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09 - LEADERSHIP REPORT

Report compiled for

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REPORTS:
LEADERSHIP OVERVIEW
DETAILED REPORT

PRIVATE AND CONFIDENTIAL





This report provides an overview of leadership capability using data collected from the Cognisess Pro platform. The report offers an insight into how each Leadership Competency is likely to influence an individual's behaviours and performance as a leader within a team, department or organisation. This could be relevant to their role as a manager, or applicable to someone who acts as a thought leader in a team.

WHAT MAKES A GREAT LEADER?

Our research of leadership – through our partnerships with clients and from external academic studies – has identified seven common competencies, grouped into four performance areas, that contribute to great leadership. You can find out more about our research into leadership and how it affects teams in the bibliography at the end of this report.

PERFORMANCE AREA	COMPETENCY	PERFORMANCE AREA	COMPETENCY
 TASK	<ul style="list-style-type: none">● DRIVE● EXECUTION	 TEAM	<ul style="list-style-type: none">● MOTIVATION● GROWTH
 PROCESS	<ul style="list-style-type: none">● OPPORTUNITY● INSIGHTS	 DECISION MAKING	<ul style="list-style-type: none">● RISK MANAGEMENT

On the next page, each Leadership Competency is explained and contextualised to offer a description of what higher and lower scorers might 'look like' in an organisation. More information on scoring is provided on page seven of this report.

HOW ARE AN INDIVIDUAL'S SCORES PRESENTED?

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

1.Results Overview: Provides two visualisations – a bar graph and spider graph - of the individual's performance against each Leadership Competency. Scores range from 1 (well below average) to 5 (well above average). Each Leadership Competency is listed on the report, and a score of 0 is given when the appropriate assessment has not been completed.

2.Results Summary: Evaluates the individual's likely strengths, values and challenges and provides an understanding of their leadership performance potential and any barriers to achieving their best.

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 leadership 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 leadership 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 leader, rather the tool presents the information needed to make informed decisions about improving leadership performance. Finally, an individual's Leadership 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 Leadership Competency report is stable over a period of approximately one year.



HOW ARE INDIVIDUALS SCORED?

Each Leadership 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 each Leadership Competency is formed from several attributes assessed by Cognisess, there are many ways in which an individual might achieve a particular score. For example, the Leadership Competency GROWTH is comprised from an aggregate of a range of attributes, which include, adaptable, calm and emotional intelligence. Therefore, it is possible that two individuals might perform differently on the assessments and in their leadership role, but still achieve the same Leadership Competency score.

The distribution of each Leadership Competency score is assumed to be a normal distribution curve.-The distribution of each Leadership 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 Leadership Competency an individual is more likely to achieve an average score than either a high or low score.

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TASK

DRIVE

Drive refers to a person's ability to push themselves to constantly achieve higher than before. Those with high drive will be continuously searching for new opportunities to learn and better themselves. In contrast, those with low drive will stick to what is asked of them and won't attempt to push any further than they need to.

EXECUTION

This competency is the ability to turn one's vision into reality. Execution is required to take big-picture thinking that has identified the next big step and ensure that those ideas and practices actually get implemented on a practical level. Those who are high in this ability can turn their vision into reality, whereas those who are low are more likely to focus on the theoretical aspect of development.

TEAM

MOTIVATION

This competency refers to a person's ability to lead others by motivating them to strive towards a goal rather than simply requesting them to act on orders. Those who are low in this attribute may not share a clear vision with their team and fail to offer positive reinforcement to reach goals. In contrast, those who are high in this attribute are likely to be great communicators and good role models for their team, as they will lead from their own example as opposed to telling their team what to do.

GROWTH

Growth refers to a person's ability to learn from experience rather than seeing their experience as failures. People with lower levels of growth may be held back by shortcomings and fail to see the constructive element to situations, this may then transfer onto their team. Whereas, those with higher levels of growth can take positives from seemingly more negative situations and are more inspired by their environment which causes them to be more open to learning new things, developing new skills and listening to the perspectives of those around them.

PROCESS

OPPORTUNITY

This competency refers to a person's ability to find and seize any opportunity that is handed to them by their team. Those who are low in this attribute may wait for a long time for the perfect opportunity to arise, patiently waiting until the right time. In contrast, those who are high in this attribute are likely to forge their own opportunities and take on as much new work as they can.

INSIGHTS

Insight refers to a person's ability to learn about the impact of their own motivators and personal characteristics on a situation. Insight is required to control these influences and plan around them, as well as how to consider these variables introduced by other people involved. People with basic levels of insight are likely to overlook the personal impact on events and outcomes, whereas high-level scores of insight point towards quick adaptation and a holistic view of how people interact and represent themselves.

DECISION MAKING

RISK MANAGEMENT Risk Management is the ability of an individual to carefully balance risk versus reward.

Those who are able to manage risks effectively know that there are some times to take risks and some times to avoid them. This does not mean never taking risks, more that there are some risks that will never be worth taking. Those who are lower in this ability will be more inclined to either avoid risk entirely or take far too many high-profile risks, whereas those who have higher management will take fewer, more considered risks.



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LEADERSHIP | LEADERSHIP OVERVIEW

PERFORMANCE AREA



TASK



TEAM



PROCESS



DECISION MAKING

COMPETENCY

Drive

Execution

Motivation

Growth

Opportunity

Insights

Risk Management

User Score

1

Low

2

Basic

3

Average

4

Considerable

5

Exceptional

4

3

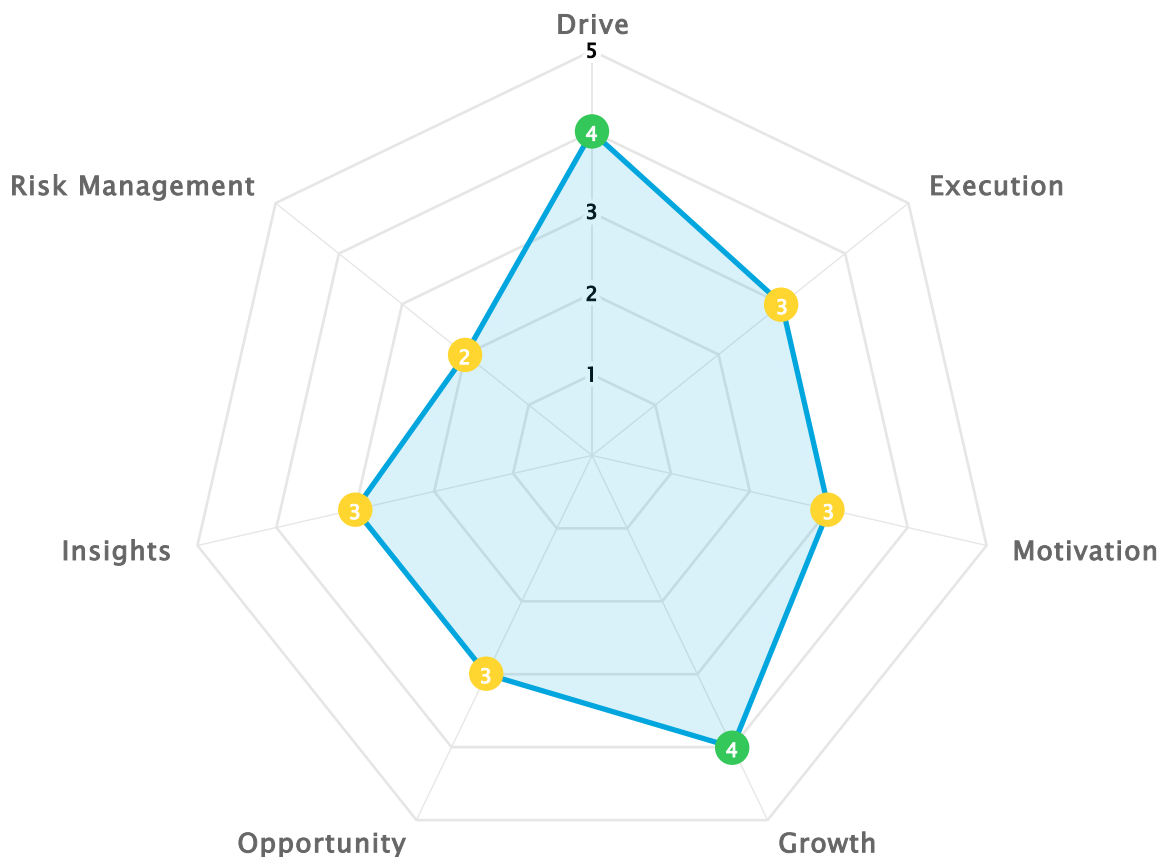
3

4

3

3

2



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PERFORMANCE AREA TASK



OVERALL SCORE

A group of competencies that relate to how a person will approach a task.

This group of competencies covers behavioural aspects that relate to how a person initiates and implements a process or project. The individual competencies highlight ways in which a person is likely to act when working on a task.

Drive

Drive refers to a person's ability to push themselves to constantly achieve higher than before.



SCORE

Fernando Henrique: Those who have similar scores to this are above average in their drive competency. This means that they are slightly more focused on the future and ways to improve than they are focused on the work that's in front of them. These people will bring good plans to the table for new ways forward, though they may occasionally forget the work that's going on in the present.



INDICATORS



POSITIVE: These people are likely to use their work as a springboard for new ideas and can push forward to create and implement new ideas.

NEGATIVE: They have the potential to leave their work unattended for long periods of time while they chase after new opportunities.

Execution

This competency is the ability to turn one's vision into reality.



SCORE

Fernando Henrique: Those with similar scores are around the average for execution. These people are able to assist with the implementation of new ideas just as much as they are able to focus on current methodologies. They may not develop a huge number of new ideas, though they are usually able to implement the ones that they do have reasonably effectively.



INDICATORS



POSITIVE: These people are equally able to come up with new ideas and manage them effectively and competently.

NEGATIVE: These people are unlikely to be particularly skilled at either side of the execution competency, meaning that complex management tasks or unstructured thinking are likely to be difficult for them.

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PERFORMANCE AREA TEAM



OVERALL SCORE

Competency grouping that describes how a person works in a team. The individual competencies highlight ways in which a person is likely to act when working in a team.

This group of competencies relates to aspects that determine how a person behaves when collaborating on a shared goal.

Motivation

This competency refers to a person's ability to lead others by motivating them to strive towards a goal rather than simply requesting them to act on orders.



SCORE

Fernando Henrique: Those who have similar scores to this are around the average for motivation. These people are able to remain focused on important projects and can motivate their team members where necessary through positive reinforcement and accurate communication when working towards a pressing goal. That being said, these individuals struggle to maintain motivation levels when working on less pressing, more routine workloads.



INDICATORS



POSITIVE: Are good at remaining motivated when working towards a goal.

NEGATIVE: May become distracted when the project goal is not in close proximity.

Growth

Growth refers to a person's ability to learn from experience rather than seeing their experience as failures.



SCORE

Fernando Henrique: Those with similar scores are above average in growth. This indicates that they are able to learn from experience more so than the average population. These individuals will often seek feedback from others and take this on board to help them to improve. However, when faced with a shortcoming with large consequences these individuals may fail to see the positives.



INDICATORS



POSITIVE: Will often listen to the perspectives of others for feedback to encourage self-improvement.

NEGATIVE: A potential inability to apply a growth mindset to negative situations with larger consequences.

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PERFORMANCE AREA PROCESS



OVERALL SCORE

Competency grouping that relates to the way a person arranges their work. The individual competencies highlight ways in which a person is likely to act when planning out their work and setting up or following a process.

This set of competencies refers to how a person evaluates information and allocates resources when working towards a specific objective. This covers both the more achievement-oriented, as well as the people-oriented ways of working.

Opportunity

This competency refers to a person's ability to find and seize any opportunity that is handed to them by their team.



SCORE

Fernando Henrique: Those with similar scores to this are around the average for opportunity. This means that these people are balanced when taking new opportunities. They will keep to their own preferred roles while also occasionally striking out and taking on new challenges when they arise in their field.



INDICATORS



POSITIVE: These people are balanced; they will seek out some new opportunities but are unlikely to overextend themselves.

NEGATIVE: These people are unlikely to take the bigger risks that lead to bigger rewards, meaning they are unlikely to create a huge payoff.

Insights

Insight refers to a person's ability to learn about the impact of their own motivators and personal characteristics on a situation.



SCORE

Fernando Henrique: This scoring range relates to a population average level of Insight. This is often indicated by people having a good sense of where their own preferences and those of others lie, and how these – along with other personal characteristics and motivations – affect situations and outcomes. They are likely to draw conclusions of events and what led to the relevant outcomes based on factual as well as personal information.



INDICATORS



POSITIVE: Will consider who is involved in decision making to adjust the expected outcome.

NEGATIVE: Likely to have more perception of the impact of others on the situation than of their own impact.

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PERFORMANCE AREA

DECISION MAKING



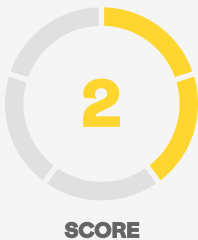
OVERALL SCORE

A group of competencies relating to how a person makes decisions.

This competency grouping highlights the ways in which a person is likely to make choices. The individual competencies highlight ways in which a person makes a choice between a number of options and commits to a future course of action.

Risk Management

Risk Management is the ability of an individual to carefully balance risk versus reward.



SCORE

Fernando Henrique: Those with similar scores are likely to be lower than average when it comes to risk management. This means that they will be able to understand and accept small levels of risk, however larger risks are likely to overwhelm them easily.



INDICATORS



POSITIVE: These individuals will be able to manage a small amount of risk and will understand when something is too huge of a gamble to take. This means that they are able to push forward a little with risk but will never take a larger gamble that could put their position at risk.

NEGATIVE: Shying away from larger risks, or taking them too frequently, can cause stagnation over time. While these people are likely to be able to make small changes, they are unlikely to be the source of a wider organisational revolution.

Notes

Score

Date

Signature