



Competency Potential Report

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Introduction

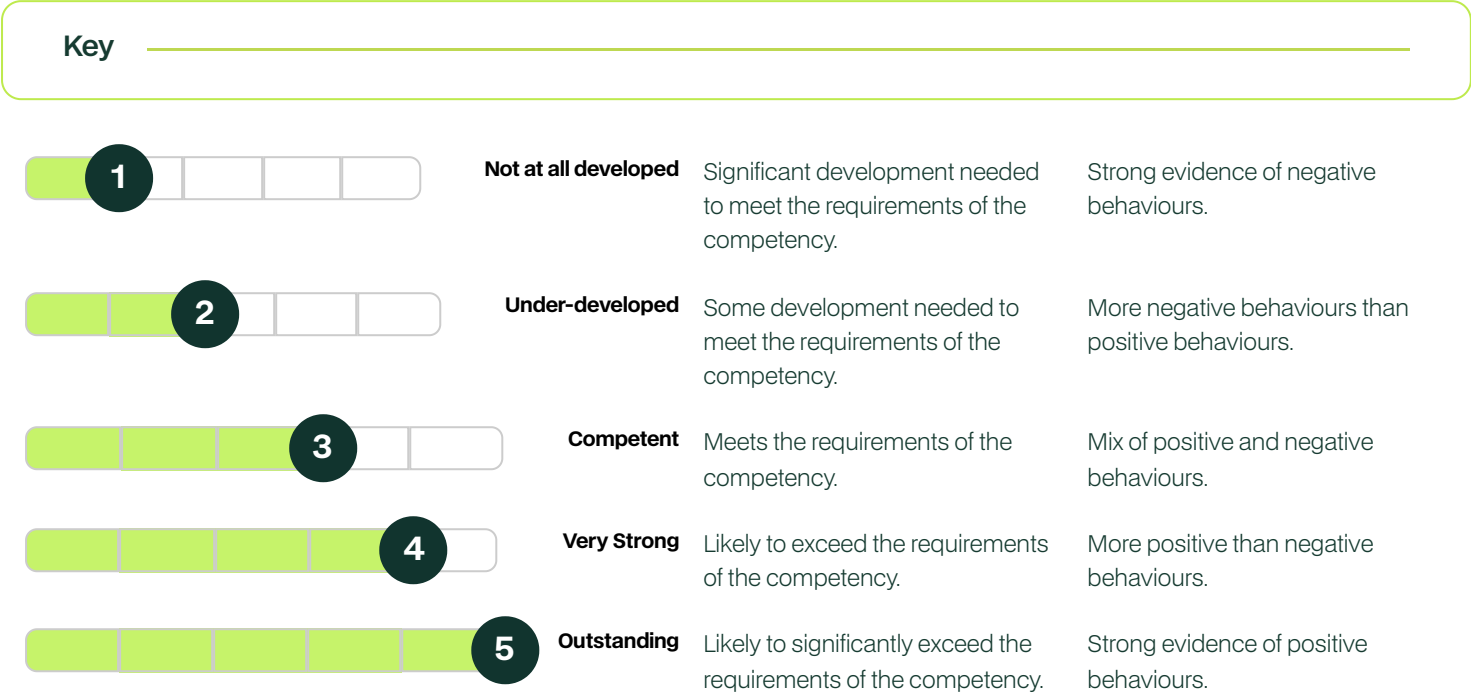
The results presented in this report are based on the individual’s responses to the Personality Questionnaire and Cognitive Aptitude Tests. The report is intended to provide an indication and individual’s potential to perform on each of the behavioural competencies being measured as relevant to their current or future role. This report has been designed to help make decisions about the suitability of candidates for roles in addition to helping with individual and career development planning.

Competency Potential Model

We have developed a competency model comprising 40 critical and future focused behavioural competencies that are clustered across five behavioural domains: Tasks & projects, People Leadership, Cognitive & Strategic Skills, Personal Effectiveness and Stakeholder & Organisational Impact. The scores for each competency are derived from the relevant scales within the personality and cognitive test (if completed) and are depicted on a 5-point scale. The scores represent how likely an individual is to demonstrate positive behaviours and performance for that competency. It is not a measure of current performance, but rather the potential of performing in line with the competency skills & behaviours.

All of the competencies outlined in this report have been selected on the basis of their relevance to the organisational context and role in question.

Individual results have been compared to a GCC region benchmark group who have completed the personality & cognitive tests before. Competency potential scores for each behavioural competency are therefore relative to how other people have scored and are presented on a 5-point scale where 1 is low potential and 5 is high potential.



This report can be used to help consider an individual’s suitability for current and future roles, and for the purposes of career development and planning. However, It is important to consider an individual’s potential suitability and fit to a role using additional sources of information in addition to their competency scores.

Further validation of an individuals profile is recommended using the structured interview guide in this report. Typically the results are valid for around 12-18 months.

The report covers the following sections:

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|---|--------------------------------------|---|-----------------------------------|
| Executive Summary showing Overall Role Fit and the relative competency strengths & development areas. | Competency Potential Profile Scores. | Competency Potential Profile narrative. | Competency Based Interview Guide. |
|---|--------------------------------------|---|-----------------------------------|

Executive Summary

For the competencies selected for measurement, the below depicts an individual's key areas of strength and likely areas for further development based on the highest and lowest scores.

The Overall Role Fit Score combines the scores for each relevant competency and depicts a single score on a scale from 1 to 100. It can be used to assess an individual's potential level fit to job roles and behavioural requirements.

Development Areas



Drive for Results

They are likely focused on meeting their immediate personal deadlines with consistent quality. This individual may require regular supervision to stay on track and can become easily discouraged by obstacles, often needing guidance to persist.



Inspires Creativity

Their profile suggests they are likely more conventional in their thinking and approach. They may be less likely to spontaneously suggest or reward highly unconventional ideas, potentially focusing on practical, established methods.

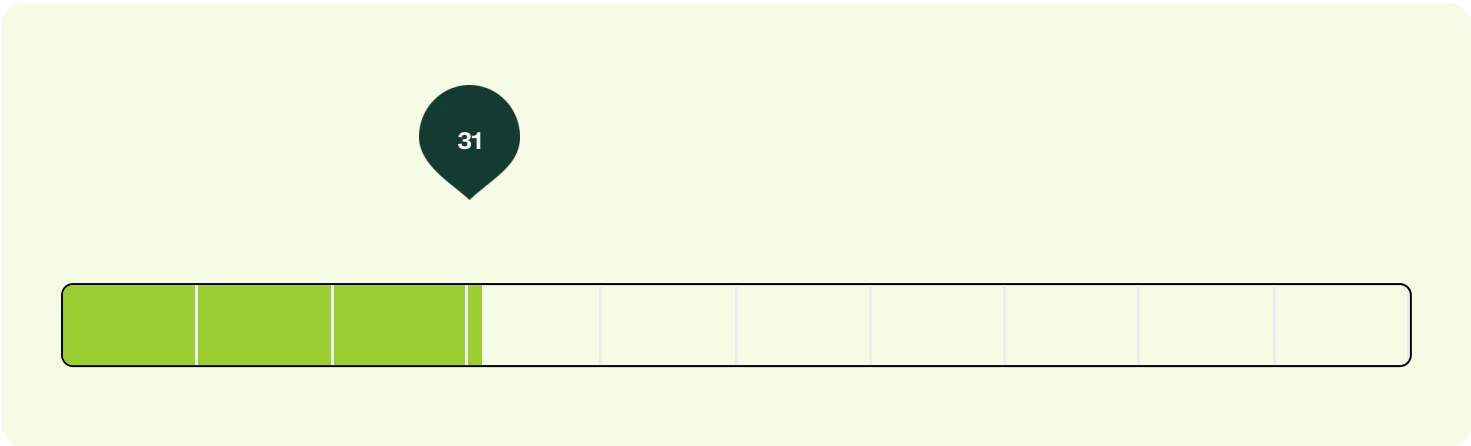


Smart Planning

This individual is likely to be less comfortable with dynamic planning. They prefer stable priorities and may find it challenging to adjust their own tasks effectively without guidance when changes occur.

Overall Role Fit

The Overall Role Fit Score combines the scores for each relevant competency and depicts a single score on a scale from 1 to 100. It can be used to assess an individual's potential level fit to job roles and behavioural requirements.



Competency Potential Profile

This profile chart indicates how an individual has scored (between 1 and 5) for each of the competencies measured and the associated behavioural indicators for each competency. This information can be used to infer and predict how an individual is likely to behave for each of the competencies measured. It should be considered in light of the requirements of their current or future roles, and in conjunction with others sources of information, such as performance ratings, to assess their level of fit to a role or requirement.

Agile Delivery



Demonstrates a focus on delivery by rapidly adjusting task approaches in response to changing environmental demands while maintaining output quality.

- Manages own work within iterative cycles, proactively identifying personal roadblocks.
- Adjusts task approaches effectively based on peer and lead feedback to maintain delivery quality.
- Contributes to team ceremonies.

Drive for Results



Sustains goal-directed behavior by establishing challenging performance standards and persisting despite obstacles until objectives are achieved.

- Meets personal deadlines with consistent output quality.
- Focuses on completing individual tasks.
- Requires supervision to stay on track.

Process Optimisation



Systematically analyses workflows to identify and implement efficiency improvements through evidence-based interventions.

- Reduces waste in team processes using automation/tools.
- Implements known best practices to improve team efficiency.
- Measures the impact of changes.

Fosters Innovation



Creates psychologically safe environments that encourage calculated risk-taking and novel solution generation through experimentation.

- Facilitates brainstorming sessions for team innovation.
- Encourages peers to share novel ideas.
- Prototypes and tests small-scale new approaches.

Inspires Creativity



Stimulates divergent thinking in others by modelling cognitive flexibility and rewarding unconventional approaches to challenges.

- Shares novel ideas in discussions.
- Is open to creative suggestions from others.

Smart Planning



Dynamically adjusts tactical plans through continuous environmental scanning and real-time feedback integration.

- Adjusts personal tasks based on shifting priorities as directed by a manager.
- Manages own time effectively.

AI Augmentation



Leverages artificial intelligence tools to enhance productivity, decision-making, and innovation by integrating AI into workflows and strategic initiatives.

- Identifies team workflows suitable for AI augmentation.
- Trains peers on AI tool adoption and monitors output quality.

Conflict Resolution



Facilitates constructive conflict resolution by employing active listening, interest-based negotiation techniques, and impartial mediation.

- Implements systems to reduce organizational friction.
- Resolves complex conflicts between teams or functions.

Intelligent Communication



Adjusts message content and delivery channels based on audience analysis and situational requirements.

- Facilitates hybrid discussions effectively.
- Chooses the right channel for the message and audience.

Adaptability



Modifies behavioural responses effectively when transitioning between tasks, roles, or work contexts.

- Helps teammates navigate transitions.
- Maintains productivity and positivity during ambiguity and change.

Ensures Accountability



Reinforces responsibility by establishing clear performance expectations and implementing appropriate performance management systems.

- Tracks team commitments visibly.
- Holds team members accountable for their responsibilities in a supportive way.

Competency Narratives

This section provides a written narrative summary of an individual’s score for each competency measured. It explains in simple terms their likley pattern of behaviour based on their score for the given competency. It can be used to aid swift interpretation of an individual’s profile.

 Agile Delivery

They are likely developing their ability to work effectively within an agile framework. This individual can manage their own work within iterative cycles, proactively identify personal roadblocks, and adapt their task approach based on feedback from leads or peers.

 Drive for Results

They are likely focused on meeting their immediate personal deadlines with consistent quality. This individual may require regular supervision to stay on track and can become easily discouraged by obstacles, often needing guidance to persist.

 Process Optimisation

The profile indicates they are likely developing their analytical skills for process improvement. They can reduce waste in familiar team processes by implementing known best practices or using basic automation tools, and they measure the impact of these changes.

 Fosters Innovation

They are likely developing their ability to contribute to an innovative environment. This individual can suggest incremental improvements to their own work and may begin to participate constructively in team brainstorming sessions.

 Inspires Creativity

Their profile suggests they are likely more conventional in their thinking and approach. They may be less likely to spontaneously suggest or reward highly unconventional ideas, potentially focusing on practical, established methods.

 Smart Planning

This individual is likely to be less comfortable with dynamic planning. They prefer stable priorities and may find it challenging to adjust their own tasks effectively without guidance when changes occur.



AI Augmentation

They are likely developing their proficiency with AI. This individual can identify team workflows suitable for AI augmentation, train peers on basic tool adoption, and monitor the quality of AI-generated outputs for common tasks.



Conflict Resolution

This individual is likely a proficient conflict resolver. They implement systems to reduce organizational friction, resolve complex conflicts between teams or functions, and facilitate discussions to find mutually acceptable solutions.



Intelligent Communication

They are likely developing their communication flexibility. This individual chooses appropriate channels for different messages, facilitates hybrid discussions effectively, and ensures their communication is clear for their immediate audience.



Adaptability

They are likely developing adaptability skills. This individual maintains productivity during periods of ambiguity and change, and can help teammates navigate transitions while maintaining a positive attitude.



Ensures Accountability

They are likely building accountability mechanisms. This individual tracks team commitments visibly, holds members responsible for their duties in a supportive way, and ensures tasks are completed as agreed.

 Interpersonal

Agile Delivery

2

Demonstrates a focus on delivery by rapidly adjusting task approaches in response to changing environmental demands while maintaining output quality.

Describe a time you had to adjust your personal work priorities unexpectedly.

- How did you ensure your most important tasks still got done?
- What was the outcome?

Tell me about a time you worked on a project that used regular check-ins or iterations.

- What was your role in those meetings?
- How did the iterative process help the team succeed?

 Your Notes**Overall Score:**

 Interpersonal

Drive for Results

1

Sustains goal-directed behavior by establishing challenging performance standards and persisting despite obstacles until objectives are achieved.

Tell me about a time you were particularly proud of achieving a personal goal at work.

- What steps did you take to ensure you met your deadline?
- How did you handle any obstacles that came up?

Describe a time you worked with others to achieve a team target.

- What was your specific role in motivating the team?
- How did you adjust your approach to help different team members contribute?

 Your Notes**Overall Score:**

Process Optimisation

2

Systematically analyses workflows to identify and implement efficiency improvements through evidence-based interventions.

Tell me about a time you spotted a better way to do your own daily work.

- What was the inefficiency and how did you identify it?
- What was the outcome of making this change?

Describe a time you used a new tool or technology to help your team save time.

- How did you introduce it to your colleagues?
- What was the result in terms of time saved or errors reduced?

 Your Notes

Overall Score:

 Interpersonal

Fosters Innovation

2

Creates psychologically safe environments that encourage calculated risk-taking and novel solution generation through experimentation.

Tell me about a time you suggested an improvement to a process at work.

- What was your idea and what prompted it?
- How was it received by your manager or team?

Describe a time you participated in a brainstorming session.

- What did you do to help create an environment where people felt comfortable sharing ideas?
- What was the outcome of the session?

 Your Notes

Overall Score:

 Interpersonal

Inspires Creativity

1

Stimulates divergent thinking in others by modelling cognitive flexibility and rewarding unconventional approaches to challenges.

Tell me about a time you encouraged a teammate to share an unconventional idea.

- What did you do to make them feel safe sharing it?
- What was the outcome of their suggestion?

Describe a time you used a creative approach to solve a routine work problem.

- What was your thought process in coming up with this approach?
- How did others react to your solution?

 Your Notes**Overall Score:**

 Interpersonal

Smart Planning

1

Dynamically adjusts tactical plans through continuous environmental scanning and real-time feedback integration.

Tell me about a time your team's priorities changed unexpectedly.

- How did you adjust your own work plan to adapt?
- What was the result of these adjustments?

Describe a time you were responsible for planning a project or a team's work for the next few months.

- How did you build in flexibility for unexpected changes?
- How did you track progress and adjust the plan?

 Your Notes**Overall Score:**

 Interpersonal

AI Augmentation

2

Leverages artificial intelligence tools to enhance productivity, decision-making, and innovation by integrating AI into workflows and strategic initiatives.

Tell me about a time you used an AI tool (like ChatGPT or Copilot) to help with a task at work.

- What was the task and why did you choose to use AI for it?
- How did you ensure the output was accurate and useful?

Describe a time you helped a colleague learn to use a new digital or AI tool.

- How did you explain its benefits and functionality to them?
- What was the outcome for their productivity or work quality?

 Your Notes**Overall Score:**

 Interpersonal

Conflict Resolution

3

Facilitates constructive conflict resolution by employing active listening, interest-based negotiation techniques, and impartial mediation.

Tell me about a time you had a disagreement with a coworker.

- How did you approach the situation to resolve it?
- What was the outcome of your conversation?

Describe a time you saw two colleagues in conflict.

- What did you do to help?
- What did you learn from the situation?

 Your Notes**Overall Score:**

 Interpersonal

Intelligent Communication

2

Adjusts message content and delivery channels based on audience analysis and situational requirements.

Tell me about a time you had to explain a complex idea to your team or a colleague.

- How did you ensure they understood?
- What was the result?

Describe a time you received unclear instructions.

- What did you do to clarify them?
- How did you ensure you were on the right track?

 Your Notes**Overall Score:**

 Interpersonal

Adaptability

2

Modifies behavioural responses effectively when transitioning between tasks, roles, or work contexts.

Tell me about a time your role or responsibilities changed significantly.

- How did you adapt to the new requirements?
- What was the biggest challenge you faced?

Describe a time you had to change your approach halfway through a task.

- Why did you need to change?
- How did you ensure you still met your goal?

 Your Notes**Overall Score:**

 Interpersonal

Ensures Accountability

2

Reinforces responsibility by establishing clear performance expectations and implementing appropriate performance management systems.

Tell me about a time you were responsible for a task from start to finish.

- How did you ensure you met all expectations?
- What was the result?

Describe a time a teammate didn't meet a commitment.

- What did you do?
- What was the outcome?

 Your Notes**Overall Score:**