



Dec 1, 2025

08 - COGNISSESS COMPETENCIES REPORT

Report compiled for

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REPORTS:

LEADERSHIP OVERVIEW
DETAILED REPORT

PRIVATE AND CONFIDENTIAL



At Cognisess we believe in people. We believe that everyone has potential, and we know that much of an individual's cognitive and emotional potential remains unrecognised and untapped. Through this report, the results of every person's performance and preferences are placed front and centre.

Using data collected from the Cognisess Pro platform, this report gives an insight into how each competency is likely to influence an individual's behaviours and performance within a team, department or organisation.

WHAT COMPETENCIES ARE ASSESSED?

Cognisess Pro reveals the full spectrum of an individual's cognitive and emotional capabilities by measuring **49 competencies**

Core	Cognitive
Interpersonal	Contextual
Self-Management	People Management
Stress & Resilience	

A full description of each performance area and competency is provided in the appendix.

For a full list of assessments and linked competencies please see the guide.

To get the most from this report, we suggest completion of our 'Competency Profiler' – this includes all the assessments needed to provide a detailed evaluation of an individual's capabilities.

HOW ARE AN INDIVIDUAL'S SCORES PRESENTED?

Results are presented in two parts: **Competency Overview** and **Competency Summary**.

1.Competency Overview: Provides a bar graph of the individual's performance against each competency. Scores range from **1** (well below average) to **5** (well above average). Each competency that can be assessed on Cognisess Pro is listed on the report, and a score of 0 is given when the appropriate assessment has not been completed.

2.Competency Summary: Offers an overview of the individual's likely behaviour when utilising each competency.

More information on scoring can be found in the appendix of this report.



HOW CAN THE REPORT BE USED?

This report can be used in three ways. It provides:

1. A snapshot of the individual's capability and likely behaviours.
2. A way to evaluate the individual's areas of strength and weakness.
3. A primer for thinking about performance improvement and professional development.

While reading this information, please keep in mind four important points. First, it is possible that not every statement will accurately describe how others may think about the individual, so the report is best used in conjunction with all other data and information relevant to the evaluation of the individual's capability. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. It is not about a good or bad individual, rather the tool presents the information needed to make informed decisions about improving performance. Finally, an individual's Competency scores can change over time. Through learning, experience and targeted self-improvement an individual can develop their skills and knowledge and adjust their behaviour appropriately. Therefore, it is assumed that the Competency report is stable over a period of approximately one year.



HOW ARE INDIVIDUALS SCORED?

Each Competency is scored on a five-point scale. This provides a coherent and concise view of an individual's likely strengths, values and challenges. The scale also supports comparisons of individual performance over time or between several different individuals.

As many of the competencies are formed from several attributes assessed by Cognisess, there are a variety of ways in which an individual might achieve a particular score. For example, the competency Numeracy is comprised from an aggregate of a range of attributes, which include numerical memory, and mental arithmetic. Therefore, it is possible that two individuals might perform differently on the assessments and in their role, but still achieve the same Competency score.

The distribution of each Competency score is assumed to be a normal distribution curve.

The curve shows the likelihood of achieving a particular score and the percentage of the population who will be found in each part of the distribution. Therefore, for each Competency an individual is more likely to achieve an average score than either a high or low score.

José Marcio de Vasconcellos

Gerente Senior - Estratégia Comercial e Canais de distribuição

 jose.marcio468@gmail.com



LANGUAGES

 English



 Spanish



EMPLOYMENT DETAILS

Start: Jan 2019

End: Mar 2024

ABOUT ME

Sou um executivo com trajetória sólida na liderança comercial de grandes operações da cadeia da construção civil, com experiência nacional e regional à frente de equipes, canais e estratégias de crescimento. Atuei por mais de duas décadas na BASF/Suvinal, conduzindo ciclos de expansão, reestruturação comercial e fortalecimento de portfólio em mercados altamente competitivos. Minha carreira sempre foi marcada pela capacidade de unir visão estratégica, dados e execução prática — redesenhando modelos de atuação, elevando a governança comercial e estruturando times de alta performance. Vivenciei intensamente os canais que sustentam o setor industrial: distribuidores, atacadistas, revendas especializadas, home centers e construtoras. No Sul, em especial, liderei reposicionamento comercial, transformação de canais e aumento consistente de participação, substituindo distribuidores, estruturando políticas comerciais, criando previsibilidade de resultado e expandindo presença de marca.

Tenho f

Hobbies and interests

Atividade física em academia 3-4x por semana com foco em saúde e bem-estar, ciclismo nos finais de semana, convívio com amigos e familiares, atividades ao ar livre, busca por equilíbrio e qualidade de vida

WORK EXPERIENCE

Comercial Sênior de Vendas e Canais

BASF / SUVINIL, Sul e Centro Oeste

Jan 2019 - May 2024

Responsável por 40% do faturamento da companhia no Brasil, liderando operações multicanais com as marcas Suvinal e Glasu. Condução de campanhas promocionais ações de marca em PDVs, alinhadas a estratégias regionais de crescimento e normas corporativas de compliance. Atuação em conjunto com Marketing na definição de posicionamento e inovação de portfólio. Liderança de equipe com 40 profissionais (gerentes, consultores, supervisores e promotores). Redesenho da estratégia de canais, substituindo 80% dos distribuidores na região, com crescimento de 15% nas vendas e aumento de +30% na rentabilidade (2019-2023). Expansão de canais especialistas com nova proposta de valor e abordagem regionalizada. Implantação de cultura de performance e governança comercial, com análise de KPIs, forecast, sell-in/sell-out e planos de ação por região. Desenvolvimento de categorias em canais estratégicos, com incremento de participação e rentabilidade. Análise de mercado e identificação de riscos competitivos, definindo estratégias de mitigação para preservar margens e participação. Integração com times de supply, marketing e planejamento estratégico....

Head Sênior de Canais Estratégicos e Contas Nacionais

São Paulo/SP, São Paulo/SP

Mar 2013 - Dec 2018

Responsável pelos canais Home Center e B2B em grandes contas como Leroy Merlin, Telhanorte, Carrefour, Sodimac. Planejamento comercial, análise de rentabilidade e gestão operacional e financeira dos contratos. Implantação de modelo de abastecimento com OTIF de 97% e reconhecimento internacional. Implementação de controles de governança comercial e conformidade contratual. Monitoramento de tendências de mercado e ajustes estratégicos para antecipar riscos e oportunidades. Alavancagem da rentabilidade no segmento de Construção Civil....

Gerente Senior Regional Sul

Porto Alegre/RS, Porto Alegre/RS

Jan 2010 - Mar 2013

- Gestão da região Sul com liderança do canal de Revendas Especializadas com equipe de 20 pessoas
- Reestruturação comercial e recuperação de market share com crescimento de 20% em vendas no primeiro ano
- Aplicação de mecanismos de mitigação de riscos regionais e compliance em operações comerciais.
- Gestão indireta de Centro de Distribuição com previsão de abastecimento mensal com suplay Chain , S&OP .

Principais Resultados:

- Crescimento de 20% em venda física no primeiro ano, recuperação da participação no mercado, através de reestruturação da equipe comercial, incorporação de área com terceiros para CLT, o que possibilitou maior efetividade e rentabilidade, estabelecendo a marca Suvinil como líder em estados onde não havia presença significativa;...

SKILLS & KNOWLEDGE

Gestão de KPIs

More than five years ago
Daily Use

20
years

Estratégia Comercial e ...

More than five years ago
Daily Use

20
years

Governança Comercial ...

More than five years ago
Daily Use

15
years

Trade Marketing e Exec...

More than five years ago
Weekly Use

20
years

CRM e Inteligência de D...

In the last month
Occasional use

6
years

Gestão de Portfólio e Ino...

In the last five years
Weekly Use

8
years

EDUCATION

MKT (2 ANOS) - Marketing

ESPM | São Paulo
2009 - 2010

MBA program focusing on advanced marketing strategies and consumer behavior.

Comércio Exterior (4 ANOS) - Administração

Universidade Metodista | São Paulo
1999 - 2003

Bachelor's degree in Business Administration with a specialization Com Exterior ,
MBA/Pos Graduação em marketing.

MKT - 9,5
ADM - 9,0



PERFORMANCE AREA

COMPETENCY



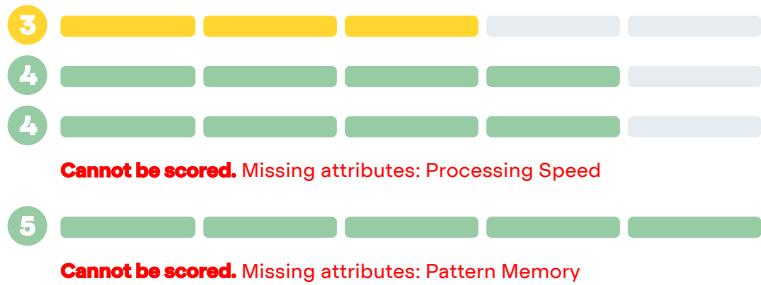
- Numeracy
- Reading
- Literacy
- Learning
- Written Communication



- Cannot be scored. Missing attributes: Mental Arithmetic
- Cannot be scored. Missing attributes: Concentration, Vocabulary
- Cannot be scored. Missing attributes: Vocabulary, Spelling
- Cannot be scored. Missing attributes: Continuous Updating
- Cannot be scored. Missing attributes: Spelling



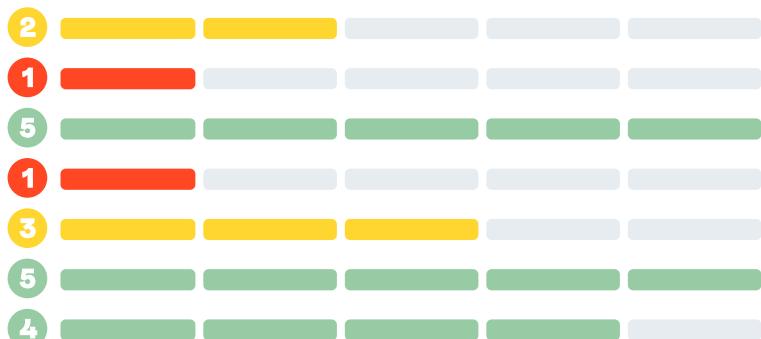
- Decision Making
- Strategic Thinking
- Critical Thinking
- Multitasking
- Problem Solving
- Thinking Quickly
- Planning
- Information Retention



- Cannot be scored. Missing attributes: Continuous Updating
- Cannot be scored. Missing attributes: Prediction



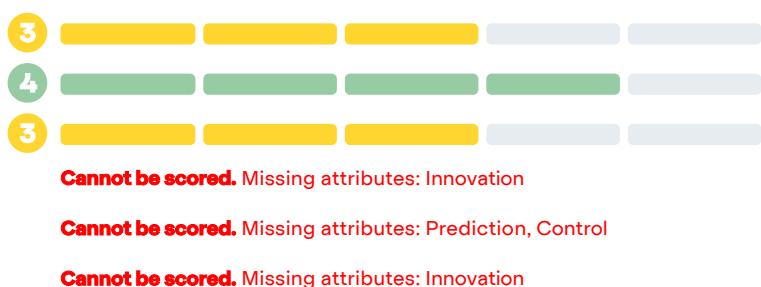
- Empathy
- Active Listening
- Assertiveness
- Teamwork
- Persuasion
- Building Relationships
- Networking



- Cannot be scored. Missing attributes: Processing Speed
- Cannot be scored. Missing attributes: Pattern Memory



- Creativity
- Flexibility
- Innovation
- Knowledge Application
- Business Sense
- Forward-Thinking



- Cannot be scored. Missing attributes: Innovation
- Cannot be scored. Missing attributes: Prediction, Control
- Cannot be scored. Missing attributes: Innovation





Skills and abilities that form a necessary base for the completion of most work-related tasks.

Those who are high in core competencies are likely to have mastery of the fundamental aspects that will make many career paths and jobs easier. It is also likely that they are perceived as accomplished and professional. Those low in core competencies are likely to find some of the more day-to-day aspects of certain jobs to be more taxing, or are likely to benefit from further education in these areas in order to engage with clients and peers in a more professional way.

Numeracy

An individual's ability to work with numeric information.



Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Mental Arithmetic

Reading

An individual's ability to understand written information.



Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Concentration, Vocabulary

Literacy

An individual's ability to use reading and writing to communicate information.



Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Vocabulary, Spelling

Learning

An individual's ability to acquire new skills.



SCORE

Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Continuous Updating

Written Communication

An individual's ability to convey information through written documents.



SCORE

Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Spelling



PERFORMANCE AREA **COGNITIVE**



OVERALL SCORE

Goal-directed abilities concerned with the acquisition, manipulation, and implementation of information.

Individuals who have high scores in cognitive competencies are likely to excel in their ability to absorb and process information. They are more likely to make quicker decisions and make fewer errors or have a better ability to retain and mentally manipulate numbers and patterns. Those who score lower are likely to either require more time to deal with higher levels of complexity or might make more errors in terms of recalling or applying the information. It should be noted that not all cognitive abilities are required for all job roles, and people can often find their own way of completing tasks and solving problems that might play more to their strengths.

Decision Making

An individual's ability to use relevant information, experience, and reasoned judgement to make decisions.



SCORE

Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Continuous Updating

Strategic Thinking

An individual's ability to use strategic thinking to meet long-term work-related goals.



SCORE

Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Prediction

Critical Thinking

An individual's ability to form reasoned judgements through evidence and deliberate reflection.



SCORE

José Marcio de: This level of Critical Thinking can be considered average. People with similar scores will generally take existing knowledge as factually correct, but might question new information if it is unaligned with known ideas and frameworks. They are likely to see alternative scenarios, as long as they fall within familiar decision making and action frameworks.

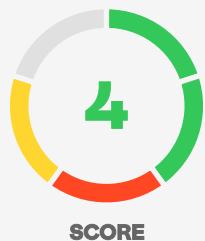
Multitasking



An individual's ability to engage in two or more tasks simultaneously.

José Marcio de: At this level of Multitasking ability, people are generally able to perform more than one basic or moderately complex task at the same time - quickly and accurately. New or very complex tasks might still slow the processing down, but can generally be handled without many errors.

Problem Solving



An individual's ability to identify problems and develops strategies to overcome them.

José Marcio de: People with similar scores for Problem Solving are likely to have a slightly above average capability in this domain. Whilst they might struggle with highly complex problems, they are likely to have little difficulty at the basic and intermediate level. They will most likely plan multiple steps ahead and can consider a range of complex solution pathways.

Thinking Quickly



An individual's ability to think on the spot and respond quickly.

Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Processing Speed

Planning



An individual's ability to plan systematically.

José Marcio de: People with similar scores are likely to make far-reaching and detailed plans. Their planning is likely to allocate resources very effectively and efficiently, and they will most likely have taken into consideration a range of possible difficulties that might require further action or adaptation at a later date.

Information Retention



An individual's ability to store information in their mind.

Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Pattern Memory



PERFORMANCE AREA **INTERPERSONAL**



Personal qualities and behaviour involved in interactions between groups of people.

Good interpersonal skills indicate that an individual is strongly able to work alongside others to negotiate, solve problems and make decisions towards company goals and targets. Poor interpersonal skills can cause problems in the workplace as this can act as a barrier to open and effective communication and understanding of others.

Empathy



An individual's ability to use empathy to take the perspective of other people.

José Marcio de: People with similar scores tend to be less able to empathise. While they can identify the more pronounced feelings and perspectives of others, they may not always be capable of identifying more subtle indications, and therefore, might appear distant and struggle to fully integrate within a team. Having said that, they are likely to identify and connect with others feelings and perspectives following additional explanation.

Active Listening



An individual's ability to actively listen to other people.

José Marcio de: People with similar scores tend to struggle with actively listening to others. This may cause issues in communication driven situations and may act as a barrier to the understanding of others in their team and beyond.

Assertiveness



An individual's ability to be assertive when communicating with others.

José Marcio de: People with similar scores to this are extremely high in Assertiveness. They are able to share their viewpoint and opinion with others regardless of the audience and are exceptional at supporting their argument. People with such high levels of assertiveness may be strong-willed to the extent of being somewhat unable to listen to the opposing views of others, which may prove to be a barrier to effective teamwork.

Teamwork

An individual's ability to share responsibilities and communicate effectively.



José Marcio de: People with similar scores tend to struggle with interacting with others and may have difficulty communicating organisational ideas to colleagues, which might act as a barrier to the collective meeting of company goals.

Persuasion

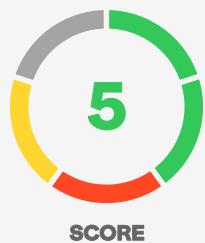
An individual's ability to influence others by crafting strong and convincing arguments.



José Marcio de: Similar scores indicate an average ability to influence the decision making and perception of a situation of others. Whilst they are likely to adapt their approach for the situation or the person they are aiming to convince, they are less likely to succeed in both areas at the same time. They will be perceived as averagely charismatic and convincing in their delivery.

Building Relationships

An individual's ability to build meaningful relationships with other people.



José Marcio de: People with similar scores to this show extremely high capabilities in Building Relationships. They are able to socialise with ease and can effectively communicate with others. These people work best in client-facing roles as they appear friendly and easy to engage with.

Networking

An individual's ability to network with internal and external stakeholders.



José Marcio de: People with similar scores to this tend to show higher capabilities in Networking both inside and outside of their workplace. They are able to approach other business professionals and build rapport and often make the most of networking opportunities.



PERFORMANCE AREA **CONTEXTUAL**



OVERALL SCORE

Qualities associated with the creation and application of knowledge to accomplish organisational goals.

People with high scores on contextual competencies are likely to deal well with changes in their surroundings and expected changes to the way they work. They see opportunities for positive change and can apply their skills flexibly. Individuals with lower scores are likely to require more stable and defined frameworks to deploy their skills with full effect. They might generally show a preference for less changeable environments.

Creativity

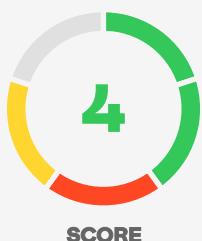
An individual's ability to apply creativity to accomplish work-related goals.



José Marcio de: People with similar scores to this tend to be average at proposing creative solutions to business related problems. These people will likely feel confident in discussing new approaches to tackle existing issues.

Flexibility

An individual's ability to complete a wide range of tasks.



José Marcio de: People at this level of performance on Contextual competencies are slightly above average in how they respond to and influence environmental changes. They can apply their skills without difficulty - successfully responding to larger situational changes. They are likely to suggest applicable and relevant changes to the environment and work frameworks.

Innovation

An individual's ability to turn ideas into actionable outcomes.



José Marcio de: People with similar scores to this tend to be averagely able to act innovatively in the workplace. They will apply creative thought processes to familiar workplace scenarios and can often implement new approaches capably.

Knowledge Application

An individual's ability to apply existing personal knowledge to address work-related goals.



Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Innovation

Business Sense

An individual's ability to understand how business operations influence organisational success.



Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Prediction, Control

Forward-Thinking

An individual's ability to consider the broader implications of business activities.



Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Innovation

**Behaviour concerned with the completion of work-related goals, individually or as part of a team.**

People with high scores in Self-Management are likely to be self-sufficient and able to manage their emotions as well as their motivations well. People with lower scores are likely to be influenced more by their emotional states and changes in motivation and might look more for external guidance to re-align with current goals and needs.

Autonomy

An individual's ability to maintain adequate levels of productivity with little to no supervision.

5

SCORE

José Marcio de: Individuals with similar scores are in the highest category of Autonomy. They are likely to want to make their own choices about their work and do their own planning and scheduling. Trying to hold these individuals to rigid and overly-detailed external plans is likely to frustrate them. They benefit from the freedom to self-manage and are likely to maintain smooth running processes that have not yet been scheduled.

Initiative

Initiative describes how much a person is likely to engage with tasks without being prompted to do so.

3

SCORE

José Marcio de: Scores in this range indicate an average level of Initiative. Individuals in this score range are likely to show some drive in terms of starting their own tasks and projects and finding time to resolve smaller issues that prevent them from reaching their goals as they progress.

Self-Motivation

An individual's ability to overcome uncertainty, difficulty, and distractions to complete tasks.

4

SCORE

José Marcio de: People at this level are above average in terms of their level of Self-Management. They are likely to have a good understanding of their own needs and their abilities, and are happy to plan more flexibly. They will most likely appreciate being able to make their own decisions about work arrangements, and are often seen as well balanced in terms of their emotional responses.

Takes Responsibility



An individual's ability to assume positions of responsibility.

José Marcio de: Individuals at this level of Takes Responsibility are least likely to demonstrate this trait. They are most likely to see themselves as removed from the results of their work and be less emotionally connected - which can be beneficial in scenarios with a high risk of failure. They are less likely to identify with their work and either claim praise for success or ownership of setbacks.

Organisation



An individual's ability to order their activities to make efficient use of time and resources.

José Marcio de: Individuals at this level of Organisation are aligned with the population average. They are likely to follow established routines with a good degree of accuracy, and establish new processes for repeated tasks. Whilst they are likely to establish project plans, their planning might either be more short-term oriented, or may occasionally lack granular detail.

Drive for Results



An individual's ability to consistently exceed organisational benchmarks.

José Marcio de: Similar scores indicate that a person is around average at Drive for Results. They are likely to keep an eye on deadlines and ensure outcomes and delivery are not compromised without good reason.

Detail-Oriented



An individual's ability to be thorough and accurate when completing tasks.

Cannot be scored. This person hasn't completed all assessments required to calculate this score.

Missing attributes: Concentration, Visual Search

Customer Focus



An individual's ability to consider how organisational activities affect the customer.

José Marcio de: Individuals with similar scores are likely to fall into the lowest category of Customer Focus. They are likely to prioritise operational requirements over individual customer needs. Whilst they may well be interested in the satisfaction of the customer, they are likely to prioritise procedure and efficiency.



Interpersonal skills and personal behaviour related to the coordination of a small or large number of stakeholders.

Those who are high in this attribute are able to inspire and motivate those around them and help them achieve their best. Those who are low in this attribute are less likely to be suited to leadership and do not make the best use of those around them. They may attempt to micromanage and ignore the advice and expertise of their team.

Integrity

An individual's ability to demonstrate consistency between personal beliefs and actions.



José Marcio de: People with similar scores to this tend to have average Integrity. This means that they are likely to be aware of their own values and follow them for the majority of the time. However, when they are put under a large amount of pressure from management or their team members, they will engage in behaviours that contradict their values.

Leadership

An individual's ability to direct and coordinate others to complete tasks.



José Marcio de: People with similar scores have above average People Management skills. They are able to guide their teams through difficult times by listening to them effectively. They are also skilled at conflict resolution within their team. While some projects may push them past their limits, they are generally trusting of their team and know how to manage them effectively.

Risk Taking

An individual's ability to initiate tasks that involve a significant degree of risk and uncertainty.



José Marcio de: Scores in this range indicate a balanced Risk Taking approach. Individuals with similar scores are likely to accept a general level of risk and will consider both risk and reward relatively evenly when making decisions. However, they will avoid high risks, despite the potential for larger rewards.

Diplomacy

An individual's ability to adopt an open and tolerant communication style when interacting with other people.



José Marcio de: Those who have similar scores to this are likely to be low in Diplomacy, indicating that they find it extremely difficult to remain impartial during a discussion. They are more likely to choose a side early on and make little effort to reconcile both sides. As a result, they are likely to be more suited to work that doesn't require comparative work and policy implementation.

Motivating Others

An individual's ability to make other people enthusiastic and motivated to complete tasks.



José Marcio de: Those who have similar scores are likely to be above average for Motivating Others and are likely to stay motivated even when others lose their focus. These individuals are able to keep themselves - and others - motivated over a long period of time and can keep track of long-term goals, but may need to be given a source of external motivation during longer projects.

Delegating

An individual's ability to delegate tasks to other people.



José Marcio de: Those who are similar to this score are likely to be above average delegators, and can effectively manage the workloads of those around them and ensure that they are working efficiently. They are highly attuned to their team members and will give out work based on skill set and personal preference to ensure that those around them are happy and motivated.



PERFORMANCE AREA

STRESS & RESILIENCE



Personal traits and behaviour exhibited when unexpected and/or demanding circumstances are present.

Good resilience leads to a heightened ability to manage stressful situations and bounce back from setbacks and mistakes. Poor resilience can cause someone to become quickly overwhelmed if things do not go according to plan, requiring a break to recover from stress.

Stress Management



An individual's ability to cope with demanding environments, situations, and tasks.

José Marcio de: People with similar scores to this tend to be those with higher resilience than average. They are able to manage their own stress levels effectively and rarely allow the impact of stress to affect their work. These people need less support than others and often provide emotional support to those around them.

Dealing with Ambiguity



An individual's ability to maintain adequate levels of productivity with little to no information and supervision.

José Marcio de: Those with similar scores are exceptionally effective at Dealing with Ambiguity, so can work from very little information and direct themselves throughout a project. They are also likely to help those around them cope successfully with ambiguity.

Composure Under Pressure



An individual's ability to maintain composure in demanding situations and when assigned challenged tasks.

José Marcio de: People with similar scores are highly unlikely to remain calm in difficult situations, and often feel distressed and unable to cope with their workload. They are likely to show signs of stress at times of pressure.

Adaptability to Change

An individual's ability to adapt to constant change and maintain adequate levels of productivity.



José Marcio de: Those with similar scores are above average at working with adaptability. They are quick to make most changes to their working methods and are able to effectively adapt elements of their old plans into the new. These people rarely struggle to adapt, unless they are faced with an entire overhaul of their work life.

Conflict Resolution

An individual's ability to identify sources of interpersonal conflict.



José Marcio de: Those with similar scores are very low in Conflict Resolution and will often attempt to avoid conflict entirely. When it is unavoidable, these people may rely on emotive and personal arguments that attack the other person rather than attempting to come to an agreeable conclusion.

Resilience

An individual's ability to persevere in the face of stressful demands and uncertainty.



José Marcio de: Individuals in this score range have a slightly above average level of Resilience. They are likely to respond to setbacks relatively quickly and learn from mistakes without feeling disheartened for long. Whilst they might need a short period to adjust their emotions after negative events, they are likely to regain full or nearly full levels of drive and determination afterwards.

Dealing with Criticism

An individual's ability to bounce back quickly after being criticised.



José Marcio de: Those with similar scores are around the average for Dealing with Criticism. This means that they are likely to respond effectively to most feedback and will do their best to improve in line with the recommendations made. However, when receiving feedback on more intensive projects they may be more sensitive to criticism and may be reluctant to alter their approach in future.



PERFORMANCE AREA CORE

NUMERACY

An individual's ability to work with numeric information. High numeracy allows people to manipulate and understand numbers with ease, whilst low numeracy means that numerical information might not be easily understood or can not be worked with or used without additional tools.

READING

An individual's ability to understand written information. People with high Reading scores are likely to be able to make sense of complex sentence structures and lengthy descriptions. They can extract information and find the key aspects of an argument with ease. Individuals with lower Reading scores are likely to overlook information or get lost in longer and more complex sentence structures. They might need to re-read more complex or more specialist passages more often, and might generally show a lower reading speed.

LITERACY

An individual's ability to use reading and writing to communicate information. High levels of Literacy allow people to communicate in a very effective, succinct style. Lower levels of Literacy lead to a misalignment of message and words chosen, as well as unclear and unstructured communication.

LEARNING

An individual's ability to acquire new skills. High Learning ability is characterised by ease of uptake and application of new information as well as translation of information into applied actions and skills. Low Learning abilities are indicated when new actionable skills require a lot of information, practise and support.

WRITTEN COMMUNICATION

An individual's ability to convey information through written documents. Individuals with high scores on Written Communication are likely to excel at writing succinctly and clearly. They are likely to use vocabulary highly effectively and can cover generalist as well as specialist topics. People with lower scores on written communication are likely to make grammatical or vocabulary based errors that can lead to them being misunderstood. Whilst they are likely to be able to get general points cross, more specialist aspects will cause difficulty.



PERFORMANCE AREA COGNITIVE

DECISION MAKING

An individual's ability to use relevant information, experience, and reasoned judgement to make decisions. Higher scores in this ability indicate quick, well-considered and balanced Decision Making. Lower scores indicate slow and unbalanced Decision Making, with a limited consideration of the available information.

STRATEGIC THINKING

An individual's ability to use strategic thinking to meet long-term work-related goals. Highly skilled strategic thinkers will identify advantages that can be created or exploited and that will give them a medium to long-term advantage. Less skilled strategic thinkers will not be able to differentiate between goals and advantages and are unable to build actions around positions of superiority.

CRITICAL THINKING

An individual's ability to form reasoned judgements through evidence and deliberate reflection. High levels of Critical Thinking are exemplified by thorough questioning, an investigation of all available information and a consideration of a broad range of options. Lower levels of Critical Thinking tend to lead to an acceptance of statements without questioning or poor consideration of alternative scenarios.

MULTITASKING

An individual's ability to engage in two or more tasks simultaneously. High levels of Multitasking can be seen in people who can seemingly pay attention to different tasks simultaneously and react effectively to changes within these tasks. Poor Multitasking can be found in people who need to concentrate on one aspect or task at a time to avoid making errors or slowing down performance substantially.

PROBLEM SOLVING

An individual's ability to identify problems and develops strategies to overcome them. People with high scores at Problem Solving are likely to be able to find solutions to not only difficult linear problems, but also complex systemic issues. They are likely to enjoy challenges and optimisation problems. Individuals with lower scores are likely to be able to solve more linear and less complex problems and might feel overwhelmed by non-linear and unstructured problems.

THINKING QUICKLY

An individual's ability to think on the spot and respond quickly. People with high levels of Thinking Quickly tend to act upon new information instantly, and can efficiently assess the viability of opportunities and options. Low levels of 'quick thinking' often lead to slow deliberation of possible actions, the need to contemplate options, and missing brief windows of opportunity.

PLANNING

An individual's ability to plan systematically. High Planning ability can be seen in effective consideration of resources, timings and potential changes in circumstances. Low planning ability can manifest in missed deadlines, poor consideration for uncertainty and inefficient resource allocation.

INFORMATION RETENTION

An individual's ability to store information in their mind. High levels of Information Retention can be seen in people with exceptional memory abilities for shapes, numbers, or other information, making their work fast and accurate. Lower levels of Information Retention can be seen in recall errors, forgetfulness and a slow working pace due to the need to 'double check' information.



PERFORMANCE AREA INTERPERSONAL

EMPATHY

An individual's ability to use empathy to take the perspective of other people. High levels of Empathy lead to a greater understanding of others, and stronger interconnectedness as part of a team. Low levels of Empathy lead to a lack of understanding of others and inefficient teamwork.

ACTIVE LISTENING

An individual's ability to actively listen to other people. People that score highly in Active Listening are able to focus on what another speaker is saying, providing their input to the conversation at an accurate and suitable point in time. People scoring poorly in Active Listening will prematurely fixate on what they wish to respond to the speaker without being present and fully aware of what others are saying.

ASSERTIVENESS

An individual's ability to be assertive when communicating with others. A person scoring highly in Assertiveness will likely be very self-confident and sure of themselves. This person will be capable and willing to voice their point in a team discussion and will likely be very determined to be heard. A person with a low score in Assertiveness will likely struggle to get their needs met by others due to an inability to specify and project these needs. They may lack the confidence to project themselves and their ideas.

TEAMWORK

An individual's ability to share responsibilities and communicate effectively. High levels of Teamwork would indicate a great ability to communicate with others and delegate tasks according to strengths and preferences of others. Low levels of Teamwork would indicate an inability to listen effectively to others and a lack of cooperation with others.

PERSUASION

An individual's ability to influence others by crafting strong and convincing arguments. High levels of Persuasion would indicate a strong ability to influence others into believing the individual's argument, whereas low levels of Persuasion would indicate an inability to convince others to see a situation from the person's point of view.

BUILDING RELATIONSHIPS

An individual's ability to build meaningful relationships with other people. High scores in Building Relationships would indicate that this person can form connections with others with ease, whereas low scores in Building Relationships would indicate an inability to engage with and form bonds with others.

NETWORKING

An individual's ability to network with internal and external stakeholders. High scores in Networking would indicate that this person can build working relationships both inside and outside of the organisation with ease. Low scores would indicate that this person has difficulties establishing working relationships both in and out of the organisation or are using these connections to very little effect.



PERFORMANCE AREA CONTEXTUAL

CREATIVITY

An individual's ability to apply creativity to accomplish work-related goals. High scores in Creativity indicate that this person often thinks inventively in order to complete tasks in novel ways. Low scores in Creativity indicate a more conventional thought process behind task solving and completion.

FLEXIBILITY

An individual's ability to complete a wide range of tasks. High levels of Flexibility indicate that a person has a strong ability to multitask and prioritize accordingly. Low levels of Flexibility suggest that the person shows rigidity in task completion, ensuring that each individual task is completed before starting the next.

INNOVATION

An individual's ability to turn ideas into actionable outcomes. High scores in Innovation indicate that an individual not only has a large number of ideas, but also applies this creativity practically. Low Innovation scores suggest that the person is unable to transform creative thought into practical applications.

KNOWLEDGE APPLICATION

An individual's ability to apply existing personal knowledge to address work-related goals. High scores in Knowledge Application suggest that this person is very proactive in implementing their learning to relevant situations. Low scores in knowledge application indicate an inability to understand how their expertise might be applied to different situations.

BUSINESS SENSE

An individual's ability to understand how business operations influence organisational success. High scores indicate a person that is very experienced in organisational settings and is aware of business-related procedures and how complex systems and relationships work together. Low scores indicate a lack of understanding of systems relating to organisational settings, and a lack of awareness of business procedures.

FORWARD-THINKING

An individual's ability to consider the broader implications of business activities. High scores indicate a person that often considers the consequences of actions. Low scores suggest an inability to think ahead to the possible implications of actions and environmental factors.



PERFORMANCE AREA SELF-MANAGEMENT

AUTONOMY

An individual's ability to maintain adequate levels of productivity with little to no supervision. People with high levels of Autonomy will tend to manage their own time and workload and make decisions where necessary to ensure progress. People with lower levels of Autonomy are likely to require input on a regular basis and be uncomfortable with making choices about their performance and priorities.

INITIATIVE

Initiative describes how much a person is likely to engage with tasks without being prompted to do so. Individuals with high levels of Initiative are likely to aim to resolve issues immediately - without it having been 'scheduled' or them having been 'tasked' with it. People with low levels of Initiative will await input to start work, even if they are currently not busy doing anything else. If there are decisions to be made or new work to be started, they will first wait for authorisation or direction.

SELF-MOTIVATION

An individual's ability to overcome uncertainty, difficulty, and distractions to complete tasks. People with high levels of Self-Motivation are likely to find joy and value in their work as it aligns with their personal values. Their work supports their personal growth, and they are less concerned with external recognition. Individuals low in Self-Motivation are likely to need constant praise or incentives to drive their performance. It is likely that they are more easily disengaged and are less keen to push the boundaries of what could possibly be achieved.

TAKES RESPONSIBILITY

An individual's ability to assume positions of responsibility. Individuals who have high levels of this competency are likely to feel a sense of ownership and be personally invested in the work that they do. People with lower levels of this competency are likely to feel little involvement in their work, and consequently, rarely strive for influence on their assigned tasks or projects.

ORGANISATION

An individual's ability to order their activities to make efficient use of time and resources. People with high levels of Organisation are likely to plan their work with clear structures and detailed procedures. Individuals who score low on Organisation are likely to work in a less structured and flexible way. This does not mean that they do not appreciate structure, but they might either not be able to impose such structures independently or continue them if they are pre-established.

DRIVE FOR RESULTS

An individual's ability to consistently exceed organisational benchmarks. People with high Drive for Results are likely to have a keen eye for deadlines and progress metrics. They are likely to be motivated by delivering a final product and take pride in completing tasks or projects within an agreed timeframe. Individuals with low levels of Drive for Results are likely to be less focussed on timely delivery, but more on the perceived quality of the process.

DETAIL-ORIENTED

An individual's ability to be thorough and accurate when completing tasks. Individuals with high detail orientation are likely to enjoy working on intricate and complex projects. They take pride in getting every aspect right, and might become irritated if details are left unresolved or unattended. People with lower levels of detail-orientation are likely to focus on the main features of a task, and are likely to pay little attention to its production or appreciate the inclusion of extensive detail.

CUSTOMER FOCUS

An individual's ability to consider how organisational activities affect the customer. People with high scores are likely to be natural 'customer champions', going above and beyond their duty to fulfill customer needs. People with lower scores are likely to prioritize efficiency and will deliver a level of customer service in line with minimum expectations.



PERFORMANCE AREA PEOPLE MANAGEMENT

INTEGRITY

An individual's ability to demonstrate consistency between personal beliefs and actions. Those who are high in this value are likely to stay true to their values and beliefs regardless of their external circumstances, even if it causes them distress. Those low in this value are more likely to perform actions that are not in line with their own values if there is pressure from those around them to do so.

LEADERSHIP

An individual's ability to direct and coordinate others to complete tasks. Those who are high in this ability are comfortable taking charge and giving direction in group situations. Those who are low in this ability are more likely to doubt their own ability and to prefer collaborative work.

RISK TAKING

An individual's ability to initiate tasks that involve a significant degree of risk and uncertainty. Individuals with high scores on Risk Taking are likely to have a high tolerance for uncertainty. They are likely to be more comfortable with taking greater risks that offer the potential of increasing rewards. People with lower scores are likely to have little risk tolerance. They are likely to avoid uncertain scenarios and will aim for low risk decisions, even if this means fewer potential benefits.

DIPLOMACY

An individual's ability to adopt an open and tolerant communication style when interacting with other people. Those who are skilled in this ability are able to mediate conflicts between team members and write effective arguments in presentations. Those who are lower in this ability are more likely to act with bias and favour one side over another in conflicts, leading to further dissatisfaction within the team.

MOTIVATING OTHERS

An individual's ability to make other people enthusiastic and motivated to complete tasks. Those who are high in this skill are able to keep themselves and those around them working at their best, bringing new and exciting ideas into the workplace. In contrast, those who are lower in this competency are more likely to struggle to focus on their work and may even distract those around them.

DELEGATING

An individual's ability to delegate tasks to other people. Those who are effective delegators are able to ensure that those around them are never overloaded, whilst also ensuring all of their work matches their skill set. Those who are ineffective delegators are likely to burden those around them with tasks that they are not equipped for. Alternatively, they may find it difficult to give up any tasks at all and attempt to complete all of their work themselves.



PERFORMANCE AREA **STRESS & RESILIENCE**

STRESS MANAGEMENT

An individual's ability to cope with demanding environments, situations, and tasks. Those who are high in this ability are likely to be aware of events or situations that might cause them stress and have the means to manage their reactions appropriately. Those who are lower in this ability miss or ignore the signs that they are overly stressed, and have few strategies to manage their emotional responses.

DEALING WITH AMBIGUITY

An individual's ability to maintain adequate levels of productivity with little to no information and supervision. Those who are able to deal with ambiguity effectively can make the best use of limited information and take calculated risks as needed. In contrast, those who are low in this ability are more likely to require additional information in order to make a decision, and consequently, might struggle to work effectively in uncertain environments.

COMPOSURE UNDER PRESSURE

An individual's ability to maintain composure in demanding situations and when assigned challenged tasks. Those who are higher in this ability will maintain control over their emotions when events do not go as planned. In contrast, those with a lower score are more likely to show signs of stress when things go wrong.

ADAPTABILITY TO CHANGE

An individual's ability to adapt to constant change and maintain adequate levels of productivity. Those who are high in this ability are likely to be able to adapt their plans flexibly and efficiently in light of critical new information. On the other hand, those who are low in this score are likely to stick to their previous plans, even when new information has rendered them obsolete.

CONFLICT RESOLUTION

An individual's ability to identify sources of interpersonal conflict. Those who are skilled in this competency are able to de-escalate conflicts effectively by listening to both sides and reaching a compromise. On the other hand, those who are less skilled in this competency are more likely to show a bias to one side and may cause the conflict to escalate further.

RESILIENCE

An individual's ability to perseverance in the face of stressful demands and uncertainty. Individuals with high levels of Resilience are likely to be minimally affected by results of misfortune or setbacks. They are able to regulate their emotions and can quickly return to a normal mood and behavior. People with lower scores are likely to be emotionally affected for longer periods of time and might have to expend considerable effort to move on from setbacks.

DEALING WITH CRITICISM

An individual's ability to bounce back quickly after being criticised. Those who score highly in this ability are likely to welcome feedback on their performance and carefully consider how it might support their development. Those who are less skilled in this competency are more likely to perceive feedback as threatening and might ignore or reject any appraisal of their performance.

Notes

Score

Date

Signature