Competencies Scores' Matrix

Competency/Grade	1	2	3	4	5
INNOVATION		●			
PROFESSIONAL BEHAVIOR				●	
PROBLEM SOLVING AND DECISION MAKING				●	
TEAMWORK				●	
ADAPTABILITY & FLEXIBILITY				●	
RESULT ORIENTATION			●		
PLANNING AND ORGANIZING		●			
COMMUNICATION SKILLS			●		
CUSTOMER ORIENTATION			●		
COACHING AND LEADERSHIP		●			
APTITUDE	**1**	**2**	**3**	**4**	**5**
LOGICAL REASONING					●
PROBLEM SOLVING			●		
ANALYTICAL THINKING			●		
CRITICAL THINKING		●			
ENGLISH VOCABULARY		●			

PERSONALITY	DIRECTION INTENSITY
Practical, realistic, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to organise and run activities. May make good administrators, especially if they remember to consider others' feelings and points of view.	E: 4, S: 1, T: 6, J: 8 (scale 0–9)

Candidate Profile Summary

Ahmed is clear on what the team needs to achieve, volunteers for tasks, and works quietly in the background. He is highly committed and focused on the task at hand, but does not take the lead position in activities; he prefers to keep a low profile.

Ahmed's approach to problem solving is relatively direct, and he doesn't hesitate for a long time to take decisions. However, he may not automatically assume responsibility. He seems quite content with what is assigned to him, leaving others to organize the work of the group.

He communicates well in small groups, sets a high standard for performance, and speaks confidently and clearly. He is also highly analytical and possesses strong cognitive abilities. This makes him a valuable asset when the team faces a challenging problem. However, he may need to present himself more confidently and be more persuasive. He needs to demonstrate more passion and enthusiasm and to spread energy to other team members, whether they were peers or subordinates.

Leadership Style

- Seek leadership directly and take charge quickly.
- Apply and adapt past experiences to solve problems.
- Get to the core of the situation crisply and directly.
- Decide and implement quickly.
- Act as traditional leaders who respect the hierarchy, achieving within the system.

Learning Style

- Active, hands-on, and done in a structured way.
- Practical and focused on something they can use.

Potential Pitfalls

- May decide too quickly and pressure others to do so too.
- May not see the need for changing things that they belief are already working.
- May overlook the interpersonal niceties in getting the job done.
- May be overtaken by their emotions when they ignore their own feelings and values for too long.

Detailed Competency Review

Innovation

	1	2	3	4	5
Key Strengths	• Asks questions to learn more about the problem at hand				
Areas of Development	• Needs to look at different areas and companies for best practices and new ideas • Should consider adopting new ideas or technologies • Should be ready to consider major changes to processes if reasoned analysis shows benefits to be higher than costs				

Professional Behavior

	1	2	3	4	5
Key Strengths	• Stresses the importance of team cooperation as an organizational value when faced with challenges • Sets clear standards for professional behavior • Maintains poise and professionalism even when faced with difficult situations				
Areas of Development	• Should direct and motivate people to act ethically and based on the agreed upon code of conduct; whilst also achieving targets and reaching objectives				

Problem Solving & Decision Making

	1	2	3	4	5
Key Strengths	• Seeks to achieve a sound understanding of the situation before taking actions • Acts with confidence • Takes responsibility to face and solve problems				
Areas of Development	• Should put plans to monitor and control the agreed on decisions and actions				

Team Work

	1	2	3	4	5
Key Strengths	• Demonstrates high level of commitment to his role/task in the group • Provides valuable feedback originating from working on the task assigned to him • Manages conflicts tactfully and diplomatically				
Areas of Development	• Should participate in other tasks when his opinion is needed rather than focusing only on his task.				

Adaptability & Flexibility

	1	2	3	4	5
Key Strengths	- Keeps calm regardless of any negative reactions from his subordinate - Keeps an optimistic attitude - Does not become defensive when criticized				
Areas of Development	Should find ways to think of given criticism as opportunities for improvement				

Results Orientation

	1	2	3	4	5
Key Strengths	- Determines the impact of actions and behavior on results - Gives a high priority to achieving the set targets				
Areas of Development	- Needs to address various topics in a structured manner - Needs to summarize issues and solutions at the end of a meeting/discussion - Should achieve set targets in a timely manner				

Planning & Organizing

	1	2	3	4	5
Key Strengths	• Sets objectives for meetings				
Areas of Development	• Needs to provide input while others are formulating a plan of action • Should keep track or be aware of the time available for the group to complete the assigned tasks • Should break down big tasks into manageable components				

Communication Skills

|	1	2	3	4	5
Key Strengths	• Presents his ideas clearly • Uses data available to draw and communicate his ideas				
Areas of Development	• Should demonstrate a spirit of enthusiasm • Should summarize what has been agreed on with others • Should evaluate other people's arguments and build upon what has been achieved				

Customer Orientation

	1	2	3	4	5
Key Strengths	• Explains the impact of the sales consultant's attitude on customer experience • Confirms importance of meeting customer needs				
Areas of Development	• Needs to be more decisive regarding values and behavior • Should explore new ways to enhance customer value and experience				

Coaching & Leadership

	1	2	3	4	5
Key Strengths	• Explains what went wrong and what is expected to be done • Provides subordinates with balanced feedback				
Areas of Development	• Should put plans to monitor decisions agreed on with others • Should play a more active role in group settings • Should bring more energy to the group				

Detailed Aptitude Review

Aptitude Result
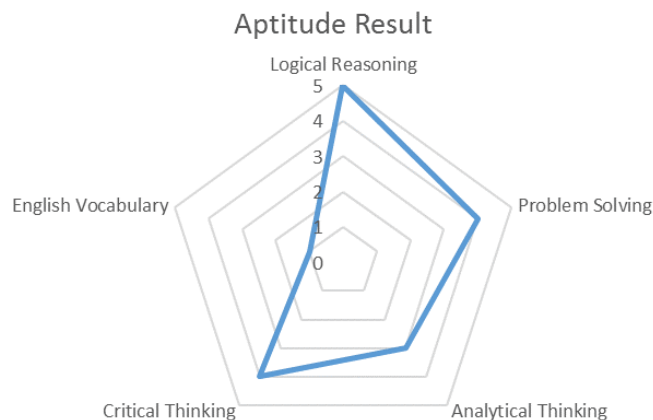
Logical Reasoning	Abstract (Logical) reasoning is the process of using a rational, systematic series of steps based on geometric procedures or given statements to arrive at a conclusion.
Problem Solving	Problem solving is the process of analyzing the situation and developing a solution to bridge the gap.
Analytical Thinking	Analytical thinking is the process of capturing numerical information in various formats, and drawing inferences based on available information
Critical Thinking	Critical thinking is the ability to capture and evaluate verbal arguments, and in sequence draw inferences that support or oppose these arguments.
English Vocabulary	Vocabulary is the stock of words used by or known to in a certain language, especially in the business context.