



Big-5 ist international führend: State of the Art
Mit Entwicklungs-Potenzial + Resilienz + Fälschungsschutz u.a.

Dr. Harald Hauschildt

A-Competence-Profile (ACprofile, ACP)

A Big5-development with USPs

The A-Competence-Profiles (ACP), developed from the ALPHA PLUS-Profiles, are high-performance human resource profiles which are up-to-date on a modern Big5 basis, and suited for all the standard application fields and special areas: staff selection, potential assessment, personnel development, replacement, career planning, training, coaching, stress management, burnout prevention, resilience, development of learning competence, etc. The ACP set currently comprises five levels which have been developed by the Big5-Research (Big Five, FFM, Five-Factor-Model). It is a German parallel development which ensures and increases the diagnostic value of each profile via several expertise enhancing and quality assuring additions with USP-quality (USP = unique selling proposition).

The personality is compared i.a. with self-perception, actual personality and potential for development. Values, motives, preferences, dispositions for certain roles, preferences concerning behaviour and leadership, patterns concerning sales, negotiations, and effectiveness, can be derived from those profiles among other data.

1. General description

The title “A-Competences” puts the essence of this tool in a nutshell; the smart combination of the outstanding personal A-competences of a person. By bundling individual strengths in this way, synergy effects can be used and the focus lies on the individual goal.

ACPs are open for experience and undogmatic. The profiles are suitable for daily use and built logically. The insight into human nature - which everyone has - is arranged in a reasonable manner and can therefore be used and expanded significantly better. An analogy to the benefit of the theory of colours: The person who knows that every colour consists of the three basic colours red, yellow, and blue, can analyze and mix every other colour. This means, someone who knows the basic personality factors; Alpha/Red, Beta/Yellow, and Gamma/Blue, can understand, interpret and predict behaviour a lot easier. This applies all the more if the person also takes into account the two modulating factors Delta/Grey and Theta/White because they influence (modulate) the aforementioned three core factors - like black and white can darken or lighten a colour blend. However, those two modulating factors are independent and full-fledged personality traits like the other three. They “operate” more on the inside and can be seen in the behaviour due to their “admixture” in the way Alpha, Beta, and Gamma are “expressed”.

That is what makes “Big5” and therefore ACPs so extraordinary

The Big5-approach organises the documented 4.504 personality traits using factor analysis, and divides them into five big clusters: extraversion, compatibility, diligence, openness for experiences and neuroticism. Everything is in those clusters. All the known and internationally proven personality traits are brought together and thus everything that can be derived from the personality, respectively everything that constitutes those “Big5”: Values, motives, emotions, etc. Anyone using Big5/ACP gets an easy (but nonetheless correct) “overview”. To get to know someone takes just a few minutes, but it takes many years of your life to get a deep and thorough understanding of yourself and others.

Thanks to online evaluation the ACPs are available within minutes, ranging from “simple” (4 factors) to “highly differentiated” (up to 150 measured values), depending on the purpose and desired differentiation. After a short introduction, the ACP-partners are able to use the ACP themselves, but they can also fall back on our experts. ACPs are structured logically.

Every human resources specialist can use ACPs after a short introduction and can – as a partner – make use of the ACP-supervision-service free of charge. The ACP quality assurance goes far beyond the standard methods. In addition to the general quality assurance, every Profile undergoes individual testing (like cars in an MOT test). The answers are being tested concerning coincidence, error/attempt of manipulation, consistency, coherency, stability/predictability, manifestation of a general sense of reality and individual potential for development.

Target profiles for “malleable” personality traits

ACPs fully depict the status quo of personalities and their potential. Therefore it was only logical to define a target profile on this solid basis in a way that does not influence the wrong (unchangeable/inherited) personality traits, but only the changeable “malleable” traits. This opens up great application possibilities concerning personnel planning, staff development, career strategies, coaching, etc. But bear in mind that the differences in malleability of personality traits can only be taken into account by differentiating adequately (from ACP-II onwards).

Where is the difference? Part of our personality is shaped by our environment (socialisation). This can be changed quite easily. Other traits are more related to genetics, meaning that changes are not possible at all or can only be achieved with very much effort. By way of illustration - a physical example: The length of an arm cannot be changed easily, it is genetically determined, but the muscles of said arm can be strengthened quite well with dumbbell training as an environmental influence. What are the consequences? Concerning the selection of personnel, particular attention must be paid to the non-malleable personality traits, because they set limits. In terms of personnel development the focus should lie on the “malleable” traits because that is where training and coaching are worth the effort.

All the tools and models living up to today's scientific findings qualify to support such changes. Suitable are for example transaction analysis (TA), theme-centred interaction (TzI), neurolinguistic programming (NLP), the “four-sides-model” (Schulz von Thun), the Johari-window, etc. Combinations, comparisons or additions of the ACP with the Reiss Profile, S.C.I.L., 9 Levels, Team Management System (TMS), Team Management Profile (TMP), Belbin team roles, several Jung-derivates (like DISG, DiSG, DISC, Persolog, MBTI) and the Biostructural Analysis are also imaginable. ACP can be used as an instrument for development or as a follow up because as a differentiated and extensive state-of-the-art tool of the Big5-research it provides diverse possibilities for application and combination.

2. History of origins

In early 1982 the anthropologist Rolf W. Schirm presented his structure chart which is known as Biostructural Analysis today. Six years prior (in 1976) he started the development of this method, referring to brain research, and set the colours green, red, and blue in relation to the structure of the brain; brain stem, interbrain, and cerebrum (see Gottschall, 1982).

First impulses

The author gathered information about the meaning of the structure chart (former name) by Rolf W. Schirm, purchased a licence, and gained experience via practical application. It became apparent that the structure chart's factor definitions (not in calculation) strikingly correspond with the three components of the early Big5-development.

This correspondence still exists:

- Alpha (= extraversion) matches Schirm's "Red"
- Beta (= compatibility) matches Schirm's "Green" (yellow in ACP)
- Gamma (= diligence) matches Schirm's "Blue".

Schirm however did not want his model to be perceived as a psychological testing method, even though he called it a test himself and the structure chart is made by using a questionnaire. He described it as a scientific method, saying that it represented the brain preferences.

The Big5 come into play

The obvious link between the early stages of the Big5-research and Schirm's reference to the American neuroscientist Paul MacLean inspired me and others to do our own research. Analogous to the structure chart presented by Schirm and the state of research of the Big5, which had been verified at that time, we could identify three main factors in an early stage of the development process: Alpha, Beta, and Gamma. Due to differentiation and reorganisation of the Gamma-parts, the fourth temperament (Delta) eventually arose in further stages of development .

- Alpha is said to be an extrovert and “active doer”, living in the here and now, pragmatic, competitive, dynamic, happy to try out new things, dominant and fast.
- Beta is good natured, contact-oriented - making him the kind soul of every community attentive, thoughtful and helpful. Betas feel how they can help and support others and they are generous.
- Gamma is said to be diligent, rule-oriented, minimises risks, is independent, orderly and takes fulfilment of duties very seriously, never being really satisfied with achievements.
- Delta has something like a double function; if the trait is strongly developed they can be emotionally solid as a rock, surviving everything life throws at them, the eternal optimist. A weakly developed trait shows the pessimistic-neurotic, protection-seeking, danger sensing side of Delta.
- Theta, whose name was not internationally consistent for some time, is the last of the main factors. It is like a generic term for a bunch of inclinations and competences to seek and explore new things: open-mindedness (experiences, cultures, etc.), curiosity, pioneer spirit, entrepreneurship, avant-garde and an inquiring mind.

These “Five” exist all over the world and have been confirmed by more than 3.000 scientific studies during the last 20 years. This suggests that these five main factors have been preferred over many generations when it comes to the choice of a partner. Speaking from experience I can say that an even distribution of the five main factors can be found in every random group, and all of them are important to lead a successful life – in small and big communities.

Increased efficiency and additional benefit – assessment centre (AC)

I developed a pie chart to increase quality, expand knowledge and display results⁵. All the information (up to 150 measured values) fit on a DIN-A4 page and is logically and clearly divided into segments of different colours. Bar charts give quality assuring and additional information. This easily memorable layout uses the newest findings of neuroscience, methodology, didactics, and mnemonics.

By putting several profiles on top of each other it can clearly be seen which persons are compatible in a certain way, presenting complementary characteristics, being either “birds of a feather that flock together” or “opposites which attract”. Small and subtle development steps can be made due to high differentiation of the ACP, making it an excellent addition or even substitute for assessment centres, either for conceptualisation, instruction of supervisors, preselection, as part of an AC-test (e.g. role-flexibility test), or editing (alternative career).

In comparison to assessment centres, the AC-profiles are more convenient and cost-efficient: only 3% of the costs per participant compared to a classic AC but almost 100% cheat-proof, there are no supervisor errors, no coordination problems, etc. ACPs can be done at any time in 15 to 35 minutes on the computer and provide a secure and extensive query output with up to 53 factors and 150 measured values, testing of self-perception, actual personality and potential for development. The satisfaction among the participants is quite high because nobody “fails” but the possibility for alternative careers are shown.

⁵see certificate „Innovation Award of the German economy“

ACP-quality / Big5-standard improved

- Criteria for quality -

- TÜV says: exceeded expectations, or rather overfulfilled! -

Multiple levels:

1) General quality assurance:

The whole test series undergoes strict quality checks

2) Single profile check:

Random fluctuations,
Incorrect entries,

Attempts at cheating:

- Consistency of answers 1:
Quantitativ: Self-assurance
- Consistency of answers 2:
Consistency of values
- Consistency of behaviour
- Maximum distortion
- BV-Index /
Indicator for deception
- Über- und
Tendency to overestimate /
underestimate

Additional factors:

Increase of information and quality assurance

- Self-confidence
- Self-acceptance
- Stress reaction
- Stress management
- Health risks

¹⁾ The best and most thorough scientific testing measures are used in every case by means of quality assurance. All the test criteria are met or rather overfulfilled.

^{2,3)} Ensured by online evaluation.

⁴⁾ Ensured by instruction.

⁵⁾ Accuracy ensured by retesting (Retest).

⁶⁾ Values have been measured correctly, reductions have been mathematically taken into consideration during retesting.

⁷⁾ a) Standardisation: Allows for individual interpretations and comparability with results of other tests/tools. USP/
Special feature: Standard distribution, standardisation and normalisation are calculated automatically. This means self calibration at a change of reference, i.e. when the reference person changes: A first. Comparison with colleagues – a second one with superiors: Drawing conclusions from it: Among other things concerning replacement of personnel when changing positions or due to changes in the company or the Zeitgeist. b) Usefulness: extraordinarily high, quality and new developments with USP.

	ACP I	ACP II	ACP III	ACP IV / V
Designation and application focus ¹⁾	Seminar	Allround	Coaching	Career
Objectivity concerning evaluation ²⁾	1.00	1.00	1.00	1.00
Objectivity concerning execution ³⁾	>.95	>.95	>.95	>.95
objectivity concerning interpretation ⁴⁾	>.85	>.85	>.85	>.95
Reliability (retest-coefficient) ⁵⁾	>.85	>.85	>.85	>.85
Corrected (real) validity of criteria ⁶⁾	>.45	>.50	>.60	>.60
Additional factors, altogether	2	6	9	5
- UV = Unintentional Falsification i.e. unintentional Whitewashing = 80% / Maligning = 5%	x	x	x	x
- AK = Consistency of answers (= truthfulness of answers / plausibility / uniformity)	x	x	x	x
- VK = Behavioural consistency (= stability / uniformity / predictability of behaviour)		x	x	x
- BV = Deliberate falsification (i.e. intentional whitewashing of applicants)			x	x
Reported value, in total (plus group calculations)	10	65	81	245
Fulfilment of test relevant statistic sub-criteria ⁷⁾	Yes	Yes	Yes	Yes
On the basis of the FFm FFM ⁸⁾ Five-Factor-Model / Big-Five / Big5	Yes	Yes	Yes	Yes
Also applicable for TEAM -analyses ⁹⁾	Yes	Yes	Yes	Yes
Also applicable for external assessment: 360° feedback ¹⁰⁾	Yes	Yes	Yes	Yes

Self-perception (= subjective) in comparison to reality (objective), and **external image** (also subjective, but the basis for communication); preventing coincidences, mistakes, fraud; general perception of reality, also in comparison to the difference between self-perception and reality; behavioural fluctuations or stability/predictability

c) Economy: Ratio of the number of items to the quantity of results: extremely favourable notwithstanding additional results which extend beyond other tests. Needing less time: Scientifically challenging tests are the benchmark.

d) Comparability: The ACPS are compatible with each other on basis if the "Big5".

8) (FFM, Five-Factor-Model II): **Big Five** = internationally valid scientific standard of modern personality research to which every method has to live up to.

9) In the broadest sense: From the comparison of "pair profiles" (i.e. boss/secretary) to team design and development, department profiles to complete company analyses for corporate identity, marketing, public relations (PR) und advertisement according to the corporate design.

10) I.e. 360° feedback: Self-perception can be compared to the external images from employees/co-workers, superiors, clients, suppliers, friends, acquaintances, family members.

Figure 1: Criteria for quality

Big5/ACP: The main factors of personality

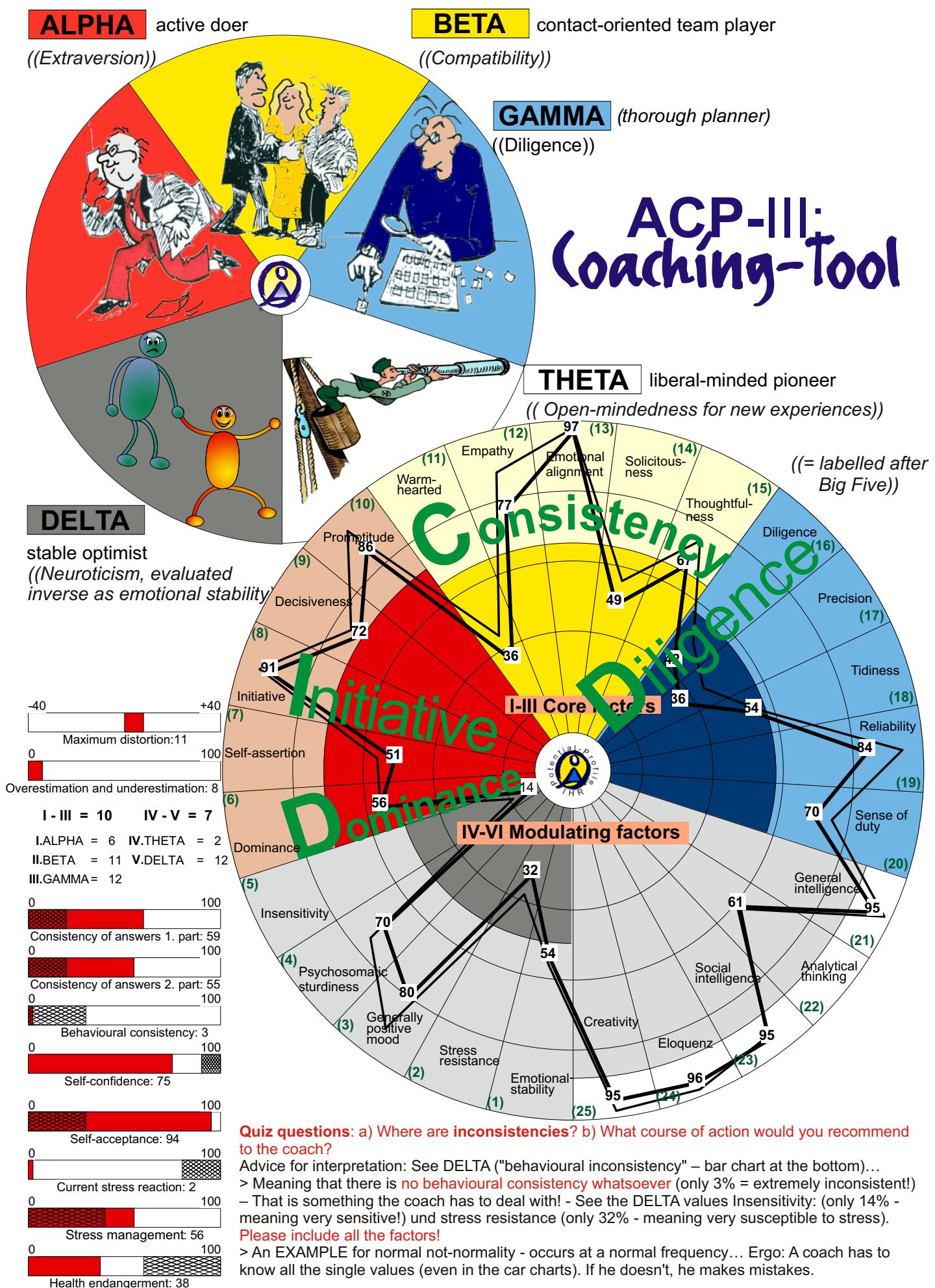


Figure 2: Big5 and ACP: The main factors of personality

3. Scientific background

ACP-quality: State-of-the-art

ACP provides top performance concerning personality research. The typical quality criteria are being fulfilled or exceeded. Furthermore, ACPS provide many innovations (USPs) which can be counted as breakthrough in personality research (see figure 1).

The essence of every test are the items, because understanding the terms is the basis for every personality test. Terms are not understood in a uniform manner (e.g. comparing semantic fields), therefore the risk of misinterpretation is very high. Unique selling propositions (USPs) of the ACPS are: Automatic Standardisation and normalisation, solutions for polarity reversal, relativisation, preferences for positions (preferences for average or external, lower or higher values), distortion of adverbs, registration of the stability of behaviour, the process of development and the BVI-index, which already detects 90% of all attempted cheating. Nearly all of the random fluctuations, incorrect entries, and attempts at cheating are revealed by combining all the values.

The link between ACP and Big5

In the 1930's the scientists Thurstone, Allport, and Odberth derived 4.504 personality traits from about 18.000 terms which describe individual differences. It was apparent from the beginning that this was an outstanding synergetic performance. Via factor analysis this huge number has been reduced to 35 clusters of variables bundles of traits which have been divided again into five main factor groups (see above/figure 2). This is the origin of the term "Five-Factor-Model" or "Big-Five", which has been shortened to "Big5". Big5 is being regarded as universally applicable quality standard of modern personality research with undoubted validity.

All the other methods of researching anything concerning "personality" (be it by personality-model, or an indirect model using values or behavioural dispositions) have to live up to this "open source"-solution. ACPS developed from the Big5, have been extended and refined. For example, the main factors have been renamed because the customary terms of the Big-5 factors were subpar. Terms like "extraversion", "compatibility", and "diligence" (falsely) suggest that they are single factors, but they actually name a whole cluster of factors. By naming a cluster like a single factor, emphasis is being put on it more than it should, because it doesn't necessarily represent all the factors of the same cluster. The manifestations range from "normally" different to extremely different (see figure 2). Furthermore, the Big5-terms do not sound unbiased, making it difficult to use them value-free in workshops or coaching.

Moreover, this can prevent acceptance which is essential for success, especially in sensitive contexts. According to this, I have changed the stigmatising term "neuroticism" to "emotional stability" and marked it neutrally as "Delta". This way, in a stable manifestation, there is no "hole" to be found in the circular profile (which would be the case with "neuroticism") but high values like with the other factors. This prevents stigmatisation, exceptionally promotes acceptance, and on top of that, increases cooperation in the change process. The other main factors have also been named neutrally (as neutrally as speech can be) after with Greek letters (see figure 2).

Main application focuses: single and team profiles

ACPs provide five different levels, each having their own application focus and can be aggregated to team profiles:

- ACP-I: The seminar tool "Smart" for self-awareness and knowledge of human nature in spontaneous situations like sales, communication, management, negotiations, teamwork.
- ACP-II: The all-round tool for personality training I, coaching I, staff selection I, projects, team design.
- ACP-III: The coaching tool for personality training II, coaching II, stress management, burnout, resilience, wellness.
- ACP-IV: The career-tool for staff selection II, analysis of potential, design of project groups, career potential, replacement - ideal for assessment centres (see above).

- ACP-V: The target-performance-tool for development of potential, requirement planning in further education, personnel development. Effectively and psychologically ideal for the combination of Staff selection/assessment centre and personnel development; instead of frustrating and demotivating stigmatisation and exclusion of individuals who “failed” there are individual potential analyses and promotion of better career choices.

On one side the compilation of the tool's single factors is made bearing in mind the representability, on the other hand to fulfil this specific task. ACPs I-III focus on the personality itself, whereas ACPs IV-V focus on the professional context. An example: With ACPs I-III dominance and speed are measured in the Alpha segment and ACPs IV-V on the other hand are used to measure risk competence, flexibility and organisation skills, because those factors are more important for a career. Depending on the context, dominance can be either a positive or a negative factor, not being defined clearly as an advantage or a disadvantage. A detailed description of the ACP levels, including some exemplary evaluation charts will follow in chapter 6.

4. Profile creation

ACPs are created using an online questionnaire. Authorised partners order the PIN and corresponding TAN to access the online evaluation. The PIN changes with every order and a separate TAN is used for every delivered profile. This also applies for TEAM-profiles. Every team member gets their own profile. All the single profiles are aggregated to a team profile. Group dynamic gets predictable and manageable by using individual coaching (psychological aspects) and team coaching (sociological aspects). This also applies to changes in teams and intercultural teams. Big5/ACP also work interculturally and can be used for everything people can perceive.⁶⁾

The ACPs are calculated on a server by evaluating the entered data sets and sent to the authorised partner in intervals of 10 minutes. The partner is either a service provider (trainer, consultant, coach, etc.) or the final customer (companies, organisations, etc.) With every order, the partner can decide if only several pages of charts (pie and bar charts) should be sent or also the respective texts. Those can be ordered as a whole (ca. 30 pages) or as excerpts (e.g. descriptions, working texts).

5. Self-assessment

The main factors, Alpha, Beta, and Gamma are very noticeable. Schirm's structure chart stopped at those three simple elements (see chapter 2), not implementing the findings of the Big5 research. A mass-differentiation into single factors was not done. The calculation of results was made via simple mental calculation.

Our personality expresses itself individually in every (!) behaviour, even in telephone behaviour. Even though it is questionable due to aspects of data protection, it shows that Big5 has a universal measuring quality.

The modulating factors Delta and Theta influence the three core factors. Delta shows the emotional stability (mental state) as optimism (=high Delta) or as pessimism (= low Delta). Theta shows the tendency towards open-mindedness, pioneer spirit, entrepreneurship, and an inquiring spirit, whereas here the single factors are crucial. Like in real life, a single factor can be paramount. 4.504 personality traits/factors have been established. It is obvious that small profiles with fewer factors cannot give the same detailed results. Everything that is not being measured is up to interpretation. The very different forms (distribution, see figure) of very similar characteristics (high relation: high correlation) show that “interpretations” are never secure and therefore can only act as unproven assumptions which are interpreted under reserve. Four characteristics are only four characteristics, not more.

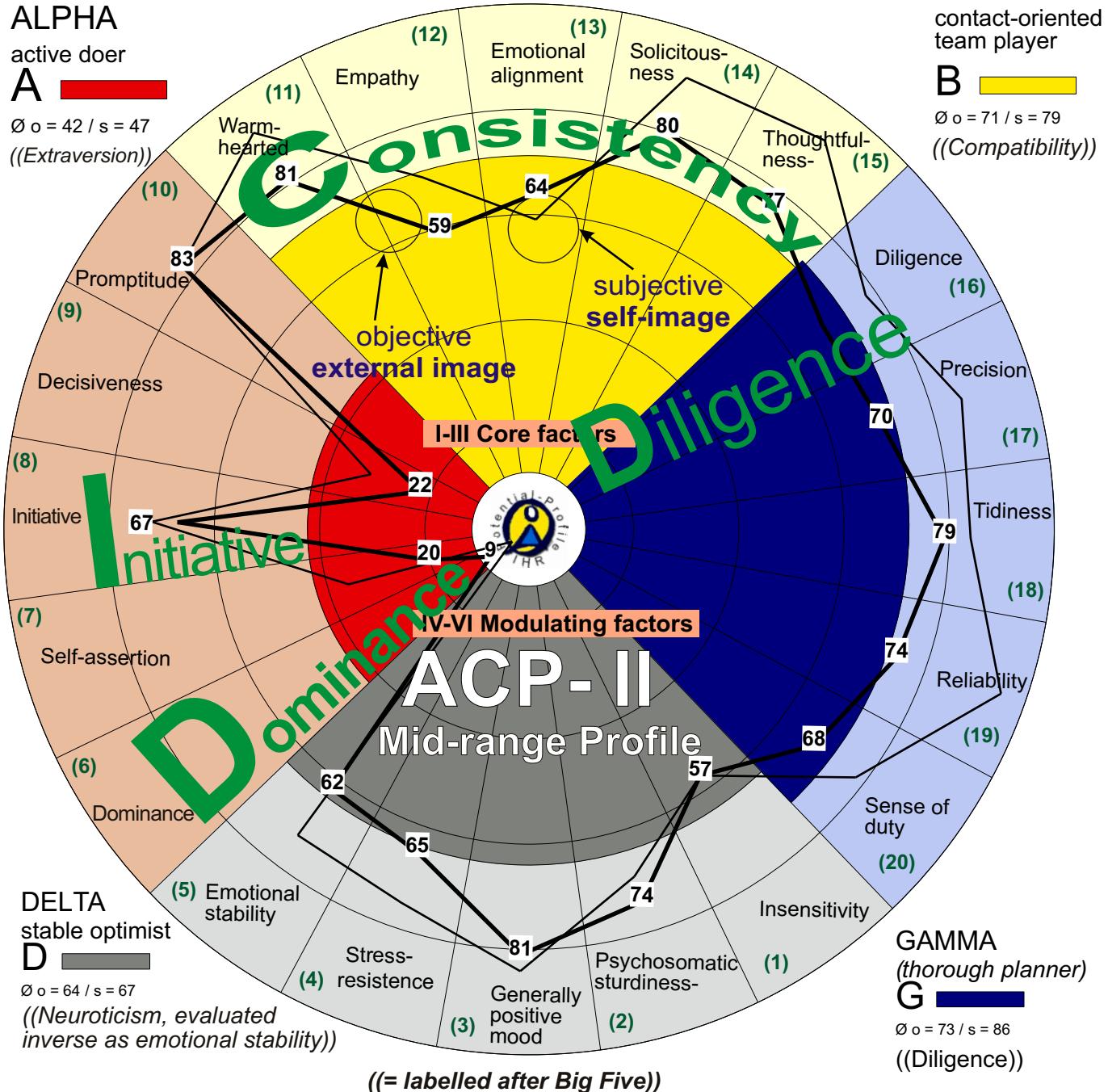
⁶⁾For example: PR and advertising. A research team recently established that even 36 easily obtainable meta-indicators in telephone calls (without knowing the data contents e.g. number of calls, duration, location, and response time to text messages) are enough to acquire the Big5-personality type with an accuracy of 49-63%, without knowing the individuals or actually testing them. It does not matter if you welcome it, being a marketing expert, or if you reject the idea due to data security – every phone company stores meta data.

The three main factors of the APC in typical phases of conversation

Customer dialogue signs in the 3 phases: B > G > A	 Phase I BETA	 Phase II GAMMA	 Phase III ALPHA
Greeting	cordial / emphatic	objective / detached	energetic / strong
Way of movement	cosy / fluent	calm / rigid	dynamic / erratic
At disagreements	interested / friendly	persistent / stubborn / piqued	energetic / fierce
Volume	medium	restrained	loud
Speed	slow / fluent	thoughtful / considered	fast / forceful
Syntax	undetermined / fluent	long / intricate	short / effective
Preferred word class	adjectives	nouns	verbs
Pause for reflection	barely (little)	many	none
Sound	pleasant	objective	dynamic
Modulation	warm / binding	prosaic / monotonous	lively / emphasised
Energy	friendly / fluent	persistent / tough	energetic / lively
Strengths	balancing / cooperating / ally	thought-through / prepared / precise strategies	quick-witted / pragmatic / tactician
Intention	feeling the person / to concur	understand the matter / promote it	assertiveness / to win / to be better
Aims at	agreement	information / insight	effect / leadership
Success due to	closeness / familiarity / sympathy / attachment	objectiveness / competence / persistency / factual solution	to carry away / admiration / pragmatism / velocity
Main strength in this phase of conversation	instinct / mindfulness / empathy / trust / compassion	explanation / pro and contra / knowledge / health related / plausibility	closure / decision / result / flexibility/ spontaneousness

Figure 3: The three main factors of the APC in typical phases of conversation

As ACP-II with all Details: Main- und distinct Factors



As ACP-I, only the main Factors:

Included in ACP-I und II

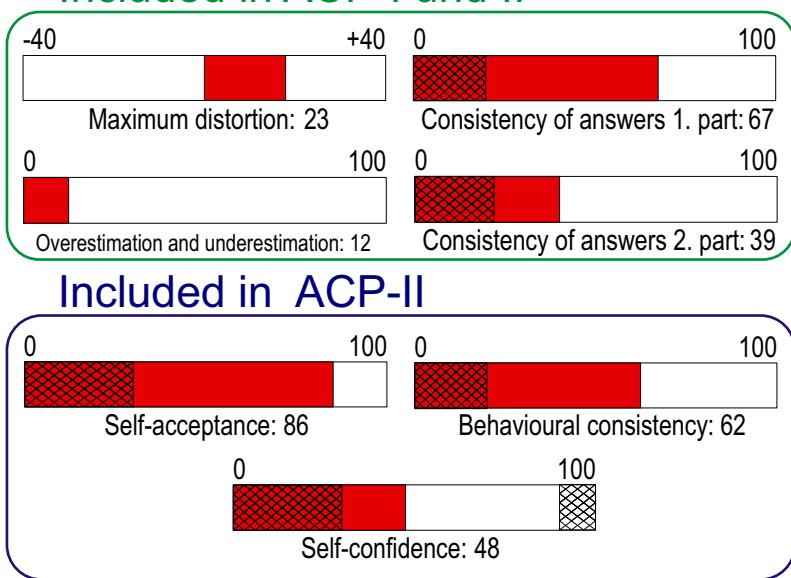
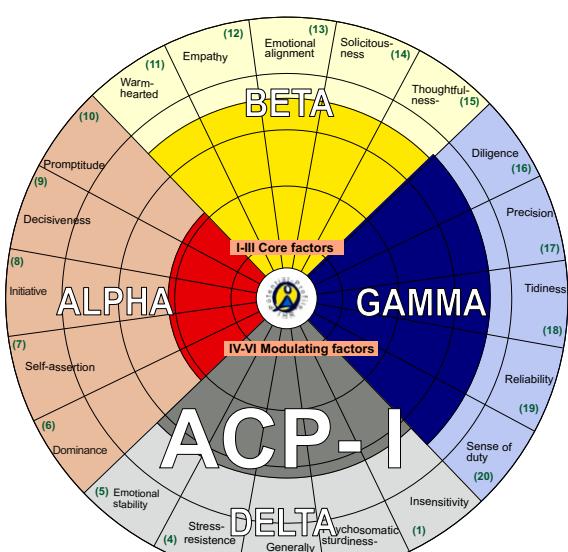


Figure 4: Exemplary ACP-I and ACP II

ACP-quality campaign according to the "forum of value orientation" (ForumWerteorientierung in der Weiterbildung)

The „Forum Werteorientierung in der Weiterbildung e.V.“, supported by several associations, demands "quality - transparency - integrity". We take this very seriously and provide free trial courses with initial stocking of profiles, replacement of profiles, upgrades for smart-tool users, and changing promotion weeks on www.ACProfile.com. Development of personality helps us not only in the present but also in the future. It is far too important in life and society to be crushed by the cogs of marketing. Small profiles are (if they use the correct values and are up-to-date) very important in behavioural training, helping with sensitising and spontaneous reactions to conversation signals and for modifying one's own effect on others. They are handy when it comes to negotiation, sales, communication, or in the team process. ACP-I, the "smart" tool gets his four main factors (Alpha, Beta, Gamma, Delta) from 20 measured single factors and ensures the result with quality checks via four additional factors (see figure 4).

We offer a short test on knowledge of human nature on www.ACprofile.com under “GABAL 2015”.

One thing you should be aware of: There are dependencies between the factors (interdependencies). Every factor is important and correlates with the others. (“It is more than the sum of its parts.”) Factors can strengthen, block, reduce, complement, and compete (with) each other. Figure 3 shows in the example of the three typical stages of conversation that every factor has its own relevance: Beta initiates relation, Gamma causes clarification of facts, Alpha gets things done. Delta and Theta modulate, depending on their manifestations:

- A low manifestation of Delta makes people sensitive and vulnerable, whereas a high manifestation makes them insensitive and unaffected. In combination with a high Alpha this creates power, but also rigorousness. In combination with a high Gamma this leads more towards a love for details, unaffectedness, and sovereignty.
- A strong Theta is open for innovations and experiments, particularly when Alpha is high as well and promotes orientation towards opportunities. On the other hand, a low Theta favours abstinence from progress and even rejection. In combination with a high Gamma this leads to minimising risks, with a high Beta it increases thoughtfulness.

The “mixing” and interaction of the personality factors of all the people involved contributes to the success. Too much Beta? The factual level – the business – misses out. Unevenly distributed Beta ratios impede acceptance on both sides. Too much Gamma on both sides? The consequence is endless shoptalk. Very unbalanced Gamma ratios for the interacting parties? This leads to lack of interest and boredom. Too much Alpha on both sides? This results in competition. Very unevenly distributed Alpha? Domination on one side and tendencies to escape on the other.

ACPs give exact statements on people's strengths and what kind of impact these strengths can have in different contexts of interaction. Then again, this facilitates defining the individual development requirements, where single factors are crucial. Single factors – as has been mentioned above – can “change everything”.

6. Application

With regard to its applicability, every tool has to face three questions:

1. What can be measured objectively?
→ ACPs are based on objective factor analysis.
2. What helps expediently in regards of the measured values?
→ ACPs use the most suitable factors with the highest correlation for this purpose.
Big5 provides 4.504 tested factors. Dominance“ as a character trait does not allow conclusions to be made in regards of professional success. Consequently, “dominance” is not mentioned as a requirement in most job adverts. That is why ACP-IV and V only measure relevant competences like risk competence and organisational skills.

ACP-II: The tool for workshops, consulting, coaching

Here: The profile of a coach/trainer

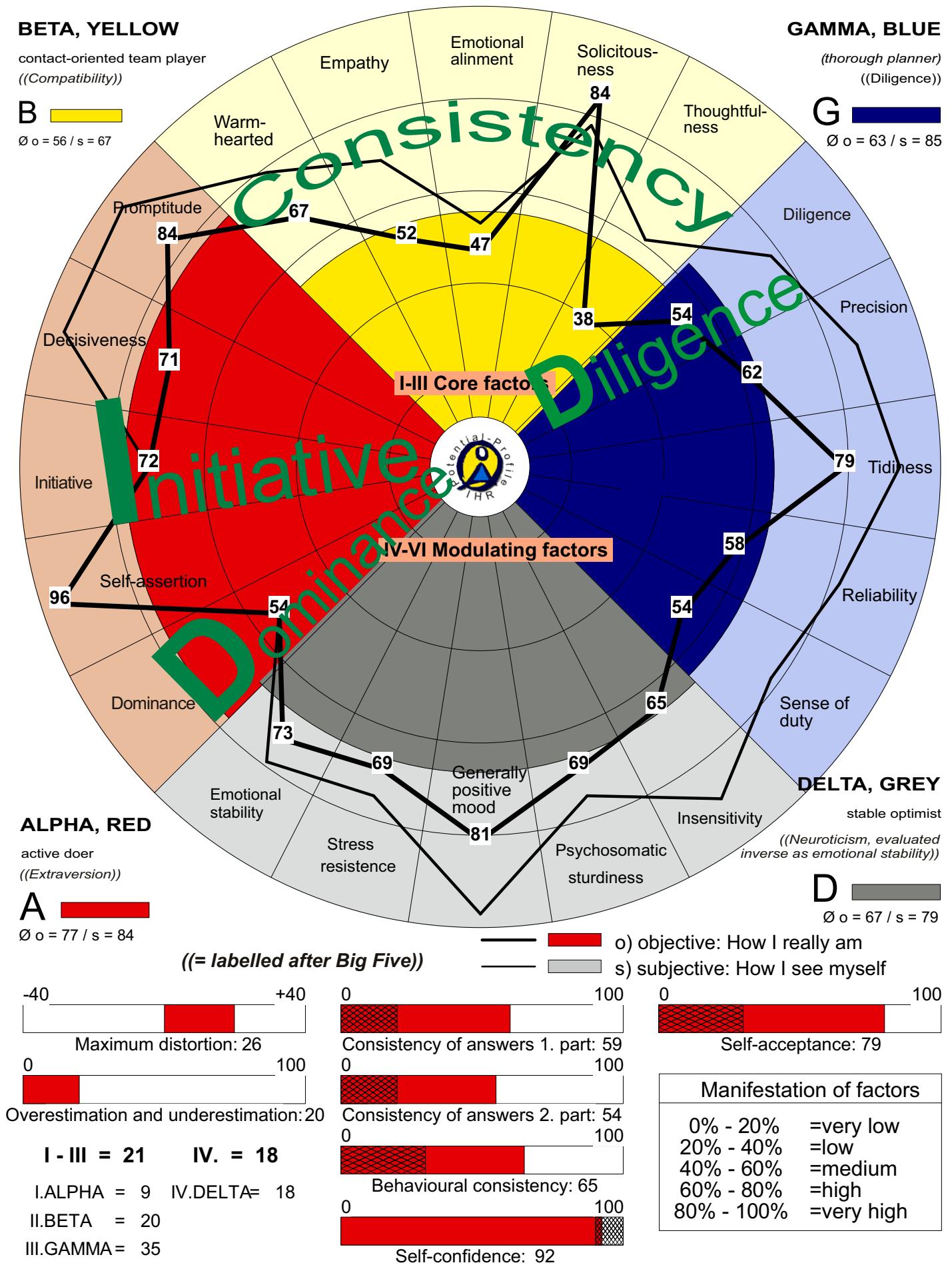


Figure 5: Exemplary ACP-II⁷

3. Is the tool open for development and scientifically up-to-date according to the internationally and universally valid Big5 standards?
- The ACP-tools can be used as an upgrade for all the simple tools which want to move up to meet the standards of reputable research; among other things, the structure chart and everything that can be attributed to Jung/Marston, which cannot be distinguished: DISG, DiSG, DISC, Persolog, Meyers-Briggs Type Indicator (MBTI), Insight, Thomas International, Golden Profiler, etc. And as an addition/completion for specialised tools like TA, TZI and NLP. The advantages: Connection to modern research and variability, and uncovering for example stress levels, chances of burnout, resilience.

A bit earlier, the different ACP-levels have been briefly presented. ACP I-III show the personality itself. Here, every main factor bundles five single factors which are depicted in the order of their correlation. ACP IV-V especially focus on the personality in the professional context. Every main factor consists of six instead of 5 single factors. Three of them also are depicted in ACP-I to III. Three factors which are relevant for business are added, the potential for development gets calculated and shown in green. I will go into detail concerning the individual levels in the following chapter.

ACP-I: the "Smart" for workshops, 1st. upgrade for DISG & co.

In the lower part of figure 4 the simplest AC-Profile is shown: ACP-I with four main factors (factors of temper). The values of the ACP-Profiles range from zero (middle of the pie chart) to 100 (outer rim). The circular arcs at an interval of 20 points help to clarify; every pie chart comes with bar charts containing detailed information.

The factors dominance, initiative, consistency, and diligence are highlighted in green. They are also used by the tools derived from of Jung, later on from Marston, Myers-Briggs and Geier, but measured values have shown that they are only relevant on a level of sub-factors. Furthermore, they are related to each other (they correlate) associating themselves with the main factor bundle Alpha. The term “submissiveness”, coined by Marston, has been renamed to “consistency”. It is assigned to the Beta group. Different DISG-providers use different terms for the same thing. “Diligence” is a single factor in the Gamma group. According to this, the four factors of DISG/Persolog/DISC/DiSG etc. which have been derived from Jung, are contained in the ACP. ACPs go beyond that and virtually represent a modern upgrade for all the tools based on C.G. Jung.

ACP-II: The all-round profile for workshops, consulting, and coaching

Figure 5 shows an exemplary ACP-II. It presents 50 values, consisting of main and single factors as well as the values shown in the bar charts, making it possible to differentiate between 3 billions of possible results. This is akin to a fingerprint. In comparison: A profile with only three or four factors like APC-I can only provide a few hundred different results. Simple tools are out of the question due to the fewer factors and therefore an undefined statement, making them unsuitable for tasks like staff selection, personnel or personal development, coaching, or other complex procedures. The more extensive a profile, the more reliable are its results.

An example: A high level of self-acceptance (see bar chart at the bottom of figure 5) can cause the person not to be open for development. This is not easy for a trainer and coach! A low level of self-acceptance on the other hand can lead to psychological stress, a lack of self-assurance and acceptance. Depending on the constellations of the factors and the living conditions, this can lead to suicidal tendencies (either dormant or acute)!

Generally speaking; high levels are not necessarily advantageous and low levels are not necessarily detrimental. Empathy improves awareness and hampers aloofness; everything depends on interdependency and context.

⁷⁾The figure shows a typical example for a trainer using ACP-II, a position constantly dealing with the topics of power; rulership, pecking order, and other more subtle aspects of leadership. Further notes on this can be found in the article: “Wie damit umgehen? Wenn die eigene Persönlichkeit als Trainer sehr stark ist“ (Hauschildt, 2013) An extreme example for using ACP-II for staff selection can be found in the article: “Problemfälle lösen. Personal wählen, trainieren, coachen. Erfolgreiche Verfahren“ (Hauschildt, 2014) or on www.ACprofile.com under “GABAL 2015“.

ACP-III: The tool for coaching, burnout, resilience

Here: Risk of burnout

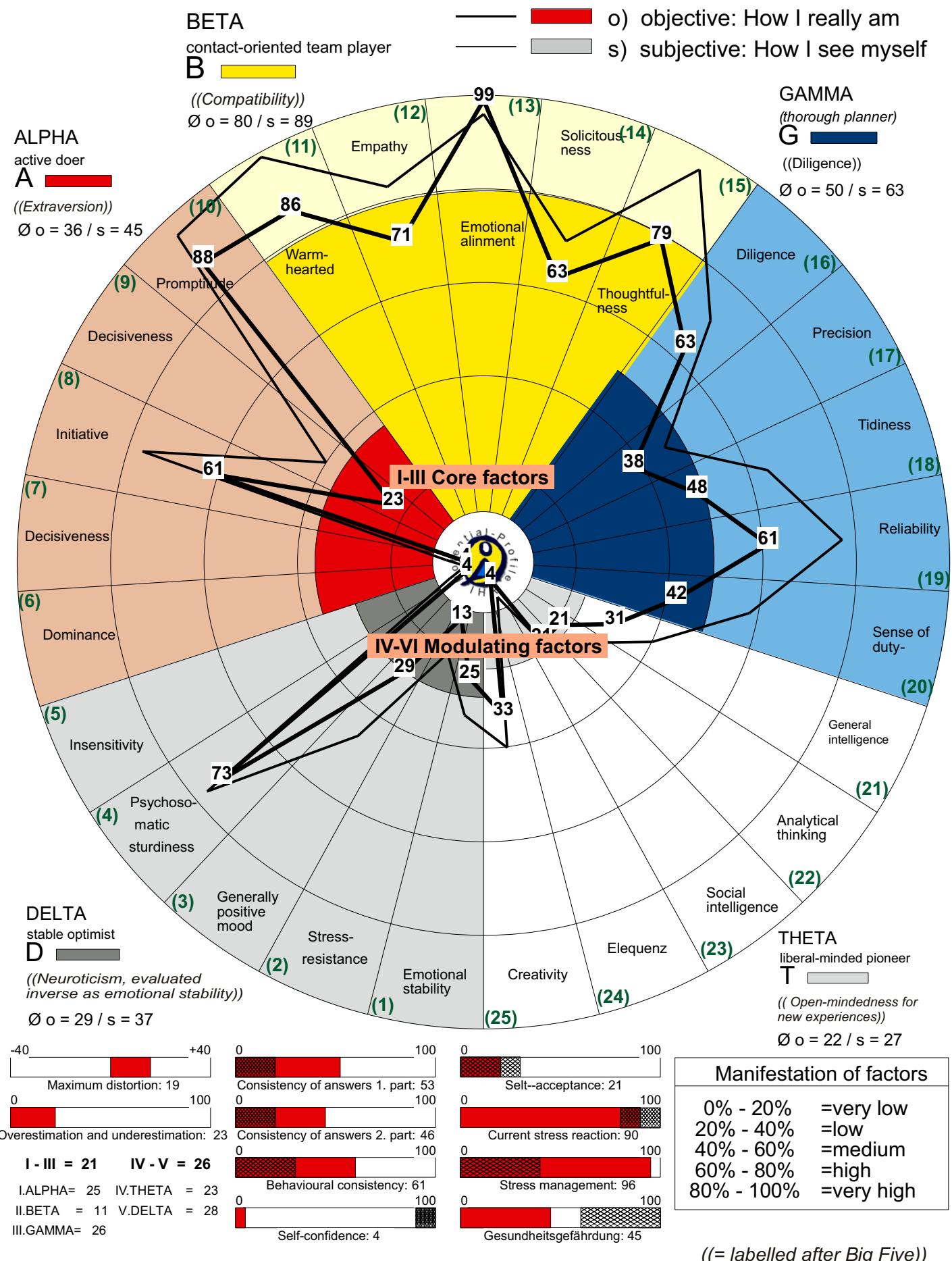


Figure 6: Exemplary ACP-III⁸⁾

ACP-IV: For personnel planning / career development

Here: Decision if the applicant is suited better for selling passenger cars or commercial vehicles

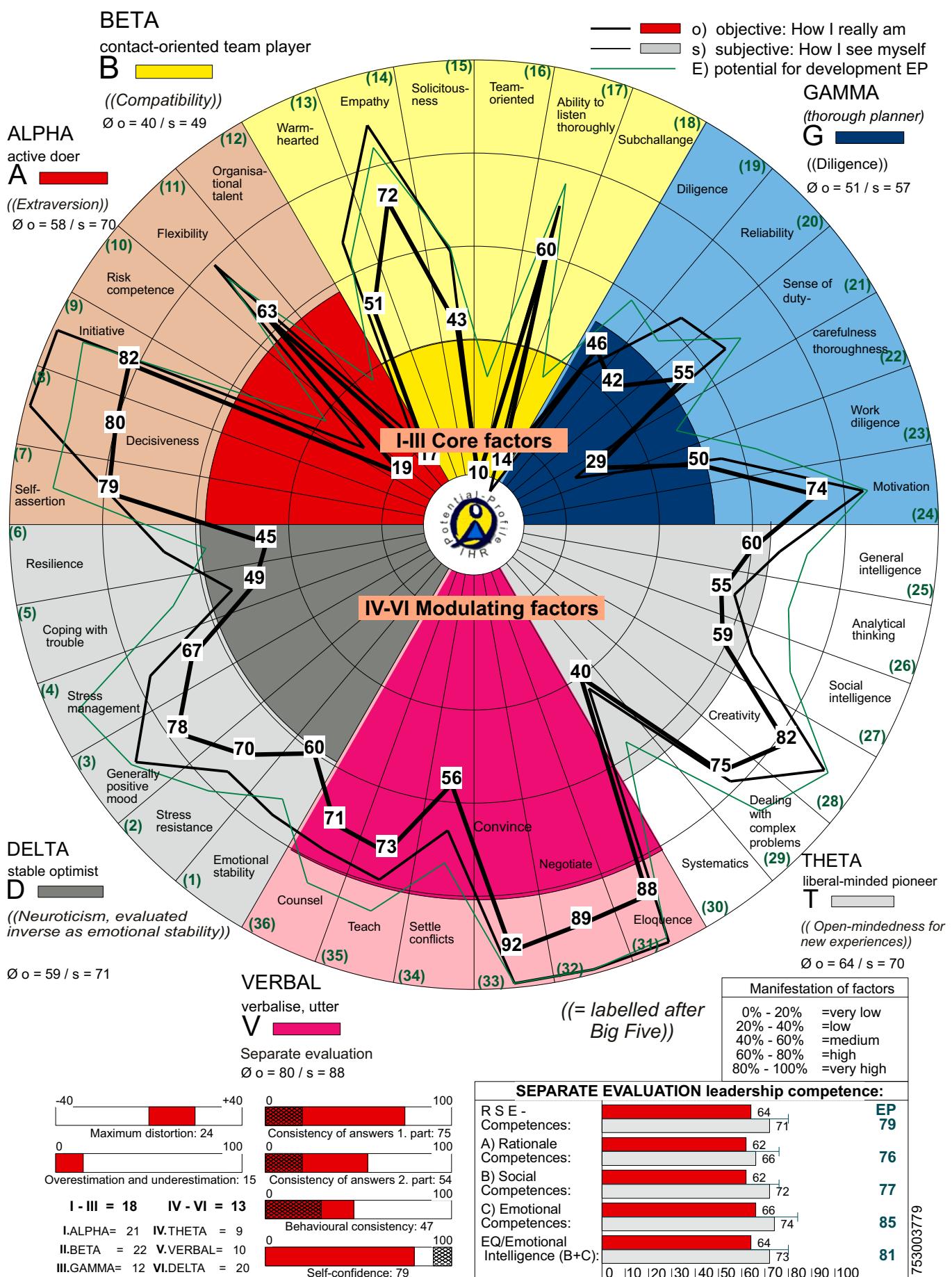


Abb. 7: Exemplary ACP-IV

ACP-III: The coaching profile including stress, burnout, and resilience

ACP-III (See figure 6) precisely measures from an amount of 70.000 billions of significantly different possible results. All of the five main factor bundles from the Big5 research are contained and 70 values are measured of which 20 relate to stress, burnout, and resilience.

This highly differentiated profile shows a comprehensive overview, is fit for “normal” coaching of healthy participants, and even more so for very delicate situations when tact is essential. Underlying problems and developing crises can be seen in the profile in an early stage, making it possible to prevent wrong decisions and catastrophes.

ACP-IV: The profile for staff selection/assessment centre (AC) and individual career strategies

ACP-IV (See figure. 7) shows 53 factors, altogether about 150 measured values, explicitly for the sector “business”. ACP-IV is compatible with ACP-I to III and V, primarily aims at the context of business, and is compatible with every important aspect of staff selection. It shows alternatives. The level of differentiation reaches up to unbelievable 10.000.000 billion significantly different possible results.

Statements about health have been deliberately excluded in this tool. Verbal competence is shown as a sixth main segment which is divided into six single segments. It is a superb addition to the personality factors, because success always relies strongly on the suggestive effect of rhetoric and her emotional and cognitive aspects. Self awareness, knowledge of human nature, and the knowledge of effects effectively complement each other. Authenticity in speech and writing convince in leadership, sales, negotiation, PR, marketing, etc., making verbal competence an important addition when dealing with the optimisation of personnel decisions, personnel development, and career strategies.

In ACP-IV, the actual and individual potential for development is shown for each factor. Malleable (changeable) factors have to be distinguished from non-malleable (genetic) personality factors. The non-malleable factors are relevant for the selection of personnel.

ACP-IV is supplemented by a special evaluation of the style of management (see lower part of figure 7). A distinction is made between the (subjective) self-perception (grey bar) and the (objective), more realistic image (coloured bar). The potential for development (green line) indicates in which areas growth would be the most effective and efficient. In combination with the other values of the profile, a good basis for inventory, analysis of goals, and career strategies is formed.

A quiz with the chance of reward⁹

Now it is your turn to decide in a typical situation of personnel decision: Take a look at the ACP-IV in figure 7. In your opinion; is the employee of the car-dealership suited for selling passenger cars or better at selling commercial vehicles (lorries, forklift trucks, excavators)?¹⁰ Do you see the key competences? Where do they work together, where are disruptive factors? Where are limits for development and which of them can be overcome? Write us, we will gladly discuss your results. Maybe we will even find mutual interests.

ACP-V: The target-performance profile with built-in personnel selection and personnel development as a substitute for or in addition to an assessment centre

The ACPs described so far show a performance analysis. Ambitions for development can already be derived from the constellation of those values, especially when comparing self-perception, reality and goals.

⁸⁾ *The figure shows an exemplary case for using ACP-III in the event of the acute danger of burnout. Notes on the profile can be found in the article: "Stress, Burnout und Fehlzeiten mit Mental-Check vermeiden" (Hauschmidt, 2013) or on www.ACprofile.com under "GABAL 2015".*

⁹⁾ *See point "discount" at the end of this article.*

¹⁰⁾ *Many thanks to the "Wirtschaftsakademie am Ring" in Cologne for this example. Further comments can be found on www.ACprofile.com under "GABAL 2015".*

ACP-V makes it possible to compare the status quo with the short-term or long-term vision of the future. This way, it is possible to compare the personality traits of potential employees with the short-term or long-term goals to be achieved (see example in figure 8/9). The interpretation depends on the combination of all the factors. People themselves are complex, but the complexity increases even more in a group. Behaviour can change in a group, and this again can change the group and the individual (psychology and sociology). Well functioning groups develop synergies, the overall performance surpasses the added single performances, and – in most cases – the best single performance: 1+1 makes 3!

7. Training

(Almost) everything is possible, because formalised learning leads to premature "brain death" – as neuroscientists like Gerald Hüther and Manfred Spitzer, the "Chaospiloten" in Århus, or the Hattie-survey say, who deem our educational system to be unsuitable and performance reducing. In workshops or individual trainings, designed according to the demands of the participants, current needs get determined, trainers and participants agree on learning objectives, and on the most (cost) efficient and effective way of training.

The goal of this training is to handle ACP-tools correctly and it has a great price/performance ratio. According to the call for "quality, transparency, integrity" of the "Forum Werteorientierung in der Weiterbildung e.V." we offer to replace tools from other providers with ACP-tools (upgrade).

The net price per unit is

149 € for ACP-I,

120 € for ACP-II,

195 € for ACP-III,

245 € for ACP-IV,

and 295 € for ACP-V (in each case for the TEAM-profile or the single profile).

At present (2015) we stipulate a fixed rate of 490 € (net) for the authorisation, including the subsequent supervision- and acquisition-mentoring. The way of training (individual/group) will be decided upon individually with the prospective clients. After the authorisation, attractive discounts can be granted: 20% discount from the price per unit for 10 or more profiles, 30% for 20 or more profiles, and 40% for 50 or more profiles. After receiving a starter pack of 10 profiles of the same level, self-employed partners will be granted a partner-discount of 30% on the quantity discount prices. Very attractive conditions, don't you think?

8. Abstract

The A-Competence-Profiles are an online set of high-performance, undogmatic, and feasible HR-profiles, adapted for personnel selection and personnel development.

At present, the ACP set comprises five different levels. Each is a further development of the Big5-research. All of them are awareness increasing and quality assuring additives which further increase and secure the value of every single profile.

The ACPs are – in a way – a "Big5-premium-tool" with unique selling propositions. Personality and competences are analysed in regards to self-perception, external image (360° feedback), reality, and potential for development. In addition, moral values, motives, role dispositions, behavioural preferences, management styles, etc. can be derived from the profiles. The base for ACPs is the interlocking of psychological and sociological insights which have been edited for practical means, making ACPs state-of-the-art profiles. Single tools which are isolated from each other often have severe limitations. Some are more useful for the developers and vendors than for the clients and are highly confusing. Studies confirmed that coincidence plays a decisive role in selecting tools for a specific application context. Subpar tools hinder comfortable, effective, and efficient comprehensive solutions. Therefore, the selected tools should be checked for potential shortcomings in regards of transferability, compatibility, modernity, and quality. We welcome this anthology containing the description of diverse tools and invite you to experiment with us.

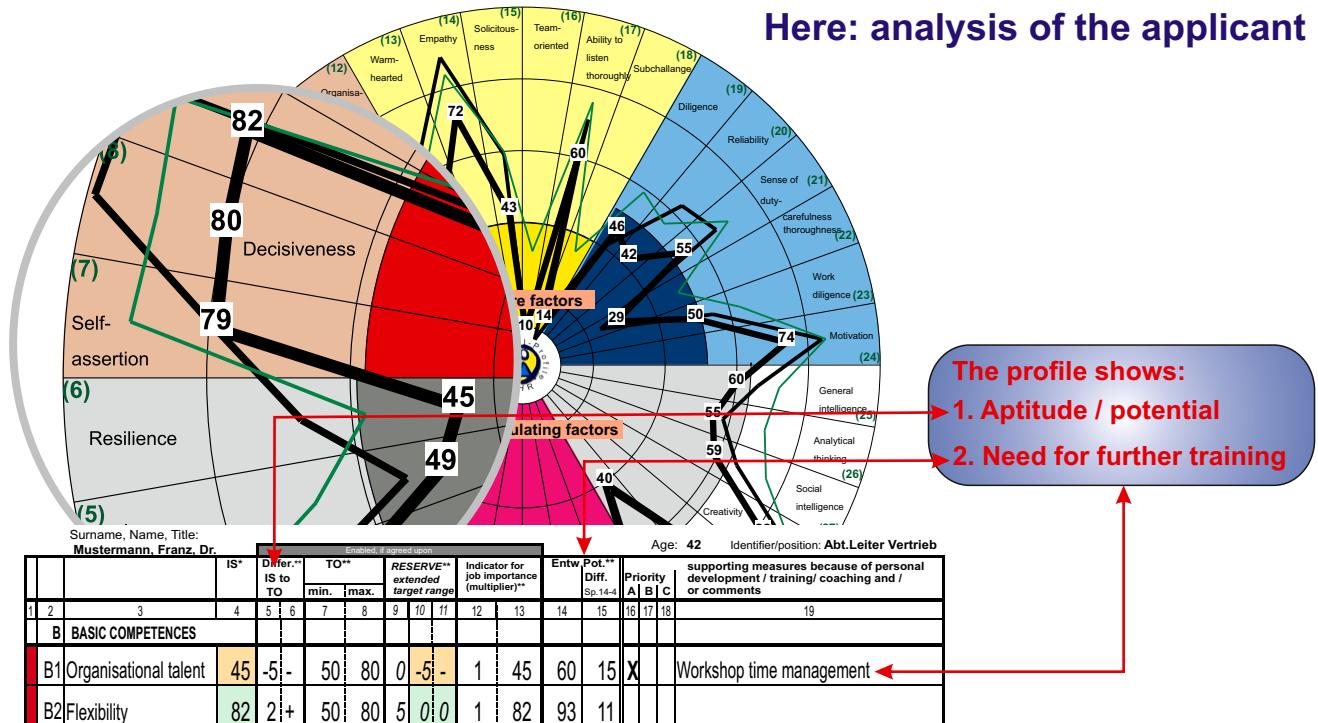
The combination of different methods should not be ruled out. In addition to the "classic" field of application as profiles for analysing personality and potential of individuals, ACPs are also a solution for teams, project groups, analysis of the corporate identity, concepts of corporate design, PR-strategies, and target-oriented advertising.

We gladly assist with research and development (R&D) in your company.

ACP-V: Difference analysis

The tool for personnel selection and personal development

Here: analysis of the applicant



- The profile shows:
1. Aptitude / potential
 2. Need for further training

Difference analysis

Surname, Name, Title:: Mustermann, Franz, Dr.		Age: 42 Identifier/position: Abt.Leiter Vertrieb												Resumé: ...			
Company: Musterfirma		Education: Dipl.-Kaufmann															
Miscellaneous:														Category of candidate: A			
Counterfeit-index	1	Consistency of answers 1 (amount)			80			Self-confidence			80			- fulfilled (from 36 factors): 34			
Maximum distortion overestimation/ underestimation	25	Consistency of answers 2 (amount)			65									- NOT fulfilled (from 36 factors): 2			
	17	Consistency of behaviour			81									Relevance to the job (Total): 739			
1 CORE FACTORS		IS*	Differ.** IS to TO	TO** min. max.		RESERVE** extended target range			Indicator for job importance (multiplier)**		Entw. Pot.** Diff. Sp.14-4	Priority A B C	supporting measures because of personal development / training/ coaching and / or comments				
1.1 ALPHA (active doer)	49	-1 -	50 70	5 0 0	1 49	80	31 X	Rhetoric and body language									
1.2 BETA (contact-oriented team person)	77	0 0	50 80	0 0 0	5 385	88	11										
1.3 GAMMA (thorough planner)	78	0 0	50 80	5 0 0	1 78	89	11										
1.4 DELTA (stable optimist)	77	0 0	50 80	5 0 0	1 77	89	12										
1.5 THETA (open-minded pioneer)	79	0 0	50 80	5 0 0	1 79	91	12										
1.6 VERBAL (special evaluation; verbalise, utter)	71	0 0	50 80	5 0 0	1 71	84	13										
2 LEADERSHIP SKILLS																	
2.1 RSE-Competences (A+B+C)	80	0 0	50 80	5 0 +	1 80	92	12										
2.2 Emotional intelligence (B+C)	83	3 +	50 80	5 0 +	1 83	94	11										
2.3 A) Rational competence	77	0 0	50 80	0 0 +	1 77	89	12										
2.4 B) Social competence	79	0 0	50 80	5 0 +	1 79	94	15										
2.5 C) Emotional competence	79	0 0	50 80	5 0 +	1 79	92	13										
B BASIC COMPETENCES																	
B1 Organisational talent	45	-5 -	50 80	0 -5 -	1 45	60	15 X	Workshop time management									
B2 Flexibility	82	2 +	50 80	5 0 0	1 82	93	11										
B3 General intelligence	77	0 0	50 80	0 0 0	1 77	87	10										
B4 Analytical thinking	86	6 +	50 80	0 6 +	1 86	98	12										
B5 Creativity	47	-3 -	50 80	5 0 0	1 47	63	16 X	Creativity training, mind-mapping technique									
B6 Eloquence	87	7 +	50 80	5 2 +	1 87	97	10										

Abb. 8: Exemplary ACP-V (part 1)

ACP-V: Difference analysis

The tool for personnel selection and personal development

Surname, Name, Title: Mustermann, Franz, Dr.												Age: 42	Identifier/position: Abt.Leiter Vertrieb			Resumé: ...			
Company: Musterfirma												Education: Dipl.-Kaufmann							
Miscellaneous:															Category of candidate: A				
Counterfeit-index	1	Consistency of answers 1 (amount)			80	Self-confidence			80				- fulfilled (from 36 factors): 34						
Maximum distortion overestimation/underestimation	25	Consistency of answers 2 (amount)			65				- NOT fulfilled (from 36 factors): 2			Relevance to the job (Total): 739							
17	Consistency of behaviour			81															
Enabled, if agreed upon																			
1	2	3	IS*	Differ.** IS to TO	TO** min. 7 max. 8	RESERVE** extended target range	Indicator for job importance (multiplier)**	Entw. Pot.** Diff. Sp.14-4	Priority A B C	supporting measures because of personal development / training/ coaching and / or comments									
										12	13	14	15	16	17	18	19		
1 CORE FACTORS																			
M	MENTAL COMPETENCES																		
M1	Emotional stability	70	0 0	50 80	0 0	1 70	81	11	X	Mental training									
M2	Stress resistance	70	0 0	50 80	0 0	1 70	81	11											
M3	Generally positive mood	82	2 +	50 80	2 +	1 82	93	11											
M4	Stress management	82	2 +	50 80	2 +	1 82	96	14	X	Autogenic training									
M5	Coping with trouble	76	0 0	50 80	0 0	1 76	88	12	X	Acupressure frontal bone/forehead bump									
M6	Resilience	82	2 +	50 80	2 +	1 82	92	10	X	Sensitisation of superiors									
D	DYNAMIC COMPETENCES																		
D1	Self-assertion	57	0 0	50 80	0 0	1 57	72	15											
D2	Decisiveness	57	0 0	50 80	0 0	1 57	69	12											
D3	Initiative	76	0 0	50 80	0 0	1 76	87	11											
D4	Risk competence	57	0 0	50 80	0 0	1 57	71	14											
D5	Social intelligence	79	0 0	50 80	0 0	1 79	91	12	X	Workshop on group dynamics									
D6	Dealing with complex problems	86	6 +	50 80	6 +	1 86	96	10											
D7	Negotiate	59	0 0	50 80	0 0	1 59	74	15	X	Negotiation techniques									
D8	Convince	80	0 0	50 80	0 0	1 80	91	11	X	Rhetoric made to convince									
S	SOCIAL COMPETENCES																		
S1	Warm-hearted	76	0 0	50 80	0 0	1 76	87	11											
S2	Empathy	76	0 0	50 80	0 0	1 76	87	11											
S3	Solicitousness	76	0 0	50 80	0 0	1 76	87	11	X	Promote ego-awareness									
S4	Team-oriented	82	2 +	50 80	2 +	1 82	93	11											
S5	Ability to listen thoroughly	76	0 0	50 80	0 0	1 76	88	12											
S6	Subchallenge	75	0 0	50 80	0 0	1 75	87	12	X	Promote balance respectively integration and independence									
S7	Settle conflicts	68	0 0	50 80	0 0	1 68	82	14	X	Meditation techniques									
S8	Teach	83	3 +	50 80	3 +	1 83	94	11											
S9	Counsel	52	0 0	50 80	0 0	1 52	64	12											
A	WORK ETHIC AND WORKING METHOD																		
A1	Diligence	82	2 +	50 80	2 +	1 82	93	11											
A2	Reliability	76	0 0	50 80	0 0	1 76	87	11											
A3	Sense of duty	76	0 0	50 80	0 0	1 76	87	11											
A4	Diligence	76	0 0	50 80	0 0	1 76	87	11											
A5	Work diligence	75	0 0	50 80	0 0	1 75	86	11											
A6	Motivation	82	2 +	50 80	2 +	1 82	93	11											
A7	Systematics	86	6 +	50 80	6 +	1 86	96	10											

** objective values are used respectively

** further explanations on the supplement sheet

*** potential for development

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Abb. 9: Exemplary ACP-V (part 2)

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