

## Introduction

‘A fine display of character’ – how often do we hear or read this expression in sport. Especially when an athlete achieves a high score or when a team battles back from being far behind we like to honour the character of the team or athlete.

But what does this really mean? Is the character more than the sum of the individual team members? This is one of the deciding success factors. Because even in the day to day training and coaching we can sometimes see how little the coaches and athletes know about each other – even in individual sports like boxing or tennis.

With this ViQ Sport you have taken the first step to properly develop the characters of your athletes and is based on the widely accredited Visual Questionnaire Test (ViQ), which has been developed by the Hamburg based 180° visual systems GmbH. In a joint project with the training centres of the Hamburger SV, the VFL Osnabrück and different tennis coaches in Hamburg this testing method has been taken further to become a sport specific character test – the ViQ Sport.

With the ViQ Sport we can analyse the very different phases in the perception and decision-making processes of all athletes, for example how football players perceive space on the pitch. Additionally strengths, weaknesses and motivations are assessed as well as performances in stress and conflict situations.

Furthermore individual communication skills and behaviour towards team members and coaches play a significant role. Based on our test results and on our knowledge of mental and emotional strategies we can open up perspectives for you on how to improve the different characters of your athletes. Working together with you we will develop a concept on how you can address these different characters optimally – in training and in competition.

Gaining knowledge about the different characters of individual athletes is the basis for a good training plan. For you, be it as a coach or an athlete. After all different characters perceive their environment in different ways – for example the perception of their team members or their coaches. Here, multiple decisions are made in a team, which lead to a varied amount of behaviour; since even the smallest modification within a team is a process that needs time.

## Introduction

The Visual Character Test Sport gives a qualitative mental orientation to these processes and supports the mutual understanding between coach and athlete. This is the key to a higher performance. In this manner you get to know your athletes better and vice versa. Moreover you also gain a deeper insight into your own role as a coach - as a stage director - to be able to optimize the interaction of the different strengths of character in your team.

### **Quality Criteria**

This test was developed on the basis of various samples taken from over 80.000 test subjects and complies with the current statistical requirements. The further development of the types of character is being done in cooperation with a scientific institute. Comparative studies with other established testing procedures such as the MBTI, NEO-FFI and CPI have been made. Comprehensive studies concerning the validity of the ViQ Sport have shown that there are substantial correlations between the ViQ/ ViQ Sport scales and behaviour. We could repeatedly prove that by using the ViQ/ViQ Sport variations in behaviour could be clarified three times better than with standard test forms. The visual method of the ViQ/ViQ Sport minimizes the amount of conscious influence the test person has on the test results. Above all the use of visual items the test person has hardly any inference to social desirability.

### **Personalities and Characters**

To determine your individual sports personality the ViQ Sport measures a total of six psychological dimensions in three steps.

The first step to the completion of your profile uses the measurements of two of these dimensions to define your motivational world. In the second step we determine four further dimensions to define your core personality. The third step combines the motivational world with the core personality, which gives you your personal profile.

At this point you will find out how your profile as a coach or athlete is constituted, what kind of psychological mechanisms are operating in the background and which areas of your personality reveal development potential.

## Your Motivational World

### Step 1 – Your Motivational World

To define your motivational world the VIQ Sport measures two motives or needs, that can be described as the shell of your personality:

#### - Need for Security

The level of this motive can be low or high. A high level on this scale leads the person to strive for clear-cut decisions, control and a norm-oriented behaviour, as well as to a fast identification of mistakes or risks.

#### - Need for Stimulation

The level of this motive can be low or high. A high level on this scale leads to an action-oriented behaviour that goes hand in hand with good communication skills and a high ability to assert oneself.

### Step 2 – Your Core Personality

To be able to define your core personality the VIQ Sport measures four different psychological dimensions. Two of these psychological dimensions are used to determine your perception control and your behavioural control:

#### Specific Information Processing (S) and Automatic Information Processing (A).

A high level on the S-dimension promotes precision and the attention is directed towards details and discrepancies. Mistakes are recognised notably well. S-Types appreciate a differentiated structure and a clearly defined (social) environment. One of their core needs is structure in terms of specific and realistic goals, clear timelines and detailed information.

A high level on the A-dimension promotes a more integrated perception. Various impressions can be processed simultaneously and the available courses of action are immediately recognised. A-types are often characterised as being independent and determined. The core needs of A-types are dynamics, rapid changes, adaptiveness and a spontaneous and flexible environment.

Two further psychological dimensions define thinking and decision making processes:

## Your Core Personality

### **Objective Classification (O) and Personal Classification (P)**

A high level on the O-dimension allows the person to control his own thoughts and impulses to a high degree. O-Types make plans and do not lose sight of their goals. They are often characterised by anticipatory planning, analytical decision-making and deliberate acting. A core need of O-types is rationality. They value a systematically and logically comprehensible organization of their environment.

A high level on the P-dimension contributes to decision-making patterns, which are based on a broad repertoire of experience. Their way of thinking is cross-linked and associative. P-types tend to a more emotional and holistic way of experiencing and decision-making. A core need of P-types is a positive and instantaneous subjectivity in relationships that goes further than abstract principles.

### **Step 3 – The Personality Profile**

The whole personality is made up of a personality shell (step 1, squares 1-4) and personality cores. The ViQ-Sport differentiates between the following four personalities cores:

SO – SP – AO – AP.

Every personality in turn is made up of aspects of all four cores. However, one core personality dominates the whole personality. That is the core, for which the highest active potential is measured.

### **The Motivational World (The Personality Shell):**

#### **1 = The Security-oriented Personality**

Has a low need for stimulation and a high need for security.

#### **2 = The Results-oriented Personality**

Has a high need for stimulation and a high need for security.

#### **3 = The Independent Personality**

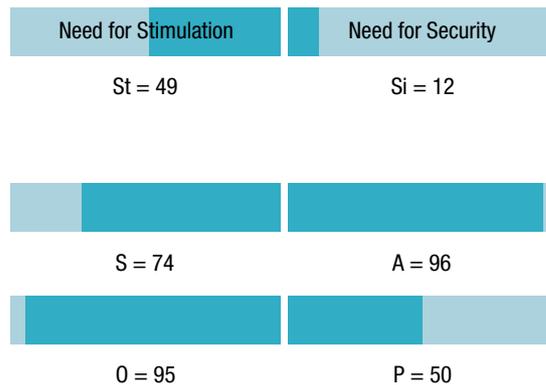
Has a low need for stimulation and a low need for security.

#### **4 = The Freedom-loving Personality**

Has a high need for stimulation and a low need for security.

## Your Personality Report

The results from your test are:



Your type code:

Your personality shell and your dominant personality core result in the

**A03**

personality profile.

Your Personality Profile -  
 Shown in an Overview of all 16 Types:

Hohes Sicherheitsbedürfnis	S	S01	SP1	S02	SP2
	A	A01	AP1	A02	AP2
Geringes Sicherheitsbedürfnis	S	S03	SP3	S04	SP4
	A	A03	AP3	A04	AP4
		O	P	O	P
		Geringes Stimulationsbedürfnis		Hohes Stimulationsbedürfnis	

## 3. Your Personality Profile

### **A03: The Independent Dominant**

Automatic Information Processing

Objective Classification

### **A Description of the Character Modules A03**

You prefer an intuitive perception and a judgement that is rather analytical.

#### **The A part:**

You listen to your gut feelings, act accordingly and demand that your environment acts as well. With your intuitive perception you see the positive chances, the possible connections and ways of putting things together. Your core needs are dynamics, rapid changes, the chance to change things and a spontaneous and flexible environment. Your characteristics are independence and strength of will and you will always fight to keep your personal autonomy. You like to use symbols and generalizations, meaning abstract goals. You appreciate complexity as a creative challenge and develop new concepts. You are capable of creating something new out of experiences and other concepts. You take two ideas and make one out of them – you use the “this and also that”-principle.

#### **The O part:**

Your way of thinking is to base your decisions on structured, logical, factual and objective considerations. You analyse using established and approved principles. You take cause-and-effect contexts into account. Characteristic behaviour is to plan ahead, to make analytical decisions and to act in a conscious manner. This rational system of organization enables you to pursue challenging goals. You enjoy being able to define and control things on the way to achieving your goals. You look for the truth of things and also for clear definitions and criteria. Results are either true or false. That is why you prefer to communicate on the factual level first and then on the relationship level. You look at the

factual level in a sober-minded and distant manner and due to this you tend towards being aloof and impersonal. You prefer talking about facts instead of about the newest gossip. You try not to show your emotions and so appear to be inapproachable and reserved to others. You are fair towards others and do not like injustices.

### Your 'Motivational World' Part:

This is characterised by a low need for stimulation and a low need for security.

Your low need for stimulation makes you tend towards an inner communication and you prefer a careful choice of words. You prioritise your inner perception; meaning interest is focused on your internal world of thoughts and ideas. The importance of the perceived is defined by your inner world.

You do not like to enter into a fast and immediate exchange of ideas. Your idea of good communication includes talking things out and respect, which are stated in structured statements. With this, you give an interesting depth, not just to ideas but also to life. You seek seclusion and intimacy. Here is where you relax and gain energy. You deal reservedly with speaking of your thoughts. Accordingly you only act after thorough consideration. You do not need to meet or exchange with others regularly in order to develop ideas (too many stimuli). You prefer smaller teams, as large groups overtax you. It is not easy to get to know you, as you initially appear cool and distant. You express yourself reservedly and your communication is rather calm, withdrawn and monosyllabic. To some, this can appear arrogant and unapproachable.

You need time and space to process experiences. You convince with high professionalism and dutiful delivery of performance. You prefer situations in which you only need to concentrate on a few tasks and not to be disturbed while fulfilling them.

Your low need for security leads to a strong longing for experiencing new things and for independence in your actions and your relations. This goes hand in hand with spontaneity and flexibility. You can deal flexibly and well with unclear outcomes. You can adjust quickly to new demands.

You make your decisions when you have all the information at your disposal. Therefore you tend to put off decisions or be unable to decide, as there could be better information available. You are interested in creative processes and developments. With your strong

compassion and ability to accept, you are able to think outside the box. If you are too tolerant and permissive you can seem to be chaotic and disoriented. If the given structure becomes too rigid and narrow you tend to break out.

## 1. Brief Overview of Characteristic Strengths and Weaknesses

### Characteristic Strengths

- You are analytical, logical and like to hold back
- You like the world of ideas. You are a thinker
- You are normally flexible and capable of adapting to situations, but you have a clear idea of how much of yourself you want to share and how far you want to get involved with something
- You can learn effectively and try to understand things you show interest in with abstract principles: How is it set together? How does it work? How does it affect its environment and relate with other objects? You like theories because you know that there is nothing more practical than a good theory
- You are perceived as an intellectually interested person, who is bubbling over with ideas, sometimes brilliant, often though a bit abstract and not grounded. You like to solve problems and do this in a lot of different areas – but always defined by your personal interest. You rather think of ideas, systems or methods than thinking about your teammates, who implement your ideas on the playing field
- You are a visionary. You continually try to expand your horizon and to discover new possibilities
- You decide what is important at the moment and what is not important based on logical analysis. Once you make a decision you are able to completely focus on aims, but sometimes you are unable to see other things happening at the same time or you just ignore them
- You are an autonomous, self-referential and, thus, a self-responsible person with a systematic way of thinking that endows your environment
- Your behaviour has to be logical if you want to be true to your idea. Logic has an existential meaning to you
- You do not hold emotions to be too important. Due to this you do not lose your performance level even when under pressure
- You have a critical way of seeing things. You are unsentimental, intelligently ironic, without too many illusions and reliable. You like to analyse things just for the fun of it
- You regard critique and disagreements as being constructive and do not take those personally. You can deal with strong critique if this leads you to achieve preciseness and objectivity

- You are mostly interested in ideas, and not in people
- You develop your ambitions out of your inner self
- You have a strong theoretical and tactical interest
- You are mostly quiet and reserved
- You are a strategist
- You expect from yourself and from others that duties are fulfilled
- You have your own moral standards and orient yourself according to your own values
- You have a contextualised perception and, thus, you think in contexts.

### **Characteristic Weaknesses**

- Sometimes you are too focussed on your ideas without noticing that your idea will not work or that the circumstances have changed. Then you are in danger of losing the way. This makes you have to rethink things
- You have difficulties showing your emotions; maybe you have not learnt the right way of expressing emotions. It is possible that you subconsciously hold the view that wishes and strong emotions represent a control deficiency
- Your ability to detach yourself from emotions gives you a feeling of superiority. For a lot of your fellow humans, emotions are an important part of life
- If the emotions of others become relevant to you than you are in danger of dealing too unemotionally and functionally with the topic
- You are not a good team player because you only feel good and perform well if your abilities are needed or if you can take the position so typical of you – the position of the detached observer
- You usually only give very small indications and information on how you really feel inside
- You are often too theoretical and contemplative
- This causes you to sometimes lose your spontaneity, even though you have an intuitive perception
- You sometimes let yourself be exploited because you start defending yourself too late.

## **2. This Is How Your Character Displays Itself in Sport**

- You perceive the game by thinking. The objective of recognition is to enable effective and successful actions. But first you need to organize your thoughts. Only thereafter can you act
- You are an intuitive athlete

- You perform and achieve exceptional things when you follow your own path, independent from what others say or do
- Your perception is very purpose- and goal-oriented, intentional and by no means random
- You only go into situations on the playing field that you know how to deal with. For example you like to play intelligent football
- You do not occupy yourself a lot with emotions. This is why your performance does not drop when you are under pressure. This also has the effect that you are a very rational and thoughtful person
- You are a very autonomous athlete; sometimes you act so independently that you appear to be disinterested or shy
- You have problems when you play in a position with a narrow demand profile. If the structures are too restricting and you cannot use your creativity then you become demotivated. You need freedom to be able to show your potential
- More than all other types you have the ability to help yourself in difficult situations. You often know what to do and you can resolve issues on your own. Others should respect the need of A03 types for physical and psychological distance in tense situations
- You have a good sense of anticipation and a good positional play and do not have to run a lot due to this
- You have a presence on the playing field due to your language and form of address, not only due to your actions
- You strive for successful and effective strategies
- You are a critic and like to systematically view the game from the outside
- You have a clever playing style
- In important games (finals) you are an ideal player that takes responsibilities and leads. (e.g. taking penalties.
- You do not show any nervousness
- You set yourself long-term goals and look for challenges
- Due to your theoretical knowledge you can become a specialist for your sport, for example in tactical matters. You also have an attraction to the scientific
- You systematically collect information to analyse. Maybe you can contribute to making existing methods better
- You have a highly developed ability to cope with complex situations in a confident way
- You are intrinsically motivated - you motivate yourself from within
- You orient yourself according to your own moral values, not according to those of the team, the coach, the fans or the club management

- Due to your contextual perception you see the general setting first and then secondly the details.

### 3. Typical Emotional Reaction Patterns

#### **Negative Behaviour under Stress and in Conflict Situations**

- Sometimes you are so caught up in your thoughts that you lose the sense for the present situation. Although at first you appear to be reserved you change when given the possibility to talk about what you have been thinking and the results you have come to
- If someone does not respect your boundaries you close yourself in. You stay polite and do not show your feelings, but from that point on you go your own way
- You are imaginative and independently creative. You look for challenges that make you take a personal initiative. Your team should permit your innovative ideas
- You end conflicts radically by cutting them off. In such cases you unsentimentally cut off old relationships without hurting someone personally or making a big scene about it. You do not like loud discussions or fights. You are not afraid of conflicts, but even in this area you dislike too much emotions
- You normally only show your emotions when it is too late and your patience has been used up. This leads you to resorting to your ability for directness and logical thinking. Your remarks and judgements become sarcastic and incisive, without being based on information that can underpin your comments
- This leads to problems with your inner control. Possibly your pace of play slows down. You seem to be absentminded. The clarity of mind, which normally is expected from you, disappears. Your thoughts become compulsive and your game becomes unproductive
- Your way of dealing with emotions can express itself through self-pity. You can become overly emotional and sentimental, impatient and petulant
- Generally speaking you react sensitive when confronted with the topic of emotions. You know the feeling of being estranged and dissociated from others. You know this kind of passive aggressiveness
- You normally avoid conflicts
- You are strongly self-critical with harsh comments towards yourself
- You often display a concentrated, serious and angry expression
- You sometimes appear to be like coiled spring waiting to be released. You frown and press your lips together
- You react to people turning away from you with constraint and discipline

- You react on constraints and disciplining by turning away
- You are strongly motivated to find your own way of doing things
- You are a sore loser due to you not being able to deal with negative emotions well. You would rather push the loss out of your mind then deal with it sensibly
- You have an emotional longing for peace and quiet. (From the daily and self imposed duties.
- You want to be disciplined, but you might have emotional outbursts in critical situations (anger).

#### **Positive Behaviour under Stress and (in) Conflict Resolution**

- Your main emotion that drives you is internal anger
- You are a brilliant and independent problem-solver, who proceeds logical, exclusively factual and analytical. While doing this you suppress your emotions almost completely
- While solving problems you also present interesting insights and perspectives. From these you develop options and alternatives, based on your own experiences
- People that are chaotic, hectic and do not keep their distance stress you. You quickly withdraw when confronted with them
- You are very good at functioning in pressure situations.

#### **4. This Motivates You**

- Your maxims are the freedom of thought and of making decisions
- You need the possibility to want change and growth and to do everything possible to achieve these. It has a very positive effect if you can temporarily give away some of the responsibility
- You like self-reliance, autonomy and independence
- You enjoy visions that expand your horizon
- An energetic and powerful playing style of your team that is efficiency-oriented motivates you. You need no good emotional relations in your team
- The factual and constructive and even very hard criticism is more important to you than the emotional side
- You prefer a team that sees criticism as something constructive
- You look for challenges and lasting success. (defending titles)
- You are strongly motivated to find your own ways of doing things
- Appreciation and respect for your strategic knowledge from others and the resulting 'spectacular' contributions to matches and training motivate you
- Your environment should respect your special knowledge, performance and authority

- You enjoy having the freedom to develop innovative solutions to problems
- You like theories and high standards
- Optimising procedures and giving advice motivate you
- To do things properly and to lead the way
- To show a high level of commitment.

## 5. Your Behaviour in Teams and Groups

- You are a highly independent and autonomous part of your team. It is not easy to get access to you
- Due to your ability to reduce your contact with your emotions to a minimum you are extremely good at supporting others in stressful situations
- Your sporting side is very important to you. You are independent and self-reliant and do not need contact, support or feedback from others
- You have a small group of friends
- You prefer playing in strong teams where no one needs to be supported. You dislike being responsible for other peoples' results
- You only let yourself be helped if you ask for it. Only then is help from the outside positive
- Your urge to be independent can lead to problems with the integration into the team
- You like small power teams where everyone is responsible for their tasks and fulfils these with competence and dedication
- It can happen that you do not stay respectful and fair towards your teammates when you are focussing on your goals
- People overexert you. This is why you have very clear ideas on how far you go along with things and how far you open yourself towards others. If someone steps over your boundaries and comes to close you immediately pull back and become dismissive and gruff
- Even as a part of a team you confidently go your own ways.

## 6. Your Style of Leadership

- You are not a strong leadership personality
- You are too independent and distant to lead. Additionally you are too unemotional
- If you are in a leadership role you lead with ideas and logic. You pass on your experiences and your specific knowledge
- You like to lead with calm, balanced and innovative ideas that are systematically planned, structured and implemented
- You like self-dependent players who can lead themselves

- The foundation of a good-working team is knowledge and experience (intellectual base) and not the dependency on relationships or positions (emotional base)
- You are goal-oriented
- You decide only after consideration
- You are good in self-marketing and speaking in front of groups
- You can analyse yourself well based on facts.

### **Problematic Aspects of Your Style of Leadership**

- If you do not take into account that others react more sensitively to criticism than you do, you might unknowingly make others angry through your objective criticism, even if you are polite and careful when you express it
- It is very strenuous for you to lead incompetent people
- You are sometimes unfair in your treatment of others
- You sometimes tend to make premature and solitary decisions
- You cannot listen to others well
- You talk too little with your team-members and you are not able to solve interpersonal problems
- You avoid conflicts
- You are difficult to convince.

### **7. Your Style of Communication**

- You address your teammates by name to point out positional errors etc
- You like to theorise
- You enjoy making small talk. Sometimes you also like to keep quiet, which lets you appear to be thoughtful and impersonal
- In conversations you concentrate on the logics and the essential
- You use clear language and do not like long sentences with a lot of unnecessary details
- You do not normally approach others
- Your explanations can be very theoretical and overly complex. It is almost a test if other people can understand you.

### **8. Your Potential for Mental and Emotional Development (advice)**

- You need to be able to withdraw somewhere so that you can think things through without being disturbed. If you are given enough space then you also like being together with others
- Nonetheless you need to make sure that your preoccupation with your thoughts does not lead you to neglect the everyday problems and the emotions or needs of the people around you

- Do not take the efforts others make for granted. It would be good if you could learn to show respect and sympathy towards others
- Try to continually scrutinize your construction of reality. If you do not then it can be that you follow ideas that cannot be implemented anymore
- Pay attention to allow and show your emotions more. Then your teammates can react to them before your patience runs out and you become aggravated
- One of the most important areas of development is to let your environment know much more about what you are thinking about and feeling. By being open about things you reduce the chance of periodical feelings of anxiety turning into continuous feelings of anxiety. Experiencing openness can give you a deeper insight into the emotions that are always there but you have not had much experience with
- You grow continually when you show your emotions to others more often. You give yourself and others a big chance; this is especially true for negative emotions. You can learn to detach yourself from negative situations that make you think a lot. This could possibly lead to you having the courage to leave an unsatisfying situation behind you and to turn to something that is more enjoyable
- Approach other people more and speak in a less complicated language that is not too theoretical
- Learn to accept support
- Try to see mistakes as a chance to develop and a part of everyday life
- Try not to be too rigid in your self-control
- Acknowledge the abilities of your more relationship-oriented teammates more. Emotional cohesion can also be a factor for success
- Do not turn discussions into power struggles. Admit the other person is right sometimes
- Try to delegate responsibilities
- Do not put yourself under pressure to do everything on your own.

## 9. How You and Your Coach Can Successfully Work Together

- You can deal with criticism very well and do not take it personally. You want to act precisely, objectively and logically and use feedback to become more successful
- Your coach should be aware that you complain about negative situations too late. He should ask you more often how you are doing, where you see problems in the team or which tactical course you think is the best. A positive working relationship can develop from this in which your coach can benefit from your abilities. Then you do not seclude yourself or get ironical or provocative

- Your coach has to be a competent personality with a natural authority. Otherwise there can be problems with acceptance or with power struggles
- He / She has to be able to convince with arguments. You need explanations instead of instructions. He / She has to be able to answer critical questions in an objective and professional manner
- You like being included in developing new systems or reforms as an expert
- Argumentative lines need to be logical and conclusive
- Your coach has to be able to point out potential challenges, possibilities and long-term goals
- Your coach has to accept your autonomy and your self-dependence and give you leeway to make your own decisions
- You need to accept his / her autonomy and accept that he / she makes his / her own decisions
- Your coach can use your tactical expertise to make you into a tactical extension on the pitch. You can be made responsible for the implementation of tactics during the game
- You prefer positive and objective feedback for your good performances and despise flattery.