

Development Report MCP assessment

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| Name candidate | : | Marc |
| Date of birth | : |  |
| Position | : | MCP |
| Assessment date | : |  |
| Pool | : |  |

**Explanation of the report**

This report has been drawn up as a part of the Multicompany Traineeship based on the entire selection process and serves as a starting point for the development process. The content of this report is not intended for other purposes.

**Sources**

This report is based on the outcomes of the following components:

* Group exercise
* Cognitive capacity test
* Development-oriented interview
* Personality questionnaire
* Business Case discussion
* Roleplays

**Confidentiality**

This report is confidential and may not be shared with third parties without consent of the candidate.

**Validity and retention period**

This report remains valid for two years from the assessment day. The storage period of the file with this report and the test data is three years.

**Main question**

What talents and what development potential do we see concerning this candidate for the Ormit Talent Traineeship Program, in relation to the Ormit Talent vision on leadership and the corresponding profile?

**First impression**

Marc seems natural, open, and positive, connecting easily with a smile. He speaks quickly, sometimes nervously initially, but shows good eye contact and an overall motivated, easygoing vibe.

**Personality**

Marc shows a clear passion for data, viewing it as a puzzle he loves solving. He specifically sought a traineeship combining data focus with personal development opportunities to launch his career. Marc possesses a strong intrinsic motivation and eagerness to learn, particularly evident in his self-directed efforts to deepen his data knowledge. He is notably open to feedback and demonstrates a genuine capacity for growth, highlighted by the significant improvement observed between his first and second role-play exercises. This aligns with his PAPI profile indicating a high need for change and variety (Z).

* He generally has a realistic self-image and is aware of areas needing improvement, showing good potential for self-reflection. However, guidance might be needed to deepen this reflection beyond describing process steps to analyzing personal impact and learning, as noted after the initial role-play.
* A strong drive for results and persistence are clear strengths; Marc works hard to achieve goals. This result-orientation can sometimes become a pitfall, leading him to push his own proposed solution too strongly, as seen in the first role-play, or potentially overlook the need to bring the group along fully.
* Connecting with others comes naturally to Marc; he is spontaneous, open, and maintains a positive attitude, making interactions generally smooth. He asks good questions and shows interest, contributing positively to group dynamics initially, as seen in the group game start. This fits with his PAPI scores suggesting high needs for personal relationships (O) and belonging (Q).
* While collaborative in intent (e.g., suggesting "Let's solve it together"), his focus can sometimes shift too heavily towards the task or his own ideas, potentially impacting active listening or ensuring full group consensus. This was observed when he pushed his solution in Role Play 1 or shared a document without checking for agreement in the game, though he adapted well after feedback in the role-play.
* Consistent with a lower need to influence (PAPI P) and assertiveness (PAPI K), Marc typically avoids forcing his opinions but dares to state them. A key development point is ensuring he actively seeks and integrates diverse perspectives, avoiding getting stuck in his own 'bubble', a tendency noted during the PAPI discussion.
* Marc demonstrates creativity and enjoys thinking 'out of the box', generating novel ideas during the Ormitella case. His analytical abilities are solid, though translating complex data into clear, practical insights or catching subtle contextual details sometimes requires prompting or further refinement.
* He shows good flexibility and adapts his approach when prompted, reacting well to changing dynamics or feedback. This preference for spontaneity over rigid planning, noted in his PAPI (low H, low W), allows him to react quickly but might require attention for longer-term project management.
* Marc tends to be emotionally transparent (PAPI E very low), meaning his enthusiasm but also nervousness or frustration can be visible. Managing this transparency, especially under pressure like during presentations, will be beneficial for maintaining consistent impact.
* Overall, Marc presents as a highly motivated and eager-to-learn individual with a strong passion for data and a positive, open demeanor. His key strengths lie in his drive, adaptability, and creativity, while development areas include balancing his result-focus with collaborative listening and managing his transparency under pressure. He shows significant potential for growth with the right coaching support.

**Cognitive capacity test**

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|  | **General ability** | Speed | Accuracy | Verbal | Numerical | Abstract |
| Results  in percentiles (% of people scoring same or less) | **76** | 92 | 46 | 82 | 70 | 50 |
| Remarks | Marc's overall general ability is above average, indicating strong reasoning skills. However, he prioritizes speed over accuracy, as his speed score is well above average while his accuracy is only average. His verbal and numerical skills are above average, but his abstract reasoning ability is only average compared to the norm group. | | | | | |

<10= well below average; 10-30= below average; 30-70= average;

70-90= above average; >90= well above average

The scores of the cognitive capacity test are shown up above. The ‘general ability’ score gives an overall picture of the level of cognitive abilities of the candidate in comparison to the normgroup. Cognitive capacities indicate how easily and quickly a person can solve different types of cognitive problems. The test consists of different parts, which are explained below.

* Numerical reasoning: ability to work with numerical material.
* Verbal reasoning: ability to work with written information.
* Abstract reasoning: ability to work with schematic information.

**Skills**

* Language Skills (C2, C1, B2, B1, A2, A1)
  + Dutch C2
  + French A1
  + English C1

**Conclusion**

Below you can find a summary of the most important qualities and areas of attention of Marc in relation to the profile:

*(5-7 qualities, 3-5 development points)*

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| **Qualities** | **Points of attention** |
| • Eager and Quick Learner: Marc shows a strong desire and ability to learn, seen in his self-study of data and quick application of feedback during the roleplay.  • Positive and Engaging: He brings a positive, optimistic energy and connects easily with others, making interactions smooth and pleasant.  • Reflective and Self-Aware: Marc demonstrates good self-awareness and reflects on his performance and feedback, showing a willingness to understand himself better.  • Creative Problem-Solver: He enjoys tackling challenges with innovative ideas, thinking outside the box as seen in the case studies.  • Driven and Goal-Focused: Marc is motivated to achieve results and works hard towards his goals, taking initiative when needed.  • Open and Approachable Communicator: He interacts openly and spontaneously, making it easy for others to connect and collaborate with him.  • Strong Analytical Reasoning: Marc possesses above-average cognitive abilities, particularly in understanding verbal and numerical information quickly. | • Balance results focus with collaboration: Marc is driven to achieve goals, but can sometimes overlook involving others or seeking consensus, as seen in roleplays and group tasks. Focusing on bringing people along ensures better buy-in and teamwork.  • Deepen technical data analysis skills: While passionate about data, Marc can further develop his technical toolkit and analytical depth. This involves mastering more tools and refining his ability to extract complex insights, as noted during the case study.  • Strengthen planning and structured approach: Marc prefers spontaneity but developing stronger planning habits will help manage complex projects effectively. This includes structuring work proactively rather than reacting, which is valuable in a consultant role.  • Refine communication clarity under pressure: Nervousness can sometimes affect Marc communication, making him speak quickly or seem less clear, especially in presentations. Practicing techniques to stay composed will enhance his impact.  • Enhance sensitivity to others perspectives: Marc is open but can sometimes focus on the task over understanding others viewpoints or feelings, as observed in feedback. Actively seeking and considering different perspectives will improve interactions. |

**The MCP profile**

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| Gieter | Point of improvement; skills can be further developed | Plant | Sufficient in potential, shows good practical skills | Bloem in pot | Strongly developed |

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| **Personal Leadership** | |
|  | **Motivation:** is driven to develop oneself, to work in different roles and organizations and to contribute to solutions for different business challenges, change projects and (digital) transformations. |
|  | **Personal development:** shows a growth mindset, applies self-reflection and feedback. Has the intrinsic motivation to improve oneself. |
|  | **Gut/Toughness:** shows resilience when facing resistance, criticism or setbacks, controls his/her own emotions in stressful situations; shows himself/herself to be an equal conversation partner and has the guts to express his/her own vision, opinion and feelings. |
|  | **Ownership:** takes responsibility to achieve the goal, autonomously directs the process towards the goal and organizes help if needed. |

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| **Connect people** | |
|  | **Positive & Inspiring attitude:** : inspires and motivates others with an enthusiastic and positive attitude; is transparent and sincere; creates an atmosphere of trust. |
|  | **Involved**: asks questions out of genuine interest; listens and wants to understand the other and thus creates safety and trust. |
|  | **Collaborative**: has a collaborative attitude; is helpful and actively contributes to the effectiveness and atmosphere in the team in order to achieve common results. |
|  | **Communication skills:** communicates effectively (right amount, content and form) by tailoring the message to the recipient; uses appropriate arguments to get people on board or to convince them. |

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| **Know what matters** | |
|  | **Autodidact/ learning agility:** is curious and intrinsically motivated to acquire new knowledge, skills and tools, eg. in the field of digital, data & technology. |
|  | **Complexity management:** knows how to quickly oversee, understand and simplify a large amount of complex information, makes connections, grabs the essence and structure and is able to communicate it in a simple and understandable way. |
|  | **Thinking flexibility**: knows how to analyse an issue in depth and as a whole, continues to integrate new information into its own analysis and conclusions. |
|  | **Multiple thinking**: is able to think in different possibilities in every situation and takes into consideration the consequences of different choices. |

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| **Manage the process** | |
|  | **Proactive:** takes initiative and takes the first step to understand, to take action, to approach someone, to anticipate chances, to look ahead. |
|  | **Delivers results:** translates the goal into realistic steps & priorities, monitors progress and, if necessary, sets new priorities, works efficiently and achieves concrete results on time through targeted actions and decisions. |
|  | **Agile worker:** dares to experiment and make 'mistakes', is able to adapt and improve things when something doesn’t work , has a fast cycle of reflection to keep moving forward quickly, continuously adapts planning to new circumstances without losing sight of the goal. |
|  | **Stakeholder management:** is able to identify relevant stakeholders, proactively aligns with them, shares information, uses knowledge and expertise of others and knows how to get them on board for the benefit of the objectives. |

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| **Think and act outside in** | |
|  | **Innovative & creative:** keeps up with trends and new developments, uses them to propose innovative and creative ideas/solutions and contributes to the continuous innovation of the business. |
|  | **Perspective thinking:** is able to see the big picture and aware of different stakeholders with their interests & perspectives, and takes this plurality into account in his/her actions. |
|  | **Customer oriented attitude:** willing to exceed customer expectations, works in co-creation with the customer, understands the customer's needs and puts the objectives of the customer centrally. |
|  | **(Informal) networker**: easily establishes and maintains (new) contacts inside and outside the organisation, actively involves others in order to achieve objectives. |

*Green = must haves*

*Blue = to be developed by the end of traineeship*

We wish Marc good luck with the Multicompany Traineeship!

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