solving. However, Clarice's views and contributions are an important part of the team when it comes to recognizing potential pitfalls early on. To fully realize Clarice's potential, it would be beneficial to provide her with the opportunity to further develop her skills through supportive interventions and feedback.

**Anna's** Solution Orientation is at an average level, meaning that she is able to successfully tackle everyday problems, but may seek additional support for novel or complex challenges. This ability allows her a degree of independence in her work, although occasional guidance can ensure her effectiveness. She brings balance to the group by combining familiar approaches with new ideas. By giving Anna the opportunity to expand her knowledge in a targeted way, she could develop into a key problem solver within the team.

## Self Control

**Describes the ability to regulate one's own impulses and to use energy in a task and goal-oriented manner.**

People with strong selfcontrol think before they act and are usually strong in task planning, organizing and prioritizing.

Willingness to postpone rewards: A reward system that does not demand immediate satisfaction is characteristic here: Small needs are put aside in favor of great success.

Efficient information processing: People with high self-control can ignore irrelevant information. As a result, they can concentrate on the essentials, reach their goals faster and are also less prone to errors.

### Team Formaon



### Individual Results



Overall, the founding team has a high level of self-control, which enables them to make effective decisions and handle stressful situations with composure and clarity. This characteristic promotes a disciplined and focused working environment. However, there are considerable differences in the way this personality trait is expressed within the team. While some team members are good at regulating their needs and impulses, others find it more difficult, which leads to different approaches within the team. **Clarice Clear** in particular stands out with her extremely high level of self-control, which is an advantage in terms of efficiency, but can potentially limit creativity and spontaneity in the team. This discrepancy could also lead to tensions and misunderstandings within the group if not enough room is left for different perspectives. Overall, the variance in the ability to self-regulate brings challenges, but also the opportunity to create innovative solutions through diverse perspectives by using the individual strengths of the members in a targeted manner.

**Bernd Barr** demonstrates above-average self-control, which creates a solid foundation for reliability and stress management. This ability enables Bernd to remain calm in challenging situations while consistently pursuing long-term goals. Bernd discipline leads to continuous development and a high level of perseverance that enriches the team and projects. This self-control enables Bernd to react flexibly to unforeseen events without losing her fundamental determination. This characteristic supports a positive team dynamic, as it is conducive to handling complex tasks and strengthens the motivation of the entire team. However, Bernd's high level of self-discipline is well balanced, leaving room for alternative ideas and creative approaches from team members.

**Dora Diliani** has slightly below-average self-control, which means that it is sometimes difficult to regulate emotions and impulses. This tendency can occasionally lead to rash decisions. In stressful or challenging situations, Dora may hesitate and rely more heavily on the support of the team. However, this characteristic can also contribute to Dora being open to new and creative solutions and seizing spontaneous opportunities. With this flexibility, Dora contributes to the creative diversity of the team. To realize her full potential, Dora could benefit from working specifically on stress management techniques. Such skills could not only promote personal development, but also increase effectiveness in projects.

**Clarice Clear** has an extremely high level of self-control, which manifests itself in impressive discipline and concentration. These skills help Clarice to complete tasks efficiently and with a clear focus. However, this strong self-regulation could also lead to less attention being paid to spontaneous ideas and unconventional approaches from other team members. Clarice's confidence in her own decision-making ability can be a hindrance in situations that require flexibility and creativity. There is a risk that a high degree of control and perfectionism will lead to tensions within the team if there is not enough room for other perspectives. In order to promote team dynamics, it would be beneficial if Clarice remains open to new ideas and perceives the different approaches of team colleagues as enriching.

**Anna Acker** is characterized by above-average self-control, which supports her resilience in stressful situations and ensures a high level of reliability. This ability enables Anna to act with a clear head even in difficult phases and not to lose sight of the long-term goals that have been set. Anna thus brings a valuable component to the team, as she knows how to work on projects sustainably and maintain her motivation. Despite her strong focus, Anna remains flexible enough to be able to respond to new requirements and unforeseen challenges. Through this balanced self-control, Anna is not only a stable foundation for the team, but also open to creative approaches and alternative solutions from colleagues, which supports a harmonious and productive working environment.

## Empathy

**Describes the ability to perceive emotional states and needs.**

Empathy is considered the fundamental principle of human interaction. Anyone who is able to empathize with the perception and experience of others recognizes their needs - and can integrate this knowledge into the development of products and (customer) relationships.

Components according to Howard Gardner and Thomas Hatch:

- Transfer the own mood regarding feasibility and enthusiasm to others (leadership)
- Negotiating and mediating solutions, preventing or resolving conflicts
- Making personal connections
- Perceiving and understanding the feelings, motives and concerns of others (social analysis)

In the early days, entrepreneurial teams spend between 30 and 50 percent of their working hours on communication. The way in which „relational capital“ is created and maintained through personal exchange therefore has a significant influence on the further course. Internally, a high degree of empathy is reflected in a cooperative and appreciative corporate culture as well as the ability to win employees over and to bind them emotionally.

### Team Formaon



### Individual Results





Overall, the founding team shows a high level of diversity in terms of empathy, which presents both challenges and opportunities. The majority of the team, consisting of **Bernd Barr**, **Clarice Clear** and **Anna Acker**, have above-average empathy skills. These three team members are able to build strong interpersonal relationships and positively influence team dynamics. Their strong ability to empathize with the perspectives and feelings of others fosters an open and collaborative working atmosphere. On the other hand, **Dora Diliani** has a much lower level of empathy, which can sometimes make effective communication and teamwork more difficult. Such contrasting levels of empathy can both provide a complementarity where analytical and rational approaches are balanced against emotional and social ones, and also create potential misunderstandings or tensions. The team could benefit from strategies aimed at understanding different communicative and emotional needs. Training or exercises to promote empathy could help to capitalize on strengths and address potential weaknesses in the communication and collaboration process.

**Bernd Barr** has a remarkable capacity for empathy, which clearly enhances the team's interpersonal strength. **Bernd** knows how to put herself in other people's shoes, which helps to defuse conflicts and create an atmosphere of mutual understanding. This high capacity for empathy also supports Bernd's self-motivation and perseverance in pursuing long-term goals, as positive interpersonal interactions often serve as a source of inspiration. Through this ability, Bernd is able to foster new perspectives and creative solutions, which is particularly beneficial in dynamic and challenging start-up situations.

**Dora Diliani** has difficulty showing empathy to the same degree as other team members, which can lead to challenges in communication and collaboration. Dora tends to focus on analytical and rational aspects, which is beneficial when solving complex problems, but could sometimes be interpreted as reticence or lack of understanding in interpersonal situations. Dora may act hesitantly in social situations, meaning that she may need to rely on the empathic support and patience of teammates to be effectively engaged. With targeted feedback and support, Dora could benefit from exercises aimed at strengthening empathic skills.

**Clarice Clear** is characterized by a pronounced ability to empathize, which makes a valuable contribution to a positive and harmonious team climate. Clarice can recognize challenges of an interpersonal nature at an early stage and promote solutions that foster understanding and cooperation within the team. This empathic strength contributes to Clarice's own motivation and perseverance in working on long-term projects, as she effectively integrates the needs and feedback of others into her work. Clarice is also able to respond to innovative ideas and different perspectives, which greatly enriches the team dynamic.

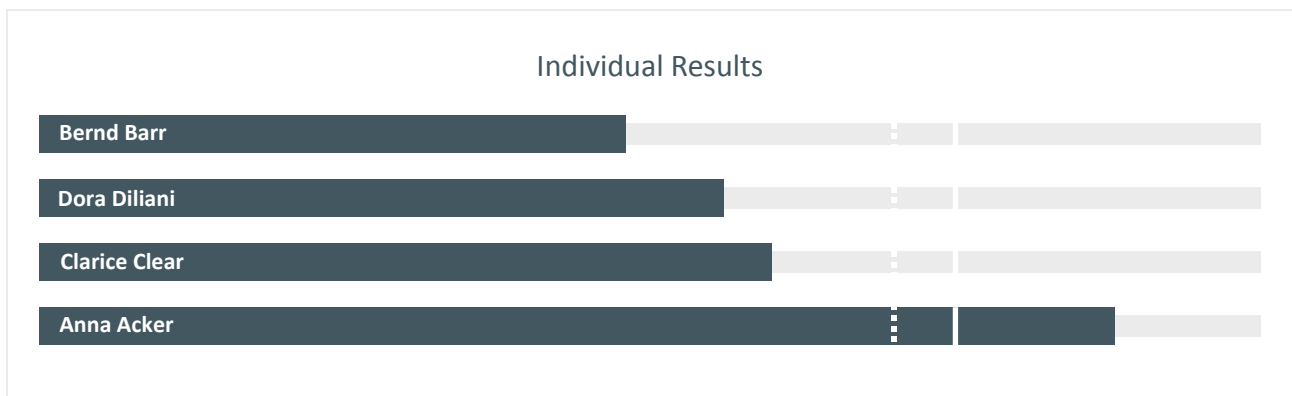
**Anna Acker** brings above-average empathy to the team, which contributes to better understanding and a solution-oriented way of working. Anna's ability to empathize with others and understand their concerns and perspectives makes it possible to minimize misunderstandings and strengthen cooperation. This empathic competence also encourages Anna's perseverance and determination in challenging projects, as a supportive and understanding work environment spurs her on. Anna is able to foster creative and inclusive approaches that move the team forward both structurally and creatively.

## Emotional stability

Describes the degree of mental balance.

Emotionally stable people are calm, level-headed, and self-confident. They can perceive their feelings intensely, but cannot be determined by them or thrown off course. They can filter, analyze and control emotions better than unstable (vulnerable) people.

Referring to the Big Five personality model, the counterpart would be “neuroticism”, whereby this is not to be understood in the Freudian sense, but simply expresses how much one lets oneself be guided by negative feelings. Emotional stability means being able to endure stress and pressure situations, low blows and fear and, in the best case, to be able to draw positive energy from them.



Overall, the founding team shows remarkable diversity in terms of the emotional stability of the individual members. Although the team as a whole shows a high level of emotional stability, the individual abilities vary greatly. These different levels of emotional regulation and resilience can be a challenge, but also a strength. The members bring together a mix of high resilience and areas with development potential. In this way, the team can benefit from members with high stability taking on a calming role in times of stress. Conversely, members with less established emotional stability provide the opportunity to offer additional support to improve their stress management skills. This dynamic not only allows for well-coordinated collaboration, but also provides opportunities for personal growth and mutual support within the team. This diversity can prove valuable, especially when implementing challenging projects where strategic stress management and emotional support are critical.

**Bernd Barr** shows a lower level of emotional stability, which means that she is more emotionally vulnerable to stress and negative emotions. This disposition means that Bernd may lose her temper more easily in stressful situations, which can lead to frustration and impaired decision-making. This tendency could make it challenging for Bernd to focus on lengthy projects, as she may be distracted by short-term emotional swings. She may benefit from a work environment that provides emotional support and gives her the opportunity to strengthen stress management skills.

**Dora Diliani** has slightly below-average emotional stability, which indicates that she sometimes has difficulty remaining calm in stressful situations. This trait can occasionally affect her performance, especially when demands are high. Dora may tend to be hesitant at critical moments and rely on the support of her team to strengthen her resilience. By joining a supportive network and developing strategies to cope with stress, Dora can learn to promote her emotional balance and thus increase her effectiveness in demanding projects.

**Clarice Clear** shares a similar profile to Dora, with slightly below average emotional stability. Clarice occasionally has difficulty maintaining her inner peace in stressful situations, which can affect her performance. This trait may cause Clarice to initially hesitate or procrastinate before making decisions in tense situations. She can benefit by receiving support in developing stronger stress management techniques and taking inspiration from teammates who act more calmly in such situations. Through this process, Clarice can better regulate her emotional responses and optimize her contributions to the team.

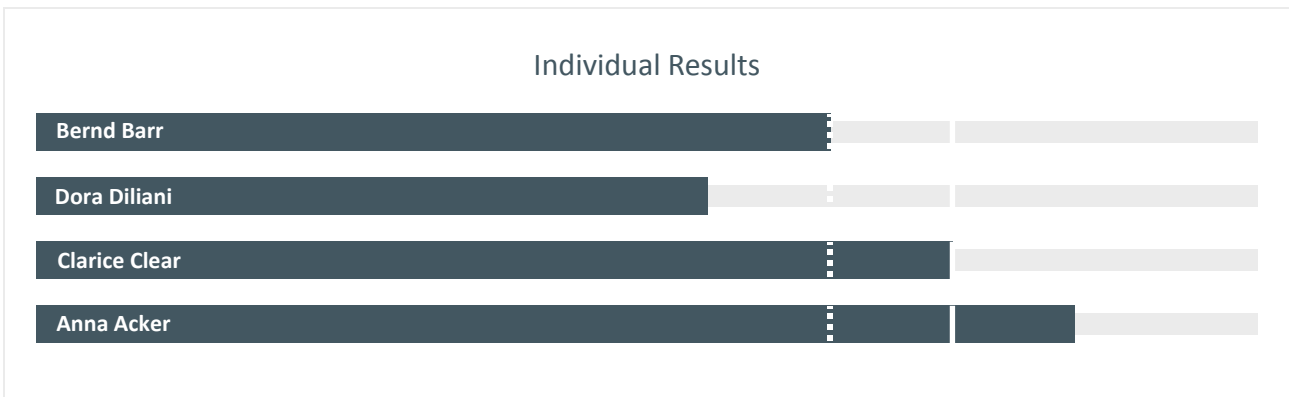
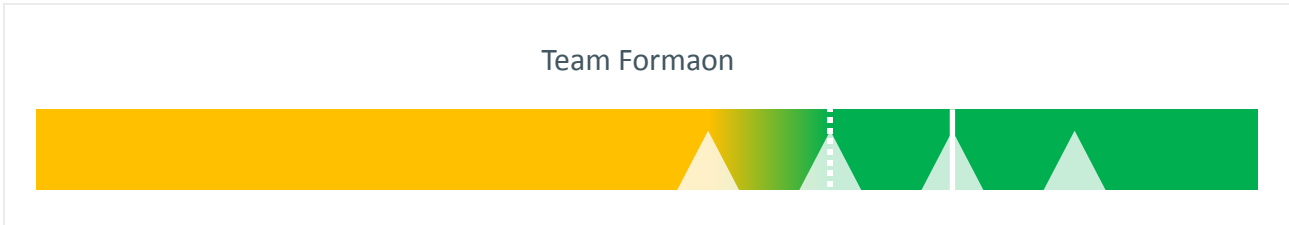
**Anna Acker** stands out due to her above-average emotional stability, which enables her to act calmly even in extremely stressful phases. This characteristic not only promotes a high level of stress resistance, but also the ability to master challenges efficiently without negatively influencing the team dynamics. Anna is highly self-motivated and pursues her long-term goals with impressive perseverance. She can act as a pillar in the team and use her stability as a resource to help other team members through stressful times, as well as projecting this positive attitude to the whole team.

## Analytical Skills

Describes the ability to change perspective.

People with strong analytical skills don't just rely on what they (think to) know, what they have learned or what has worked so far. They question and are - in contrast to people who only want to have their opinions and worldviews confirmed - ready to change their previous views at any time and to reassess situations.

Analytical individuals are able to systematically adopt different perspectives of thought and perception on any subject, with strong implications for both creativity and communication skills.



Overall, the founding team demonstrates a strong understanding of problems and the ability to analyze complex information. These different strengths of the members enable efficient and well-founded decision-making processes. With a wide range of analytical strengths, team members can complement each other well, with those with higher analytical strengths in particular taking a leading role in complex decisions. This can foster positive dynamics as team members learn from each other and continuously improve their decision-making. However, **Dora's** lower analytical strength may present challenges on challenging projects, so the team should develop a strategy to best support and engage her.

**Bernd** brings a medium level of analysis to the team. With the ability to understand most challenges and develop suitable solutions, Bernd contributes flexibly to teamwork. However, additional support may be required in particularly complex or unfamiliar situations. This ability to work independently, coupled with an openness to advice, makes Bernd a valuable member who enriches the teamwork and occasionally brings in new perspectives.

**Dora** is somewhat behind the other team members in terms of her analytical strength. In situations that require quick understanding and accurate analysis, challenges may arise that lead to uncertainty. In stressful phases, Dora might hesitate to make independent decisions and be more dependent on support and guidance from her teammates. It would make sense to shape Dora's role in such a way that her other strengths are promoted and she receives targeted support at critical moments in order to contribute to the positive team dynamic.

**Clarice** has a particularly strong ability to analyze complex problems and develop innovative solutions. With her talent for systematic and thorough work, Clarice has qualities that are extremely valuable in dynamic environments. Her analytical strength enables her to work efficiently even in challenging situations and to find creative approaches to problems. This competence contributes significantly to the efficiency and effectiveness of the team, with Clarice often taking a leadership role in solving the most difficult tasks.

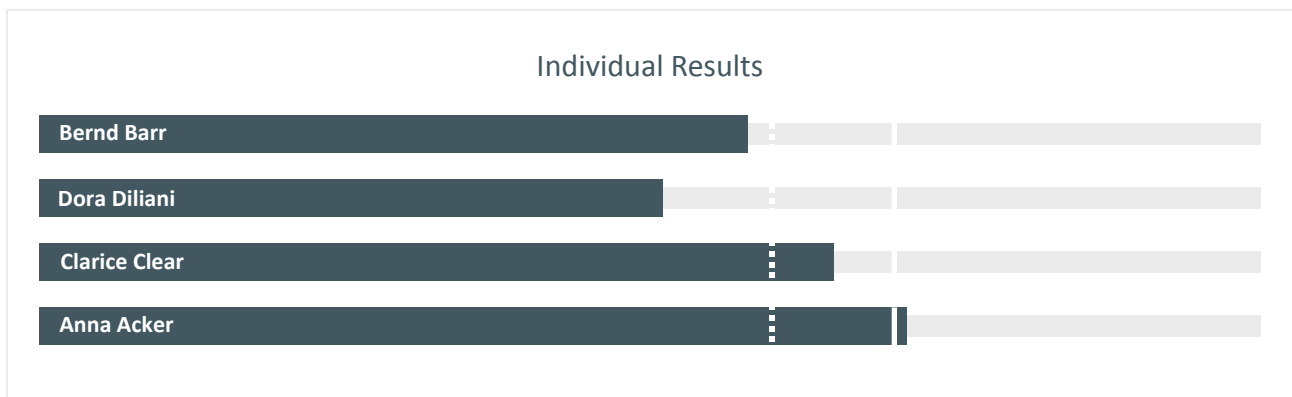
**Anna's** analytical strength is above average, which gives her a high problem-solving ability and efficiency in difficult situations. She proactively contributes to successful projects without compromising team dynamics. This ability, coupled with strong self-motivation, enables Anna to consistently pursue long-term goals. Her ability to persevere and adapt to changing circumstances strengthens the team and inspires other members to be goal-oriented and committed to their work.

## Stress Tolerance

Describes the psychological resistance to pressure, stressful situations or sudden changes.

People with a strong endurance have a high level of emotional stability and inner balance. They work concentrated even under pressure and keep a cool head in every situation. Resilient people know that they have the knowledge, tactics, skills and strategies to manage crises.

Passion for what you do and good self-management are the best tools for dealing with stress: If you have your time and energy reserves under control, you will not reach the limit so quickly and you will be able to step up three gears if necessary.



Overall, the founding team has a high tolerance for stress. This means that most team members are able to remain calm in challenging situations and not lose their efficiency. However, the range between the individual team members could lead to different starting points in terms of how stress is managed. While some members may see stressful situations as a challenge, others may need more support. This contrast can be a source of both dynamic problem solving and potential conflict, as different approaches to stress management exist. **Dora Diliani** in particular stands out in this team as having a very low stress tolerance, which presents the team with the task of developing strategies to create a supportive working environment. By recognizing these differences and fostering a culture of open communication, the team can both support Dora and benefit from the strengths of the more stress-resistant members.

**Bernd** has an average stress tolerance. In most stressful moments, Bernd remains calm and copes with pressure effectively. However, there are times, especially with extreme demands, when additional support is needed. Bernd's ability to act mostly independently also means that she remains stable in most situations. If Bernd encounters novel or complex situations, additional guidance may be needed to maintain a high level of performance.

**Dora** has a slightly below average stress tolerance, which means that there are occasional challenges in remaining calm and productive when the pressure increases. In stressful situations, Dora may react hesitantly and rely on the support of the team more often. By providing targeted support and adapting the working environment, Dora's effectiveness under stress can be significantly improved. Continuous development and learning new stress management strategies could help Dora to deal with stressful demands more confidently in the future.

**Clarice** has a slightly above-average stress tolerance, which enables her to remain calm and focused even under high pressure. This ability not only increases Clarice's efficiency, but also encourages a creative approach to challenges. Clarice can work proactively in tense situations and develop innovative solutions. This characteristic makes Clarice a valuable resource for the team, especially when new or difficult tasks need to be tackled.

**Anna** has a slightly above-average stress tolerance, which enables her to remain calm and focused even under considerable pressure. This characteristic increases Anna's efficiency and makes it possible to approach challenges proactively. This stress tolerance enables Anna to act as a stabilizing force in the team in stressful situations and to develop new and creative solutions. This ability is an important advantage for the team, especially in stressful phases.

# ENERGY LEVEL & STAMINA



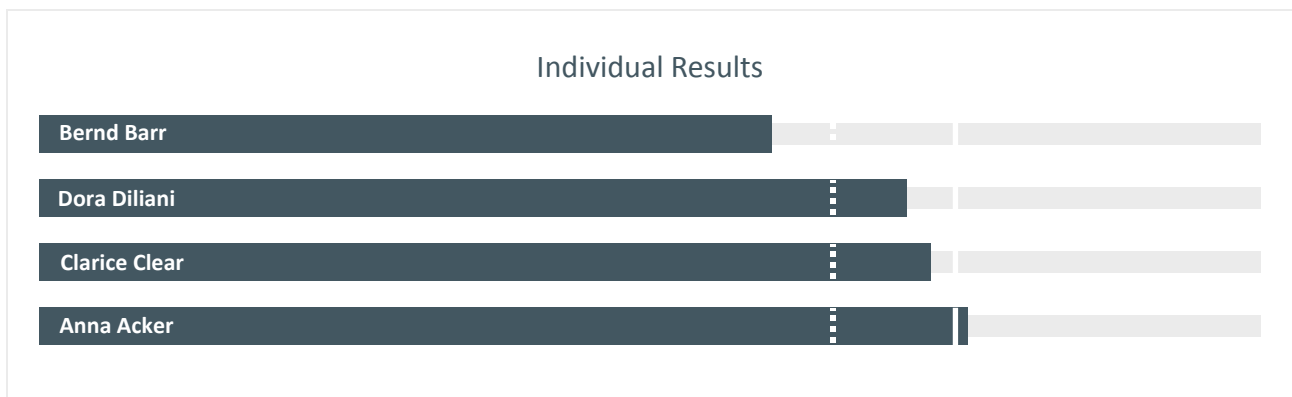
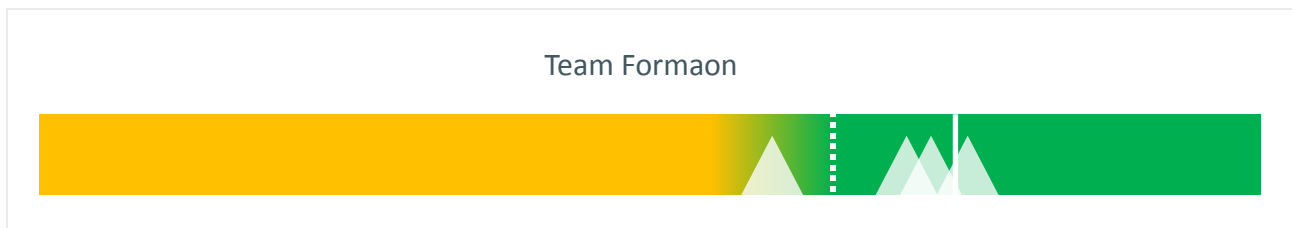
## Extraversion, Charisma

**Describes emotional expressiveness, self-confidence, self-determination and freedom from internal conflicts.**

Charismatic people are not stewards of the status quo. They are looking for stimulation, set idealized goals and show a strong commitment to these goals.

People with a high degree of extraversion appear active, dominant and are socially energetic. They have high expectations and at the same time great trust in their companions, who they inspire and motivate to subordinate their own interests to the collective mission.

Research has shown that communicating a vision is just as important as the vision itself. Charismatic people can share their ideas, inspire others and thereby gain passionate supporters. Through adept communication on different levels - verbal and nonverbal - others can be brought to internalize and support the vision and the values it contains.



Overall, the team shows a remarkably high level of extraversion and charisma, which enables it to act as a dynamic, communicative and attractive unit. However, there are clear differences in the personality traits of individual team members. While some team members have the ability to network effectively and foster social interactions, **Bernd Barr** shows a much lower level of these traits. This could lead to challenges, especially when it comes to teamwork and achieving common goals. However, the different levels of extraversion and charisma in the team can also be seen as an advantage, as they allow for a diverse approach to problem-solving strategies and group interactions. In order to achieve harmonization and maximum efficiency, the team should focus on an inclusive way of working that utilizes the individual strengths of each member.

**Bernd Barr** shows below-average extraversion and charisma, which can occasionally lead to difficulties in social interactions. He may not always feel comfortable in groups and may be reluctant to express himself in stressful situations. Bernd may benefit from working in a supportive environment where clear communication structures and help with social inclusion are provided. Developing skills in relation to social interactions and networking could help him to further his professional and personal development.

**Dora Diliiani** shows a slightly above-average level of extraversion and charisma. These traits enable her to positively influence social interactions and build effective networks. In a professional context, this not only promotes her personal growth, but also supports team goals by proactively approaching challenges and developing innovative solutions. Her ability to cultivate a broad network enhances prospects for new business opportunities and professional success.

Like Dora, **Clarice Clear** demonstrates slightly above-average extraversion and charisma. She is able to operate and network successfully in a variety of social environments, which benefits her career. Clarice's positive attitude and energy enable her to find new solutions to problems and take a proactive approach to new tasks. These qualities make her a valuable team player and encourage collaboration and innovation within the team.

**Anna Acker** has a particularly strong extraversion and charisma, which makes her an ideal candidate for leadership roles. Her ability to confidently build and maintain networks has led to many professional and personal successes. She can work effectively in dynamic, fast-paced environments and excels in innovative problem-solving skills. Anna's presence and initiative are a great asset to the team and contribute significantly to an inspiring and productive working atmosphere.

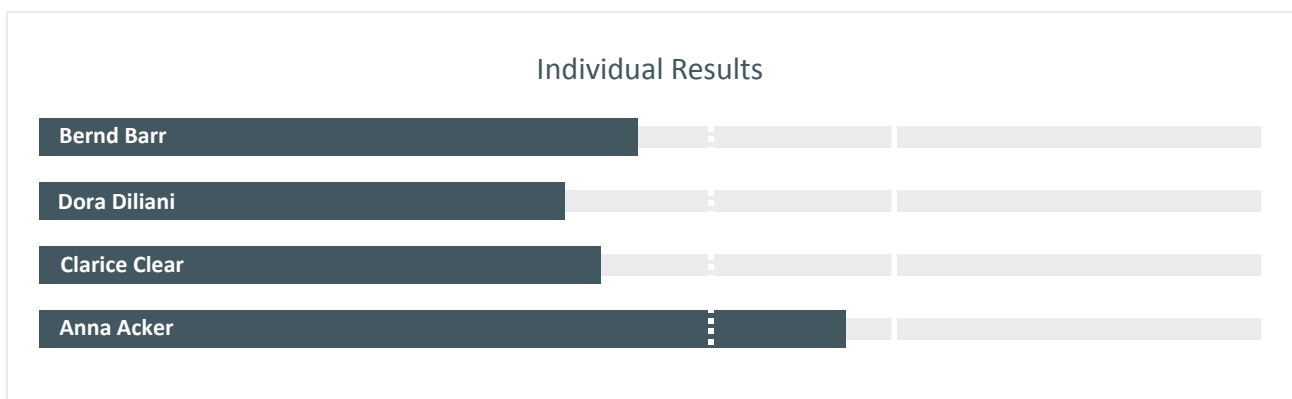
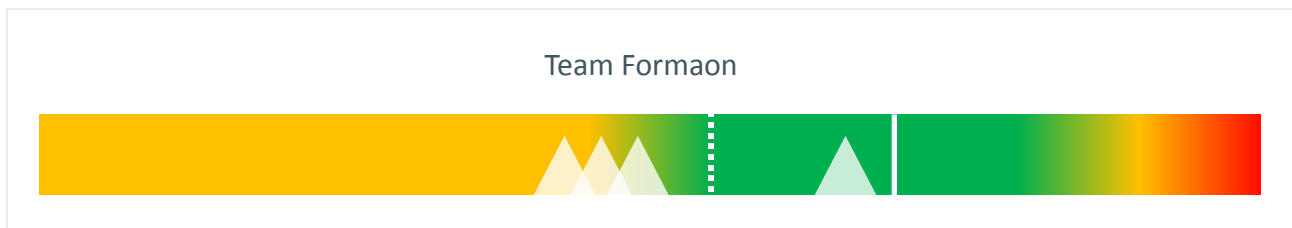
## Risk Propensity

Describes the willingness to make decisions even under uncertainty and to accept possible failure in the process.

People with a high risk propensity are willing to accept failure in the sense of financial as well as personal loss if they rate the chance of success higher than the probability of failure.

The first formal definition of „entrepreneurship“ by Richard Cantillon in 1755 already includes the subject of risk propensity as a distinguishing feature from other „businessmen“: Cantillon describes the entrepreneur as an „adventurer“ with the characteristic ability to recognize fruitful business opportunities and to take advantage of them by taking a risk.

Radical innovation involves far more risk than moderate growth with continuous small innovation steps. In this respect, the willingness to take high risks is a fundamental prerequisite for tackling such an undertaking at all. However, in order to lead them to success and not to rush headlong into the adventure and go down with waving flags, the risk propensity should be in a high but still controlled range.



The founding team shows diversity in terms of risk appetite, which can be of great importance for the balance and dynamics within the team. Three members of the team, **Bernd Barr**, **Dora Diliani** and **Clarice Clear**, tend to have a more cautious attitude towards risk. Although this more cautious approach can somewhat dampen the drive for innovation and the willingness to explore uncharted territory, it also provides stability and reassurance when making decisions. In contrast, **Anna Acker** is characterized by a pronounced willingness to take risks, which she brings with her and which opens up valuable potential for the team to develop new opportunities. Her willingness to make bold decisions allows her to act as a driving force for change and progress within the team. The constellation with a mixture of caution and risk-taking could help the team to both use creative impulses and make well-founded, considered decisions.

**Bernd Barr** tends to be a cautious risk-taker. This tendency can lead to Bernd adopting a wait-and-see attitude in situations involving quick decisions and uncertainty. There is a tendency to rely on the support and reassurance of the team in stressful situations. However, this cautious attitude can also bring benefits by helping to weigh up potential risks in advance, reducing the likelihood of experiencing unexpected negative consequences. It would be beneficial for Bernd to deliberately go beyond the usual level of comfort in order to exploit both personal and collective innovation potential.

**Dora Diliani** shows a slightly below-average tendency to take risks. This attitude can occasionally cause Dora to hesitate in new and uncertain situations, which can limit access to unexpected opportunities and innovative approaches. At the same time, this caution ensures a level-headedness in decision-making that can prevent many risky missteps. In stressful moments, Dora may seek support to back up decisions. It would be beneficial if Dora could gradually develop a willingness to take more risks in order to actively tackle the dynamic challenges of the start-up and discover new opportunities.

**Clarice Clear** demonstrates a tendency towards below-average risk-taking, suggesting that she may tend to be more cautious in situations with uncertain outcomes. This behavior may result in cuts in the courage to experiment while contributing to thoughtful decision making. In stressful or uncertain situations, Clarice may seek the support of teammates up front. To encourage creative thinking and the ability to accept novelty, it would be beneficial for Clarice to work on her risk-taking by engaging in slightly riskier ventures in a supportive environment.

**Anna Acker** stands out from the team due to her high willingness to take risks. This characteristic allows Anna to fearlessly explore new avenues and make bold decisions even in uncertain situations. Her tendency to realize new ideas drives the team to innovate and progress, often offering fresh, unique approaches to solutions. A willingness to take calculated risks can serve as a catalyst for team growth and the creation of new business opportunities. It is important that this willingness to take risks is balanced within a framework that supports both creative freedom and the fundamental stability of the team.

## Propensity to act

Describes the willingness to seize entrepreneurial opportunities.

While others simply take note of their environment, those who are tending to act see it full of chances and possibilities (opportunity detection) and are ready to take immediate action if they think it's worth it.

In all personality-theoretical approaches to start-up events, the tendency to act proactively plays a central role. According to J.W. Atkinson, the strength of the action tendency is the product of the strength of the motive to want to succeed, the probability of success, and the incentive to succeed. So, the higher the motivation and the belief in being able to achieve high goals, the more willing a person will be to take the initiative.

### Team Formaon



### Individual Results



The team as a whole shows a very high tendency to act, which indicates that there is a strong preference for active action and the realization of goals. This general tendency to act quickly and decisively within the team can have both positive and negative effects on the dynamics and effectiveness of the team. While a strong tendency to take action is often associated with high productivity and energy, it can also lead to an imbalance if some members are overwhelmingly contributing their energies and others may be overlooked or not sufficiently involved. **Anna Acker**, with an extreme manifestation of this trait, shows a tendency that could potentially dominate the team by taking control of crucial team processes or decisions. On the other hand, **Bernd Barr**'s more moderate action tendency potentially moderates the dynamic by creating a balance that promotes both activity levels and strategic thinking. Overall, the team shows similar action tendencies, which illustrates a clear orientation towards an active, goal-oriented working style. Nevertheless, any tensions that may arise due to different intensities of expression, especially when dealing with Anna's very active approach, need to be carefully managed to optimize team collaboration.

**Bernd Barr** has a slightly above-average tendency to take action, which is characterized by a high willingness to initiate and carry out tasks. This trait contributes significantly to productivity and optimizes efficiency, while Bernd also leaves room for reflection and strategic planning. By combining activity and reflection, Bernd can play a mediating role in team situations between overactive and strategically reserved members. This ability not only enables projects to progress smoothly, but also provides a basis for innovative solutions. Bernd balanced tendency to act enables her to support a motivated work environment that develops and implements creative solutions in a thoughtful manner without rushing.

**Dora Diliiani** presents an action tendency that is at the level of successful entrepreneurs. This characteristic is directly linked to the ability to start projects proactively and complete them effectively, resulting in high success rates. Dora is characterized by a dynamism that makes it possible to operate effectively even in demanding and rapidly changing work environments. This approach not only encourages the implementation of innovative solutions, but also provides the team with a pioneer for strategic thinking and action. Dora's action-oriented approach can inspire and boost team performance, but needs to be constantly monitored through team feedback and collaboration to maintain team.

**Clarice Clear** shows an above-average tendency to act, which enables high productivity and continuous work on projects. This disposition drives Clarice to work efficiently while maintaining the motivation and perseverance to pursue long-term goals. Without compromising the team dynamic, Clarice brings a consistency and self-motivation to the team that is essential for steady progress on projects. In hectic times, Clarice's ability to stay on the ball with projects ensures that no tasks are left unfinished and results are delivered on time. This mix of reliability and initiative makes Clarice an important pillar of the team. harmony.

**Anna Acker** conveys an image of exceptional proactivity and determination with her tendency to act just above the tipping point. However, these traits can potentially lead to dominance issues within the team, as Anna's confidence and drive could become an overwhelming presence in the team. There is a challenge to ensure that Anna's influence remains balanced and leaves room for other team members to contribute and input. While Anna's initiative and energy can serve as a driver for the team, it is critical that her engagement is channeled constructively to positively impact the collective team dynamic rather than weigh it down. Anna's contribution can be very valuable if skillfully integrated into the team strategy.

## Perseverance

**Describes the tendency to consistently pursue goals even when resistance, setbacks or exhaust on arise.**

Perseverant people maintain their motivation over a long period of time, do not allow themselves to be discouraged and - come what may - stick to goals that have been set.

Individuals with high scores in this area meet demands - both professional and outside one's job - with vigor. They are more optimistic about the future and have a more self-critical attitude towards their performance, focus more on persevering and are more interested in continuous development.

Too much perseverance sometimes threatens to become „stubbornness“ and lets you overlook the point in time when it might be better to rethink the strategy.

### Team Formaon



### Individual Results





The founding team shows strong overall perseverance and persistence, which has a positive impact on the team's ability to achieve long-term goals and complete projects. This characteristic is particularly important in the start-up phase, as it helps to overcome challenges and make continuous progress. Within the team, perseverance appears to be relatively similarly distributed, with the exception of **Clarice Clear**, whose perseverance is lower, which could affect consistency within the team. However, the strong stamina of the other team members could help to support Clarice and keep the team on track overall. This constellation offers the opportunity to motivate each other and bring in strengths to compensate for weaknesses. However, it could be beneficial to develop targeted strategies to increase Clarice's stamina, for example by setting intermediate goals or holding regular feedback meetings. Overall, the team could benefit from their strong commonality in terms of perseverance to work together effectively. The challenge lies in balancing support with autonomy and motivation for members who need to persevere in projects.

**Bernd Barr** has moderate stamina, which allows him to pursue most projects and tasks with a degree of perseverance. While Bernd is able to complete many tasks independently and efficiently, longer-term projects sometimes show a need for additional motivation. This motivation can come from the team itself or be provided through strategic reminders and positive reinforcements. Especially in complex and new situations, Bernd could benefit from additional support, which can be achieved through clear guidelines or mentorship. This combination of skills and development needs makes Bernd a solid team member who can develop great potential with the right support.

**Dora Diliiani** is also characterized by average stamina and perseverance, which underlines her ability to complete most tasks. For longer-term projects, external motivation is sometimes needed to maintain focus and energy. Dora's ability to work independently is strong, however challenging or unfamiliar situations may require additional guidance. This combination provides the opportunity to support Dora through regular feedback and check-ins to ensure projects are completed efficiently and Dora can continue to develop in her role. With this support, Dora can overcome her occasional challenges in perseverance and continue to work productively within the team.

**Clarice Clear** shows slightly underdeveloped stamina compared to her teammates, which occasionally makes it difficult for her to muster the perseverance required for long-term projects. This tendency can lead to Clarice needing more support during stressful or intense periods. Clarice's need for support can be seen as an opportunity for the team to utilize their collective strength and promote cohesion. It could be helpful for Clarice to set clear sub-goals and develop strategies to increase her efficiency. Regular check-ins and the involvement of supportive team members could also strengthen Clarice's perseverance, which would contribute to both her individual growth and the overall success of the team.

**Anna Acker** has average stamina and is able to complete most tasks within a reasonable time frame. However, long-term and ongoing projects may occasionally require a motivational boost to maintain focus. Anna can also work independently in most situations, but shows a tendency to need additional guidance in new, challenging situations. This characteristic provides a good basis for Anna's development within the team. Support in the form of regular progress assessments and goal setting could help to provide the motivation needed. This can help to effectively utilize Anna's existing skills and further develop her role within the team.

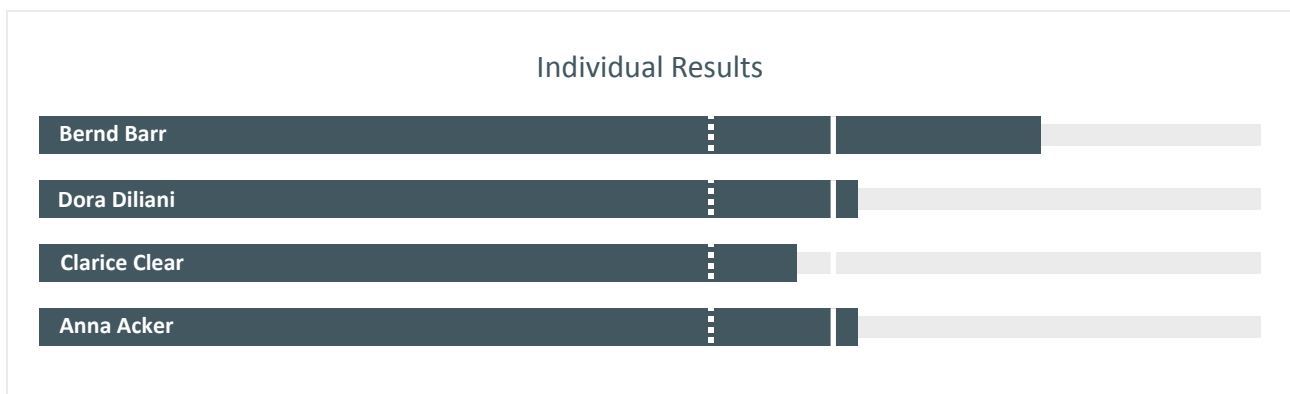
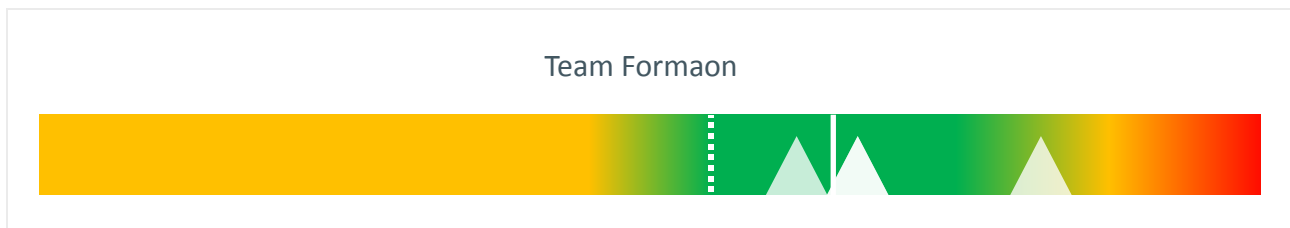
## Conscientiousness, Discipline

**Describes the determination, orderliness and accuracy.**

People with a high score in this area are disciplined, not easily dissuaded from their goals and often tend to perfectionism. Conscientiousness is a key trait when it comes to completing necessary tasks.

Conscientious people look for the one perfect solution, analyze it systematically and meticulously check all the details. They play an important role in building effective structures and processes and ensure a low error rate. They are also willing to invest a lot of time and energy and do not let adverse circumstances stop them from consistently pursuing their goals.

Conscientious people weigh decisions carefully, making them stabilizers, but not necessarily “drivers” within a team. If this quality is in excess or if there are several people, this can slow down progress up to the point of the „innovators’ dilemma“.



Overall, the team shows a strong tendency towards conscientiousness and discipline, which is a major plus for their work efficiency and reliability. This trait supports effective project organization and ensures that tasks are completed accurately and on time. However, the level of this trait varies greatly among team members, which presents both opportunities and challenges. While some members, such as **Bernd Barr**, are eXtremely conscientious, allowing them to work in great detail and accuracy, this intensity could lead to tensions in group projects. There is a risk that his dominant tendencies will inhibit collaboration. At the same time, the different levels of conscientiousness bring fresh perspectives and adaptability, which is an advantage in dynamic and changeable project phases. The wide range of discipline and work ethic requires the team to learn to manage these differences effectively in order to exploit synergies within the group and avoid conflicts.

**Bernd Barr** has an extremely strong sense of conscientiousness and discipline, which leads him to perform his tasks with exceptional care and accuracy. However, this strength can lead to challenges when working with others. His tendency to dominate may limit the room for input from other members on team projects. It is important for Bernd to find a balance between his detailed way of working and openness to team members in order to encourage constructive collaboration and not block innovation. However, his ability to deliver projects systematically and on time is valuable and can significantly improve the team's results when used in balance with the skills of his colleagues.

**Dora Diliani** demonstrates a conscientiousness and discipline that is typical of successful entrepreneurs. She works extremely efficiently and carefully, which significantly increases her productivity. These qualities allow her to excel in dynamic work environments and produce innovative solutions, making her a valuable member of any project. Her ability to focus on tasks in a precise and organized manner ensures that she delivers consistent and high-quality results even under pressure. Dora should continue to utilize her ability to quickly adapt to changing situations, while taking care to encourage the contribution of others' ideas to harness collective creativity.

**Clarice Clear** has a slightly above-average conscientiousness and discipline that enables her to work in an organized and thorough manner. This structure and thoroughness helps to ensure that her work is always of high quality. Her ability to proactively deal with challenges encourages the development of innovative solutions within the team. Clarice's balance of diligence and flexibility makes her a stabilizing factor in the team, valued by others for her consistently reliable work. She is well positioned to support the team by keeping an eye on both the structural and creative side of projects.

**Anna Acker** demonstrates a conscientiousness and discipline that elevates her to the level of successful entrepreneurs. She is characterized by a high level of diligence and efficiency in her work, which directly contributes to her high productivity. These qualities enable her to operate adeptly in rapidly changing environments and develop innovative solutions to problems. Anna can effectively lead projects to success by using her skills to systematically analyze challenges while remaining open to the ideas of her teammates. This makes her a key player in the team whose input is crucial to achieving the team's goals.

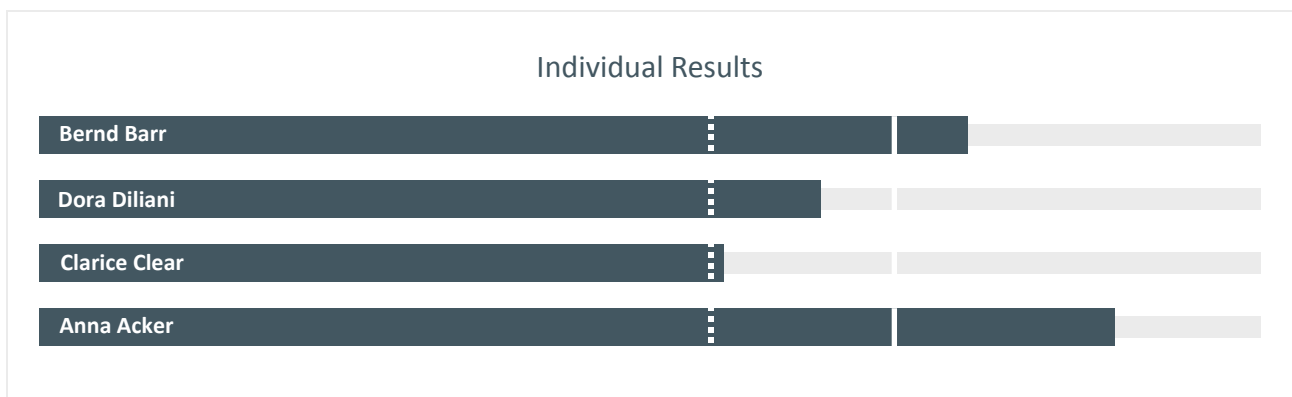
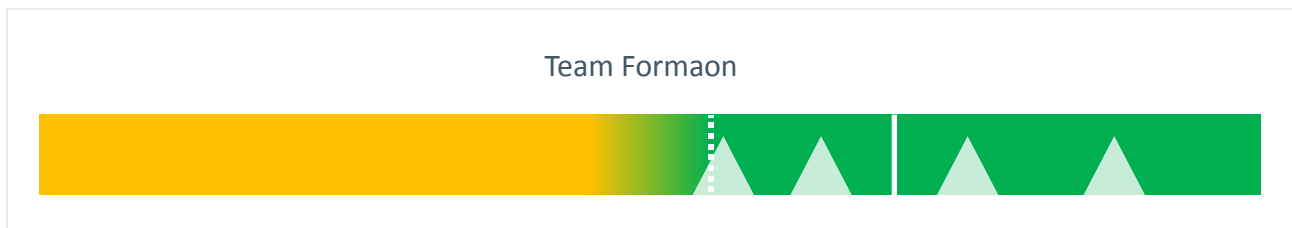
# ORIENTATION & INNER DRIVE

## Innovativeness

**Describes the ability and willingness to approach familiar things in new ways.**

Progress requires leaving familiar ways of thinking. Boundaries are questioned and consciously crossed in order to gain a new perspective on the connections. Innovative people think and act creatively, they act instead of reacting and actively initiate change.

The ability to think nonlinearly characterizes innovative people: While linear or „vertical“ thinking proceeds step by step and is based on practiced patterns, innovative people fundamentally question conventional thought patterns. Situations and framework conditions are not accepted as immutabl



Overall, the team shows a remarkably high willingness to innovate, which is enriched by the different manifestations of this characteristic within the group. The different levels of innovativeness contribute to the diversity of approaches and solutions, which benefits the team's creativity. This diversity in innovativeness allows the team to look at complex and multi-layered problems from different perspectives, which ultimately leads to more robust and comprehensive solutions. While some team members are particularly productive in generating new ideas, others can help test these ideas for practical applications through structured feedback and support. This synergy ensures that the team as a whole remains both innovative and implementation-oriented. Such a combination can help increase the team's adaptability in a rapidly changing business environment, while maintaining and strengthening its competitiveness.

**Bernd Barr** inspires with a strong innovative spirit, which manifests itself in a remarkable level of creativity and the ability to develop novel solutions. This highly innovative spirit enables Bernd to work effectively and independently and contributes to the team's energy levels and goal pursuit. These qualities harmonize well with the team dynamic, as Bernd intuitively recognizes when fresh ideas are needed and when existing concepts can be refined. Bernd's proactive approach often provides inspiring impulses that motivate the entire team and help them to pursue their long-term strategies more successfully. Bernd's innovative spirit plays a crucial role in supporting the continuous development of processes and keeping the team on track.

**Dora Diliani** demonstrates a slightly above-average innovative spirit, which is reflected in her ability to develop creative and innovative solutions. Dora contributes to the competitiveness and adaptability of the team and encourages a proactive approach to challenges through her innovative drive. This attitude supports the team in adopting agile methods and reacting flexibly to a wide range of problems. This makes Dora a key player when it comes to designing and applying innovative processes. Her talent for integrating both stable and innovative ideas helps to maintain continuity within the team while opening up new opportunities.

**Clarice Clear** is in the average innovation range and has the ability to occasionally discover and develop creative solutions. In day-to-day scenarios, Clarice can work independently and make valuable contributions. However, in complex or novel challenge areas, Clarice occasionally needs additional support or guidance from colleagues to fully shine. Nevertheless, she provides the team with a safe and steady approach to problem solving, which is particularly effective in continuous and stable processes. By valuing and integrating Lene's skills, the team is able to broaden its wide range of perspectives and successfully optimize existing solutions.

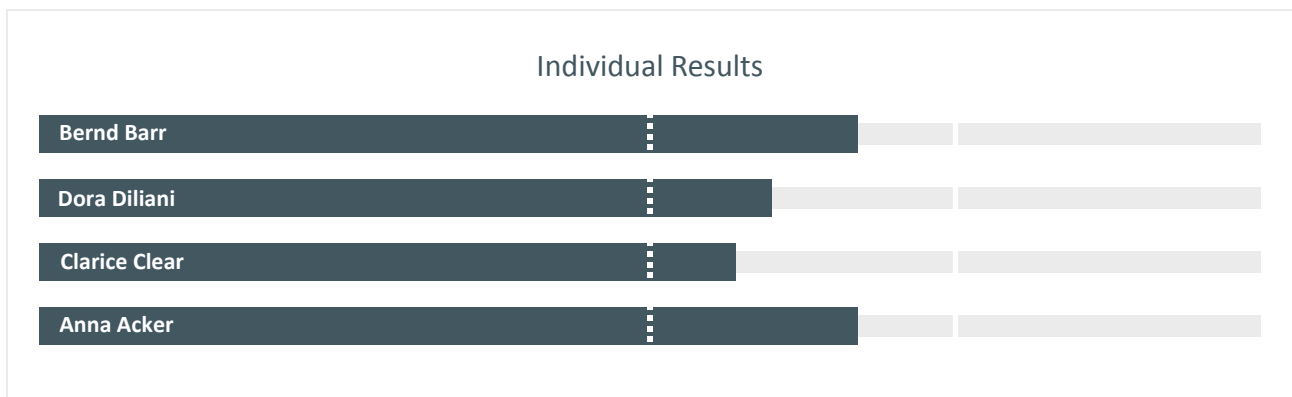
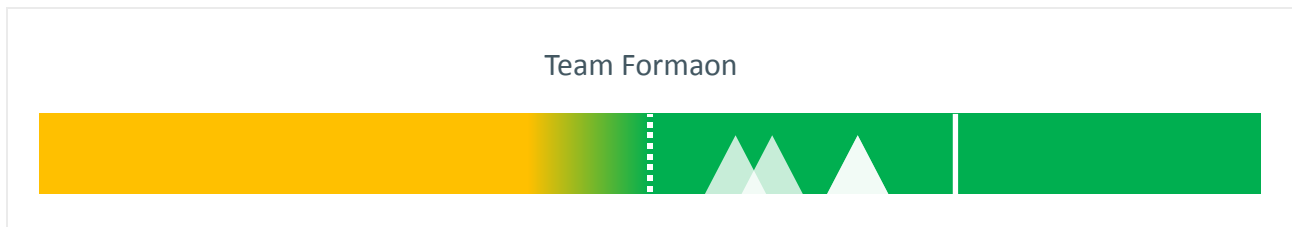
**Anna Acker** demonstrates an above-average innovative spirit, which is reflected in a high level of creativity and the development of innovative solution methods. These skills contribute to the team's momentum and promote strong self-motivation to achieve long-term goals. Anna's energy and ingenuity inspire colleagues and push the team to think outside the box. Her targeted support encourages a culture of experimentation that thrives in a climate of connection and development. Anna's work pushes the boundaries of what is possible, making the team environment more dynamic and adaptable and harnessing her innovation for the benefit of the whole group.

## Entrepreneurial Passion

Describes the degree of emotion that goes hand in hand with the understanding of roles in relation to entrepreneurship and is significant for one's own identity.

Entrepreneurially passionate people are ready to commit themselves to their goals with full vigor, using all their strength. They live and love what they do, which in turn acts as a true “energy booster” and enables them to achieve great things.

Passion is also contagious: Entrepreneurially passionate people are able to inspire and encourage others (customers, partners, employees, ...) and thus promote the success of the business.



The founding team consistently demonstrates a high level of entrepreneurial passion, which creates a strong common ground for their entrepreneurial activities. This similar passion within the group promotes a consistent and dynamic workflow, as all members are similarly motivated to pursue innovative ideas. As a result, the team is able to work efficiently and develop solutions together in dynamic environments. This unified passion of the team members enables a focused pursuit of goals and helps to overcome setbacks together and emerge stronger from them. Overall, this points to a positive and energetic collaboration in which members can inspire and motivate each other. The team is well equipped to proactively tackle challenges and effectively turn their visions into reality.

**Bernd** demonstrates a remarkably strong entrepreneurial passion that is on par with successful entrepreneurs. This passionate enthusiasm drives Bernd to navigate dynamic environments with ease and develop innovative solutions. The natural ability to take on challenges and move forward despite setbacks leads to remarkable entrepreneurial successes. Bernd's ability to combine commitment with effective execution makes her a key driver of the team. This strong passion not only inspires, but also creates an environment that fosters collaborative and innovative thinking.

**Dora** brings a slightly above average entrepreneurial passion to the team, which is a valuable addition to develop and implement innovative ideas. This ability encourages a proactive approach to challenges, allowing Dora to contribute to the creative dynamics of the team. The enthusiasm and drive for entrepreneurial activities leads to measurable business success and supports the team's internal culture of creativity and innovation. Dora not only shows commitment, but also the ability to look at difficulties from new perspectives and develop appropriate solutions.

**Clarice** is also characterized by a slightly above-average entrepreneurial passion, which contributes to the team's high level of creativity and innovative strength. Her ability to generate new ideas and pursue them energetically strengthens the team's approach to overcoming challenges. This passion enables Clarice to link her own entrepreneurial ambitions with the collective goal of the team. Through proactive action and strong commitment, Clarice creates additional drive that supports the collective success of the team.

**Anna** has an entrepreneurial passion at the level of successful entrepreneurs, resulting in an impressive level of enthusiasm and commitment to entrepreneurial activities. Anna is able to quickly navigate dynamic environments and successfully develop innovative solutions. This high level of commitment contributes to significant successes and motivates the entire team. Anna's passion not only drives her own goal pursuit, but also inspires other team members, which contributes to a harmonized and productive team performance.

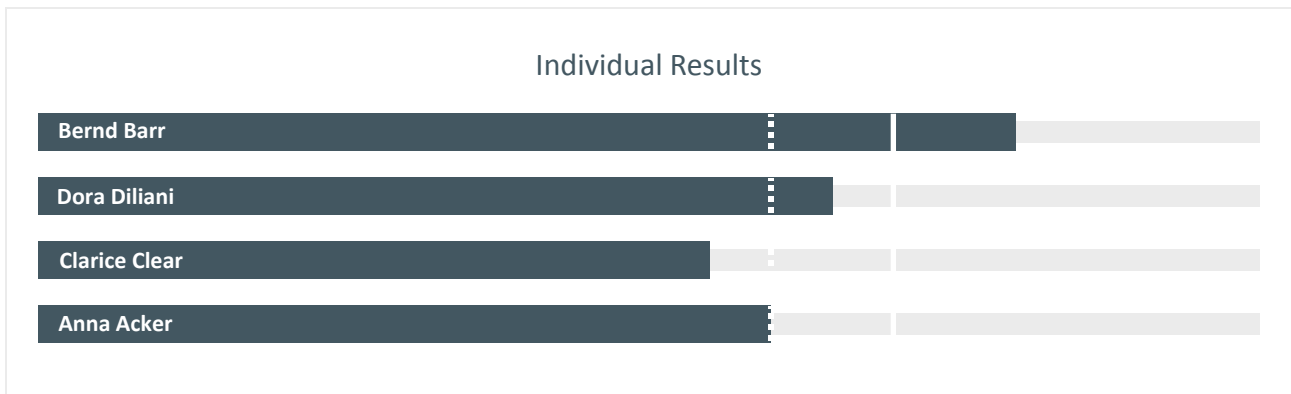
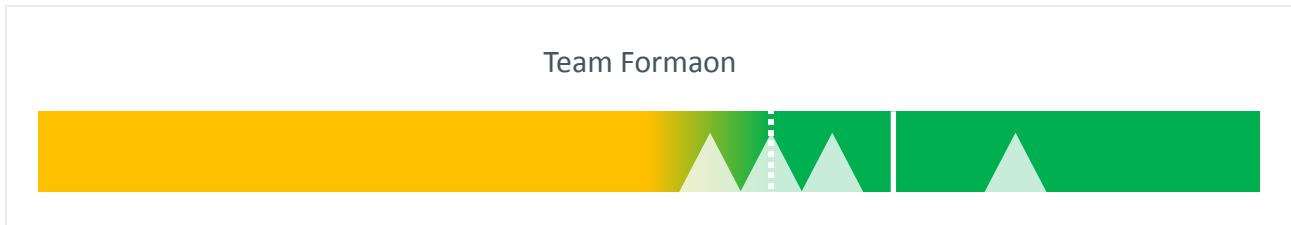


## Need for Achievement

Describes the willingness to be highly committed to goals.

People with a high need for achievement have the desire to create something important, to acquire certain skills or to meet high standards. They place high demands on themselves and like to compete with others. Defeat challenges them to try harder to ultimately achieve victory.

It's about performance itself, striving for positive results. Financial success, power and status are not a motive, but merely a measure and confirmation of one's own ability to perform.



Overall, the team shows a high performance orientation, which indicates that the majority of members set ambitious goals and continuously strive to improve their skills and performance. However, the diversity within the team could pose challenges in terms of collaboration and mutual understanding. While most team members can be united by their pursuit of high standards and competitiveness, there are exceptions that could affect the overall structure. **Clarice** in particular, with an extremely low performance orientation, ensures that discrepancies can arise within the group. This diversity of performance orientation can be used both as a strength to bring in a diverse range of ideas and approaches, as well as a potential weakness if team members are not careful to balance their different motivations and ways of working. Clear communication and recognition of individual strengths and weaknesses could be crucial here to maximize overall productivity and promote a harmonious working environment.

**Bernd** brings an above-average performance orientation to the team, enabling impressive productivity and the ability to work continuously on projects. Bernd demonstrates strong self-motivation and perseverance in the pursuit of long-term goals. These traits help Bernd stay focused even during challenging periods and tackle tasks with a high level of initiative and commitment. Bernd's high performance orientation can serve as a role model and inspire the team to strive for similar standards.

**Clarice** shows a slightly below-average achievement orientation, which is reflected in the fact that she is less competitive and does not actively strive for personal or professional growth. In stressful situations, Clarice tends to procrastinate and often relies on the support of others. This could potentially affect the dynamics of the team, especially when it comes to adapting quickly to new challenges. By giving Clarice more support and encouragement, the team can promote integration and commitment within the projects.

**Dora** has a slightly above-average performance orientation, which is reflected in its constant striving for high standards and continuous improvement. As a result, Dora is always proactive in tackling challenges and developing innovative solutions. Dora's ability to continuously push herself increases the team's success rate and often acts as a catalyst for change in projects. This ensures that Dora effectively implements new ideas and thus supports the team in achieving common goals.

**Anna** brings an average performance orientation to the team and is usually able to achieve most self-imposed goals. Although she sometimes needs additional support, Anna can usually work independently. However, in complex or new situations, further guidance could be helpful in realizing Anna's full potential. Anna's balance between working independently and being willing to accept support makes for a reliable addition to the team and contributes to the achievement of team goals.

## Need for Autonomy

Describes the urge to take the own life into the own hands and shape it independently of external influences or supposed limitations.

People with a strong desire for autonomy want to do it themselves. A success only really counts if it was achieved independently, if possible without outside help. Therefore, it is often difficult to accept support - whether in the form of money, work or connections. In principle, you don't like to commit yourself - especially not to people who want to have a say in decisions.

The focus when striving for autonomy and self-realization can be different:

Financial independence - People like to make monetary decisions without external control and are willing to take calculated risks for which they „take the rap“ themselves.

Administrative independence - Group structures with several hierarchical levels and long decision-making processes are a no-go. Speed and joy of discovery instead of pre-servation, trial & error instead of error avoidance.

Mental / creative independence - The central interest is living out creativity and realizing one's own life plan.

### Team Formation



### Individual Results



Overall, the founding team is characterized by a strong desire for independence. This commonality could generally strengthen the ability to manage projects independently and develop innovative solutions. This can be a particular advantage in a start-up environment, where flexibility and initiative are required. However, **Bernd Barr** has an exceptionally strong need for independence, which could potentially lead to challenges in team collaboration, especially in terms of balancing individual and collective goals. Dealing with a desire for autonomy at this level requires clear communication and well-defined areas of responsibility to nip potential conflicts in the bud. While most team members show similar tendencies, the intensity of Bernd's ambition could lead to an imbalance that needs to be kept in mind in order not to compromise the team's success.

**Bernd Barr** strives for an exceptionally high degree of independence, which means that he often makes his own decisions and tackles challenges autonomously. This characteristic can be seen as a strength, especially when it comes to pursuing new and creative approaches. However, there is a risk that this behavior could be perceived as too dominant, which could affect teamwork. Bernd's self-confident demeanor could be perceived as overwhelming by other team members, which could challenge the team's dynamics and cohesion. To promote mutual understanding and optimize teamwork, strong communication skills and a clearly defined division of roles are important. Bernd should make sure to communicate regularly with team members to maintain a balance between individual freedom and collective success.

**Dora Diliiani** has a slightly above-average striving for independence and is therefore able to work independently and make decisions autonomously. This ability not only supports personal effectiveness, but also general satisfaction in the work environment. Dora tends to take a proactive approach to challenges and often comes up with innovative solutions. These qualities can be especially valuable in a particularly dynamic and challenging environment. The balanced approach between independence and teamwork ensures that Dora effectively pursues both individual and collective goals. Dora should continue to encourage interaction with others in the team to maintain a broad perspective and enrich the team dynamic.

**Clarice Clear** also has a slightly above-average striving for independence, which enables her to act independently and self-determined. This ability brings a high level of satisfaction in her own work and promotes effectiveness in achieving goals. Clarice is often proactive and contributes significantly to the development of innovative solutions within the team. In team dynamics, Clarice brings a balanced mix of independence and cooperation that is helpful in successfully coordinating projects. Overall, Clarice's attitude supports both her personal development and that of the team. In order to continue to be successful, Clarice should keep her ability to collaborate with others in focus and actively cultivate exchange within the team.

**Anna Acker** has an independent spirit similar to that of successful entrepreneurs. This trait is reflected in her high productivity and exceptional ability to make self-determined decisions and act on her own responsibility. Anna works very effectively in dynamic environments and is able to develop innovative approaches that can contribute to entrepreneurial success. Although Anna is very independent, she should always make sure to also promote team processes in order to utilize the comprehensive strengths of the team. Through regular interaction and collaborative goal setting, Anna can continue to maintain and improve both her individual performance and the collective progress of the team.

## Openness

Describes how wide, deep, and complex a person's mind is.

The trait „openness“ is one of the characteristics of the Big Five or OCEAN model. It characterizes people who have intellectual curiosity and feel the urge to gain experience and implement new ideas. Open-minded people like variety, often question the tried and tested and are interested in what is new. They are inquisitive and have a strong imagination.

They strive to broaden their horizons at every opportunity. Learning does not mean effort, but represents a basic need. In this way, they acquire a wide range of knowledge that is not limited to a single subject area. They deal with a wide variety of topics, enjoy acquiring new skills and are open to new things - whether they are ideas or other people.

### Team Formaon



### Individual Results



The team dynamics in terms of openness are characterized by strong differences. A predominantly high level of openness in the team results in a general willingness to pursue new ideas and approaches. This versatility can lead to innovative problem solving and adaptability to changing circumstances. However, Anna Acker's exceptionally high level of openness can cause disagreements, as this characteristic is often accompanied by a tendency towards creative dominance, which could make collaboration more difficult. The varied degrees of openness mean that the team can integrate both innovative and preservationist approaches into their work, which enables a comprehensive coverage of perspectives. However, it also requires sensitive management to ensure that different levels of openness do not lead to misunderstandings or inefficiencies.

**Bernd** has an average level of openness, which means that new ideas and experiences are occasionally appealing to him, but in some cases require support. His ability to work autonomously remains high, except when he faces unusual or new challenges where he may need additional guidance. Bernd's approach can stabilize the team through consistent performance, while remaining open to change if this is communicated well. This balance contributes to a safe and consistent working environment, but requires understanding and support when introducing unexpected innovations.

Similar to Bernd, **Dora** shows an average openness. She can accept new things, as long as she receives accompanying support in some cases. Dora tends to work independently, but may seek guidance for more complex innovations. This attitude allows Dora to function reliably while being more flexible to proven changes. Her typical stability can be an anchor point in the team, enabling change without upsetting the balance, as long as the change is introduced gently and understandably.

**Clarice** shows an openness that is slightly above the average level, which gives her exceptional flexibility. However, this can occasionally lead to dominance problems if her new ideas are not in line with the team constellation. Her self-confidence, if not carefully managed, could compromise the team dynamic. Nevertheless, their flexibility offers valuable opportunities to encourage creative approaches, while ensuring that their contributions are perceived as cooperative and supportive.

**Anna** has an openness that is well above average, which makes her extremely flexible and allows her to set unconventional, creative impulses. However, this willingness to innovate can also lead to tensions within the team, especially if her ideas are perceived as too dominant or stand out. Anna's communication style needs to be thoughtful to maximize the potential of her innovation while ensuring that other team members feel included. Her open approach can lead the team to new horizons if she maintains a balance between innovation and cooperation.

## Assertiveness

**Describes the tendency to assert oneself against others and to actively overcome resistance.**

People with a high level of assertiveness tend to be dominant and put their own needs above those of others in social situations.

For assertive people, success means removing obstacles. They want to achieve their goals despite all resistance - the greater the resistance, the greater the sense of achievement.

Unlike permissive individuals, they are more competitive, will not avoid conflict, and are better at negotiating in their own interest. You have a strong need for dominance and would like to take on the role of the „heroic leader“ in the team.

### Team Formaon



### Individual Results



Overall, the team shows a strong assertiveness, which indicates a positive dynamic in terms of clear communication and goal pursuit. However, this characteristic is not evenly distributed among all members, which can lead to contrasting approaches to problem-solving and decision-making. Particularly striking is **Clarice Clear**, whose very low assertiveness forms a counterpoint and gives cause for reflection on team roles and support mechanisms. Such differences can be both enriching and challenging, as they offer the potential to integrate diverse perspectives, but can also create tensions. For the team, this means that strategic consideration is needed to capitalize on the strengths of different assertive styles and find a balance that accommodates both dynamic and more reserved members. This could be achieved through targeted empowerment and implementation of complementary roles to address the diverse needs and strengths of each team member.

**Bernd Barr** is characterized by a very high level of assertiveness, which enables Bernd to make decisions quickly and confidently without disrupting team harmony. This characteristic predestines Bernd for leadership roles in which clear direction is required. The ability to openly represent her own interests and opinions also promotes a high degree of self-motivation and consistency in the pursuit of long-term goals. Bernd's behavioral style can serve as an inspiring example for other team members and helps foster a culture that rewards clear communication and decisive action.

**Dora Diliani** has a slightly above-average assertiveness that enables Dora to effectively defend her own points of view in many situations. This contributes to increased efficiency, especially in stressful or challenging environments where Dora works proactively and develops innovative solutions. This trait enables Dora to actively tackle challenges and promote effective decision-making, contributing not only to her own but also to collective team performance. With this trait, Dora can act as a link, mediating between more energetic and more reserved team members.

**Clarice Clear** shows a slightly below-average assertiveness, which means that Clarice may be more hesitant in conflict and stressful situations. This tendency can lead to Clarice needing support from the group in order to successfully contribute his own ideas. Lenna probably pays more attention to maintaining harmony in the team, which can be valuable in supporting a balanced team dynamic. At the same time, this attitude offers learning potential, in the sense that Clarice could expand her assertiveness through targeted encouragement and support in order to better achieve both personal and common team goals.

**Anna Acker** has a slightly above-average assertiveness, which indicates that Anna confidently represents his own interests and can also assert himself in confrontations. This ability makes him more effective in his role, especially in contexts that require a clear line to be taken. Anna tends to approach challenges with a proactive attitude, which enables her to promote creative and innovative solutions. When interacting with other team members, Anton's balanced assertiveness creates a stable basis for constructive discussions and collaborative progress.



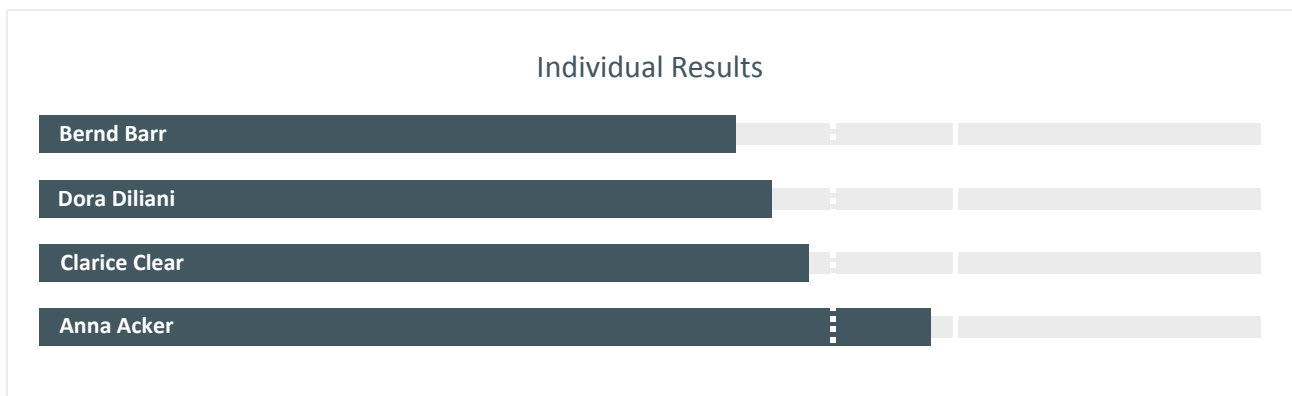
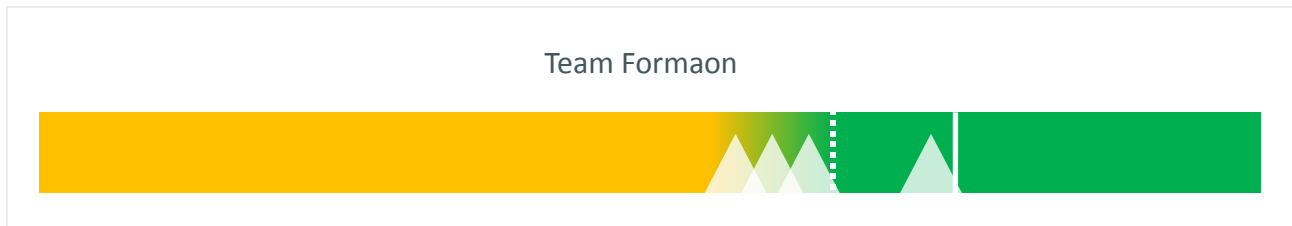
## Value Orientation

**Describes a clearly defined, overarching value system that determines all thinking and acting.**

Every person has their own construct of values: an invisible guide consisting of what is important to you personally, what you are willing to give and what you demand from your fellow human beings. Values provide orientation and set the standard for what is good, desirable and right. The clearer someone is in their values, the more stable they are in their actions and are not so easily thrown off track.

Strongly value-oriented people know their WHY, their purpose of existence: They know WHY they do what they do and follow a clear blueprint for the future. It's easy for them to see the big picture and they don't tend to get bogged down in small things. They know the framework in which they move, know what is important to them and have (moral-ethical) limits that they would not cross.

Common values within a team (or any other form of organization) are both the base for success and an anchor at the same time: If you agree on the mission that needs to be fulfilled and on the means that you are willing to use for it, you will always know what has to be done in order to achieve the goal.



The team as a whole demonstrates a high level of value orientation, which indicates a strong commitment to integrity and ethical behavior. This creates an atmosphere of trust where decisions are based on solid moral foundations. However, the team dynamic is affected by the widely varying value orientation. In particular, Bernd Barr's extremely low value orientation could create internal tensions and upset the balance. Her behavior could appear unpredictable in the eyes of the other team members, which could lead to mistrust. In an environment where ethical standards are generally clear and important, Bernd's behavior may require necessary adjustments to avoid disruption. The team benefits from members like **Anna Acker**, who sets positive impulses with a slightly above-average value orientation. Her consistent adherence to ethical principles strengthens the team's collective attitude and can act as a role model for others. This diversity in value orientation presents both opportunities and challenges. The different perspectives can contribute to the development of comprehensive solutions, but require conscious coordination and communication in order to avoid potential conflicts and ensure the moral integrity of the entire group.

**Bernd Barr's** extremely low value orientation has a noticeable effect on the team. In situations that touch on ethical principles, Bernd tends to consider more pragmatic or short-term solutions that are not always in line with general moral standards. This could jeopardize trustworthiness and team cohesion, especially if other members maintain a high value orientation. A particular challenge is posed by stressful situations where Bernd may need support from colleagues to meet ethical expectations. To participate constructively in team activities, Bernd could benefit from interventions that emphasize the importance of shared values and promote insight into the long-term benefits of ethical behavior.

**Dora Diliani** shows a slightly below-average value orientation, which means that ethical principles do not always come first. This can lead to hesitant decision-making in certain situations, especially under stress. Dora's behavior could cause other team members to doubt the consistency and predictability of her decisions. To strengthen team dynamics and mutual trust, Dora could make efforts to identify more strongly with the collective values and reflect them more consistently in her actions. This alignment can increase personal credibility and help the team as a whole to act more cohesively and efficiently.

**Clarice Clear** has a slightly below-average value orientation, which is reflected in an occasional wavering in compliance with ethical standards. In challenging or stressful situations, this can create uncertainty and the need for external support. Although this tendency may affect Clarice's trustworthiness, it also provides an opportunity for growth and harmonization with the team's collective ethical standards. Increased reflection on ethical values and internalization of shared principles could help Clarice make clearer and more consistent decisions, bringing both personal and team dynamic benefits.

**Anna Acker** has a slightly above-average value orientation, which has a positive effect on teamwork. She acts in accordance with clear ethical standards, which increases trust in her decision-making processes and promotes collective integrity. Her ethical attitude inspires others and supports an open and transparent team culture. This characteristic helps Anna to face challenges in a proactive way and to develop innovative solutions. By consistently adhering to her ethical principles, Anna helps to strengthen the team's foundation and foster sustainable, trusting working relationships. Teamwork benefits from her example as it provides direction for the organization and how to deal with moral dilemmas.

# TEAM MEMBERS' DETAILED RESULTS

**BERND BARR (1. CEO)**



**Bernd Barr** is a member of the founding team with remarkable strengths such as high self-control, empathy, innovativeness, performance orientation and assertiveness. These skills enable Bernd to effectively navigate stressful situations, develop creative solutions and succeed as a productive team member or even in leadership positions. Bernd's empathetic and creative approaches foster strong interpersonal relationships and dynamic team collaboration. However, there are also areas where Bernd's development potential is visible. In particular, low emotional stability can cause Bernd to become emotionally unbalanced, which could affect decision-making.

A stronger development of internal locus of control and self-efficacy could strengthen Bernd's ability to be proactive and take responsibility. Furthermore, an intensive exploration of ambiguity tolerance would help to better manage uncertainty. The urge to work conscientiously and independently, while otherwise positive, could occasionally cause dominance-related problems in the team. A conscious balance between independence and collaboration would be beneficial here. Finally, raising awareness of value orientation could help to maintain clear ethical principles during decision-making processes. By improving these aspects, **Bernd Barr's** performance in the team could be further optimized.

**CLARIS CLEAR (CPO)**

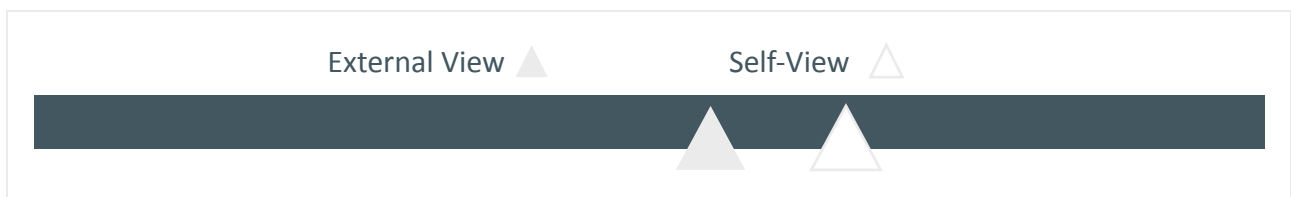
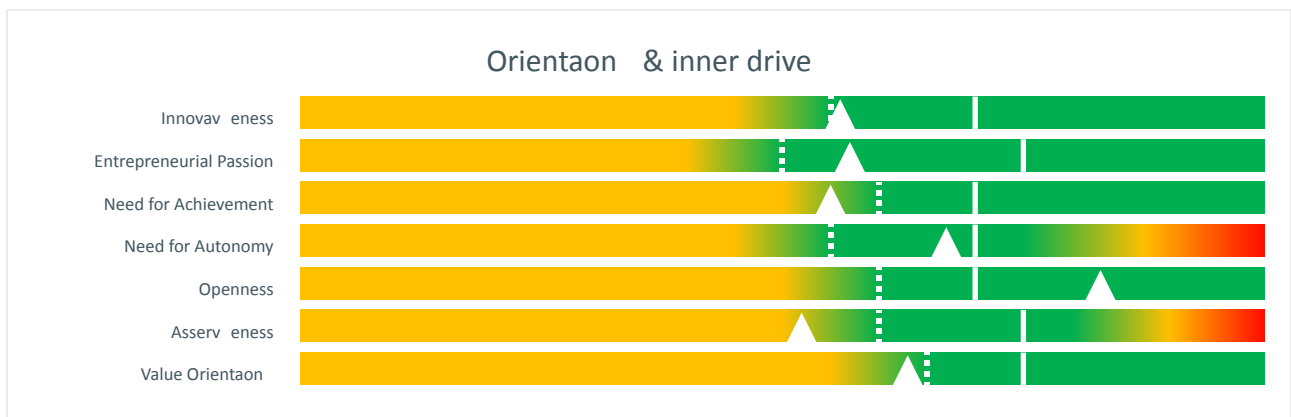
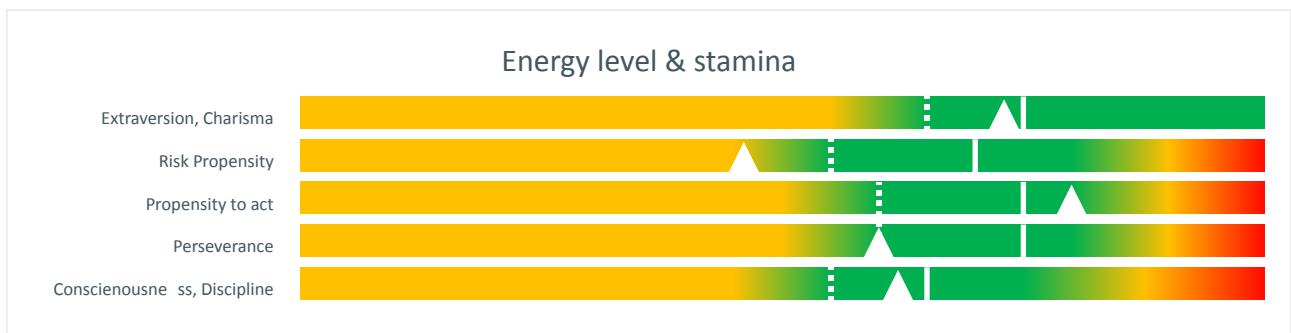
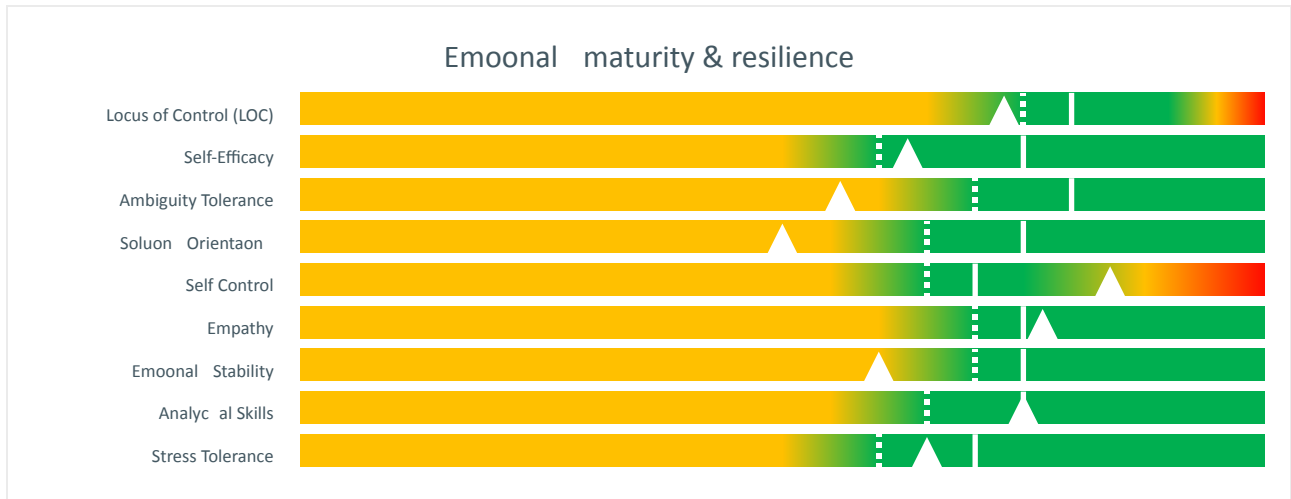


**Clarice Clear** presents as a disciplined individual with a high level of self-control, which enables a strong focus in stressful situations, but there is a risk of dominance problems and difficulties in integrating creative approaches. Her high openness supports flexibility and adaptability, but can influence team dynamics through susceptibility to dominance. An above-average empathy and tendency to act strengthens their interpersonal relationships and promotes teamwork and productivity. These strengths support their role as a valuable member of the team.

However, Clarice shows lower levels in several areas: A lower than average internal locus of control and tolerance for ambiguity may affect her ability to act proactively and navigate ambiguous situations. Their risk appetite, solution orientation and assertiveness are also somewhat lower, which could lead to restraint in uncertain situations, possibly at the expense of innovation and conflict resolution skills. In addition, there are challenges in emotional stability and achievement orientation, which could affect their stress management and ambition.

To improve, Clarice could work on her ability to face uncertainty more decisively, possibly by building a stronger sense of internal control and encouraging her risk-taking in a safe environment. She could also benefit from developing a stronger solution orientation by actively engaging in problem-solving processes. An awareness of her value orientation can help to achieve more consistency and trustworthiness in her actions, which in turn would improve her overall effectiveness in the team.

**DORA DILIANI (Assistant CEO)**

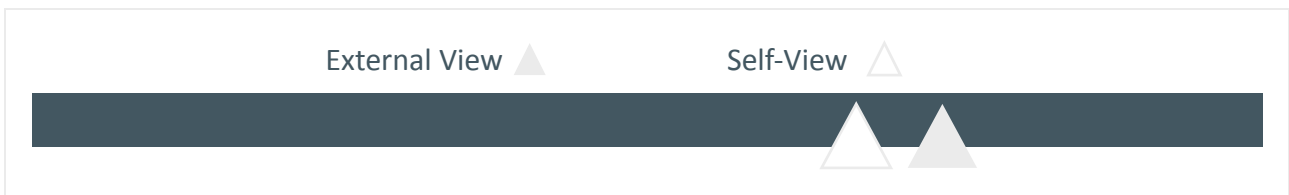
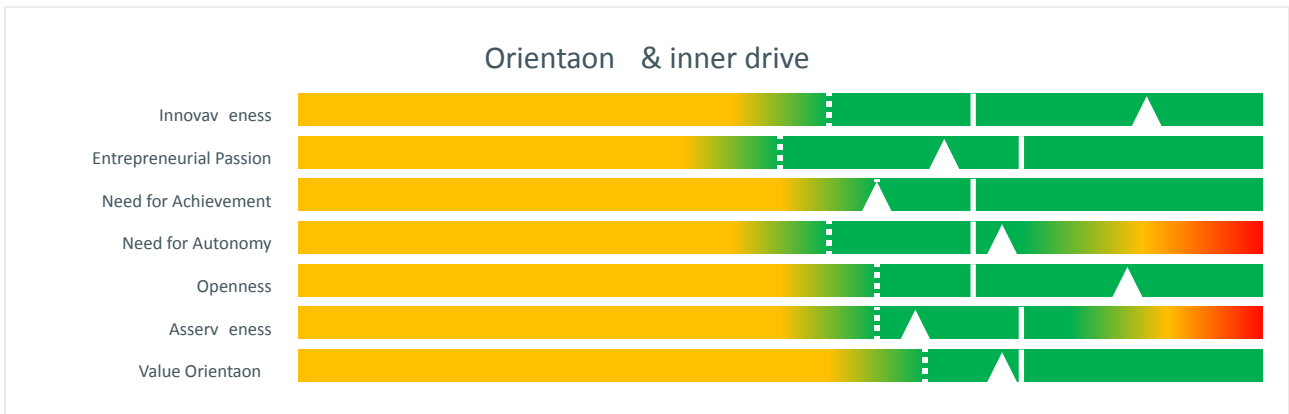
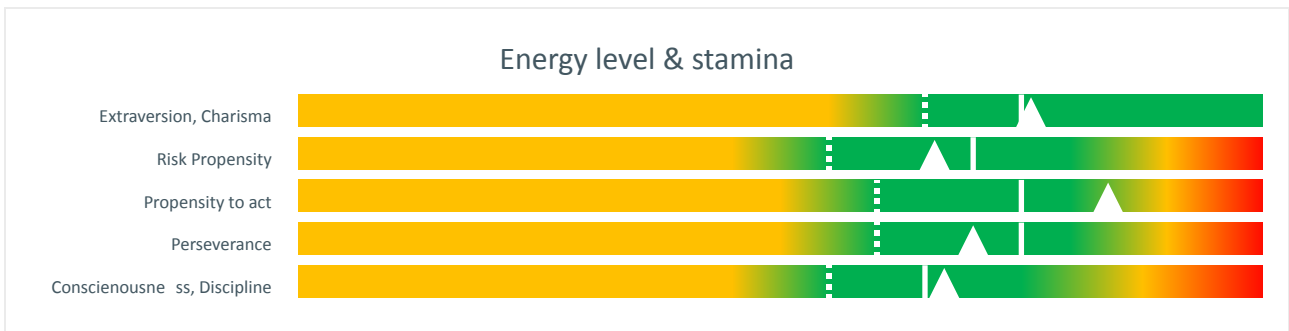




**Dora Diliani** brings valuable qualities to the founding team, but there are areas where there is potential for improvement. Her severely below average tolerance for ambiguity makes her feel stressed and overwhelmed in uncertain and complex situations, which limits her ability to respond flexibly and adaptably. This can lead to a preference for rigid structures and an avoidance of change. Combined with her slightly below average self-control, this can occasionally lead to rash actions. Dora also shows a tendency to have difficulties in social interactions, due to slightly below average empathy, which can affect communication and cooperation with others.

Her emotional stability is also slightly below average, which occasionally leads to difficulties in remaining calm in stressful situations and maintaining her performance. Dora tends to need support from others in these moments. She also has slightly below-average analytical strength, which can make it difficult for her to process complex information and make informed decisions. Their risk appetite is also slightly lower, which can inhibit their ability to innovate and grow. A slightly below-average value orientation indicates that ethical principles are not always followed consistently, which can affect trustworthiness. It would be beneficial for Dora to work on her ability to better tolerate uncertainty and strengthen her emotional resilience in order to respond more flexibly to challenges. Self-reflection and targeted coaching could help to improve these skills and increase her effectiveness in the team.

**ANNA ANKER (2. CEO)**



**Anna Acker** is an exceptionally proactive and flexible member of the founding team with a strong tendency to take action and initiative. Her high degree of action and openness often allows her to implement plans with vigor and enables her to react quickly to changes. However, these outstanding characteristics can lead to dominance problems within the team, as she can sometimes be perceived as overconfident and dominant. Nevertheless, Anna's strength lies in her high internal locus of control, which gives her the confidence to overcome obstacles on her own. Her remarkable self-control enables her to work reliably and effectively, even under stress, without losing her flexibility within the team. Anna is also characterized by outstanding empathy, which enables her to build strong interpersonal relationships and foster positive team dynamics.

Her emotional stability ensures that she keeps a clear head in difficult situations, which significantly increases her resistance to stress. Her analytical strength and innovativeness highlight her problem-solving and creative idea generation skills, which is of immense value to the team. To further improve her teamwork, Anna could work on combining her proactive nature with a more balanced approach to better incorporate the opinions and strengths of other team members. Conscious reflection on the dynamics within the team could help to minimize potential dominance issues and enrich the creative process.

# PHASE MATRIX

## Bernd Barr

**Bernd Barr** shines in the Founding Phase with his impressive skills in empathy, innovative spirit, entrepreneurial passion and performance orientation. These qualities are critical as they lay the foundation for building and managing a new business. Bernd's above-average empathy fosters a cohesive team dynamic and motivates the team, which is essential in the early stages of a business to create a solid foundation. His innovative spirit means that Bernd is able to come up with creative and often unconventional solutions that can form the basis of an innovative product or service.

Entrepreneurial Passion is also a key aspect, as it enables Bernd to pursue his entrepreneurial vision with energy and commitment, which is particularly important to navigate through the inevitable challenges in the start-up phase. Despite these outstanding strengths, Bernd has a slight weakness in value orientation, which could mean that ethical decisions become more difficult for him in stressful situations. This could potentially affect trust within the team and with investors, which can be crucial in the start-up phase of a company. Overall, however, his strengths position him as a key factor in the start-up phase, as they successfully support the essential elements of the initial set-up and the visionary role.

Bernd's capabilities in the scale-up phase show some challenges that need to be addressed to ensure the company's growth and success. One of the biggest weaknesses at this stage is his sub-par value orientation, which can regularly lead to problems, especially as the company begins to operate internationally and compete in a larger arena. As `_scale-up_phase` requires the highest ethical standards to maintain the trust of customers, investors and employees, Bernd may be inclined to seek support from others to make difficult decisions in stressful situations.

This weakness could also affect the company's internal culture and jeopardize its overall success. While the specific strengths that were beneficial in the start-up phase, such as his innovativeness, may remain, it is imperative that Bernd work on his value orientation to build and maintain trust within the organization. Overall, his ability to adapt to faster growth could prove useful, but further development of his ethical decision making is crucial to truly succeed in the scale-up phase.

In the seed phase, **Bernd Barr** shows some weaknesses that could cause him problems in this crucial phase of the company's development. His lower emotional stability means that he is quickly overwhelmed by stress and negative emotions, which has the potential to impair his decision-making and effectiveness.

This is particularly problematic as the seed phase is often characterized by uncertainty and rapid change, where a stable inner balance would be an advantage. In addition, he has below-average extraversion and charisma, which could limit his ability to communicate with investors and establish new networks. Furthermore, Bernd's low risk appetite and value orientation could lead him to act hesitantly and possibly miss opportunities. These weaknesses could make Bernd susceptible to overextending himself or making unethical decisions in stressful moments. Nevertheless, Bernd shows remarkable strength in self-control, which increases his ability to act reliably in stressful situations, which is a great advantage in the Seed Phase. His innovativeness also remains a strong component that helps him develop creative solutions. This mix of skills makes Bernd able to think innovatively in the Seed Phase, while certain weaknesses need to be addressed to maximize effectiveness.

## Clarice Clear

**Clarice Clear** is particularly well positioned in the Founding Phase due to her above-average empathy, analytical strength and tendency to act. Her exceptional empathy enables her to cultivate strong interpersonal relationships and strengthen team dynamics, which is critical to forming and leading a committed and motivated founding team. Clarice's strong analytical skills enable her to work systematically and efficiently, which is invaluable in making informed decisions and developing unique solutions in the often chaotic early stages of a business.

Their high propensity for action contributes to their high productivity and consistent way of working, which are crucial for establishing a dynamic start-up culture. However, their slightly below-average abilities in the areas of solution orientation, perseverance and performance orientation could make the challenges in this phase more difficult. In particular, an improved solution orientation could help Clarice respond more efficiently to unexpected obstacles, while a stronger perseverance and achievement orientation could enable Clarice to pursue long-term goals with constant energy. Clarice should also work to strengthen her value orientation to increase trustworthiness, which is especially important during emotionally stressful times.

In the scale-up phase, **Clarice Clear's** analytical strength remains a decisive advantage. Her ability to work systematically and thoroughly is particularly valuable in managing the complexity of a growing business and continuously developing innovative solutions. Nevertheless, some weaknesses could hinder Clarice in this phase. Their slightly below-average solution orientation could limit their ability to respond quickly to the multiple challenges that arise in a fast-changing business environment. In the scale-up phase, it is important to remain flexible and adaptable both internally and externally and to convey strong values.

Clarice's below-average value orientation could affect the collective perception of her leadership qualities and potentially diminish trustworthiness both within her team and with external stakeholders. Therefore, she should work on her ability to uphold ethical principles and communicate clearly to foster trust and commitment from all parties involved. By strengthening these areas, Clarice could more effectively navigate the challenges of the scale-up phase and better support the company's continued growth.

In the seed phase, **Clarice Clear** may encounter challenges due to her extremely high level of self-control, which may make it difficult for her to integrate creative and spontaneous ideas from others. This brings with it the risk of conflict within the team, which can be a hindrance during this critical growth phase. Her slightly below average solution orientation and emotional stability could also be problematic, as this phase requires quick and effective problem solving and should enable her to remain stable under pressure.

The low risk appetite could prevent her from making bold decisions and seizing new growth opportunities. However, her tendency to act remains a strong advantage as it allows her to be continuously productive and pursue her goals. Nevertheless, Clarice should work on improving her value orientation and risk appetite to both strengthen trustworthiness and foster the company's ability to innovate. Improving these capabilities could significantly increase Clarice's effectiveness in the seed stage by strengthening its ability to develop and enforce a robust and scalable business model.

## Dora Diliiani

In the Founding Phase, **Dora Diliiani** shows a remarkable tendency to act, which enables her not only to start projects proactively, but also to complete them effectively. These aspects are crucial in the founding phase, as founders often face quick decisions and unpredictable challenges. Bernds ability to operate successfully in dynamic environments and develop innovative solutions helps her to make decisive progress early on. Despite this strength, however, there are some challenges. Her empathy is slightly below average, which can affect her ability to empathize with others and collaborate successfully.

In the start-up phase, this can lead to communication problems and thus to delays in decision-making. In addition, her analytical strength is slightly below average, which makes it difficult to process complex information and make well-founded decisions. Their below-average value orientation could also explain why ethical principles are occasionally neglected, which can lead to trust issues. These weaknesses in combination can affect the stability and consistency of the young company, which is why Dora could benefit from support in these areas.

In the scale-up phase, companies face the challenge of consolidating structures and scaling processes in order to achieve sustainable growth. This phase presents certain challenges for **Dora Diliiani**. A slightly below-average analytical strength could make it more difficult for Dora to sufficiently process the complex information relevant to growth and make crucial strategic decisions. This could be an obstacle to scaling, as analyzing data and market changes is often crucial. In addition, her stress tolerance is also slightly below average, which may cause Dora to work less effectively during high-pressure periods that often occur during the scale-up phase. An improved relaxation technique or stress management strategy could be helpful here.

Also critical could be their below-average value orientation, which could affect credibility and trust within and outside the company during this phase. These factors are critical to gaining and retaining partnerships, which are necessary for success in the scale-up phase. It may make strategic sense for Dora to address these areas or seek support in these areas in order to remain efficient and productive in the rapidly growing business environment.

In the seed phase, **Dora Diliiani** continues to excel with her outstanding proactivity, efficiently launching and successfully completing projects. These qualities are particularly important in the seed phase, as they prepare the company for growth and further financing rounds. Her conscientiousness and discipline should also be emphasized. These qualities contribute significantly to maintaining a high level of productivity and efficiency, which is crucial to meet the growing demands of the seed phase. However, despite these strengths, this phase also reveals areas where Dora may need support.

Her slightly below average self-control and emotional stability could cause her to act impulsively or have difficulty remaining calm in stressful moments. Her stress tolerance is also slightly below average, which could affect her ability to work effectively under pressure. Another challenge is their tendency to take risks; a greater willingness to take risks is often beneficial for progress at this stage. The slightly below average value orientation also remains an issue that can affect trust and credibility. In the seed phase, as the company grows and becomes more focused, these weaknesses could be addressed accordingly to ensure success.

## Anna Acker

In the founding phase, **Anna Acker** shows both strengths and weaknesses. Her strong empathy is one of the greatest strengths, which is particularly important at this stage as building a founding team and initial relationships with partners and investors are crucial. This ability supports positive team dynamics and building strong relationships, which are essential when starting a business. In addition, Anna has above-average analytical strength, which enables her to effectively solve complex problems and make strategic decisions that often arise in the start-up phase. Her innovative spirit is also a significant advantage as it enables her to develop creative solutions and bring fresh ideas that can differentiate the company from the start. Her entrepreneurial passion also drives her to overcome obstacles and commit to the success of the new venture. However, there may be deficits in areas such as structural planning or commercial organization, which are also important in the start-up phase. These areas need to be improved to ensure the long-term success of the business.

**Anna Acker** is also very strongly positioned in the scale-up phase, particularly due to its analytical strength. This phase requires the ability to scrutinize existing processes and make them more efficient in order to keep pace with the growing size of the company. Their analytical strength enables them to penetrate the company's data and processes and make informed decisions that ensure sustainable growth. Their ability to solve problems efficiently is particularly important at this time, as the challenges are often more complex and far-reaching. However, this phase also requires strong leadership and a clear vision to continue to scale and motivate the business. While Anna is able to manage the high level of stress and dynamics, she could benefit from further developing her leadership capabilities to lead teams not only operationally but also strategically. Nevertheless, her perseverance and self-motivation remain a great asset to the company as she helps to maintain structure and stability in a rapidly growing situation.

**Anna Acker** is in her element in the seed phase. Her self-control and emotional stability are particularly valuable here, as this phase is associated with a high level of uncertainty and stress. These qualities enable her to make stress-resistant and reliable decisions, which are necessary when the company is developing its first products and going through its first rounds of financing

Their extraversion and charisma are also crucial, as networking and building relationships with investors and partners are central to securing the necessary resources. Their conscientiousness and discipline help to ensure that work is done efficiently and no detail is overlooked - a key factor in a crucial growth phase. Her innovative spirit also supports the development of new products and services. Overall, Anna is strong in this phase as she finds the necessary balance between creative vision and operational implementation to put the company on the road to success.



# FACTS

Since the beginning of the last century, economists and business psychologists have been trying to analyze the start-up process and assess the chances of success by identifying relevant personality characteristics. "Characteristics" or "traits" are to be understood as behaviors or ways of experiencing that are shown constantly over time and in different situations. They arise in the course of personal development in the interaction of innate and environmental factors. For EDD, a large number of publications and longitudinal studies resulted in the essential findings and similarities filtered out and stored with corresponding data to give venture capital investors concrete figures on a topic that was previously barely tangible to provide a concrete and comprehensible assessment of the future success of the company. EDD captures 21 determinants derived from specific literature and current studies, shows to what extent they are present among the respondents and puts the results in relation to those of the population average and those of successful entrepreneurs. Successful entrepreneurship is defined both according to quantitative (KPIs) and qualitative criteria such as brand awareness, competitiveness or customer satisfaction. The data used include companies from all industries from Germany, Austria and Switzerland and are continuously updated.

## METHODOLOGY

The survey is carried out using an online questionnaire. Using a 6-point Likert scale (totally disagree - totally agree, not correct at all - fully correct) specific statements are assessed by the participants and skills are weighted (very low - very high). EDD is principally based on self-assessment. However - in contrast to classic questionnaires on personality traits - it includes not only the own view, but also the view of the other team members. With this multidimensional approach, on the one hand the validity of the results is increased, and on the other hand, the differentiation and thus a realistic evaluation is facilitated.

## RESULTS

### Benchmark comparison (Figure 01)

The graphics show the respective result compared to the population average (dashed line) and that of successful entrepreneurs (continuous line). The specified reference values are based on study results by Baum, Locke & Smith (2001), Stewart & Roth (2001), Baum & Locke (2004), Miner & Raju (2004), Zhao & Seibert (2006), Rauch & Frese (2007), Vance & Choi (2008), Frese (2009), Zhao et al (2010), Jain (2011), Brandstätter et al (2013), Cardon, Glauser et al. (2017), various dissertations from the fields of work and Organizational Psychology and Business and Social Sciences as well as results from myTYPE®, the Big Five personality traits model and the EIAM character-type model.

### Homogeneity or heterogeneity within the traits (Figure 02)

Teams have proven to be particularly successful when they are complementing each other not only in terms of their competencies, but also in terms of their personal characteristics. While "the higher the beer" applies to certain characteristics, others - if they are particularly strong - ask for an opposite pole within the team (e.g. risk propensity).

### Tolerance range or potential risk due to extreme characteristics (Figure 03)

The maximum is not always maximum positive! Certain traits can represent both a strength and a weakness: Are these excessive, they can even pose a threat to the company. So it's about the optimal depth that leads to success.

**The overall result (Fig. 04)**

The EDD tachometer shows the results at a glance and - using traffic light colors - how they are to be classified. It should be noted that an “entrepreneurial mindset” is the basic requirement in order to be prepared for everything in the course of the first growth steps, but it always has to be seen in combination with a large number of hard facts (know-how, industry knowledge, finances, ...).

**Self-View & External View (Fig. 05)**

Shows the degree of similarity between self-assessment EDD and the Research assessment GmbH by teammates.

## INTERPRETATION OF THE GRAPHS

Figure 01 - Benchmark comparison

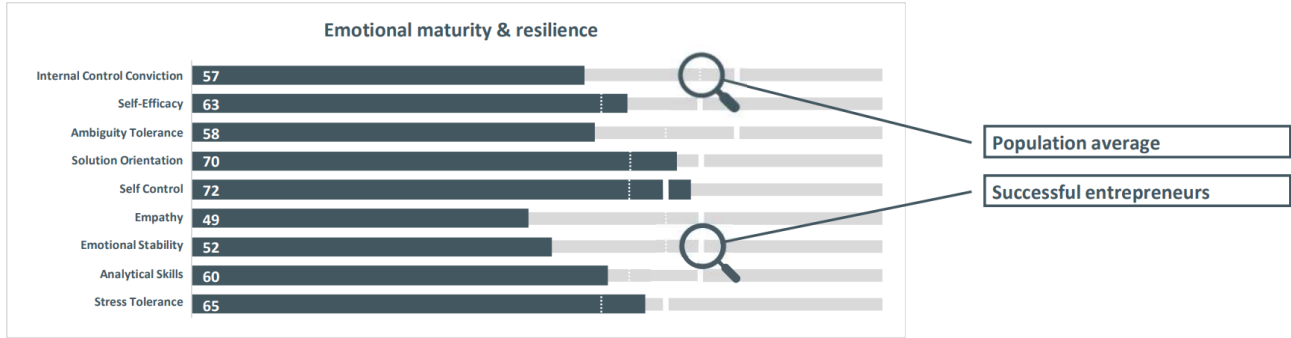
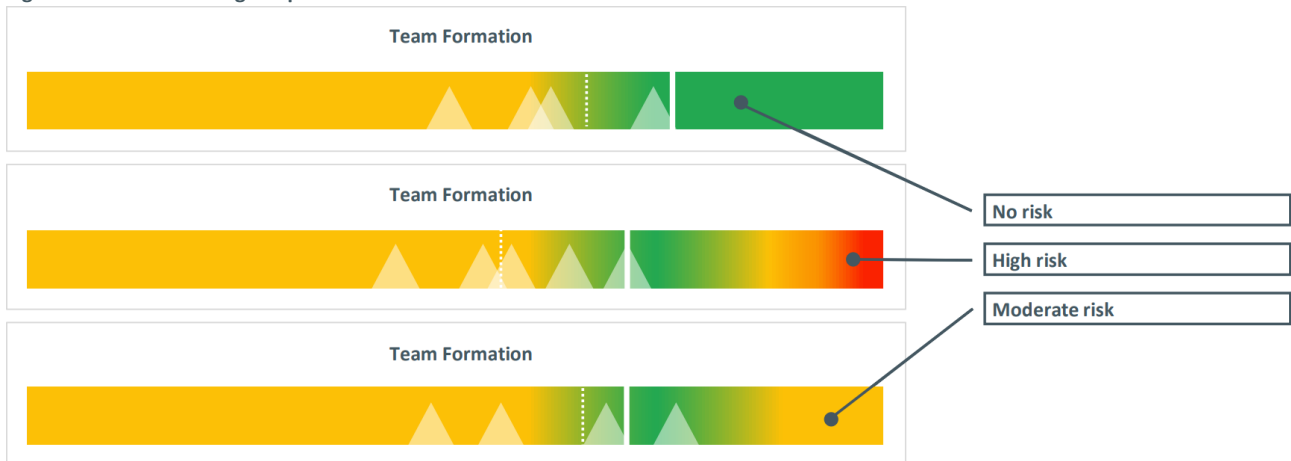


Figure 02 - Homogeneity or heterogeneity within the traits



Figure 03 - Tolerance range or potential risk due to extreme characteristics



## INTERPRETATION OF THE GRAPHS

Figure 04 - The overall result

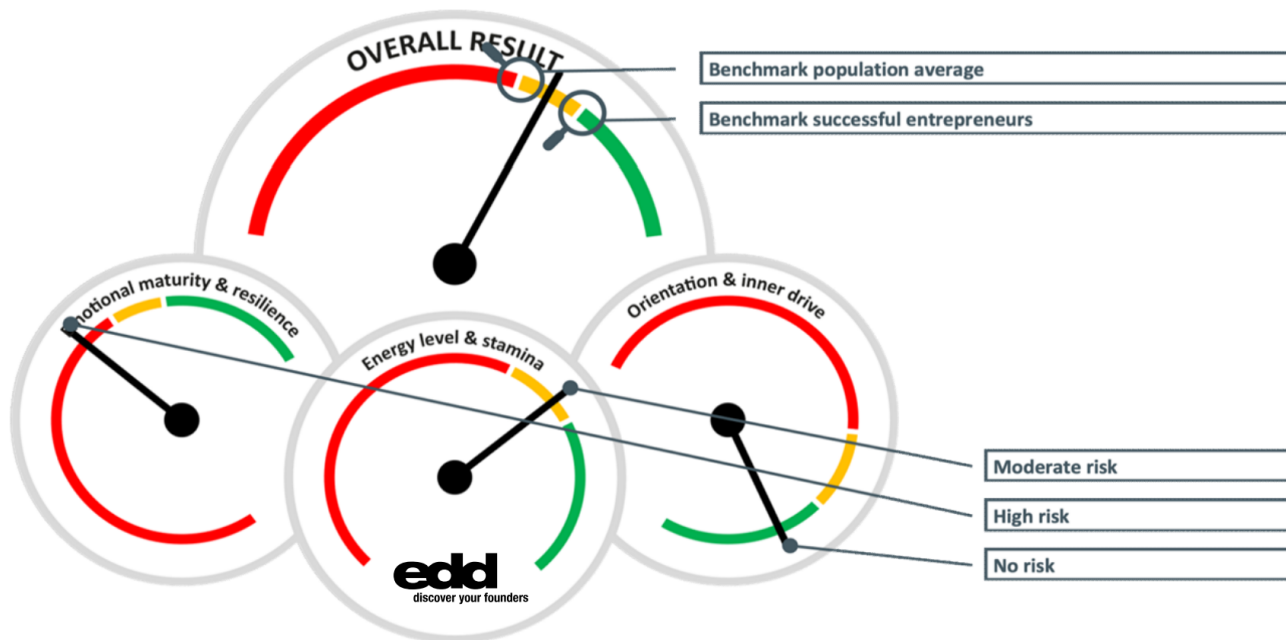


Figure 05 - Self-View & External View



PRO

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