

PRECIRE 3.0

RELATION TO KPIS (RELATIONS)

Customer Feedback Analysis with PRECIRE

Better understanding of customers

PRECIRE can help to better understand the customer's needs. Short customer comments (n = 14,114) can be used to calculate correlations with the Net Promotor Score. Thus, customers who are more satisfied are at the same time more "activating", "appreciative", "friendly", "optimistic", "positive" and "visionary".

PRECIRE Result	Result
Activating	0,23
Appreciative	0,38
Friendly	0,26
Optimistic	0,30
positives	0,39
Visionary	0,20

Correlation between NPS and PRECIRE

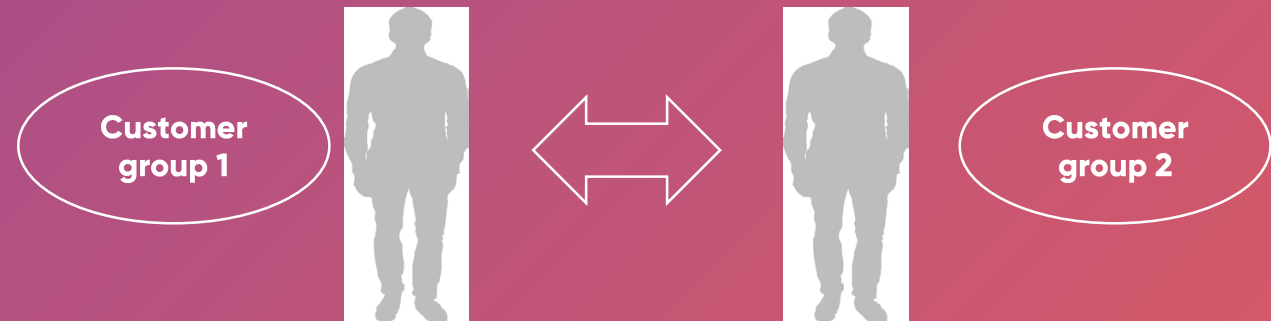
Customer groups can be addressed in a differentiated and individual manner

From short interaction situations with the customers, for example, two different customer groups can be differentiated, which clearly differ in their communication. While one group (customer group 1) was very "optimistic", "motivating" and "friendly", the other customer group (customer group 2) was more "goal-oriented" and "formal".

The way in which customers communicate indicates how these customers should be addressed in the most promising way.

For example, customer group 1 should include emotions, refer to the future and focus on common goals.

With customer group 2 should be referenced rather rationally and on numbers, data and facts and it is crucial that the answer comes fast and immediately.



Derivatives:

A significant correlation between the PRECIRE® analysis and the NPS could be shown. In addition, the speech analysis provides in-depth insights into the underlying needs of the customers. From these results, customer types can be derived that react more optimally to a particular form of address. Customer group-specific formulations can be derived.

Improvement of the Net Promotor Score by 23 points

Especially in the case of emotionally charged topics, a suitable address is crucial for customer satisfaction. Emotionally charged topics are, for example, dismissals. This makes it all the more important for companies that the "right tone" is struck in the letter on how to win back the person who has given notice.

An A/B test was carried out to check the extent to which a cover letter optimised with the help of PRECIRE generates greater customer satisfaction and fewer queries and rework.

For this purpose, both the standard letter for returning the cancellation and the letter optimised with PRECIRE were sent. After the letter had been sent, interviews were conducted with the customers, after which the NPS was queried.

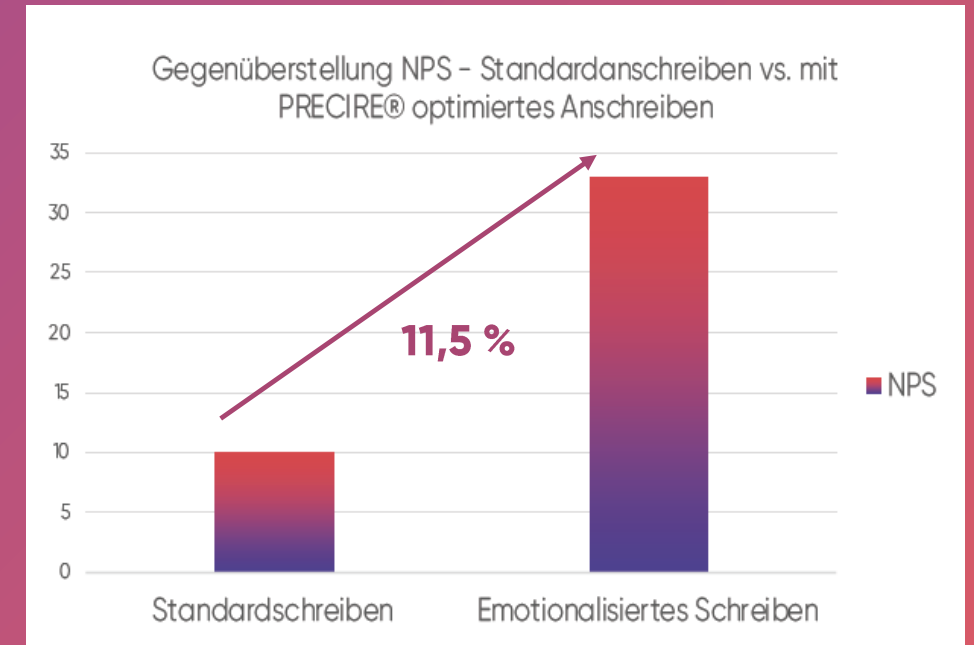
The study was based on n = 240 participants
n = 116 Standard letter
n = 124 Letter optimized with PRECIRE

Result:

The NPS has risen from 10 to 33 due to the emotionalisation of the letter for the recovery of cancellations. (scale -100 to +100)
https://de.wikipedia.org/wiki/Net_Promoter_Score

Derivatives:

With the help of the PRECIRE - analysis discrepancies and unfavourable communication patterns could be uncovered. The writing, which was psychologically optimized with askPRECIRE, addressed the customers better and led to an immediate improvement of the NPS.



Improvement of AHT and NPS for service calls

In order to improve the service calls, an analysis of 470 service calls of 10 agents (8 male, 2 female) PRECIRE was carried out. Individual training instructions were derived from the results of the analysis, which should lead to the following:

1. The Average Handling Time is reduced
2. The Net Promotor Score of the conversations is increased

Exemplary individual training instructions:

Bestätigung

persönliche Bindung

positive Emotionalität

Ressourcen

- Sie bestätigen den Kunden häufig durch Ausdrücke wie „jawoll!“, „auf jeden Fall“ und „ja, korrekt“ und vermitteln ihm so ein gutes und wertschätzendes Gefühl.
- Sie sprechen Ihren Gesprächspartner wiederholt persönlich und verbindlich an („Herr/Frau XY“) und fördern so eine nachhaltige Kundenbindung.
- Ihre Sprache enthält viele positive Emotionen („freuen“, „glücklich“) und Sie lachen viel mit Ihrem Kunden, sodass eine angenehme Gesprächsatmosphäre entsteht.

lange Gespräche

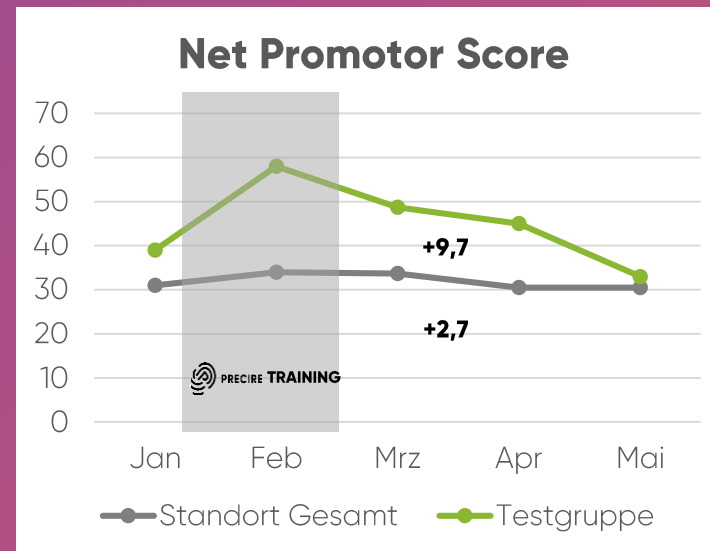
Sprechgeschwindigkeit

lange Sprechpausen

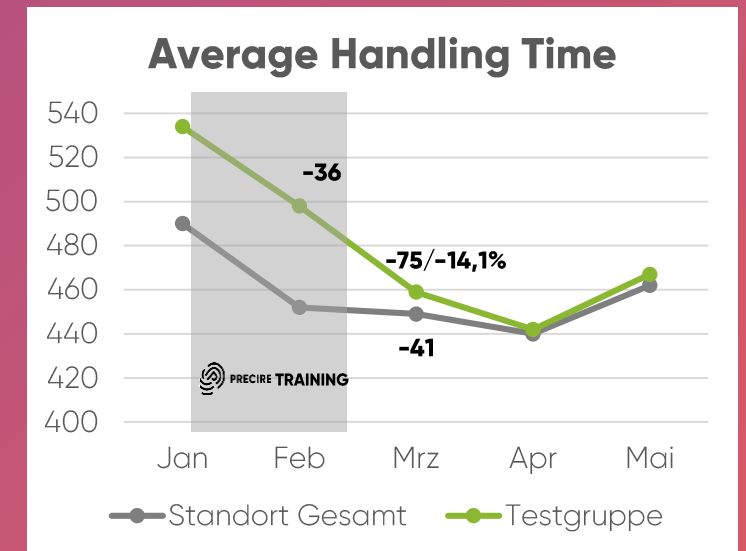
Entwicklungsfelder

- Sie führen im Durchschnitt sehr lange Gespräche. Versuchen Sie effizienter zu telefonieren und zielorientierter weiterzuhelfen
- Sprechen Sie langsamer, damit der Kunde Sie besser verstehen kann und Ihnen inhaltlich folgen kann.
- Vermeiden Sie lange Gesprächspausen, klären Sie zu Gesprächsbeginn Grundlagen (Kundennummer/Kennwort), sodass Sie effizient telefonieren und kündigen Sie längere, bedingungsbedingte Gesprächspausen an.

Improvement of the **NPS of the test group** in relation to the overall site:



Reduction of the **AHT of the test group** in relation to the overall site:



Derivatives: There was a significant improvement in the **Net Promotor Score (+ 9.7%)** in the group that received the training instructions based on the PRECIRE results. For the whole site the result remains relatively stable.

The average handling time (-75 sec.) improves for the entire site over the corresponding period. However, the percentage improvement for the test group is significantly higher than for the site as a whole.

PRECIRE 3.0

RELATION TO KPIS
(COMMUNICATIONS)

Increase response rate and sales-per-mail with PRECIRE

It was assumed that the type of communication, i.e. "how" customers are addressed, has a large influence on their reaction. To test this hypothesis, the central communication styles **in customer letters (n=121) and flyers (n=97)** were analyzed with the help of PRECIRE and correlated, among other things, with the performance indicators "response rate" **and "sales-per-mail"**.

Results:

Response-Rate

Table 1

Significant correlations between PRECIRE results and response rate

PRECIRE	rho	p
motivating	0,38	<.001
unperturbed	0,31	<.001
visionary	0,31	<.001
impressive	0,30	<.001
positively	0,28	<.001
goal-oriented	0,22	0.00
aggressively	0,19	0.01
friendly	0,18	0.01
formally	-0,25	<.001
intellectual	-0,23	<.001

Note: Spearman rank correlations (rho) of PRECIRE results with the ratio response rate, measured with the analysis of n=121 letters and n=97 flyers. The highest correlations are marked in the positive range and the highest in the negative range.

Sales-per-Mail

Table 2

Significant correlations between PRECIRE results and sales per e-mail

PRECIRE	rho	p
motivating	0,31	<.001
unperturbed	0,29	<.001
visionary	0,22	0.00
impressive	0,26	<.001
positively	0,21	0.00
goal-oriented	0,21	0.00
friendly	0,08	0.23
formally	-0,23	<.001
intellectual	-0,25	<.001
aggressively	-0,14	0.05

Note: Spearman rank correlations (rho) of PRECIRE results with the ratio sales-per-mail, measured with the analysis of n=121 letters and n=97 flyers. The highest correlations are marked in the positive range and the highest in the negative range.

derivatives :

PRECIRE results show a significant correlation with customer reactions and sales figures. The next step was to check whether the optimisation of the flyers and letters on the basis of the identified PRECIRE results would also lead to an improvement in the "response rate" and "sales-per-mail" (A/B testing).

So how should a cover letter be formulated so that it reaches as many people as possible? Testing the hypotheses in A/B testing with an optimized and the original letter.



motivating



unperturbed



visionary



impressive



goal-oriented



friendly



positively



formally



intellectual



aggressively



New and old versions of print-mails were sent to 241729 households ...

Old version:

Ihrer Vertrag ist nicht mehr zeitgemäß.
Jetzt mit Preisvorteil entspannt zum xyz-Anbieter wechseln

Liebe Hausbewohnern, lieber Hausbewohner,

Schützen Sie sich davor, von der digitalen Revolution abgehängt zu werden. Jetzt mag Ihr Internet noch schnell genug sein. Doch wie sieht es in einem Jahr aus? Entdecken Sie sich mit unserem Highspeed-Internet entspannt und preiswert in die Zukunft.

Ihre Vorteile mit xyz:

xyz mit bis zu xyz + xyz

- Inhalt 1 Beispiel
- Inhalt 2 Beispiel

Trotz laufendem Vertrag entspannt wechseln

Wir übernehmen für Sie bis zu **12 Monate lang** Ihren Basistarif, wenn Sie noch einen laufenden Vertrag haben

- **Kein Techniknebenverding**

Sehr gutes Preis-Leistungs-Verhältnis

- Im ersten Jahr nur ab xyz pro Monat zahlen
- **Aktion:** Jetzt mit **150 Euro** Start-Bonus
- **Auf der sicheren Seite:** Nach dem ersten Jahr jederzeit in einen anderen Tarif wechseln

Alles, was Sie noch interessieren könnte, erfahren Sie in unserer beiliegenden Infobroschüre. Und natürlich bei uns telefonisch. Wir freuen uns auf Ihren Anruf.

Freundliche Grüße

Shipping to 120.897 customers



Check response rate



Examination Sales-per-Mail



Version optimized using PRECIRE:

Wir bringen Ihren Vertrag auf den neuesten Stand.
Wechseln Sie mit Preisvorteil entspannt zum xyz-Anbieter

Liebe Hausbewohnern, lieber Hausbewohner,

Nutzen Sie die Vorteile der digitalen Revolution! Sie sind noch zufrieden mit Ihrer aktuellen Internetleistung? Wapren Sie sich auch für morgen. Mit unserem Highspeed-Internet entwickeln Sie sich entspannt und preiswert in die Zukunft.

Ihre Vorteile mit xyz:

xyz mit bis zu xyz + xyz

- Inhalt 1 Beispiel
- Inhalt 2 Beispiel

Entspannter Wechsel bei laufendem Vertrag

Wir übernehmen für Sie bis zu **12 Monate lang** Ihren Basistarif, wenn Sie noch einen laufenden Vertrag haben

- **Kein Techniknebenverding**

Sagenhaft gutes Preis-Leistungs-Verhältnis

- Im ersten Jahr nur ab xyz pro Monat zahlen
- **Aktion:** Jetzt mit **150 Euro** Start-Bonus
- **Auf der sicheren Seite:** Nach dem ersten Jahr jederzeit in einen anderen Tarif wechseln

Sie interessieren sich für unser XYZ? In der beiliegenden Infobroschüre lesen Sie die Details zu unserem unschlagbaren Angebot. Formen Sie gerne bei uns auf uns zu. Wir freuen uns auf Ihren Anruf.

Freundliche Grüße

Shipping to 120,832 customers



The response rate is improving:

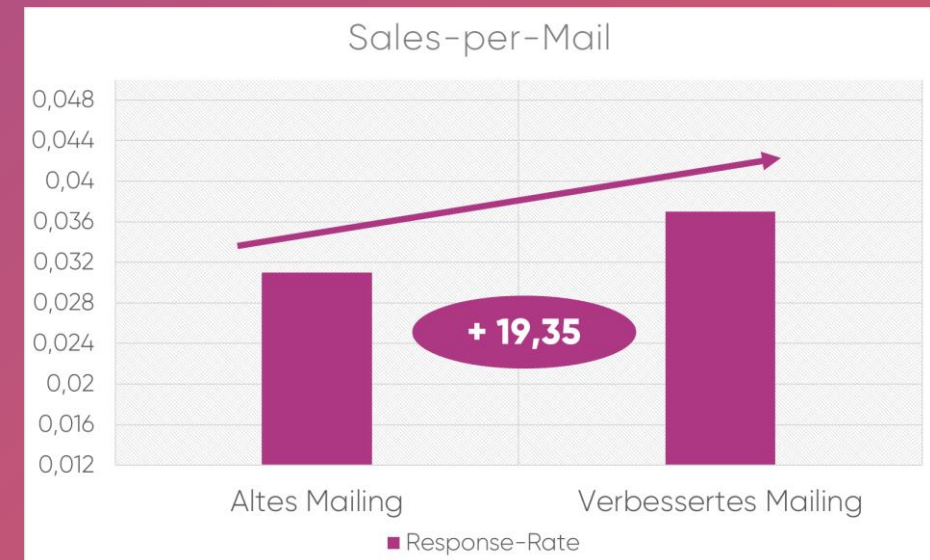
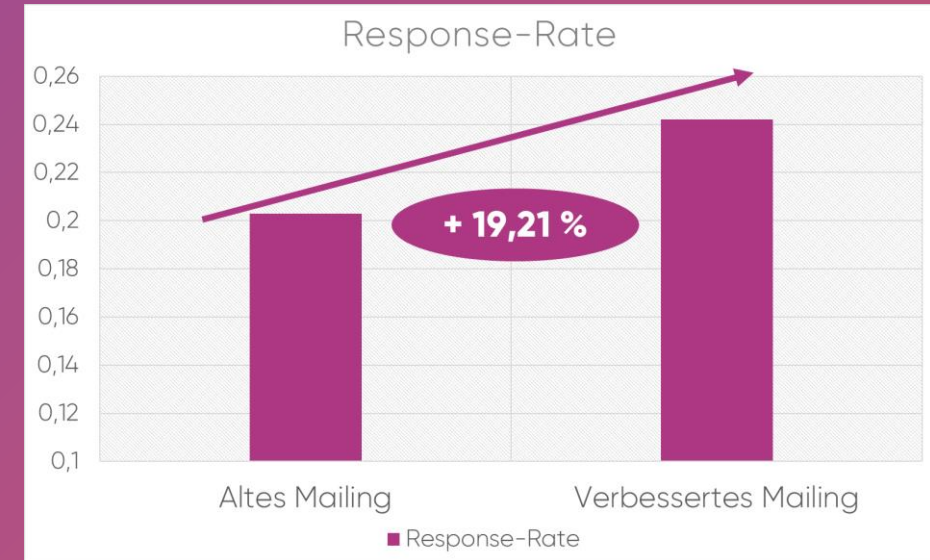


19,21 %

Sales-per-Mail also increases:



19,35 %



How CEOs write – and what analysts make of it.

In cooperation with Kirchhoff Consult & HHL, n=83 prefaces of the DAX 30 companies from the years 2015 – 2018 were analyzed.



- Overall, the prefaces to the Management Board are above average "competitive" and below average "innovative".
- The language used in the forewords to the Board of Management is significantly related to key economic figures, e.g:
 - High payout ratio with "professional" effect
 - Low payout ratio with "dramatic", "inspiring" and "competitive" effect
 - Companies with a high free float share (many small investors and few anchor investors) communicate "entrepreneurially", "competitively" and "inspiringly".
- New CEOs communicate less "competitive", "dramatising" and "inspiring", thus conveying more peace and security.
- There are significant correlations between the formulation of board forewords and the dispersion of forecasts. Basically, it can be assumed that companies want to influence analysts in a certain direction. If the dispersion is large, a very diverse influence has taken place. This could lead to uncertainty.
 - Particularly high scatter can be found in "competitively" written prefaces to the Board of Management.
 - Particularly low scatter can be found in "inspiring" forewords.

PRECIRE 3.0

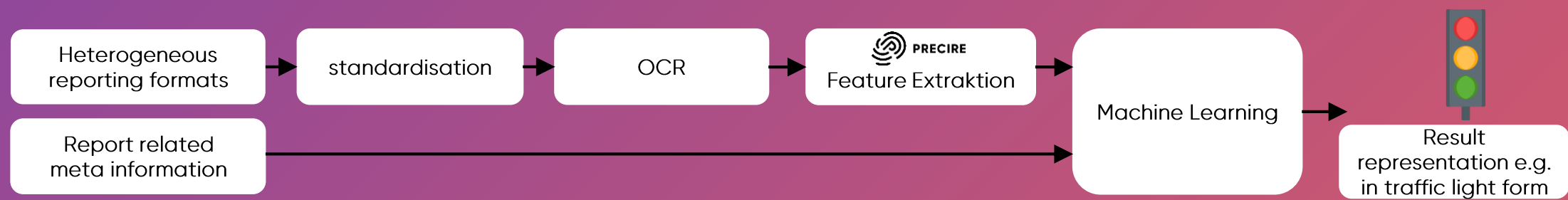
RELATION TO KPIS (CREATE)

Better investment decisions

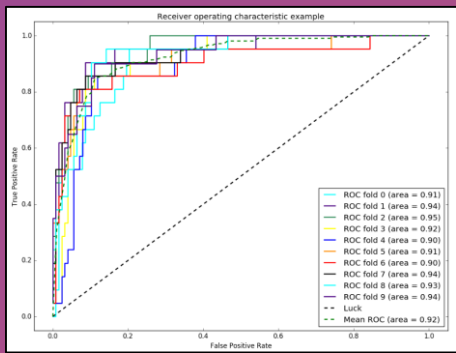
Question: Can PRECIRE features be used to generate a predictive model that can be used to predict the sudden death of a company and thus the loss of investment in that company?

record: Training data: 1703 annual reports (2001-2015) from 239 companies from 25 industries, 79 of which with sudden death
Test data: 439 annual reports (2003-2015) from 100 companies from 21 sectors, distribution unknown

method : Reproducible with the PRECIRE Feature API :

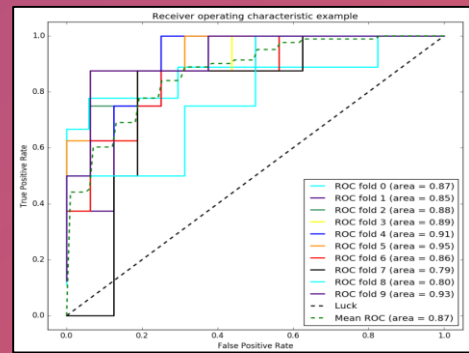


outcomes :



Shown is an averaged ROC curve with 10-fold stratified cross validation. Random classifications would lie at the dashed line. Results for the training data set:

SVM f = .8197
LDA f = .817



The following values result from the same display for the test data set:

LDA f = .7532
SVM f = .732

Derivatives: PRECIRE's features can be used to predict the sudden death of companies over different years based on annual reports. This can be used to build your own prediction models or to enrich existing models.

Fraud detection in the insurance sector

question :

Can PRECIRE features be used to generate a predictive model that can be used to predict insurance fraud?

data set

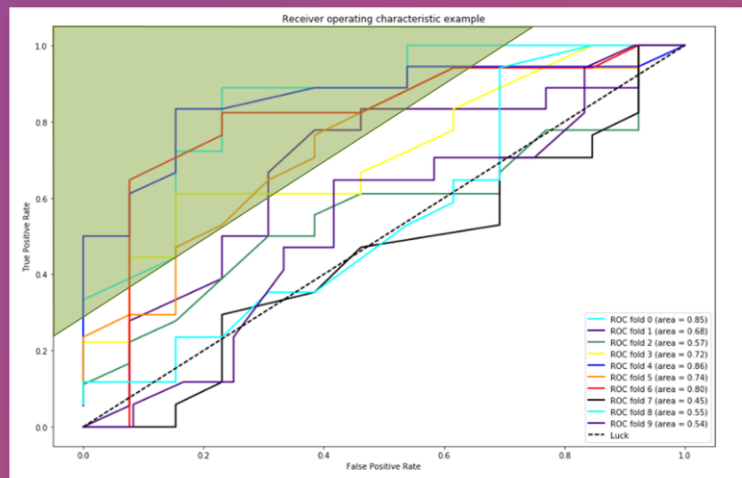
n=204 claims with **n=104 cases** of fraud **and n=100 truthful claims**. Thus an extremely small data set, with which only tendential statements can be made.

method :

Can be reproduced using the PRECIRE feature API as an example.

For the prediction different classifiers were connected and models were trained with SMV and LDA.

outcomes :



derivatives :

There are good trends suggesting that PRECIRE can help detect fraud in insurance notifications. For a valid statement, significantly more labelled and digitally available data would have been necessary. The integration of the PRECIRE features into existing models, however, seems to be a worthwhile approach in any case.



The averaged ROC curve (Receiver-Operating-Characteristic curve) represents the dependency of efficiency with the error rate for different parameter values.

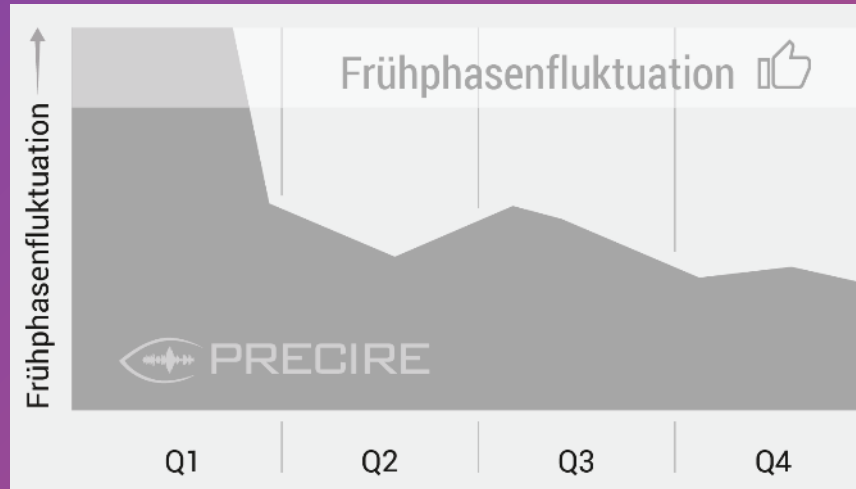
Models shown in the upper left area already have acceptable grades. A random prediction is shown with the dashed line.

PRECIRE 3.0

RELATION TO KPIS (PEOPLE)

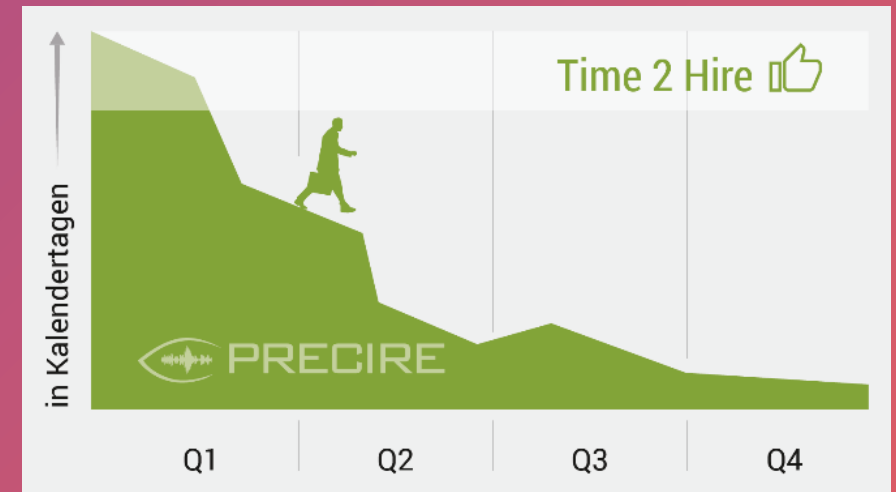
KPI improvement with PRECIRE results

Use of PRECIRE for pre-screening candidates in order to obtain a holistic impression in addition to the examination of qualifications through CV analysis, an intelligence test and getting to know each other in a personal interview.



Since the use of the technology, early phase fluctuation has been significantly reduced (by 45%). The reduction in early phase fluctuation has had a positive effect on overall fluctuation (decreased by approx. 19%).

At the same time, time to hire has decreased due to more efficient testing. The low threshold for participation, the fast feedback and the reduction of the pre-assessment effort have led to a reduction of process costs by 35%.



Relation to key performance indicators

In addition to the positive influence on business ratios, the PRECIRE results show significant correlations with key performance indicators (KPIs) in sales.

Big profit and inspiring communication

PRECIRE Ergebnis		GP 1. Monat n. PZ
Inspirierend	Spearman's rho	0.198
	p-value	0.011
Spearman-Brown Rank correlation between the ratio "Gross profile after trial period" and the relevant PRECIRE result "Inspiring".		

Sales result at the end of 2015 and PRECIRE results

PRECIRE Ergebnis		Erg. Dez.2015
Autoritär	Spearman's rho	0.229
	p-value	0.007
Zielorientiert	Spearman's rho	0.174
	p-value	0.040
Inspirierend	Spearman's rho	0.245
	p-value	0.004
Motivierend	Spearman's rho	0.242
	p-value	0.004
Spearman-Brown Ranking correlation between the sales result at the end of 2015 and relevant PRECIRE results.		

"Result" and Precire Results

PRECIRE Ergebnis		Result
Dramatisierend	Spearman's rho	0.250
	p-value	0.011
Formell	Spearman's rho	-0.230
	p-value	0.020
Zielorientiert	Spearman's rho	0.235
	p-value	0.018
Impulsiv	Spearman's rho	0.256
	p-value	0.010
Motivierend	Spearman's rho	0.252
	p-value	0.011
Philosophisch	Spearman's rho	-0.210
	p-value	0.035
Spearman-Brown Ranking correlation between the key figure "Result" (overall result of the valuation from key figures and FK valuation) and relevant PRECIRE results.		

Overall, the interrelationships can be described as moderate. It has to be considered that sales results are influenced not only by communication and customer interaction, but also, for example, by the region in which the sales staff are active.

Interrelationships with executive evaluations

Evaluations from live operations with n=93 employees in sales (rating on scale 1-6, inverted) also show significant correlations between PRECIRE results and evaluations by managers. The performance in "sales", the "ability to work in a team" and the leadership potential of the respective employee were evaluated.

Success key figure "Sales"

PRECIRE Ergebnis		Vertrieb
Lenkend	Spearman's rho	0.266
	p-value	0.010
Autoritär	Spearman's rho	0.336
	p-value	<.001
Inspirierend	Spearman's rho	0.217
	p-value	0.037
Beeindruckend	Spearman's rho	0.248
	p-value	0.016
Optimistisch	Spearman's rho	0.209
	p-value	0.045

Spearman-Brown Ranking correlation between the key figure "Sales" (scale 1-6, inverted) and relevant PRECIRE results with n=93 sales representatives.

Key performance indicator "ability to work in a team".

PRECIRE Ergebnis		Team-fähigkeit
Kooperativ	Spearman's rho	0.204
	p-value	0.050
Unabhängig	Spearman's rho	-0.228
	p-value	0.028

Spearman-Brown Ranking correlation between the key figure "Sales" (scale 1-6, inverted) and relevant PRECIRE results with n=93 sales representatives.

Key performance indicator "Leadership potential"

PRECIRE Ergebnis		Führungs-potenzial
Lenkend	Spearman's rho	0.218
	p-value	0.036
Optimistisch	Spearman's rho	0.240
	p-value	0.021
Selbstbewusst	Spearman's rho	0.241
	p-value	0.020

Spearman-Brown Ranking correlation between the key figure "Sales" (scale 1-6, inverted) and relevant PRECIRE results with n=93 sales representatives.

Evaluation Personnel Development – Project 1



WHO?

In total, n = 17 board members trained with the help of a learning platform and with the feedback from PRECIRE.

WHAT?

The aim of the PE measure was to optimise management communication. The main focus here was on the communicative effects relevant to the company and its success. The starting point was the feedback from PRECIRE before the training, with the help of which the board members were able to identify their personal areas of development and specifically train their language. After the training phase, another PRECIRE test took place to determine the success of the training.

As soon as the PE measure is rolled out company-wide, the overriding goal is to increase organizational agility through the development of individual leadership behavior.

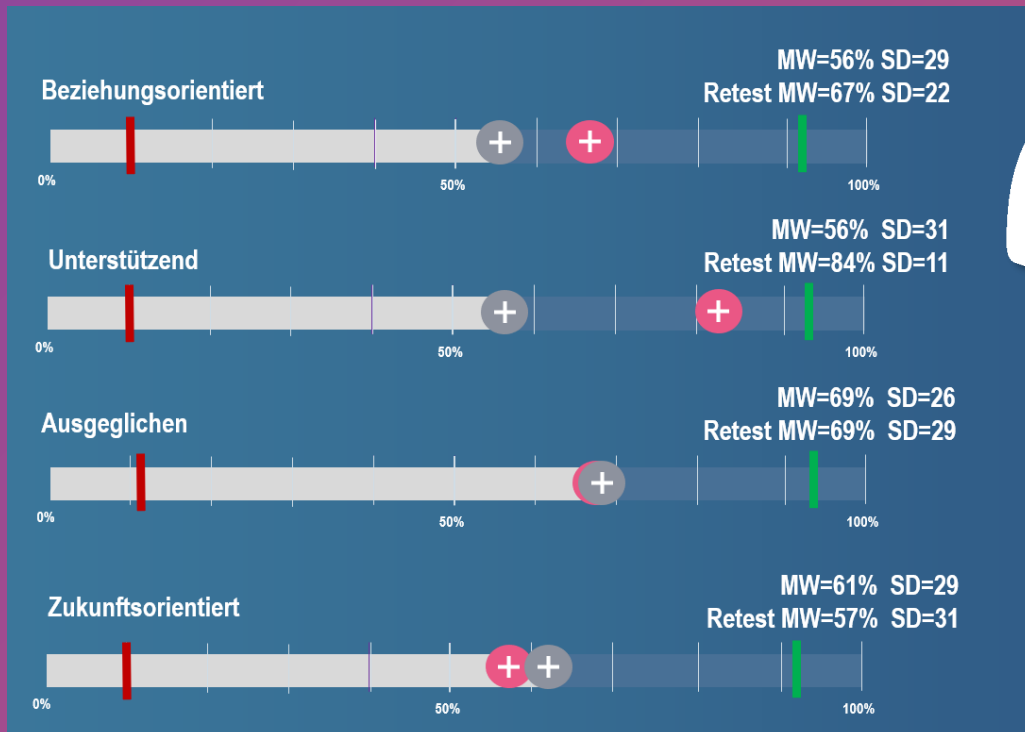
PROCESS



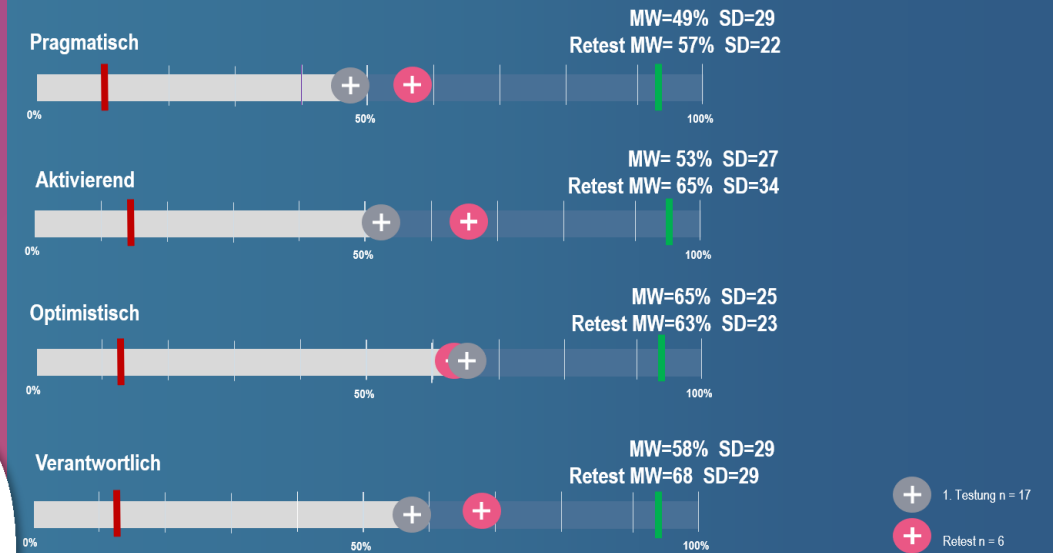
Training and Retest – Project 1

Particularly frequently selected development fields were supportive (5x), relation-oriented (4x) and activating (4x) communication. Future-oriented and balanced communication was not trained.

The characteristics were tested before (grey +) and after the training (red +).



DIE ERGEBNISSE DER TEILNEHMER/INNEN IM DURCHSCHNITT

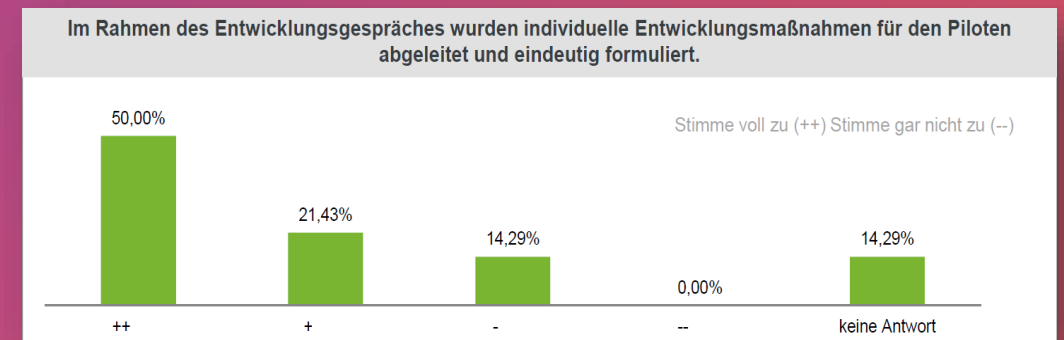
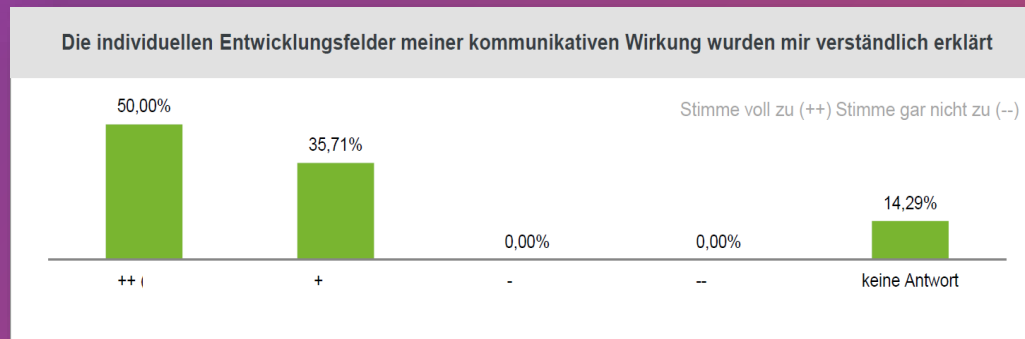
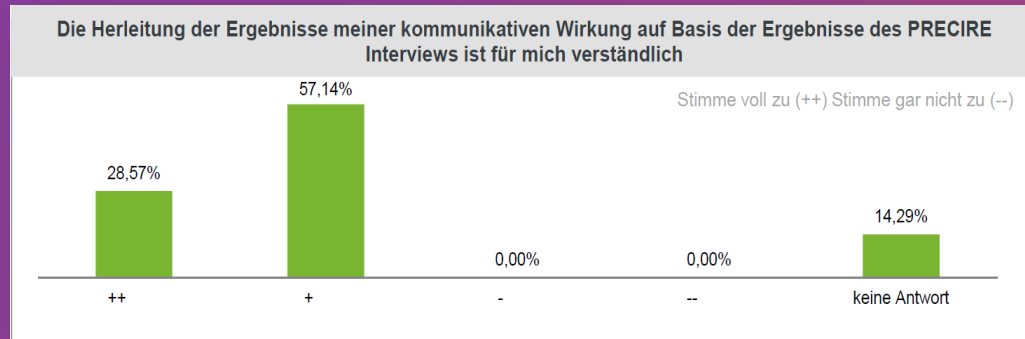


The average has changed particularly in the results that have been trained and has remained stable in the values that have received less attention.

Overall, there is a tendency for improvement after 6 weeks of training, which is an indication of the effectiveness of the training.

Results and feedback discussion – Project 1

The preparation and derivation of results are comprehensible, the individual fields of development were explained comprehensibly in the feedback discussion and the development measures were individually derived and clearly formulated.



The participants saw the added value of the PRECIRE PE measure in particular in its individualizability, flexibility in use (in terms of time and space) and autonomy in learning.

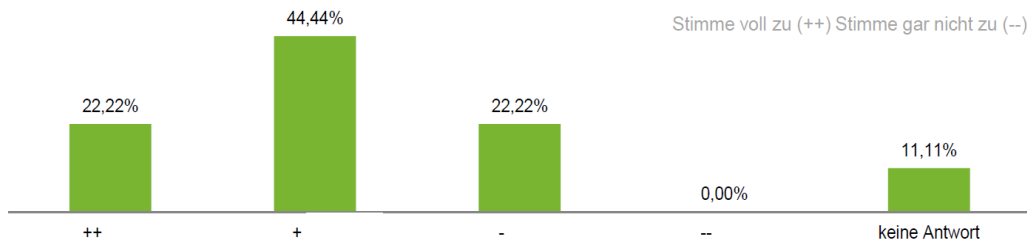
The feedback discussions were perceived as very helpful for the development process.

Learning Platform – Project 1

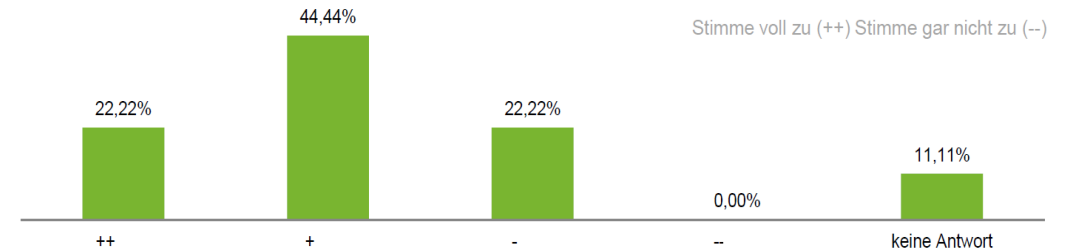
The platform was called 418 times for learning and training. The average length of stay is 13.5 minutes.

The assessment of the fit of the content available on the learning platform to the learning objective and to get to know the construct better was fundamentally positive, even if the assessment is somewhat more mixed than in the feedback discussion and the PRECIRE results.

Die auf der Lernplattform angebotenen Übungen wurden auf meinen individuellen Entwicklungsbedarf ausgerichtet



Die auf der Lernplattform angebotenen Features (Videos, Artikel...) wurden auf meinen individuellen Entwicklungsbedarf ausgerichtet.



The training contents – i.e. the exercises on the platform, which dealt with deepening self-awareness, exercises in everyday life and the transfer of all learned contents – were evaluated identically to the learning contents.

Summary and derivations – Project 1



The results show that the participants have clearly and significantly improved their communication skills in a short period of time.

- ✓ Through the awareness of the individually achieved effect and the adaptation of certain communicative behaviour patterns, rapid and measurable progress is possible.
- ✓ The training should be continued to ensure long-term success and the sustainability of the learning transfer into everyday life.



The digital, modern and novel form of further development has been very well received!

- ✓ The advantages of the self-directed learning, by the independence of place and time, as well as the personal individualization of the process, stand out clearly.
- ✓ Thus, the challenging target group could be well picked up by board members and enthusiastic about the project.

Evaluation Personnel Development – Project 2

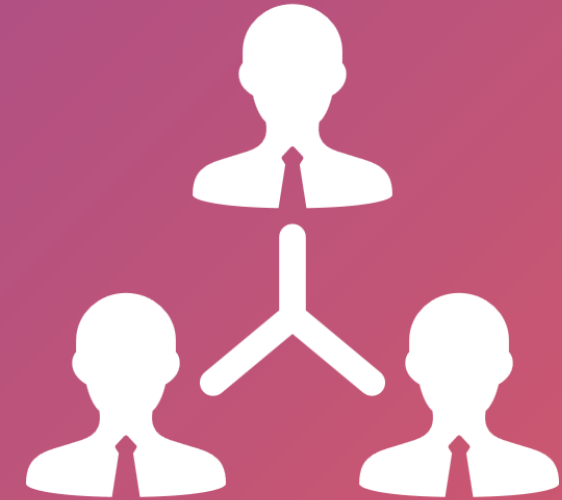
WHO?

A total of n = 34 top managers received feedback with PRECIRE.

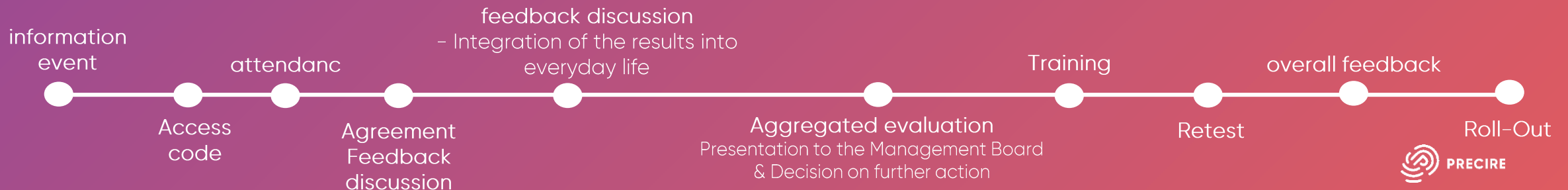
WHAT?

The measure was a pilot project in which it was to be decided to what extent PRECIRE feedback was useful for one's own role as a manager and for the training of managers towards a specific communicative target image.

The feedback of the top managers decides whether there will be a training for the target group. On the basis of the (still outstanding) overall feedback on diagnostics and training, a decision is made as to whether the project should be rolled out throughout the company.



PROCESS



Feedback – Project 2



Feedback discussion: assessed by all participants as positive, pleasant, helpful and competent. Open questions could be clarified completely.

Experience the feedback discussion

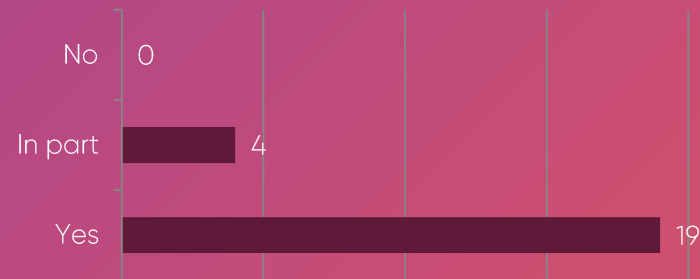


- "Pleasant conversation with sufficient opportunity to discuss questions of understanding and interpretation of the results".
- "The conversation was very supportive of my understanding of the results. All aspects were sufficiently addressed."
- "Very competent with comprehensible explanations."



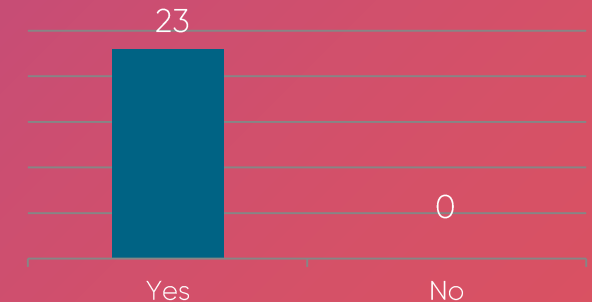
Individual benefit: Most of the top managers involved personally benefit from the language analysis. For example, new fields of action and previously unconscious communicative behaviour patterns could be identified.

Have you been able to benefit personally from the analysis?



Recommendation: On the question "Would you recommend the PRECIRE analysis to others?" there was a unanimously positive opinion of the top managers.

Recommendation from PRECIRE



- "Yes, a good new experience."
- "Complementary/additional element to personality analysis."
- "For colleagues at management level, the tool is certainly interesting for a questioning of "self-image/foreign image". However, I don't overestimate the results either."

BASELINE STUDY

CENTRAL STATISTICAL RESULTS

Correlations between the main factors – preliminary study

After the model was built on the basis of a representative data set, the stability of the factor solution with 9 main factors was tested on another, independent data set (test data set). The model again showed a good model fit.

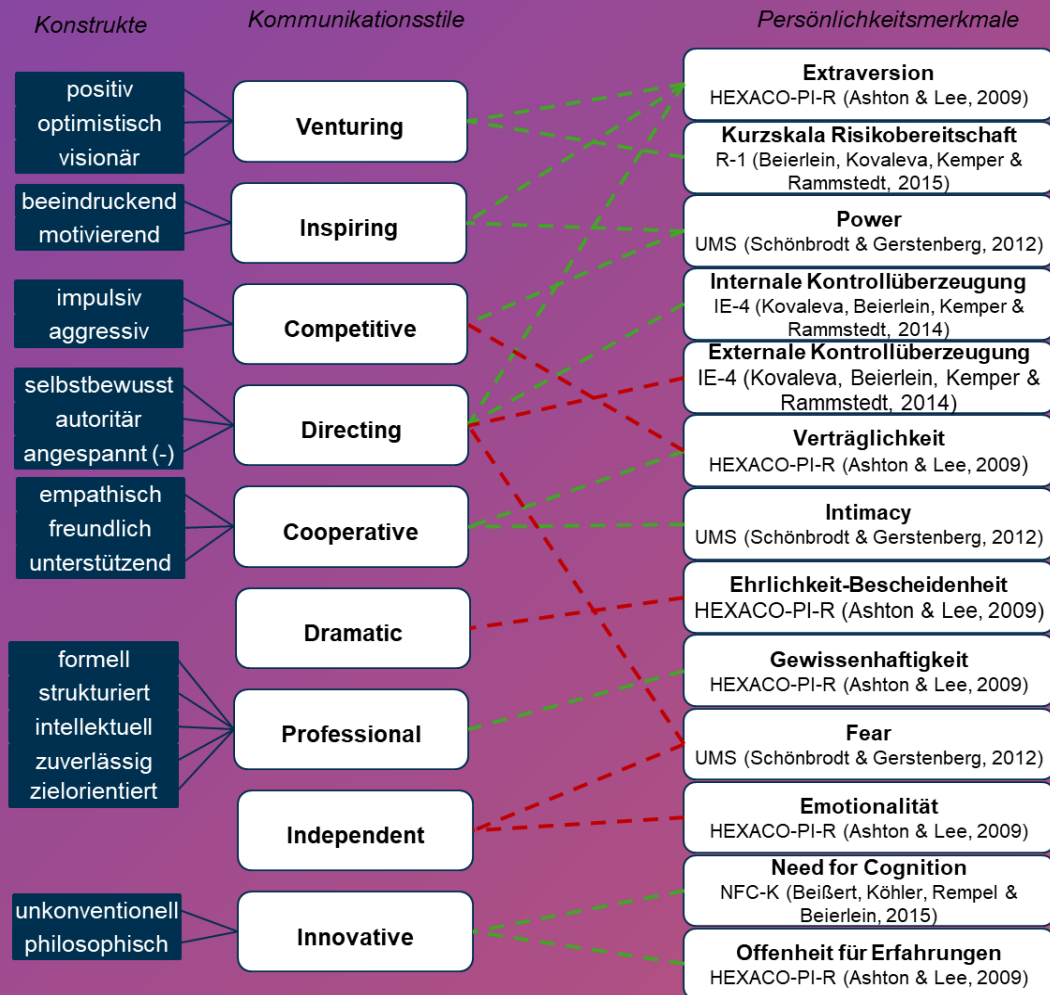
Factor correlations CFA test data									
	F1	F2	F3	F4	F5	F6	F7	F8	F9
Venturing	1								
Cooperative	0.570	1							
Professional	0.592	0.416	1						
Innovative	0.397	0.125	0.352	1					
Competitive	0.049	-0.278	-0.016	0.450	1				
Directing	-0.437	-0.143	-0.470	-0.218	-0.007	1			
Dramatic	0.101	-0.096	-0.092	0.171	0.282	0.032	1		
Inspiring	0.642	0.327	0.530	0.425	0.245	-0.461	0.115	1	
Independent	-0.045	-0.047	-0.235	0.151	0.236	0.371	0.263	0.015	1

Anmerkung: Dargestellt sind die Faktorkorrelationen in der der konfirmatorischen Faktorenanalyse (MLR-Schätzer), berechnet mit dem Testdatensatz (n=1743).

Summary of the model fit of the CFA with the test data set									
	chi²/df	CFI	TLI	RMSEA	RMSEA	SRMR	AIC	BIC	corBIC
				A	90 % CI				
CFA	9545,359								
Test-	/4149	.922	.919	.027	.027-	.038	477095.	478816.	477815.86
daten									
					.028		629	588	2
Beschreibung: CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; AIC = Akaike's Information Criterion, BIC = Bayesian Information Criterion; corBIC = Sample Size Adjusted BIC, RMSEA = Root Mean Square Error of Approximation, SRMR = Standardized Root Mean Square Residual									

- The factor correlations are in an acceptable range and indicate that independent factors have actually been found.
- The lowest correlation can be found between the factor "Directing" and "Competitive" (-.007), since "Competitive" contains the impulsive, effervescent and "Directing" means a calm, leading tendency.
- High correlations can be found with factors that should also theoretically be related, such as venturing and inspiring (.624).

Construct Validation Preliminary Study



- In addition to the newly developed test procedure, classical test procedures were also surveyed.
- Hypotheses about the connection with the main factors of the newly developed test procedure were made to the results of the classical test procedures.
- In some cases, high correlations were expected and a proper construct validation was carried out, such as in the case of the relationship between "cooperative" and "intimacy".
- In some cases, however, a connection was also investigated which was intended to clarify the location of the construct within a larger nomological network, as in the case of the connections with the scales for internal and external control conviction.

Construct Validation Preliminary Study

Tabelle 14
Korrelationen und Reliabilitäten der verwendeten Testverfahren

	MW	SD	F1	F2	Professional	Innovative	Competitive	Directing	Dramatic	Inspiring	Independent	Extraversion	Risk	Agreeableness	Intimacy	Conscientiousness	Offenheit für Erfahrungen	Need for Cognition	Power	Internal Control	External Control	Ehrlichkeit-Bescheidenheit	Fear	Emotionality
Venturing	4.84	0.98	0.917																					
Cooperative	5.34	0.82	0.648 < .001	0.914																				
Professional	5.25	0.76	0.604 < .001	0.526 < .001	0.936																			
Innovative	4.41	1.03	0.495 < .001	0.315 < .001	0.451 < .001	0.84																		
Competitive	3.22	1.08	-0.003 < .001	-0.254 < .001	-0.034 < .001	0.35 < .001	0.864																	
Directing	4.07	0.91	0.422 < .001	0.194 < .001	0.48 < .001	0.281 < .001	-0.025 < .001	0.611																
Dramatic	3.20	1.31	0.057 < .001	-0.123 < .001	-0.124 < .001	0.287 < .001	0.442 < .001	-0.058 < .001	0.793															
Inspiring	4.58	1.07	0.746 < .001	0.521 < .001	0.682 < .001	0.583 < .001	0.123 < .001	0.573 < .001	0.093 < .001	0.9														
Independent	4.78	1.01	0.104 < .001	0.055 < .001	0.318 < .001	0.039 < .001	-0.121 < .001	0.359 < .001	-0.333 < .001	0.168 < .001	0.729													
Extraversion	3.23	0.72	0.602 < .001	0.378 < .001	0.446 < .001	0.281 < .001	-0.089 < .001	0.674 < .001	0.013 < .001	0.589 < .001	0.163 < .001	0.841												
Risk	4.15	1.54	0.401 < .001	0.122 < .001	0.222 < .001	0.39 < .001	0.204 < .001	0.285 < .001	0.181 < .001	0.386 < .001	0.044 < .001	0.334 < .001	—											
Agreeableness	3.29	0.63	0.348 < .001	0.476 < .001	0.209 < .001	-0.016 < .001	-0.56 < .001	0.091 < .001	-0.189 < .001	0.208 < .001	0.031 < .001	0.312 < .001	0.077 < .001	0.788										
Intimacy	4.88	0.93	0.424 < .001	0.548 < .001	0.292 < .001	0.207 < .001	-0.072 < .001	0.208 < .001	-0.064 < .001	0.352 < .001	0.044 < .001	0.294 < .001	0.09 < .001	0.224 < .001	0.69									
Gewissenhaftigkeit	3.77	0.55	0.258 < .001	0.31 < .001	0.507 < .001	0.04 < .001	-0.301 < .001	0.355 < .001	-0.328 < .001	0.25 < .001	0.281 < .001	0.306 < .001	-0.02 < .001	0.199 < .001	0.227 < .001	0.753								
Offenheit für Erfahrungen	3.39	0.88	0.305 < .001	0.291 < .001	0.307 < .001	0.537 < .001	-0.007 < .001	0.23 < .001	0.024 < .001	0.332 < .001	0.05 < .001	0.215 < .001	0.245 < .001	0.131 < .001	0.208 < .001	0.197 < .001	0.786							
Need for Cognition	4.21	1.06	0.253 < .001	0.187 < .001	0.28 < .001	0.345 < .001	-0.042 < .001	0.261 < .001	-0.056 < .001	0.245 < .001	0.139 < .001	0.264 < .001	0.26 < .001	0.118 < .001	0.142 < .001	0.301 < .001	0.407 < .001	0.469						
Power	3.05	1.02	0.304 < .001	0.046 < .001	0.283 < .001	0.415 < .001	0.45 < .001	0.265 < .001	0.295 < .001	0.419 < .001	-0.13 < .001	0.245 < .001	0.324 < .001	-0.219 < .001	0.122 < .001	-0.026 < .001	0.152 < .001	0.064 < .001	0.698					
Internal L. o. Control	3.69	0.92	0.379 < .001	0.206 < .001	0.386 < .001	0.194 < .001	0.041 < .001	0.317 < .001	-0.027 < .001	0.37 < .001	0.21 < .001	0.343 < .001	0.268 < .001	0.071 < .001	0.152 < .001	0.232 < .001	0.133 < .001	0.182 < .001	0.196 < .001	.438				
External L. o. Control	2.26	0.92	-0.059 < .001	-0.056 < .001	-0.093 < .001	0.114 < .001	0.283 < .001	-0.22 < .001	0.205 < .001	-0.044 < .001	-0.272 < .001	-0.184 < .001	0.018 < .001	-0.172 < .001	-0.051 < .001	-0.286 < .001	-0.028 < .001	-0.151 < .001	0.195 < .001	-0.113 < .001	.513			
Ehrlichkeit-Bescheidenheit	3.66	0.62	-0.024 < .001	0.19 < .001	0.082 < .001	-0.214 < .001	-0.383 < .001	0 < .001	-0.363 < .001	-0.12 < .001	0.282 < .001	0.047 < .001	-0.18 < .001	0.249 < .001	0.141 < .001	0.297 < .001	0 < .001	0.127 < .001	-0.428 < .001	0.042 < .001	-0.28 < .001	0.739		
Fear	3.57	0.19	-0.124 < .001	-0.007 < .001	-0.169 < .001	0.06 < .001	0.248 < .001	-0.372 < .001	0.162 < .001	-0.126 < .001	-0.355 < .001	-0.418 < .001	-0.111 < .001	-0.277 < .001	0.089 < .001	-0.21 < .001	-0.051 < .001	-0.17 < .001	0.196 < .001	-0.159 < .001	0.303 < .001	-0.216 < .001	0.768	
Emotionalität	3.27	0.65	-0.059 < .001	0.204 < .001	-0.139 < .001	-0.063 < .001	0.076 < .001	-0.247 < .001	0.036 < .001	-0.084 < .001	-0.249 < .001	-0.227 < .001	-0.132 < .001	0.321 < .001	-0.09 < .001	-0.056 < .001	-0.177 < .001	0.032 < .001	-0.149 < .001	0.191 < .001	-0.038 < .001	0.527 < .001	0.744	

Anmerkung: Korrelationen der Skalenergebnisse aller verwendeten Testverfahren untereinander, berechnet am Testdatensatz (n=1743). In der Diagonale sind die Alpha-Reliabilitäten dargestellt. Die Alpha-Reliabilitäten wurden berechnet, wenn eine Skala mehr als 2 Items aufwies.

- The reliabilities of the newly developed scales are very good (.936 for "Professional") to okay (.611 for "Directing").
- The hypotheses on convergent validity are confirmed throughout, partly with high correlations (e.g. "Directing" and "Extraversion" with .674), partly with moderate ones (e.g. "Competitive" and "Power") and partly with low ones ("Independent" with "Emotionality" with -.249).
- The discriminatory validity is largely given. In particular for the results, in which no very similar constructs were tested, but rather the classification into the nomological network should be tested, outliers show up. For example, "Innovative" correlates more closely with "Risk" than with "Need for Cognition".

Personality and professional success – Interesting connections

Current state of research:

Big Five	Korrelation	Berufserfolg
Neurotizismus	korreliert signifikant negativ mit	Gehalt
		Beförderung
		Berufsstatus
Verträglichkeit	korreliert signifikant negativ mit	Gehalt
Extraversion	korreliert signifikant positiv mit	Gehalt
		Beförderung
		Hierarchischen Position
Gewissenhaftigkeit	korreliert signifikant positiv mit	Gehalt
Offenheit	korreliert signifikant positiv mit	Berufsstatus

Professional shows a connection with the hierarchy level ($r = .221, p = < .001$). Accordingly, people with high levels of professionalism are more likely to work in hierarchically higher positions.

Formality shows a significantly positive correlation with the hierarchy level ($r = .238, p = < .001$). Formal persons are therefore usually higher in the hierarchy level.

Calmness and the hierarchy level show a significantly positive correlation ($r = .219, p = < .001$). The more relaxed a person is, the higher he or she is in the hierarchy level.

Hierarchy and goal orientation have a slightly significant relationship ($r = .196, p = < .001$). This means that goal orientation slightly influences the achievable hierarchy level.

Sample:
n = 3477 subjects
1649 male volunteers
1822 female subjects
6 Other sex

Average age 45-49 years

Spearman Correlations				
		Hierarchielevel	Gehalt	Berufsstatus
professional	Spearman's rho	0.221	0.116	-0.127
	p-value	< .001	< .001	< .001
formal	Spearman's rho	0.238	0.150	-0.095
	p-value	< .001	< .001	< .001
composed	Spearman's rho	0.219	0.102	-0.089
	p-value	< .001	< .001	< .001
goal-oriented	Spearman's rho	0.196	0.092	-0.096
	p-value	< .001	< .001	< .001



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