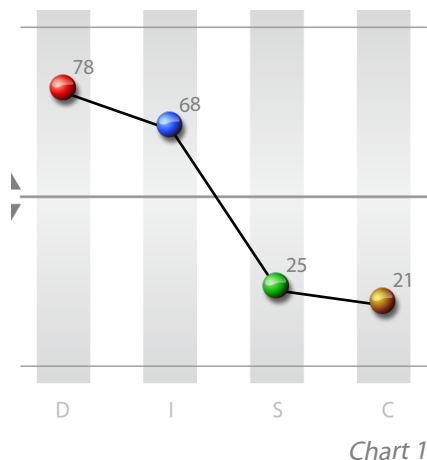
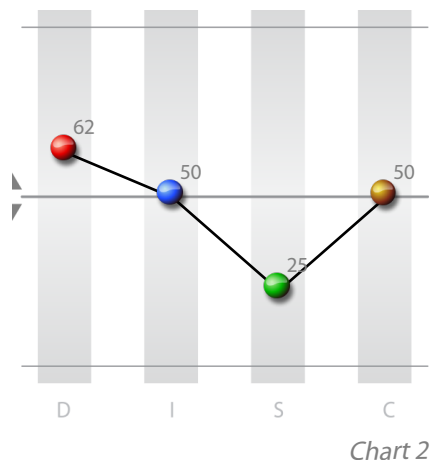


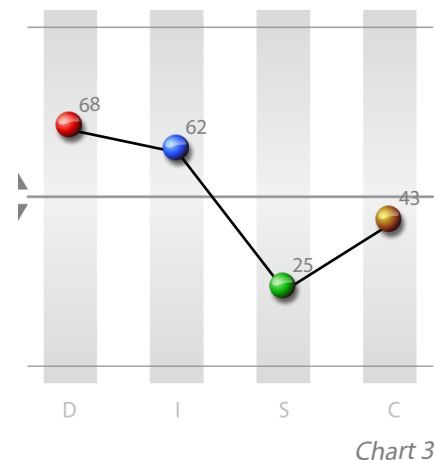
WORK ADJUSTMENT



BEHAVIOR UNDER PRESSURE



OWN IMAGE



SUMMARY PER CHART (%)

MEASURE UNIT	WORK ADJUSTMENT	BEHAVIOR UNDER PRESSURE	OWN IMAGE
DOMINANCE	78	62	68
INFLUENCE	68	50	62
SOLIDITY	25	25	25
COMPLIANCE	21	50	43

OBSERVABLE BEHAVIORS (CHART 3)

Federico is persuasive, practical, aimed at achieving goals by supporting and effectively managing his work team and / or his subordinates so that they can achieve their goals; he likes to carry out tasks, projects and processes of varied nature and in doing so, he stands out for his versatility, resourcefulness, tenacity and competitiveness. He shows these assets not only in his workplace but also in his personal and social life. He is very creative and able to transform an idea into a practical project of organizational transcendence; he is perceived by others as someone impatient and irritable when he cannot achieve results as quickly as expected, or when he does not meet his expectations. He promotes himself and seeks to advance within the hierarchy of the organization with his freedom of action and his dynamic and direct way to face challenges; he easily gains the trust and collaboration of his staff owing his leadership competency and influence, encouraging them to pursue established results. He never breaks his commitments and always shows his independence and autonomy.

MOTIVATORS

Federico is motivated by processes and tasks with tangible, measurable and impact results, which thanks to his good management and along with his team and / or subordinates can help him get recognition, authority, prestige, promotion within the hierarchy, and respectability.

IDEAL WORK ENVIRONMENT

According to behavioral characteristics, an ideal position for Federico must take into account the following roles: Results can be obtained by using his influence and authority skills.

He can work under pressure and put pressure on his staff and subordinates.

He is given the freedom to make decisions without prior consultation as well as delegate tasks and supervising

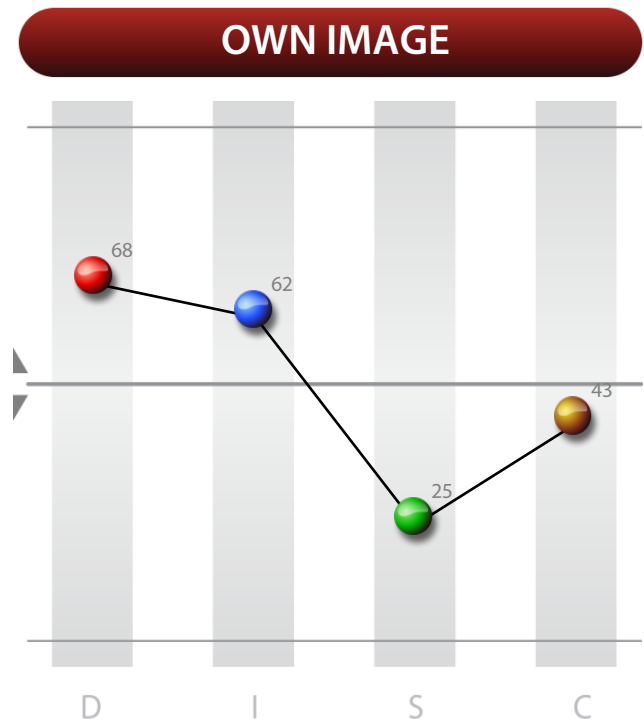


Chart 3

functions.

His work environment is not too structured; it is unpredictable, with constant changes and unexpected situations.

He can carry out unprecedented operational policies.

OTHER COMMENTS

Federico is at ease with himself and his abilities, with which he satisfies both his boss and the organization.

Federico is attracted to and encouraged by the use of power, which implies also authority, to undertake so defiant tasks that can be considered, without doubt as real challenges, which in turn will be rewarded with money and material goods; he feels right and comfortable when his work acquires prestige and popularity and when he has a sufficient leeway to express himself freely and within a democratic environment.

Given the description of the features above it would be



PERSONAL COMPETENCES ANALYSIS



Name: Federico Tafur

Date: 18/06/2019

appropriate that Federico could have next to him a participatory and democratic boss to whom he can consult frequently and who treats him as a special person, as an individual and not as another member of the organization, a boss who assigns him tasks where he can make use, with freedom and authority, of his loquacity and his timely sense of persuasion.

OBSERVABLE BEHAVIORS (CHART 1)

Federico has the ability to lightly modify his behavior in regard to his self-image and respect to his common behavioral traits: he can turn to be more frank with others and also more assertive and authoritative, and to show in the same way more promptness and attentiveness before challenges, assuming on the way an attitude full of optimism in his current position.

There are indications that Federico, himself tenacious and constant, and also autonomous, may become docile and obedient to abide the organizational rules and procedures. Nevertheless, and according to the demands of his current position, Federico highlights the autonomy to make himself clear about his disagreement with rules, which is the reason why he could be considered by others as a rebellious and stubborn man in his convictions.

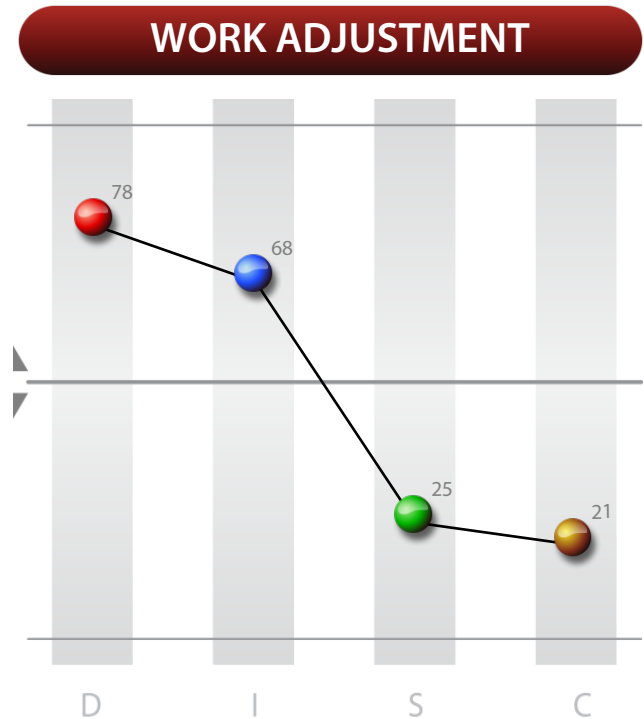


Chart 1

OBSERVABLE BEHAVIORS (CHART 2)

Being Federico under pressure, he still conserves the same level of display of his ability of expression and communication except in regard to persuasion and gaining the consent of others, and also not showing the same positive approach suggested by his self-image.

When Federico is under pressure, he subtly and slightly changes his behavioral common features: instead of acting as an independent and determined man, as shown in the image of himself, he behaves as a worker with less autonomy and greater Compliance with rules and organizational procedures.

BEHAVIOR UNDER PRESSURE

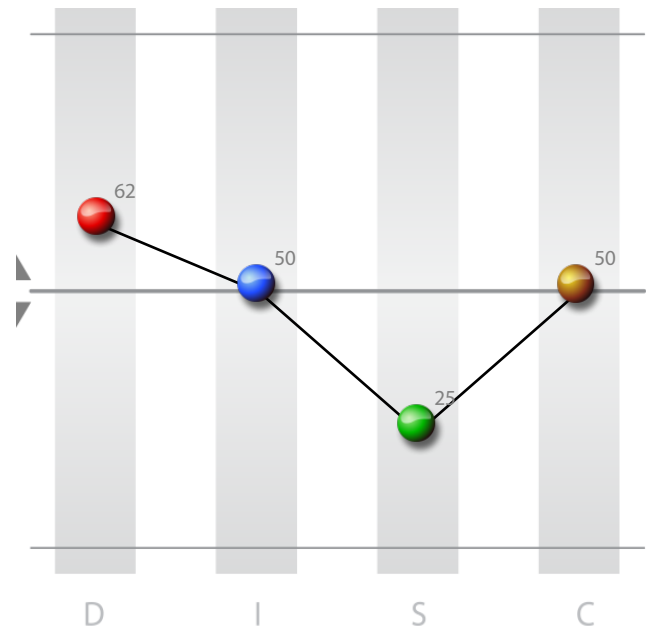


Chart 2

HIS MANAGEMENT STYLE

- He has a strong ability to address and motivate people and achieve positive and profitable results.
- He knows how to identify an opportunity, has innovative tendencies and accepts the management and addressing responsibility.
- He gets discouraged and frustrated with the routinely administrative tasks and the details, therefore he needs administrative support.
- Since he does not manage the administrative time well because he does not like to adhere to them; the members of his team may think he simplifies too much about it.
- Applies administration when its use is necessary to achieve the expected result.

HIS WAY OF MOTIVATING

- Motivates his team to be successful and create positive attitudes on the members.
- Empowers and involves the staff on his charge so that they make solutions by themselves and this motivates and makes them feel as an integral part of his team.
- He is a good disciplinarian but does not take action in this sense until he has not discussed or informed the people involved.

HIS DECISION MAKING

- Considers any action that he needs to carry out, but he can act without gathering all the required information.
- Relies on his expertise and feelings; but considers that he has not made an appropriate decision, he knows how to amend to start analyzing a new decision again.

HIS PROBLEM SOLVING SKILLS

- In problem solving, he is objective but risky and provides alternative ideas.

HIS FORM OF STRATEGIC PLANNING

- He possesses ability to plan, of one results depends on the planning.
- He is likewise an innovative seeker to solve problems.

HIS ABILITY TO COMMUNICATE

- He has impact and influence; leaves good impressions on others and keeps them motivated long-term.
- All he communication has traits of positiveness, seeking for the recipient's point of view of the message even though he does not necessarily accept it.

HOW HE DEVELOPS LEADERS OR THIRD-PARTIES WITHIN THE ORGANIZATION

- He has ability to identify and implement development plans for the members of his team.
- Is aware that a person's progress starts when it is being developed.



MANAGEMENT ASSESSMENT



Name: Federico Tafur

Date: 18/06/2019

TRAINING SUGGESTIONS FOR FEDERICO

- Good potential in the managerial area that has to address, challenge the status quo and achieve positive and profitable results.
- Must be trained in PROJECT ADMINISTRATION.

HOW HE DISPLAYS THE PRODUCT AND/OR SERVICE; CAPTURES THE CLIENT'S ATTENTION; AWAKENS INTEREST; CONVINCES THE CLIENT AND MAKES HIM/HER WANT IT MORE

- His charisma and tranquil state of mood and that is exempt of passions, leaves a good impression with the client from the first instances of the opening meeting.
- If during the presentation he finds himself with some inconvenience he would make use of his ingenuity in order to find its solution. He gives equal and relative importance to the objective knowledge that out of his personal opinions and feelings that have to do with the product and/or the service and generally with respect to other themes.
- He shows security and trust in himself that shines with the client, which is very useful for the organization.
- If with his behavioral characteristics, like those of persuasion and of influence that he exercises upon others, a deep preparation is added with respect to the product that he offers, without doubts, he can convert himself in an excellent hostess. However, perhaps some clients can feel resented with his presentation because they consider that they are not taken into consideration.

HOW FEDERICO CLOSES THE DEAL

- He considers that the CLOSING of the deal as a step further: he is on the hunt for any opportunity and he knows how to become attractive with people through persuasion and of persuasion.
- With basis on the same, he can turn a complicated situation into a more advantageous situation. He is ready to answer any of the objections that the client can manifest with respect to the product.
- He can occasionally concentrate so much on his presentation and display of the product that he would lose the evident SIGNS OF PURCHASE that the possible client manifests.

HOW FEDERICO RENDERS SERVICES AND BUILDS TRUST AMONG CLIENTS

- He is aware that the service to the client is an essential ingredient within all of the process of sales and that within it there can eradicate the success of the process.
- Nonetheless, there must be acknowledge that he disposes of more time for clients of which he can increment the value of the accounts than with other types of clients. With these cases neither does he tend to revise the details nor to analyze data neither will he tie loose ends.
- It is clear that these clients will resent this attitude.

HOW FEDERICO MANAGES SALES

- Due to the way that he distributes time, he can dedicate the majority of his time to tasks and are not merely administrative but the ones involving the presence of persons: direct sales, public relations, and etcetera.
- He does not appear to be qualified to supervise processes, to analyze data, to identify trends and much less to take charge of routine and repetitive tasks.

COMMERCIAL TRAINING SUGGESTIONS FOR FEDERICO

- He is an INNATE SELLER. Not only does he stand out in DIRECT SALES but he can also come to excel, with some training in TECHNICAL AND SPECIALIZED SALES.
- If he is placed in a position that has to do with TECHNICAL SALES, he must not bear a FIXED POSITION, because he will become discouraged just like when he is before ADMINISTRATIVE LABORS.
- He must be trained in SKILLFUL ACTIVE LISTENING.

REFERS



DOMINANCE



INFLUENCE



SOLIDITY



COMPLIANCE

INTENSITY LEVELS

1 USED

2 PROMOTED

3 CAPABILITY

4 MASTER

ANALYSIS COMPETENCES

COMPETENCES

1

2

3

4

ADAPTABILITY TO CHANGE

CREATIVITY AND INNOVATION

DECISION MAKING

NEGOTIATION SKILLS

STRATEGIC PLANNING

TAKING RISKS

COMMUNICATION

EMPATHY

IMPACT AND INFLUENCE

INTERPERSONAL RELATIONSHIPS

MOTIVATION

SOCIABILITY

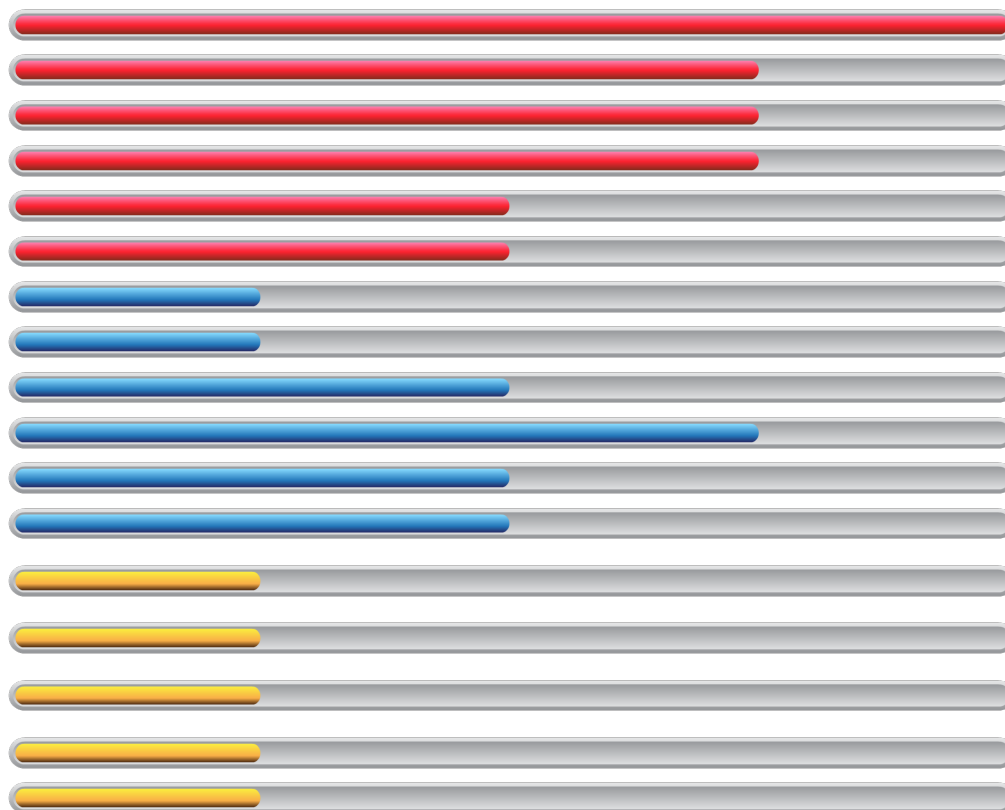
ANALYTICAL – CONCEPTUAL
THINKING

ATTENTION TO DETAIL

CONCERN FOR ORDER, QUALITY
AND ACCURACY

QUALITY CONTROL

TIME MANAGEMENT



ADAPTABILITY TO CHANGE

Level **4**

Adjust and adapt to changes. Modify their self-behavior to meet certain goals, when difficulties arise, new data or changes in the environment. It is associated with behavioral versatility to adapt to different contexts, situations, media and people, quickly and appropriately. Lead a group on the basis of the correct understanding of the changing scenarios within the policies of the organization.

- Has a broad view of the market and business, which allows him/her to anticipate the comprehension of the required changes within the policies and goals of his/her organization.
- Modifies strategies and objectives of the organization, with speed and toward external changes and new needs.
- Adapts with flexibility, efficiency and speed to different contexts, situations, media and people.
- Understands and values different views and criteria, and integrates new knowledge with ease.
- Promotes adaptability to change among his/her team mates and provides coaching so that he/she develops it in his/her corresponding work teams.

CREATIVITY AND INNOVATION

Level **3**

Generate ideas, develop, enrich and subject them to criticism and judgment with a criterion of pragmatism and feasibility, implement them to build solutions to problems or opportunities for innovation for any professional field.

- Identifies and addresses the steps involved in brainstorming processes.
- Takes sparkling perspectives and risks in problem resolution and in the development of ideas.
- Implements new approaches to lead his/her work team.
- Sets up criteria to guide decisions in order to continue, realign or abandon innovative practices.
- Introduces cutting-edge or unique innovations that have not been implemented in the area which can improve the performance.

DECISION MAKING

Level **3**

Choose between several alternatives selecting one and rejecting others even for a while, effectively and quickly to solve by these means, diverse situations that may arise.

- Uses technical tools to record information of his/her own area, to support his/her decisions.
- Acknowledges and analyzes mistakes that he/she has incurred in to improve his/her performance and that of his/her co-workers.
- Explains the reason why he/she makes a decision for the rest of the team when they are being affected.
- Takes the required actions in unstructured situations, not losing the ability to take risks.
- Draws complex information from charts and statistical analysis to support decision-making.

NEGOTIATION SKILLS

Level **3**

Identify his/her own position and others' positions in a negotiation, exchanging concessions and achieving satisfactory agreements based on a win-win philosophy. Create an enabling environment for collaboration and obtain lasting commitments to strengthen the relationship. Plan alternatives to negotiate the best agreements. Problem-focused not in the person.

- Continually seeks better negotiating strategies to produce effective results, taking care of the relationships.
- Prior to making contact with counterparts, he/she gathers information that will allow him/her to picture better his/hers situation and interests.
- In every negotiation, he/she endeavors to face the common advantages among both sides.
- States every aspect of the situation as a common search for objective criteria.
- Focuses on objective criteria and shows strength in his/her arguments but also flexibility to analyze new positions.

STRATEGIC PLANNING

Level **2**

Determine effectively the goals and priorities providing the action, deadlines and resources required to achieve them.

- Recognizes strategic opportunities to improve and change the orientation.
- Links initiatives for organizational goals and objectives.
- Develops a unique strategic vision.
- Understands external factor that shape the strategy of an organization.
- Discusses the role of ethics in the development of strategies.

TAKING RISKS

Level **2**

It means supporting the uncertainty and ambiguity of the forecasts on future development of events and still, taking actions that could involve a gain or loss.

- Performs a thorough analysis of all possible scenarios available when making a decision of taking certain risk.
- Avoids being disappointed by the difficulties that occur after taking the risk
- Redirects the path when he/she identifies the assumed risk is not generating the expected results.
- Shows an attitude of calm and security when taking risks.
- Avoids falling into situations that generate a high risk and few results.

COMMUNICATION

Level **1**

Expressing ideas and views clearly and correctly through a verbal and non-verbal language; in such a way he/she ensures messages are understood by others and at the same time pays active attention to the demands of others.

- Structures messages correctly.
- Speaks accurately.
- Captures the listener's attention.

- He/ she is concise and direct.
- Uses bright and descriptive expressions.
- Avoids giving the back when speaking to other people.
- Supports communication he/she receives with gestures of approval or follow-up.

EMPATHY

Level **1**

Involve being aware of others and the environment as well as the influence exerted on both of them, since others recognize the subject's sensitivity to understand, from their perspective and using their own categories and concepts.

- Addresses issues of coworkers at a personal level.
- Interested in situations: family, sicknesses, personal problems and professional from acquaintances.
- Visits sick fellow workers.
- Acts to help.
- Avoids falling into discriminatory acts.

IMPACT AND INFLUENCE

Level **2**

Convince others to agree or support his/her agenda. Persuade, negotiate with influence or impress others to achieve their support or looking for a concrete impact on others.

- Performs several efforts to persuade. Uses different arguments in a discussion.
- Adjusts the presentation to the level of others.
- Does not become enraged if an adverse opinion was expressed.
- Asks questions that stimulate confidence.
- Conveys trust, confidence and reliability.

INTERPERSONAL RELATIONSHIPS

Level **3**

Exhibits relationship and personal contact skills, creating social ties, maintaining an atmosphere of friendship and warm relationships, that may someday be useful for achieving the goals set among people who are directly or indirectly involved to the organization.

- Keeps friendship ties with people entailing some added value to the business.
- Builds communication and feedback networks with other areas of the organization.
- Maintains a high credibility with other professionals and leaders of the organization.
- Broadens and keeps both internal and external contacts on multiple levels, which serve to provide vital information and resources.
- Recognizes potential problems that may arise when interacting with others, and according to him/her, propose more accurate solutions.

MOTIVATION

Level **2**

Lead, conduct and keeps the behavior toward a goal, responding to factors related to internal impulses and / or external forces. Action undertaken by the leader to boost, impel, and drag his/ her co-workers toward the action they must carry out. Create a scenario with the purpose that people would be motivated.

- Motivates a group, generating expectations of success.
- Gives the maximum possible publicity to his/her teammates so that they become models for others.
- Helps his/her teammates to improve their own image.
- Sets goals and work objectives jointly with his/her teammates.
- Recognizes achievements made by his/her team.

SOCIABILITY

Level **2**

Effortlessly interact with other people. Has an aptitude to establish contacts with others and develop social activities. Involves relations and personal contact without much external support to the individual or very structured situations where the relation is given by himself/herself.

- Integrates into new jobs.
- Organizes retirement celebrations, birthday meals, etc.
- Arranges dinners with clients, colleagues, teammates, friends, etc.
- Access to institutions or organizations of any kind, outside his own, and a good communication with them.
- Belongs to association groups.

ANALYTICAL – CONCEPTUAL THINKING

Level **1**

Involve examining situations in a systematic way, breaking them out into parts and identifying the defective reasoning or incorrect assumptions.

- Divides data in simple tasks and activities lists.
- Separates task step by step into manageable parts.
- Searches for detailed information about the causes of a given situation.
- Interprets provided data in a simple and correct way.
- Verifies that the received information is valid to begin his/her analysis.

ATTENTION TO DETAIL

Level **1**

Thoroughness of analysis and management of complex and ample sets of any kind of information which the subject has to work with, aiming to clear the error and duplicity.

- Ensures the information comes from reliable sources.
- Verifies releasing information in the right way.
- Seeks to guarantee that his/her work is effectively accomplished.
- Endeavors to improve the mistakes done to not repeat them again.
- Provides tracking of the progress of tasks under his/her charge.

CONCERN FOR ORDER, QUALITY AND ACCURACY

Level 1

Entail a strong commitment to perform his/her activities in an orderly manner, with precision and according to established quality standards.

- Shows a real concern about keeping the working area in order.
- Creates a workspace following a special order.
- Shows interest in carrying out in detail the tasks under his/her charge.
- Seeks to assure that his/her work is effectively done.
- Tracks the advance of the tasks in charge.

QUALITY CONTROL

Level 1

Generate planned actions being taken to ensure an effective implementation of the quality control systems of an organization.

- Works with high quality standards and results.
- Keeps informed and trained, in order to be able to act with high efficiency in the changing contexts of the company.
- Provides ideas and knowledge.
- Eventually renders solutions or provide alternative actions to achieve an overcome the set objectives.
- Regularly requests feedback to review his/her own performance and evaluation, and asks for advice and guidance to continually develop his/her abilities.

TIME MANAGEMENT

Level 1

Imply the ability of having consistent control of time on the basis of hours, days and weeks.

- Complies with agreed upon deadlines to deliver results.
- Shows timely to activities where his/her presence is requested.
- Avoids being involved in activities of trivial nature.
- Sets up tasks to be done in a period of time.
- Acts promptly before urgent situations.