

## 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**

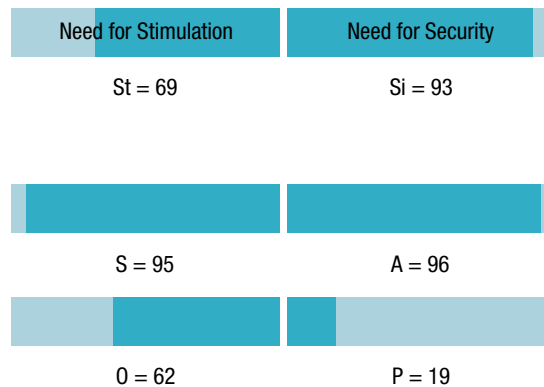
Has a low need for stimulation and a low need for security.

#### **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:



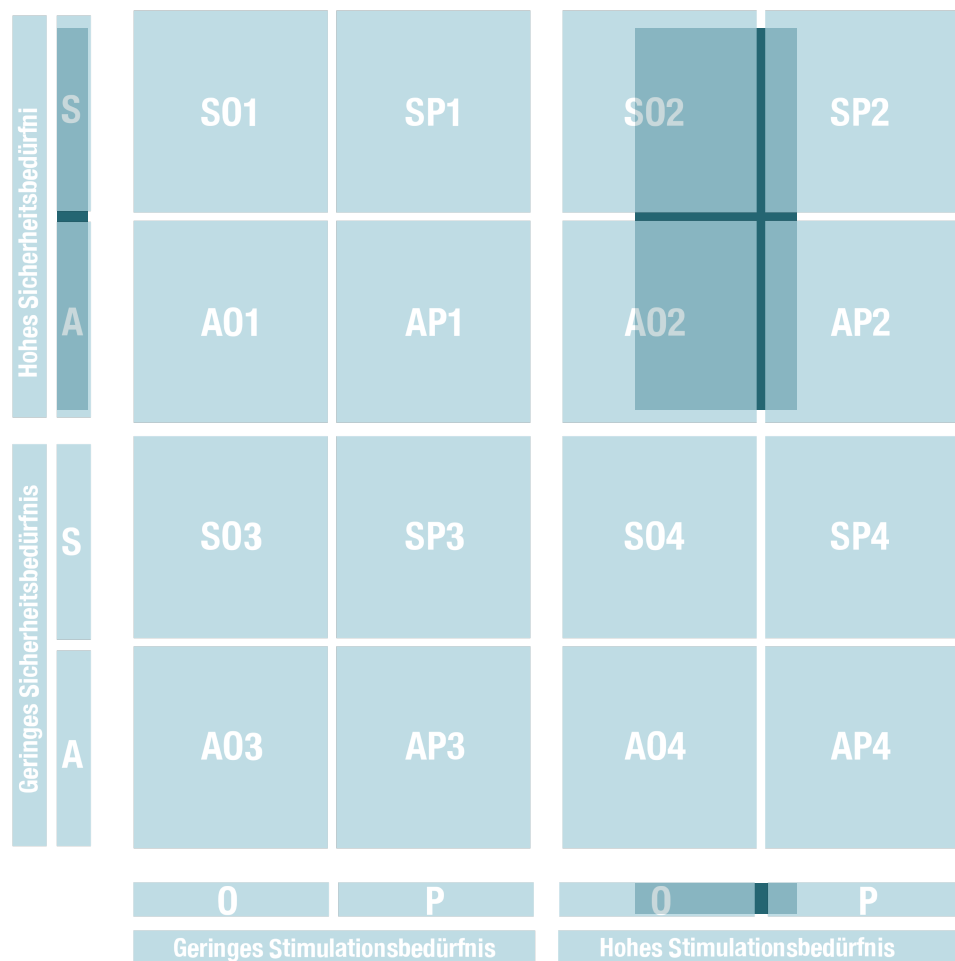
Your type code:

Your personality shell and your dominant personality core result in the

**A02**

personality profile.

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



## 3. Your Personality Profile

### **A02: The Results-oriented Dominant**

Automatic Information Processing

Objective Classification

#### **A Description of the Character Modules A02**

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 high need for stimulation and a high need for security.

Your high need for stimulation enables you to communicate fast and directly with the people around you. You like to occupy yourself with the outside world. You let yourself be stimulated by people and objects. This gives you great energy and you love the changeable diversity of life. You look for stimulation, variation and you like talking about this with others. In this you are impulsive, inspiring and can become very enthusiastic.

You are action-oriented and your desire to act is accompanied by positive affect. Through conversations you gain new insights and ideas, which you are also able to swap easily. You seek new ideas and motivate others towards inspiring new approaches. Because of this you sometimes tend to suppress unpleasant things. You like being with people and love your freedom (acceptance and tolerance). This is the basis that adds colour to life. While approaching something new you are prepared to take risks. You are characterised by high communication skills and a strong will.

Your high need for security leads to a need for structure and order organisation, clarity, coherence and results. You strive for control, clear decisions and norms. You want things to go according to plan and in a results-oriented manner. You only rest when your work is done – whenever possible on time. You like people to behave in a foreseeable way. These are the reasons why you prefer involvement in well-structured and automated processes (teams).

This is when and where you feel comfortable. You do not have difficulties making decisions and you ambitiously concentrate on basics. You like quick decisions and you like having an influence on others and on their decisions. You want to convince others in a way that they act, as you would like them to. In doing so, you can sometimes react very persistent, stubborn and set in your ways.



## 1. Brief Overview of Characteristic Strengths and Weaknesses

### Characteristic Strengths

- You are an analytical, eloquent and candid person
- You like to give instructions
- You are a natural leader and instructor
- Whatever you do, you want to do it in a fast, efficient and effective manner
- When doing this you have a logical, organised, structured and quick way of working. You plan long-term procedures and the necessary steps, to be certain of achieving your goal on time
- You are very efficient
- You are ready to take risks and do not mind controversy
- You make decisions in a logical and consequent way
- You like structuring your world
- You enjoy being well prepared and you anticipate potential difficulties in advance
- You're curious and you constantly analyse. To discover new things, to think and to make things become reality is more important to you than to deal with the traditional. You develop strategies that reach far into the future and let yourself be inspired by new ideas, theories and insights
- You are probably a person that strives for success. You want to be first or nothing at all. You are a very independent person, motivated by achieving things and are without fear of failing
- You strive for objectivity, schematic clarity and logic within yourself. This is how your own ordered set of rules and laws develops inside your consciousness
- When you have gained certain maturity you are able to advocate your ideals and beliefs in a bold and wise way. You personalise justness and progression
- You've a strong interest for theories and tactics
- You communicate clearly and distinctively
- You strive for the perfect game
- You have your own set of morals
- You have a contextual perception and a coherent way of thinking
- You're a strategist: This helps you plan, organise and structure things to achieve your goals
- Complex tasks are a challenge for you
- You can think ahead and see long-term perspectives.

### Characteristic Weaknesses

- You sometimes make a judgement too fast. You do not take into consideration the needs or abilities of your teammates. Through your dominant personality you can negatively influence the development of your teammates
- Your perception is often too subjective. You are biased which gets obvious by you only occupying yourself with things that you are really interested in. Based on this information you construct your own 'completely conclusive' reality
- Maybe you forget to appreciate that your teammates take over the detail work because you tend to blend out this work and only perceive the overall goal
- If you have not reached a certain phase of development your environment perceives you to be difficult, extravagant and stubborn, and sometimes even as dangerous
- You cannot and do not want to make compromises. You have an “everything or nothing” way of perceiving things which makes you tend to see things in an extreme or polarised way
- You always want to appear to be strong. Even if you have to hide your personal limits or mistakes to do so. You whitewash things to do so
- Sometimes you are too confident and this causes you not to be totally prepared
- You are bored and impatient when you do routine tasks
- You act dominant, stubborn and try to control others
- You tend to argue when under pressure and use inadequate language
- You have a tendency to suppress things.

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

- You judge what happens around you in a critical and objective manner and you decide quickly which pass you need to play or which paths you have to take
- The combination of your highly developed intuition and your high demand for stimulation (extraversion) leads to a fast game
- You can quickly and precisely perceive things and adapt to new situations
- You like to take a tackle and you do not shun away from any contentions, neither athletically nor in communication
- You passionately fight for causes, which you have judged or perceived to be right
- You have a highly developed sense of perception. You quickly recognise tactics and weak points in your opponents' game as well as weaknesses in your own team

- You enjoy occupying yourself with tactics and let yourself be inspired by new ideas
- You need to be part of a team that ensures you the use of your intuitive abilities. Because you are mostly interested in implementing tactical tasks, you depend on a teammate who willingly does the detail work willingly and runs interference for you
- One of your core competences is to fight with all your energy against defeat. To be behind is almost physically painful for you. This gives you the energy to defend yourself against a defeat
- You are a very energetic player. You have learnt to follow your instincts and to do what you enjoy without questioning your motives too much. This makes you quite uninhibited and lets you have a lot of physical power
- You like doing things yourself and having control over strong opponents
- You quickly develop a concept of how the game should be played and how you want to influence it. Your team sometimes has problems understanding your broad goals and targets
- You are not sensitive to details and emotions in your environment but you have an intuitive feeling about what your teammates can contribute to your efforts while reaching your current target. This makes you step up to them in order to integrate their specific abilities into your plan
- The time you take between impulse and action is very short. This makes you look like wearing blinders. To the disadvantage of your flexibility you act too headstrong on having your own agenda
- You rely on the things you have had time to learn and apply these experiences in tense situations. Even though you are a intuitive player you need to train tactical plays and athletic abilities
- You set yourself long-range goals and look for challenges
- Due to your theoretical interest you could become a specialist of your sport, for example on tactical issues
- You systematically collect information to evaluate. Maybe you can use this to improve the existing methods
- You have a highly developed ability to confidentially cope with complex situations
- You try to assert your aims even when faced with opposition. You are very vigorous
- You are intrinsically motivated, which means you motivate yourself from within
- You orient yourself according to your own moral criteria, not according to those of your teammates, your manager, the fans or the clubs' management
- You have a good sense of anticipation and a good positional play
- Your presence on the pitch is due to your way of speaking and mostly not due to your actions

- On the pitch you are always on the spot, not exactly because of your action, all the more because of your powerful speech
- You contemplate and criticise the game in a systematic manner
- You continually test the opposites' abilities, for example in discussions with your teammates or the referee. You try to influence your environment with small power games
- You search for successful and effective strategies
- You have a sly way of playing and are clever in tackles or duels
- You show little if no nerves. In important situations you take the lead and responsibility, for example taking penalties
- You are a highly motivated player
- Your training is more important than relationships. "First work then play" is your attitude.

### 3. Typical Emotional Reaction Patterns

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

- You are annoyed by inefficiency because you are able to execute tasks quickly
- You dislike contradictions, so you ignore them at the expense of your teammates
- When you are still in a phase of development and you have not reached a certain level of maturity your ego grows strong if confronted with unwanted social expectations. You appear to be a narcissist. Your ability for empathy vanishes and you block out people. There is a danger that you are intolerant towards people who achieve less or you let themselves be depressed by their feelings
- You also disregard the set rules and instructions. If you are bored or have too much unused energy you start being difficult
- To your mind a small mistake in the tactical system can hold the potential for escalation. Small mistakes irritate you and make you overreact, because you have difficulties coping with unexpected events. More serious difficulties (being behind or outnumbered) paradoxically stimulate you, especially when they are so enormous that they need to be met with a substantial effort
- In a state of tension you cover up your mistakes by exaggerating harshness, insisting pedantically on a certain routine and the pursuit of your own chosen course down-the-line, by overdoing preciseness or being overly sensitive to mistakes. Moreover the use of old and outdated knowledge is a signifier for a stress reaction of yours
- When stressed you lose grasp on your real, true volition and your emotions

- If you realise that there is a difference between what you really feel and what you have been advocating, this can lead to a personal crisis. After the phase of adapting to things, your own feelings might be frightening. In consequence there it could come to a wave of self-reproach
- You can appear to be furious if your teammates do not fulfil your high expectations
- You do not have any sympathy for your teammates not giving their best and sticking to the playbook, or playing in an unstructured fashion. You lose your tact
- You get furious and hectic and tend to exhibit destructive mannerisms if the commitment of your teammates is not up to par
- Your basic emotions are fury and anger
- You are a strict critic that makes hard comments. You can also be very harsh to yourself
- You quickly become stubborn, angry and annoyed if something does not go according to plan
- You often have a concentrated, serious and angry facial expression
- You react surly to coercion or disciplining
- You are strongly motivated to find your own ways
- You tend to overexert yourself
- You are a sore loser
- You strive for discipline. In critical situations you can have emotional outbursts and be angry
- You have the tendency to feel unprepared because you rely heavily on your intuition. But your intuition has normally always led you to success.

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

- Your main emotion that drives you is anger
- In difficult situations you can carry your team along with your strength of expression. However, the others do the actual work on the pitch while you are responsible to set the signs by having a go at the referee or the opponents, or by committing a foul, to motivate and galvanise your team
- Only in relaxed situations do you have the ability to react sensitively to emotions. This is the case with your teammates and your own feelings that lead you to reflect on yourself and to revise your attitude
- You analyse problematic situations and focus on a clear-cut solution. You consider the ideas of others while doing this
- You can improvise well and find pragmatic solutions
- In critical moments you are able to motivate and demand things from your teammates, which helps them to find new energy and reserves

- You have high decision-making and commitment levels and can cope with a heavy workload
- You have staying power combined with creativity.

#### 4. This Motivates You

- A pressurised and energetic playing style of your team, which is efficiency-oriented, motivates you
- To be competent and to work together with competent people is very important to you. The level of the team or group you belong to has to be quite high
- You like structure, which you want to use to come to terms with life
- You really like to be right
- You prefer teams that think that criticism is constructive
- Objective and constructive feedback communicated in a direct manner is more important to you than the relationship level
- You look for challenges and permanent success, for example defending titles
- You enjoy being independent and self-reliant
- You are motivated if you are involved in the planning of the systematic procedures (tasks, time planning etc.)
- You appreciate getting credit for your 'spectacular' contributions and you want to be respected for your authority, performance and specific professional knowledge
- You enjoy having the freedom to solve problems in an innovative manner
- You are motivated by leading and setting high standards, by being a role model and giving good advice.

#### 5. Your Behaviour in Teams and Groups

- Others have difficulties keeping up with your pace, in communicating and on the pitch
- You mainly focus on your own game. Only then do you orient yourself towards your teammates
- You expect your teammates to play logically. They are supposed to be as structured as you are
- You are not really a team player, but due to your ability to influence groups you achieve an effective form of goal-oriented coordination of action. You immediately know how you come across as. You have a kind of physical feeling when you connect to your team
- You want to limit the amount of influence others have on your life or at least be able to predict it. You establish trust if the other person discloses himself totally and you can mostly eliminate any unknown factors. You push others to take a stance or you take a controversial stance yourself to see how others react

- You focus exclusively on the weaknesses of your opposite. You test and watch how your teammate, your coach or your opponent reacts. Does he try to get revenge
- Does he give in and show weakness or does he stand his ground without considering the cost? Does he change his opinion when his back is to the wall
- Your urge to be independent can make your integration into a team difficult
- You like small 'power-teams' in which every team member is responsible for a certain task and works diligently and competently to achieve its fulfilment
- You can lose your fairness and respect towards your teammates if you cannot enforce your aims
- You tend to developing cliques (AO-power teams)
- You take over responsibility! In doing so the goals are more important to you than the team.

## 6. Your Style of Leadership

- You are a natural leader. You lead decisively, using common sense and by making a great effort
- You are a committed leader when defending justice or confronting oppression. This is why you are much sought as a strong ally
- You are a dictating and hard leader on the playing field. You demand a lot of yourself and of others
- You take responsibility by implementing your well thought-out plans
- You are generally well informed
- You expect your teammates to have a sense of duty and a high level of commitment when strategically achieving the set goals. This is to be done in the fastest, most efficient and effective way possible, because inefficiencies make you upset
- You like to give instructions
- You lead with your expert knowledge, which you have acquired by yourself
- You are thorough but not too meticulous
- You co-operate with your teammates and your coach.

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

- You prefer making decisions by yourself than getting information from others. From time to time this leads you to be too hasty and to run into obstacles. This can cause your team members too feel pressurised if you demand that they do the same
- You tend to neglect the importance of human relationships

- Your dominant character can (subconsciously) lead to your teammates being demotivated. Not every player is as strong as you are. This can lead you to start nagging that makes you appear dominant but also makes you become a bad leader and motivator. Being too dominant has a negative impact on your team
- When you are insecure you tend to become rigid. Others have to suffer because you are not able to cope with small mistakes
- Sometimes you have a tendency to make premature decisions and judgments. This happens when you have not informed yourself sufficiently and have relied too heavily on your gut feelings
- You are unable to accept weaknesses and are not very sensitive
- Sometimes you do not reflect on yourself enough
- You are not very good at handling criticism.

## 7. Your Style of Communication

- You are willing to take risks and are not scared of confrontation if there is something to be resolved. The person with the better arguments is right. Every argument has to be sensible and well considered for you to accept
- During discussions you dislike being told what to think or do
- You state things very clearly
- You address your teammates with their names when pointing out positional errors etc
- You prefer a very clear communication style. You are logical and analytical
- In discussions you have a tendency to criticise and challenge other peoples reasoning. You assume that others have wrong opinions and have not considered all the necessary facts.

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

- Focus on involving your teammates (environment) more. If you make premature judgements you are possibly making too hasty decisions without having enough facts or without considering the feelings or opinions of others. If you learn to integrate the personal opinions and emotions of other people and to incorporate them into your actions then you will become a more mature person
- Furthermore the unity of your team can be decisive for winning or losing. This can only be achieved if you acknowledge the performances and the ideas of your teammates – even if they are not acting in a fast, precise or in your sense logical manner
- Try to see a lost game as a possibility to learn something. Generally speaking it seems preferable if occurrences of any kind would make you more reflecting. Accept your personal limits. You do not always have to appear to be strong



- If you whitewash things too often your personality cannot grow further. Times of self-reflexion go short. Try to pay attention not to continually act, but to take the time to develop and expand your personality by thinking on a higher cognitive level
- Because you can only recall memorised knowledge in pressure situations you need to take care that you stop and take a break when you do not have an immediate solution. In a more quiet state of mind you will be able to find a solution. If you do not do this – which is very likely – and you try solving things with an inadequate solution you will lose your ability to persuade and your charisma
- Always pay attention to what you are feeling. Take care to not pretend things are better than they actually are
- You don not need to be stronger, you need to be able to perceive and accept things better. You are already very strong and are conscious of this fact
- Another challenge for you is to find the balance between doing your duty without losing yourself and challenging things without hurting yourself and others. If you can achieve this balance, then your need to create conflicts in order to find out hidden truths will be a thing of the past. Your exceptional profile already gives you the ability to recognise the inner truth of people
- If you combine your will to serve with your courage and your charismatic ability to lead you can become a truly impressive and energising personality
- Try to react less impatiently if things go slower then you want them to
- Improve your diplomatic abilities when dealing with the people in your environment
- Learn to let go
- Learn to accept support and help
- Try to be less rigid in your self-control
- By being less controlled you can learn to have more inner joy in your life
- Acknowledge the abilities of more relationship-oriented teammates. Success can also base on a good emotional relationship and team spirit
- Do not make decisions too prematurely
- Do not make / turn discussions into power struggles. Admit that others are right more. / From time to time prove your teammates right
- Relaxation techniques can help you become less obstinate. (For example breathing techniques, muscle relaxation techniques / stretching, emotional control)
- Recreational practise can help you become less obstinate. (e.g. breathing-exercises, stretching, positive suggestion and emotional control techniques)

- Try to delegate responsibilities
- Do not pressurise yourself by wanting to do everything by yourself.

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

- You find it very difficult to accept other peoples' opinions, so your coach has to be a highly competent authority that can discuss with you and help you develop
- Your coach should be prepared for you to try testing his abilities and judgement with little power plays
- You test your coach on how he reacts to pressure, for example
- You have a feeling of power when you rebel against behavioural rules that others comply to. You react sensitively to any attempt to regulate your behaviour and get angry and rebellious until you feel free from any outside interference
- Your coach should respect this factor when you step over the lines or break rules. If you are sanctioned too heavily your ego can be damaged and you will start isolating yourself by continual power struggles. Your teammates will accept this special treatment
- Your coach should pay attention to the fact that you can only learn new contents and develop further in relaxed situations. In pressure situations any instructions will lead to clashes due to you not being able to implement them in this moment
- He/ She needs to be able to convince you with the right arguments due to you needing explanations and not instructions. He / She needs to be a partner for interaction who is capable of answering critical questions in an objective and professional manner
- The argumentation has to be logical and clear
- You enjoy being involved in reforms or in developing new systems as an expert
- Your coach has to be able to point out challenges, possibilities and long-term goals
- Your coach has to be able to accept your autonomy and your self-dependence and give you leeway to make your own decisions
- Your coach can use your tactical knowledge to make you into a tactical extension on the pitch. You can be made responsible for the implementation of the tactical set up during the game
- You prefer positive and objective feedback for your good performances and despise flattery.