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# Focus on Responsibility

## SUMMARY REPORT

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## EDITORIAL

*If everyone in society, especially leaders, would take on more responsibility, then society, business, and politics could become more successful. Cooperation and coexistence would be more humane, more effective, more efficient, and certainly more innovative. But how do we achieve this? Boris Grundl and the Grundl Leadership Akademie have set out to explore the concept of responsibility.*

*Responsibility is often discussed from a philosophical and psychological point of view. The current state of research has been well summarized by Hubertus Heuer of Weiße Q ([www.weisseq.com](http://www.weisseq.com)) to link the findings of formal axiology (value science) according to Robert S. Hartman and Dr. Uli Vogel of profilingvalues ([www.profilingvalues.com](http://www.profilingvalues.com)). It has been proven that the concept of responsibility can be operationalized and measured using the Hartman Value Profile technique. Simply put: it can be shown how a person recognizes and evaluates the concept of responsibility around him and his attitude towards his own sense of responsibility as well as his assumption of responsibility.*

*Boris Grundl's development team is reaching an even greater relevance through the newly developed Responsibility Index. This means that the general public can be reached ([www.verantwortungsindex.de](http://www.verantwortungsindex.de) & [www.responsibilityindex.org](http://www.responsibilityindex.org)). Prof. Dr. Christoph Moss is responsible for communication in this sense ([www.mediamoss.me](http://www.mediamoss.me)).*

*This new kind of measurement combined with Boris Grundl's established system of leadership, Leading Simple®, leads to the Leadership Excellence Report which is being used successfully in the leadership development market.*

*Boris Grundl, Christoph Moss, Hubertus Heuer, and Uli Vogel have been continuously developing ideas and measurements since 2015. Everything has been spurred with one goal in mind: to get executives to assume more responsibility.*

## THE SURVEY AND METHOD

The report Focus on Responsibility is calculated automatically from the data entered by the participant in an online questionnaire. It consists of two ranking sequences with 18 items or statements each. The axiological survey and method of calculation are based on the research of Professor Robert S. Hartman, the creator of the Hartman Value Profile (HVP). The HVP has been conducted millions of times throughout the world and has been validated extensively. This complex ranking model is able to accurately represent the world view and the self-view of a person, taking into account the current phase of life. Thus, one learns a lot about the individual's central value system as well as his/her currently prevailing attitudes. Boris Grundl and Dr. Uli Vogel have expanded the HVP to include the person's perception of responsibility in a differentiated way and illustrated in this summary report. It is based on the profilingvalues System which is also an advancement of the HVP.

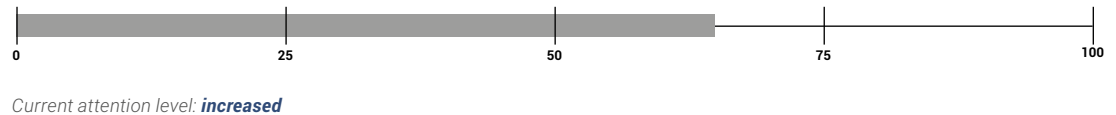
## STRUCTURE

On the next two pages the results are depicted on six scales which illustrate two aspects each (see following figure). The bar represents a person's level of capacity, e.g., the current state of the competency. The heading beneath the bar 'Current attention level' tells you what level of concentration is currently focused on the ability. For instance, you can use a great personal strength proactively or neglect it. You can also have a balanced attention level and exercise this ability flexibly. Therefore, there are three types of attention for each capacity: increased, balanced, and diminished.

### EXAMPLE: **RECOGNIZING WORTHWHILE RESPONSIBILITIES**

*Ability to recognize which responsibilities in organizations should be adopted and understand how they should be monitored, assessed, and implemented.*

The factual dimension of responsibility. Central question: What is the subject of responsibility?



*Excessive emphasis on one area of responsibility may result in less impact, i. e., clarity and thus the ability weaken in this area. The aim is to use skills optimally in a balanced system comprising all areas of responsibility.*

## THE CONCEPT OF RESPONSIBILITY IS MEASURED IN THREE DIFFERENT DIMENSIONS.



**The human dimension** of responsibility encompasses everything that a person feels and senses about responsibility. Central question: Who is responsible?



**The factual dimension** of responsibility includes everything that a person perceives and observes about the concept of responsibility. Central question: What is the subject of responsibility?



**The principle dimension of responsibility** involves everything that the person evaluates and assesses about responsibility. Central question: What is the responsibility for?

**The results zero in on two different value realms:** one's responsibility in society and the personal responsibility. Page 4 is devoted to the individual view of one's responsibility in society and page 5 reflects the perception of one's personal responsibility.



The outer, i.e., perceived world with respect to responsibility.



The self refers to the inner processes of a person on the issue of responsibility.

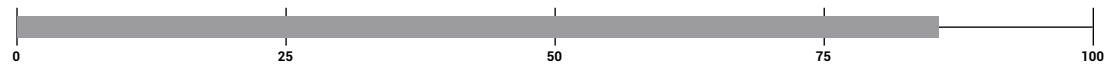
ORGANIZATIONAL  
RESPONSIBILITY  
REFLECTED BY  
PEOPLE, FACTS,  
AND PRINCIPLES

RESPONSIBILITY IN ORGANIZATIONS:

**SENSING RESPONSIBILITY IN OTHERS**

The ability to recognize how people in organizations perceive responsibility and the talent to properly assess responsible people.

The human dimension of responsibility. Central question: Who is responsible?

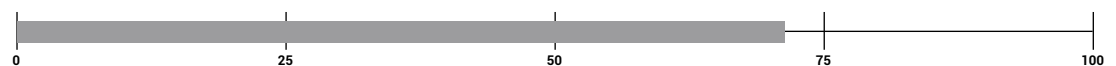


Current attention: **balanced**

**RECOGNIZING WORTHWHILE RESPONSIBILITIES**

The ability to recognize which responsibilities in organizations should be assumed and to understand how they should be monitored, assessed, and implemented.

The factual dimension of responsibility. Central question: What is the subject of the responsibility?

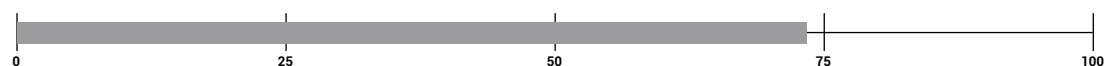


Current attention: **diminished**

**REGARDING RESPONSIBILITY AS A PRINCIPLE**

The ability to recognize on which principles a worthwhile responsibility is based and discern how these principles are perceived and judged.

The principle dimension of responsibility. Central question: What is the responsibility for?



Current attention: **increased**

Excessive emphasis on one area of responsibility may result in less impact, i. e., clarity and thus the ability weaken in this area. The aim is to use skills optimally in a balanced system comprising all areas of responsibility.

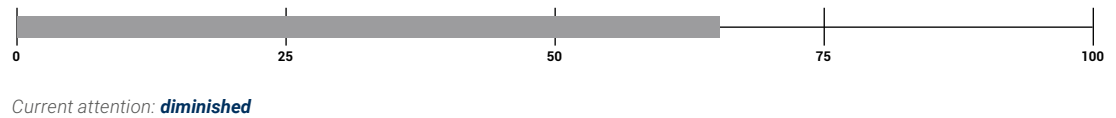
PERSONAL  
RESPONSIBILITY  
REFLECTED BY  
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PERSONAL RESPONSIBILITY:

**SENSING RESPONSIBILITY**

The ability to feel that you are personally responsible and are able to assume this personal responsibility as well as appreciate it.

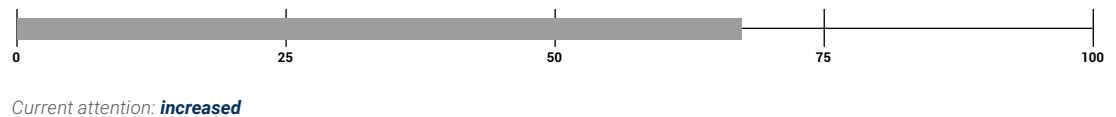
The human dimension  
of responsibility.  
Central question:  
Who is responsible?



**ASSUMING RESPONSIBILITY**

The ability to perceive when you should take on responsibility as well as how you observe, judge, and act in this role.

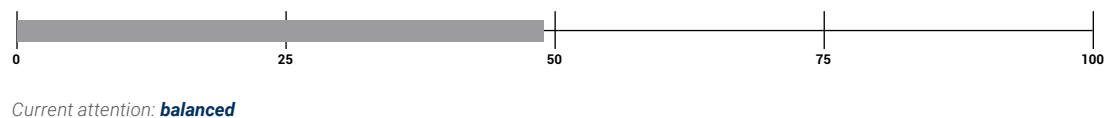
The factual dimension  
of responsibility.  
Central question: What is the  
subject of responsibility?



**MEANING OF PERSONAL RESPONSIBILITY**

The ability to discern which responsibilities you hold according to your personal values and how you assume and appreciate these responsibilities as well as live by them.

The principle dimension  
of responsibility.  
Central question: What is the  
responsibility for?



Excessive emphasis on one area of responsibility may result in less impact, i. e., clarity and thus the ability weaken in this area. The aim is to use skills optimally in a balanced system comprising all areas of responsibility.

The following personal recommendations for development were derived from the results to help expand your capabilities. These are simple tips for everyday life.

### **SENSING RESPONSIBILITY IN OTHERS**

You are excellent in recognizing responsibility. You sense, observe, and evaluate it outstandingly well. Not much improvement can be made here. Continue to do this and perfect this skill. You have an exceptional talent. Get others to learn your outstanding skill. Share your knowledge and viewpoint proactively with people.

### **RECOGNIZING WORTHWHILE RESPONSIBILITY**

You see tasks and functions with their associated responsibilities very clearly and can assign and analyze them logically or in a differentiated way. Give yourself an even greater incentive to understand all responsibilities in their full depth. Why does who do what, and how is this related to the actions of others? Thereby, you will understand the activities in your environment even better.

### **REGARDING RESPONSIBILITY AS A PRINCIPLE**

You recognize how the rules of responsibility in society work very well and which role you play. Nevertheless, you could achieve even more. Explore principles and rules more in-depth which make our community successful and set appropriate standards for yourself. Thus, you will be able to make an even greater contribution to society and benefit from it too. You'll enrich our human coexistence by doing so.

### **SENSING RESPONSIBILITY**

You recognize your personal responsibility as an individual only in principle. Your self-confidence is a little affected by this. Try to further build your self-esteem. You are unique and have talents and potential which our society certainly needs. Attempt more and ask people you trust where you can really make a decisive contribution. Try to contribute to society in ways you always wanted to do with more self-esteem. You have the power in you - go ahead!

### **ASSUMING RESPONSIBILITY**

You basically know the roles where you should take responsibility. At the moment, however, you are not always in a position to clearly see and appreciate your function at work and in society. Try to concentrate on your unique abilities and potential. You know your strengths. There is certainly need for your performance in our society. Think about where you can utilize your skills. Search for ways to apply your talents and develop your potential. Be proactive and become involved!

### **MEANING OF PERSONAL RESPONSIBILITY**




You are unaware of the sense of personal responsibility in your life. You don't see your personal perspective on life clearly. You may be pondering this question but perhaps look at it too idealistically. Try to develop a realistic self-strategy for all areas of life. Draw up an integrated life plan that includes all your interests and activities. Concentrate on recognizing the meaning of your own responsibility as a whole and avoid favoring any one area of your life, such as your career.

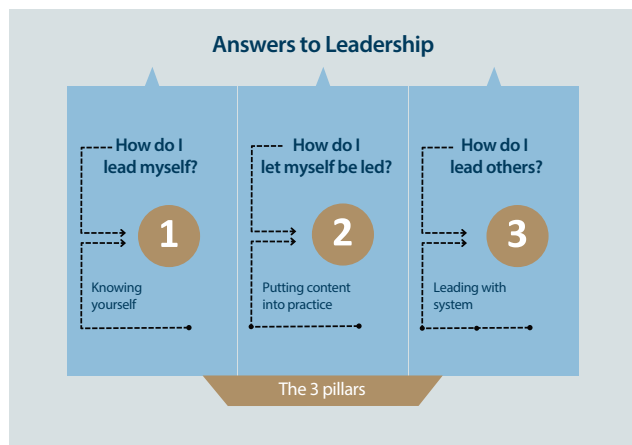
## LEADING SIMPLE® – LEADING SUCCESSFULLY WITH SYSTEM

The Grundl Leadership Akademie ensures that leadership teams live up to their management responsibilities: guiding people. Put into practice! It answers the three central questions of effective leadership:

1. **How do I direct myself?**
2. **What guides me?**
3. **How do I lead others?**

To this purpose Leading Simple® relies on leading with your head, hand, and heart:

-  1. **Leading with your head – the five Tasks**  
(What do I have to do?)
-  2. **Leading with your hand – the five Tools**  
(What do I need to do it?)
-  3. **Leading with your heart – the five Principles**  
(Why do I have to do it?)



Training was yesterday. Implementation is today. The Grundl Leadership Akademie ensures real transformation. This is achieved in three steps:

- **Intellectual understanding**
- **Emotional understanding**
- **Practical applications**

For more information see [www.grundl-akademie.de](http://www.grundl-akademie.de)

## THE SCIENTIFIC BASIS OF THE PROFILINGVALUES METHOD

The information required for evaluating the report 'Focus on Responsibility' are derived from the participant's complex series of rankings and measured according to value psychology. A differentiated projection is made against a logical-mathematical sequence and calculated in terms of their varying distances.

Our value system is regarded by scientists to be the most consistent orientation for our actions. These can be captured in a value metric way, i.e., by evaluating and not self-disclosure.

This precludes forms of manipulation and psychological effects such as social desirability or self-promotion.

The metrics used from the logical ranking sequences have been normed and validated numerous times. It stems from the research of Robert S. Hartman, a scientist nominated for the Nobel Prize in 1973.

For more information see [www.profilingvalues.com](http://www.profilingvalues.com)