

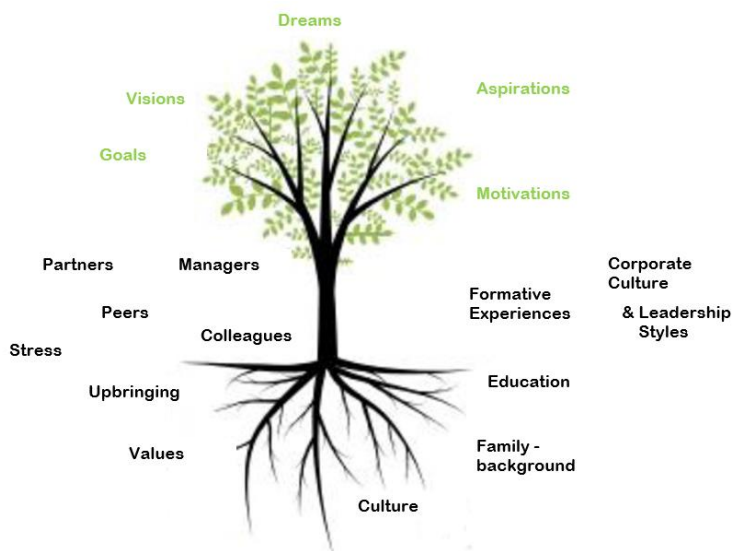
DNLA DISCOVERING NATURAL LATENT ABILITIES

DNLA in a nutshell

Good and successful work is the product of many factors that influence the relationships between the factors that influence each other. These factors include professional competence, intellectual competence, support from the professional environment (especially from superiors, the corporate culture, support from the private environment, the mood and cooperation in the team, as well as social or emotional competence. The latter is also referred to as basic competence. A total of 17 factors in the areas of "performance dynamics", "interpersonal environment", "will to succeed" and "resilience" determine how we cope with the various sources of stress, conflict and resistance in our professional lives, how we communicate with others, how we take on and implement responsibility for ourselves and others. Not individual factors are what determines success in the job, but the presence of sufficient potential in as many factors as possible and the right mix of them. It is also important that these factors are not exaggerated, but remain permanently in a healthy optimal range, suitable for the requirements of the respective job profile.

These factors are inherent in us humans, they are "natural abilities". These include factors like the ability to cope with changes and unforeseen situations (= "flexibility") or the ability to perceive and interpret other people's emotions and reactions (= "empathy"). We have been given these capabilities by birth.

Depending on what we learn in our childhood and youth, and depending on what experiences we have at school, in training and at work, what professional environment we have, how the managers and colleagues communicate, what kind of support we receive, whether we experience success or failure in our professional lives, whether we are exposed to particular stress, and what kind of leadership behaviour and corporate culture characterises our working environment - all of this strengthens these factors and enables us to fully develop our potential, or on the other hand inhibits some factors and ensures that some potential is "blocked" in the current environment and does not come into its own.



If all these conditions (personal environment, relationships with superiors, relationships with the team and social skills) are optimal you have all it takes to be able to fully access and use your own potential. The emotional engagement to your own work, identification, and motivation to achieve are correspondingly high and all of this will lead to professional success in the medium or long term. If, on the other hand, potential is clearly lacking or not being brought to use in one of the factor just mentioned, this can lead to disadvantages.

An example: Let's say, after a new hire, someone does not really make any

progress or this person's professional development in the company is hindered. Often the person herself / himself cannot recognize or analyze the causes for this. Possible changes in behavior, which would sometimes be very simple, therefore are not made. For the same reason, the senior managers in the company cannot help or give the right kind of support - because they cannot recognize the exact causes of the problem (here, for example, uncertainty, lack of orientation and lack of feedback). Making employees successful (again) means first getting an objective picture of the situation - in order to then be able to decide which support and development measures are suitable in the case at hand.



DNLA - Discovering Natural Latent Abilities offers **scientifically sound** and **tried-and-tested** instruments for this assessment and for initiating and supporting reflection- and development processes at the individual level, at the team level and in the entire organization. DNLA is therefore not a personality test, nor is it an "assessment", but rather a "snapshot" of factors from the area of soft skills that are important for professional success. DNLA gives you the chance to get to see and to know your full potential in the area of social skills. If this potential is already strongly developed across the board, this will become apparent in the results of this objective analysis. If not all potential is currently at its optimum level, then the analysis and a personal debriefing and feedback can be used to find out the reasons for this and to initiate suitable support and development measures. And this in turn significantly increases your chances of future professional success. So with DNLA you always win. We wish you all the best for your personal and professional development. Best regards, the DNLA development team.

Implementation of DNLA – quality standards

The DNLA analyses are always embedded in a professional consulting and development process. This includes that the results of a DNLA analysis are always discussed with participants in a debriefing session.



Here, and all their questions are answered, and they get personal feedback, and the present result is connected to their personal and professional situation and their personal background story in order to, if necessary, then be able to derive the individually appropriate development measures from the analysis. This debriefing on the results of the analysis is exclusively carried out by expert consultants who are specially trained and certified in the use of DNLA. Because DNLA is not a personality test, but an approach to analyze potential, regular use and application of DNLA-assessments is possible and useful. By doing DNLA regularly (e.g. annually), developments can be tracked and

mapped. New problem areas are identified early on, and suitable support measures can be initiated before a problem becomes large and difficult to solve. All of this contributes to comprehensive and sustainable personnel development at all levels in the company.

The scientific background and development of DNLA

Dr. Wolfgang Strasser and Prof. Dr. Dr. Dr. Brengelmann at the Max Planck Institute for Psychology led a research-program about success in the job, which resulted in a scientifically proven model of professional success factors. It includes 17 factors of social competence, such as "motivation", "self-confidence", "initiative" or "dealing with feedback and critique", which are of fundamental importance for professional success. A team of experienced HR experts, trainers, management consultants and IT specialists developed the DNLA expert system on the basis of these findings. DNLA -Discovering Natural Latent Abilities is therefore a scientifically sound potential analysis and development process based on research and findings in the field of organizational psychology. Continuous further developments and updates of the DNLA-program and various external validity studies, as well as the benchmark data used for the calculation of results, which is updated on a daily basis, guarantee that the results are always accurate and up-to-date.

Thanks to a wealth of expert knowledge and practical recommendations from our large network of HR experts, the DNLA instruments are always practice-oriented. We are always focusing on the practical value of DNLA.

From the results of the DNLA-analyses and from the debriefings on the results, hands-on-measures of development can be derived and implemented in the day-to-day work.

All this is made to ensure the greatest possible practical benefit with the simplest possible handling.



Benchmark with the best

This practical orientation is also evident in the approach to measurement. To determine whether or not the potential in a certain social competence factor is already in the optimal range for the requirements of the position in question, DNLA does not build on abstract theoretical considerations, but rather compares the answers and thus the degree to which participants can show their potential and soft skills with others who are already working very successfully in this position. The benchmark is therefore the degree to which these very successful people show soft skills like flexibility, empathy or self confidence in their respective positions. This approach is called "benchmarking with the best". It is possible because DNLA can access a large database of comparative data. Over 100,000 current comparative data sets, soft-skills-assessments combined with external assessments like senior manager's ratings and performance data, are available for comparison.

- New data sets are added to the database each day and replace the benchmark data that is older than 5 years.
- Benchmarks and the calculation of results are always made with a sample of at least 120 data sets ($n > 120$).
- The comparison is made on a position-specific basis. When selecting the peer-groups for the benchmarking, DNLA distinguishes between different professional levels and between different types of jobs.

By comparing with constantly updated reference data from other successful people who do a similar job, an intelligent, learning system is created that automatically reflects the current requirements of the job-world.

Reliability and Validity

SCIENTIFIC BACKGROUND OF DNLA

BASIC RESEARCH

DNLA - Discovering Natural Latent Abilities is based on basic research on "Social Competence" and "Occupational Success Factors" at the Max Planck Institute in Munich. Under the supervision of Professor Dr. mult. Brengelmann, Dr. W. Strasser developed a scientifically validated model that includes all essential factors in the area of social competence that influence success in the job. A team of psychologists, experienced HR experts, trainers, business consultants, coaches and IT specialists developed the DNLA expert system on the basis of these findings.

DIN 33430 PROCESS – AUDIT

The Prüfinstitut für Service und Qualität confirms that the DNLA method has been successfully proven in a process audit to meet the qualitative requirements of DIN standard 33430 for job-related aptitude assessments regarding the planning of job-related aptitude assessments, the selection, compilation, execution and evaluation of procedures and the interpretation of the procedure results together with the formation of judgements. This certification is registered with the Association for the Accreditation of Certification Organizations e.V. under the number 801/19 and is valid until March 18, 2024. The certification was carried out by the Prüfinstitut für Service und Qualität, Bad Nauheim, March 18, 2019 by Prof. Dr. Walter Simon.

REQUIREMENTS FOR VOCATIONAL APTITUDE ASSESSMENTS AND THEIR IMPLEMENTATION - DIN 33430

Participants in the DNLA process are entitled to a comprehensive professional explanation of the results as well as suggestions for suitable training and further education measures, such as those required by DIN 33430.

DNLA GMBH

DNLA GmbH in Erlangen is the competence center for all DNLA partners, national and international, and owner of the worldwide license rights of DNLA (www.dnla.de, www.dnla.com). DNLA GmbH is responsible for the continuous development and updating of the DNLA tools of the DNLA data pools, the development of new DNLA-programmes for foreign countries, as well as the training and licensing of DNLA consultants and partners worldwide.

VALIDITY & RELIABILITY

The most recent study (February 2021) on the validity of DNLA (SC, including DNLA Jobstarter) "Evaluation of the DNLA SC Procedure under Consideration of the Quality Criteria of Psychometric Measurements" was conducted by Prof. Dr. René Lehmann, Professor of Business Mathematics and Statistics at the FOM University of Applied Sciences in Essen and member of the Institute for Empirical Research and Statistics (ifes) and the Institute for Business Psychology (iwp). You can also find these and previous validation studies on our website at <https://www.dnla.de/qualitaet-und-sicherheit/wissenschaftliche-grundlagen-und-entwicklung/>

The previous certifications were carried out by the following auditors: Dipl.-Psych. H. Seibt, Dr. W. Jesenich, Prof. Dr. J. Deller. The calculation of the validities was done by: Prof. Dr. Bo Ekehammar, "DNLA: Technical Manual" by Ekehammar, Strasser & Bates 1993 and "evaluate", Institute of Business Psychology and Evaluation, University of Lüneburg. Head of Institute: Prof. Dr. S. Rendtsch (Professorship for Evaluation & Organization) and Dr. Dipl.-Psych. A. Utzsch, 2003.

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Quality Made in Germany!


Klaus Haddick
Managing Partner DNLA GmbH

The scientific quality of DNLA is regularly checked independently in external validation studies. The scientific quality and criteria such as validity, reliability and objectivity are examined. Other criteria such as test economy, fairness, transparency, acceptance and usefulness are also examined and evaluated. These evaluations are consistently positive, as shown in the most recent validation study "Evaluation of the DNLA SC analysis considering the quality criteria of psychometric measurements

An empirical study " by Prof. Dr. René Lehmann, Professor of Business Mathematics and Statistics at the FOM University of Economics and Management in Essen and member of the Institute for Empirical Research and Statistics (ifes) and the Institute for Business Psychology (iwp). You can also find these and previous validation studies on our website at <https://www.dnla.de/qualitaet-und-sicherheit/wissenschaftliche-grundlagen-und-entwicklung/>



Conducting the survey:

The various questionnaires can be accessed online and answered in more than 20 different languages. The questions are simple to answer. There are no "forced choice"-questions or other question formats that are more difficult to answer. The questionnaires for students and young participants are adapted in a way that is appropriate for these target groups. Various measures are taken to ensure that the answers provided are valid, meaningful and free from distortion or bias:

- Each factor is measured on the basis of at least 10 questions.
- The questions are presented to participants using a random generator.
- The questionnaire contains control questions.
- During the evaluation of the data, it is automatically checked whether there are any indications of certain response-patterns. These include contradictory response behavior, socially desirable response behavior, extreme response tendencies, and response behavior with a tendency toward the middle.

These tendencies are indicated and in some cases lead to the survey having to be repeated. Because only with a consistent result that reflects the current situation of the participants and shows their current potential, appropriate measures for development can be determined.

Data protection

Data protection is of the highest priority for us and for our partners. Users and participants are protected by various measures to ensure that their personal data cannot be accessed by third parties. Access to personal data is restricted to those persons who have to work with this data due to their position and tasks. In accordance with the German Federal Data Protection Act, only data intended for the agreed purpose is stored. Participants have the right to have all of their personal data immediately and irrevocably deleted at any time. At DNLA, personal data is processed exclusively for the purposes announced in the data protection regulations in order to

- carry out evaluations to determine personal potential / level of soft skills
- create statistics
- initiate organizational development measures
- initiate HR processes
- inform applicants and employees individually (=creating individual DNLA-reports).

You can find detailed information and our data protection declaration [here](#).

You can find more information about our IT and IT security [here](#).

