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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.

José Marcio de Vasconcellos

Gerente Senior - Estratégia Comercial e Canais de distribuição

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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



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.



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.



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.



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	Competency	User Score				
		1 Low	2 Basic	3 Average	4 Considerable	5 Exceptional
TASK	Drive	3	██████	██████	██████	██████
	Execution	4	████████	████████	████████	██████
TEAM	Motivation	3	██████	██████	██████	██████
	Growth	3	██████	██████	██████	██████
PROCESS	Opportunity	2	██████	██████	██████	██████
	Insights	3	██████	██████	██████	██████
DECISION MAKING	Risk Management	3	██████	██████	██████	██████





PERFORMANCE AREA **TASK**



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.



José Marcio de: Those who have similar scores are around the average in their drive competency. This means that these people find a balance between looking forward to the future and making improvements and remaining focused on the task at hand. These people will engage in their work now while also looking ahead to the work that is yet to come.

Execution

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



José Marcio de: Those with similar scores are above average for execution. They are able to consistently implement new ideas that are presented to them and know how to set up a new process from scratch. These people are drivers of new innovations, though they do remain grounded within realistic terms when planning ahead.



INDICATORS



POSITIVE: These people are likely to be able to manage the execution of a number of different prospects with ease.

NEGATIVE: These people may lose sight of the initial process and get caught up in tangential projects that are not considered within their original brief.

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PERFORMANCE AREA **TEAM**



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.



José Marcio de: 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.

SCORE



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.



José Marcio de: Those with similar scores are average in growth. These people are capable of seeing the positives in situations but do not make a consistent habit of doing so. Consequently, these individuals are best in an environment that encourages optimism and seeking opportunities as this will promote a tendency to learn from experience.

SCORE



INDICATORS



POSITIVE: These individuals are capable of seeing how experiences can encourage development when in the right environment.

NEGATIVE: There may be large inconsistencies in how they view experiences depending on their mood and situation.



PERFORMANCE AREA PROCESS



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.



José Marcio de: Those who have similar scores to this are lower than average in opportunity. This means that these people are more likely to miss opportunities that others may take. This could be for a number of reasons, including an aversion to risk or a belief that a better opportunity may be waiting just around the corner.



INDICATORS



POSITIVE: These people are likely to take some new opportunities that are presented to them while remaining grounded in their current task.

NEGATIVE: It can take a lot of effort to get these people involved in new opportunities and they may not always follow through with more extreme examples.

Insights

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



José Marcio de: 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.



DECISION MAKING

**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.

José Marcio de: Those with similar scores are around the average for risk management. This means that they are able to balance risks in most situations, weighing up whether a gamble is worth the payoff. That being said, these people are likely to become overwhelmed by more complex problems where there are more unknown variables. In these situations, they may become either more or less risk-averse as a reaction.

**INDICATORS**

POSITIVE: These people are able to balance their risk-taking, allowing them to carefully weigh up the pros and cons of any risk that they will be taking, allowing them to make the best decisions for themselves and their team members.

NEGATIVE: While able to balance these risks, there is a chance that they will become overwhelmed by a larger amount of risk at any given time, leading them to make poorer decisions. In these situations, these individuals are more likely to make a reckless decision that could impact their team adversely.

Notes

Score

Date

Signature