Summary

Behavioral styles according to environment

Natural

	D	I	S	C
	55	20	50	75

Workplace or adapted

	D	I	S	C
	50	25	63	55

Under pressure

	D	I	S	C
	55	25	35	90

- ● Determination
- ● Influence
- ● Serenity
- ● Control
- ○ Ideal score

Behavioral trends

Active — **Paused**

38%	63%

Rational — **Emotional**

65%	35%

People-oriented — **Results-oriented**

9%	91%
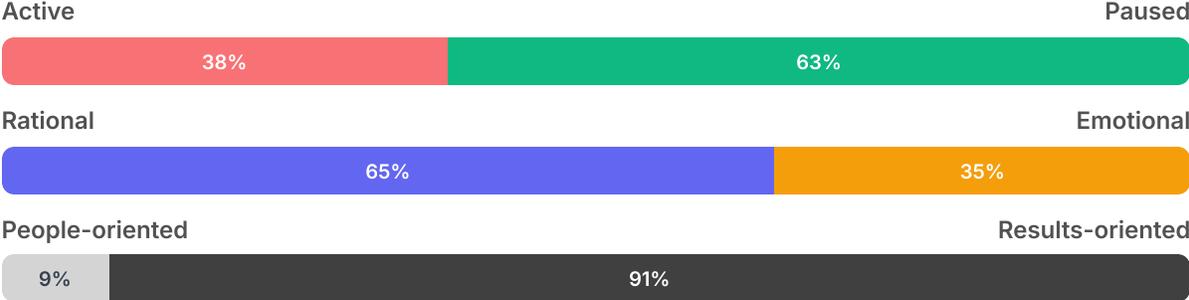
Strengths and opportunities for improvement

✓ Strengths

1. He observes deeply and analyzes before acting.
2. He seeks precision and quality in everything he does.
3. He is independent and organizes himself with autonomy.
4. He is able to sustain effort over the long term.

⚠ Opportunities

1. He can get caught up in his own thoughts and analysis.
2. He avoids taking action for fear of making mistakes.
3. He is uncomfortable with uncertainty and risk.
4. He tends to focus on the negative or what could fail.
5. He gets easily anxious about unexpected events or external pressure.
6. He prefers to work alone and finds it hard to adapt to teamwork.
7. He may take things personally and criticize rigidly.

👥 Leadership Style DISC-LCC®

Reflective

As a leader, Evaluado is analytical, careful, and detail-oriented. He makes decisions based on data, facts, and solid reasoning. He has a reserved and precise style, values planning, and focuses on ensuring that everything is done correctly. He seeks excellence through order, quality, and adherence to standards. He prefers working with clear processes and avoids improvisation.

DISC

Behavioral styles according to environment

Natural Style

D			
55	20	50	75

Adapted Style

D			
50	25	63	55

Under Pressure Style

D			
55	25	35	90
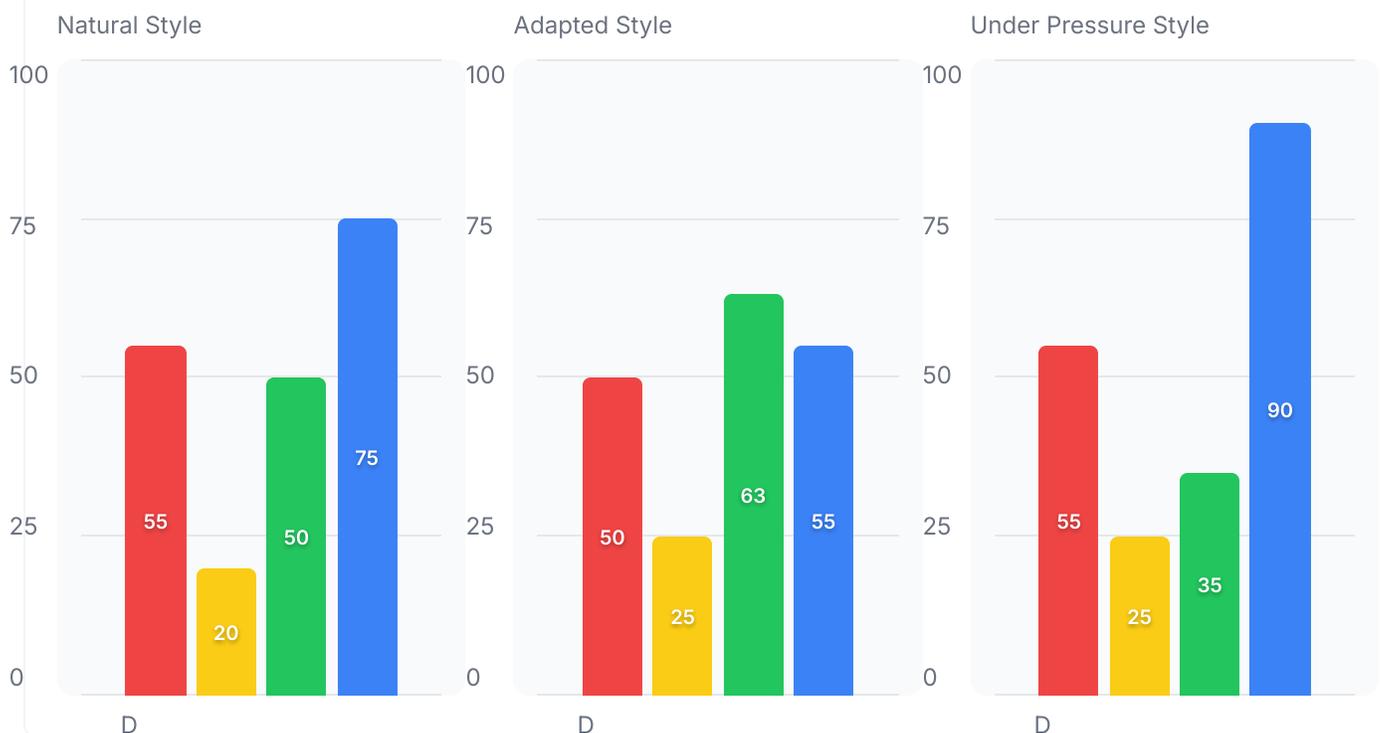
Natural Style

The natural style is the way in which Evaluado tends to behave when he is not thinking about it or, in other words, acting automatically. This is the behavior style with which Evaluado feels more comfortable.

Evaluado's most dominant behavior style, according to his way of percieving the environment and responding to it, is Control.

Evaluado is a person with precise thinking and constant in his work, preferring to follow procedures both in his professional and personal life. He is a perfectionist and does not want to make any mistakes in his work, so he is analytical, precise, and organized. Evaluado strives to be prudent and cautious to minimize the risk and uncertainty that errors could cause. He works in an orderly way, is exact, and pays attention to detail. He dislikes rivalry or competition and typically acts prudently. He prefers to work based on policies and precedents and will often seek the guidance and advice of others. His relationships are based on trust, so he tends to distinguish his friends from acquaintances. He often collects a lot of detailed data and information. He keeps a careful check on quality and is normally confident in his knowledge and expertise. He has good skills to identify and diagnose problems and variations in performance. His analytical approach makes him skeptical; he prefers to have supporting data or a logical plan before committing to a plan or proposal.

Evaluado is analytical, reserved, and quality-oriented. He seeks to do things right, following clear and proven procedures. He has high standards and focuses on precision, so he tends to be demanding of himself and others. He constantly questions processes to ensure everything is done correctly. He is detail-oriented, methodical, and efficient. He makes decisions based on data and logic, not on emotional impulses. He prefers environments where objectivity, structure, and order prevail. Although he values working independently, he knows how to communicate diplomatically when necessary. His sober and reflective style brings clarity, control, and quality to every step he takes.

He tends to act in a careful and conservative manner, generally willing to modify or give up his position to achieve his goals. Being a strict observer of policies, he can appear arbitrary and inflexible.

Evaluado is analytical, self-critical, skeptical, and an evaluator. He tends to maintain systems and order. He makes decisions based on past events and situations. In all activities, he carefully does his best to establish patterns set by himself or others.

Adapted Style

This is the behavioral style that Evaluado adopts when he is aware of his own behavior. This is, when he is feeling observed, assessed, or judged. This style is adopted by Evaluado in situations where he feels like a certain behavior is expected.

Evaluado feels comfortable in structured environments with clear rules, defined processes, and high-quality standards.

He needs a quiet, organized space without interruptions to focus, analyze, and work with precision.

He does not adapt well to chaotic, informal, or fast-paced environments where impulsive decisions or unclear arguments are made.

He values logic, planning, and detailed information.

He performs best when he can work independently,

and leaders explain the reasoning behind each decision.

Evaluado naturally gets along with others. Due to his moderate and controlled attitude and modest behavior, he can work in harmony with various behavioral styles. Evaluado is patient and always willing to help those he considers friends. He tends to develop close relationships at work with a small group of colleagues. He strives to maintain known and predictable behavioral patterns. Being quite efficient in specialized areas, he plans his work clearly and directly and achieves remarkable consistency in his performance. The recognition he receives from others helps him maintain this level. He adapts slowly to changes. He is always prepared for his activities and, therefore, has the time he needs to change his procedures if necessary, without losing his performance level. He may need help at the start of a new project and to develop practical and simple methods to meet established deadlines. He may tend to keep things for later use; it would be advisable to review if he really uses what he saves.

High quality standards Deep analysis before making decisions Consistency, order, and critical thinking Plans in the short term Is predictable and consistent Maintains a steady pace

Moderate his focus on rules. Become more independent and less structured. Display greater creativity and move forward in situations based on his own judgment.

Under Pressure Style

Evaluado has a well-developed critical thinking ability. He emphasizes the importance of drawing conclusions and basing actions on facts. Evaluado seeks precision and accuracy in everything he does. However, to perform his work efficiently, he often combines intuitive information with the data he possesses. When he has doubts about which path to take, he meticulously prepares not to appear inexperienced. He will be willing to take the time necessary to get to the bottom of things, no matter how complex, and expect others to do the same. He prefers to work with people who seek to maintain a calm work environment. He may be evasive when expressing his feelings, which can make him seem shy. He feels particularly uncomfortable with aggressive people. Despite his gentle manners, he has a strong need to control the environment. He usually exerts this control indirectly by requesting adherence to rules and regulations. He cares about finding the "right" answers and may find it difficult to make decisions in uncertain situations. His tendency toward precision can lead him to stay in analysis and not take action. When he makes a mistake, he often struggles to acknowledge it and seeks information to support his stance.

Under severe pressure

- Tends not to take others' opinions into account

May abuse:

- Analysis

Is afraid of:

- Irrational acts
- Ridicule

DISC - Standards orientation - Results orientation

Standards orientation

Results orientation

75

55

Standards orientation

Results orientation

Motivadores

- Having clear data and well-defined processes
- Control over the quality of his work
- Autonomy to work without interference
- Recognition for his accuracy and good judgment
- Having clear rules, defined procedures, and a stable structure.

- Having clear guidelines and coherent communication.
- Working with precision, avoiding mistakes, and paying attention to details.
- Having complete and reliable information before taking action.
- Feeling competent within a structured organization.
- Receiving positive feedback confirming he is on the right path.

Aportes a la organización

- High quality standards
- Deep analysis before making decisions
- Consistency, order, and critical thinking
- Plans in the short term
- Is predictable and consistent
- Maintains a steady pace

Tendencias en entorno laboral

- Moderate his focus on rules.
- Become more independent and less structured.
- Display greater creativity and move forward in situations based on his own judgment.

Fortalezas

- He observes deeply and analyzes before acting.
- He seeks precision and quality in everything he does.
- He is independent and organizes himself with autonomy.
- He is able to sustain effort over the long term.

Oportunidades de mejora

- He can get caught up in his own thoughts and analysis.
- He avoids taking action for fear of making mistakes.
- He is uncomfortable with uncertainty and risk.
- He tends to focus on the negative or what could fail.
- He gets easily anxious about unexpected events or external pressure.
- He prefers to work alone and finds it hard to adapt to teamwork.
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Adjetivos situacionales

When facing challenges and obstacles, he can be:

- Self-confident
- Competitive
- Fast
- Independent
- Careful
- Self-critical
- Wary

To interact and influence he can be:

- Analytical
- Controlled
- Shy
- Distrustful
- Pessimistic
- Cautious
- Introverted

In the face of change he can be:

- Prudent
- Kind

Facing norms and rules he can be:

- Methodical
- Conventional

- Stable
- Agile
- Communicative
- Alert
- Anxious

- Polite
- Cautious
- Controlled
- Demanding
- Analytical

Autocontrol

Low: Do not tend to reflect or analyze their responses and actions to the situations they are presented with. They are spontaneous.

Leadership Style DISC-LCC®

Reflective

As a leader, Evaluado is analytical, careful, and detail-oriented. He makes decisions based on data, facts, and solid reasoning. He has a reserved and precise style, values planning, and focuses on ensuring that everything is done correctly. He seeks excellence through order, quality, and adherence to standards. He prefers working with clear processes and avoids improvisation. The best part of his leadership style is that he brings depth, structure, and focus on quality. He helps the team make well-founded decisions, avoids unnecessary mistakes, and ensures reliable results. His presence is calm yet firm, and his methodical approach builds trust in execution. He must be cautious when his need for certainty leads him to delay action, overanalyze, or be overly critical. He may focus more on mistakes than on achievements, hindering the team's agility. In environments that require speed or adaptability, he may feel uncomfortable if he does not learn to trust the process and others more.

● Attributes as a leader

- Is organized, detail-oriented, and structured.
- Makes decisions based on analysis and evidence.
- Has a high standard of quality.
- Prefers to act with precision rather than haste.
- Is reserved, cautious, and process-oriented.
- He is consistent and reliable in his judgments.

● Strengths as a leader

- Ensures everything is done with order and precision.
- Makes objective, well-founded decisions.
- Prevents mistakes through attention to detail.
- Is constant, methodical, and reliable.
- Values well-done work and compliance with standards.
- Contributes with critical thinking and structure.
- Maintains quality in demanding environments.

As a leader, he must consider:

Sources of motivation

- Having clarity in expectations and standards.
- Having complete and precise information before acting.

Evaluado judges others based on

- Their precision and adherence to agreements.
- Their logic and responsibility.

Influences others through

- Their technical knowledge and logic.
- Their structured approach and demand for quality.

May have excess of

- Criticism or perfectionism. The need to always be right or have complete control.
- Excessive analysis before acting.

Under pressure

- He tends to become more rigid and with a greater need for control.
- He focuses on mistakes and shuts down dialogue.

Fears

- Making mistakes that affect his credibility. Being evaluated without sufficient preparation.
- Losing control of the process or results.

Could improve his effectiveness if he

- Trusting his team more and delegating without controlling every step. Accepting that not everything can be under his control or perfect.
- Allowing himself to move forward even if he does not have all the information.

Aristotelian virtues of leadership

Prudence

Courage

- He endures great challenges with patience.
- He is naturally constant, faithful, and persevering.

Areas for improvement:

- He is distrustful and cautious.
- His fear of the unknown paralyzes him.

Temperance

- He is easily stimulated by noble values.

Areas for improvement:

- He can be pessimistic.
- He suffers from anxiety.
- He tends to criticize.

Prudence

- He is deep and contemplative.

Areas for improvement:

- He tends towards pessimism and may exaggerate difficulties.
- He fears taking action because of his fear of making mistakes.
- He does not like taking risks and tends to indecision.

Justice

- He wants to contribute to the common good.

Areas for improvement:

- He may not have team spirit.
- He may easily shut off.

Humility

- He is aware of his talents.
- He knows his talents are to serve others.

Areas for improvement:

- He has susceptibility and a critical spirit.

- He tends to be self-absorbed.

His awareness of his talents, personal worth, and his ability to dream support him in building an extraordinary vision, high ideals, and a sense of transcendence.
His fear of action and reluctance to take risks may hinder his vision and high ideals.

Communication

Natural communication style

Evaluado communicates in a contained manner, with minimal gestures and neutral facial expressions. He tends to protect his personal space and avoids unnecessary physical contact, such as pats or hugs. He speaks calmly, using few body expressions, and maintains eye contact, though without easily showing his emotions or reactions. His responses are thoughtful, well-structured, and highly detailed. He prioritizes logic over emotion and tends to rely on data and facts, even when discussing personal experiences. He speaks with intention, carefully choosing his words and avoiding ambiguity. He likes to ask questions to ensure he fully understands everything before making a decision or providing a response.

How should one communicate with Evaluado?

Plan the conversation with structure and order.		Use concrete data and facts.
Explain ideas clearly and without ambiguity.		Recognize his experience and respect his autonomy.
Use a calm, clear, and professional tone.		Be punctual, precise, and confident when speaking.
Follow defined instructions or procedures.		

Competencies evidenced in Evaluado

Level of competence

	1	2	3	4	
Accuracy and order			3		Level 3
Adaptability to change			3		Level 3

Competency	Level	Badge
Analytical thinking	3	Level 3
Attention to detail	3	Level 3
Planning	3	Level 3
Quality and continuous improvement	3	Level 3
Time optimization	3	Level 3
Analytical decision-making	2	Level 2
Assuming calculated risks	2	Level 2
Research capabilities	2	Level 2
Tolerance to pressure	2	Level 2
Creativity and innovation	1	Level 1
Decision making	1	Level 1
Empathy	1	Level 1
Negotiation and persuasion	1	Level 1
Perseverance and tenacity	1	Level 1
Strategic thinking	1	Level 1
Teamwork	1	Level 1

Level 1 - Initial
General notions

Level 2 - In development
Fundamentals and experience

Level 3 - Autonomous
Consistent application

Level 4 - Expert
Mastery and reference

Development area

- Analytical decision-making
- Assuming calculated risks
- Research capabilities
- Tolerance to pressure
- Creativity and innovation

Strong competencies

- Accuracy and order
- Adaptability to change
- Analytical thinking
- Attention to detail
- Planning
- Quality and continuous improvement

Strengths

Level 4 - Expert
The person masters the competence. Applies it with depth, flexibility, and strategic focus. Can teach others or

- Decision making
- Empathy
- Negotiation and persuasion
- Perseverance and tenacity
- Strategic thinking
- Teamwork

- Time optimization

serve as a reference in the team. Shows sustained and high-impact evidence.

Level 1 - Initial

The person demonstrates the competence in an incipient way. Has general notions and requires frequent support to perform related tasks. There is occasional, but not systematic, evidence.

Level 2 - In development

The person understands the fundamentals of the competence and is in the process of gaining experience. Can apply it with support or in controlled contexts. Evidence is observable in simple contexts.

Level 3 - Autonomous

The person applies the competence consistently in daily activities with autonomy. Solves situations using own judgment. Adapts to different contexts. The competence is an active part of their performance.

Analysis of evidenced competences

Accuracy and order

`Level 3`

Ability to do tasks very carefully and following the correct steps.

✅ **Behaviors demonstrated**

- He effectively organizes his material, human, and financial resources to perform his tasks.
- He promotes order and cleanliness in his workspace.
- He ensures clarity of roles, expectations, processes, and data.

⚠️ **Behaviors to be developed to move to Level 4**

- He researches and adopts best practices for quality.
- He involves his team in maintaining high standards of order and quality, and constantly confirms that the data is substantiated and logically coherent.

- He finds where improvement is needed in order for procedures to be effective.
- He develops and implements new methods and procedures to increase data and service precision and quality.

- He designs and implement efficient work plans for complex projects involving multiple groups.
- He optimizes the performance of available tools to improve task execution.

Adaptability to change

Level 3

Ability to quickly understand changes and adjust plans to achieve objectives. It means adapting well when things get complicated.

✅ Behaviors demonstrated

- He helps others to quickly detect and understand changes in the environment.
- He designs and proposes plans that turn weaknesses into strengths.
- He strengthens what is already working well to move the organization forward in the medium term.
- He uses opportunities in the environment to benefit his department.
- He leads his team effectively during difficult times and motivates them.

⚠️ Behaviors to be developed to move to Level 4

- He designs strategies and policies that help others find and understand changes in the environment.
- He creates action plans that turn weaknesses into strengths at the organizational level.
- He reinforces strengths to maintain the organization's long-term positioning.
- He finds and leverages opportunities in the environment to benefit the entire organization.
- He leads the organization in complex times, anticipating trends and motivating the team.

Analytical thinking

Level 3

Ability to analyze a situation, divide it into parts and decide what to do first.

✅ Behaviors demonstrated

- He connects the components of a situation to establish cause and effect relationships.
- He uses various methods to analyze complex problems and find their parts.
- He predicts the possible consequences of an action or event.
- He establishes relationships between the elements of complex problems and plan the next steps.
- He proposes alternative courses of action to address the situation.

⚠️ Behaviors to be developed to move to Level 4

- He understands and break down complex problems into their essential components.
- He detects hidden problems that affect results in his department and other sectors, assessing their impact.
- He deeply connects the components to establish complex causal links, understanding causes and consequences.
- He anticipates possible obstacles and plan the next steps considering all the elements analyzed.
- He develops and propose alternative courses of action based on the different scenarios of the situation.

Attention to detail

Level 3

Ability to review information carefully, spot errors and focus on what is important.

✅ Behaviors demonstrated

- He learns to use tools better to make his work more efficient.
- He works to make roles, processes, and data clear to everyone.
- He detects departments where the way of doing things can be improved.

⚠️ Behaviors to be developed to move to Level 4

- He analyzes the processes in his department and his team to avoid repeating tasks.
- He motivates his team to maintain high-quality standards.

- He creates new methods that improve the quality and detail of information.
- He presents information with precision and professionalism.

- He designs strategic plans that ensure clear and detailed information.
- He carefully reviews data to interpret it well.
- He confirms that the information he uses to make decisions is logical and reliable.

Planning

Level 3

Ability to define goals, plan steps and follow up to move forward and correct as necessary.

✅ **Behaviors demonstrated**

- He designs work methods that help his collaborators define goals and priorities.
- He indicates the stages, actions, deadlines, and resources needed for his department's objectives and each particular phase.
- He creates tracking tools that allow him to control the progress of projects and apply necessary corrections.
- He acts proactively and effectively in the face of problems or unexpected situations.
- He is a benchmark in planning and organization for his collaborators.

⚠️ **Behaviors to be developed to move to Level 4**

- He designs organizational work methods that establish goals and priorities for all collaborators.
- He indicates the stages, actions, deadlines, and resources needed to achieve the organization's objectives at each phase.
- He implements tracking and verification mechanisms to control project progress and apply corrective measures.
- He anticipates possible obstacles and plan actions to overcome them.
- He is recognized as a benchmark in planning and organization, both personally and organizationally.

Quality and continuous improvement

Level 3

Ability to constantly improve things, eliminating the unnecessary and looking for better ways to work.

✅ **Behaviors demonstrated**

- He designs work methods that improve resource usage and add value.
- He motivates his team to seek new solutions and improve resource usage.
- He makes decisions that help meet goals using resources optimally.
- He is an outstanding person in quality and improvement within his team or department.

⚠️ **Behaviors to be developed to move to Level 4**

- He designs work methods for the entire organization that optimize resources.
- He creates innovative tools that improve processes and surpass the traditional.
- He promotes a corporate culture focused on constant improvement and proper use of resources.
- He plans and makes decisions that allow the organization to reach its goals efficiently.
- He is recognized for driving quality and continuous improvement across the organization.

Time optimization

Level 3

Ability to organize time well, focus on what generates the most value and meet deadlines.

✅ **Behaviors demonstrated**

- He prioritizes and selects activities based on the value they generate for the organization.
- He effectively delegates tasks that can be carried out by others.
- He constantly seeks ways to be more efficient through organizational methods and techniques.

⚠️ **Behaviors to be developed to move to Level 4**

- He organizes meetings with his team to define work schedules for each project.
- He designs his agenda aligning it with the organization's strategic plan guidelines.
- He coordinates with other departments and multidisciplinary teams through shared schedules.

- He uses tools and methodologies to plan and organize his work, ensuring objectives are met within the established timeframe.

- He requests notifications of any scheduling changes to reorganize his agenda immediately.
- He confirms attendance at meetings in advance to ensure commitment fulfillment.

Analytical decision-making   Level 2

Ability to choose the best option using data, thinking about how it affects the business.

✅ Behaviors demonstrated

- He makes decisions considering the circumstances and their impact on his sector.
- He generates clear options for each situation, especially in critical matters.
- He employs the established selection mechanism to achieve the best result, considering different viewpoints and organizational objectives.
- He executes the chosen decisions with quality.
- He analyzes the action variants according to the organization's guidelines.

⚠️ Behaviors to be developed to move to Level 3

- He develops viable options considering circumstances, available resources, and their impact on the business.
- He proposes multiple alternatives for each situation, especially in critical or sensitive matters.
- He uses and promotes the option selection mechanism to achieve the best result based on organizational objectives.
- He executes and oversees decisions with quality and within the appropriate time frame.
- He solves important problems in his area promptly, thanks to his high action capacity.

Assuming calculated risks   Level 2

Ability to make decisions with some risk when there is a chance of winning, even if there are doubts.

✅ Behaviors demonstrated

- He evaluates different scenarios before taking a risk, considering the available time.
- He stays firm and does not give up when facing difficulties after taking a risk.
- He adjusts his actions if the risk taken does not lead to good results.

⚠️ Behaviors to be developed to move to Level 3

- He finds factors that may negatively affect task completion or customer satisfaction.
- He proposes alternatives to reduce risks in his department.
- He questions traditional ways of doing things.
- He evaluates the effects that changes may have and the risks of applying them.
- He chooses between different projects to improve processes, functions, or departments.

Research capabilities   Level 2

Ability to search for, gather and analyze useful information to assist in projects.

✅ Behaviors demonstrated

- He consults sources directly to gain a deeper understanding and find causes of problems through data collection.
- He analyzes the information received to use it effectively.
- He confirms that the data is valid and logical.
- He protects confidential information with professional discretion.

⚠️ Behaviors to be developed to move to Level 3

- He expands his research using various sources to gather more data.
- He deepens his search for the causes of problems in his department.
- He does not settle for initial information; he seeks alternative and complementary data.
- He employs advanced techniques to explore various sources of information.

- He collaborates with his team to gather valuable information that allows him to play a leadership role.

Tolerance to pressure

Level 2

Ability to maintain performance when under pressure, change or when time is short.

✅ Behaviors demonstrated

- He works with perseverance to achieve challenging objectives effectively.
- He implements procedures and methods that facilitate the execution of plans in complex contexts, managing his resources in a balanced manner.
- He executes his superiors' decisions that require greater commitment without becoming overloaded.
- He maintains a high performance level in demanding and changing situations, managing his time and energy effectively.
- He is an example for his collaborators by taking care of interpersonal relationships and motivating them, fostering a harmonious and productive work environment.

⚠️ Behaviors to be developed to move to Level 3

- He works with determination and perseverance to achieve difficult objectives, balancing his responsibilities.
- He designs procedures and methods for his department that facilitate the execution of plans in complex contexts, maintaining an efficient use of his resources.
- He makes decisions that require additional commitment, ensuring consistent performance without becoming overloaded.
- He maintains high performance in demanding and changing situations through effective management of time and resources.
- He is a benchmark in his department, taking care of interpersonal relationships and motivating his collaborators to work in a balanced and productive manner.

Creativity and innovation

Level 1

Ability to think of new and practical ideas that solve problems and generate value.

✅ Behaviors demonstrated

- He has a clear vision of his responsibilities, which allows him to generate innovative ideas and solutions.
- He uses work methods that offer original alternatives, meeting the interests of internal and external clients.
- He proposes solutions that can be applied to other positions, expanding his impact.
- He employs creative practices that distinguish him as a leader among his colleagues.
- He is recognized for presenting innovative and creative solutions that add value to his tasks and processes.

⚠️ Behaviors to be developed to move to Level 2

- He has a clear vision of the national market, which allows him to generate innovative proposals and ventures.
- He designs new work methods for his sector, addressing the interests of internal and external clients and offering unprecedented options.
- He proposes solutions that transcend his position, generating a positive impact in his department.
- He leads his team by driving the adoption of innovative ideas that improve processes.
- His creative approach generates a significant impact, increasing efficiency and competitiveness in his sector.

Decision making

Level 1

Ability to quickly choose the best option and act effectively.

✅ Behaviors demonstrated

- He decides between two options quickly and coherently, evaluating resources and consequences.

⚠️ Behaviors to be developed to move to Level 2

- He generates reports offering alternative solutions to problems in his department.
- He bases his decisions on business performance data.
- He gathers relevant information to make effective decisions.
- He prioritizes and solves important problems.

- He takes responsibility for his decisions, regardless of their results.
- He uses business data and previous experiences to make quick decisions.
- He solves problems and responds to situations swiftly, relying on real information and free from emotional influences.
- He finds the pros and cons of each option and adjusts his decisions as necessary.
- He follows up on the results of his decisions to learn and adjust his approach continuously.

Empathy

Level 1

Ability to understand how others feel and act, showing interest and understanding.

✅ Behaviors demonstrated

- He is willing to listen to others with respect.
- He genuinely cares about the family, health, and personal or professional problems of his acquaintances.
- He takes action to help when necessary.
- He avoids falling into discriminatory behaviors.

⚠️ Behaviors to be developed to move to Level 2

- He is open to understanding the emotional state from which others express their concerns.
- He motivates others to form sincere interpersonal relationships.
- He recognizes that his words and actions can significantly influence the mood of others.
- He strives to control his own emotions to avoid conflicts.
- He understands and respects differences in gender, ethnicity, ideologies, religion, and other aspects.

Negotiation and persuasion

Level 1

Ability to reach agreements using clear and honest ideas that benefit everyone.

✅ Behaviors demonstrated

- He convinces his colleagues on specific matters of interest for his department through negotiations and honest arguments.
- He achieves agreements that benefit both parties.
- He effectively overcomes the most relevant objections.
- He generates interest in his listeners and influences the parties towards his opinions and decisions.

⚠️ Behaviors to be developed to move to Level 2

- He persuades people he needs collaboration from through concrete actions and honest arguments.
- He conducts negotiations that consider both the interests of the counterpart and the organization.
- He uses tools and strategies to bring positions closer and overcome objections.
- He motivates others to act in a specific direction by effectively presenting his reasons.
- He fosters an open dialogue environment that facilitates finding common points and helps reach mutually beneficial agreements.

Perseverance and tenacity

Level 1

Ability to work with constant effort until goals are achieved, without giving up.

✅ Behaviors demonstrated

⚠️ Behaviors to be developed to move to Level 2

- He follows established procedures and act consistently and firmly to achieve the organization's objectives.
- He shows inner strength and tenacity to achieve personal and corporate goals.
- He performs his tasks following clear guidelines, setting an example for his colleagues.
- He promotes perseverance as a value, offering feedback to his colleagues.
- He is recognized by his colleagues for his persistence in achieving objectives.

- He implements procedures in his department to ensure consistent behavior within his team.
- He acts with tenacity and fosters that same attitude in his collaborators.
- He leads his team following clear guidelines and encourages continuous effort.
- He promotes perseverance through programs and feedback, reinforcing this value in his department.
- He is recognized in his department for his persistence in achieving objectives.

Strategic thinking

Level 1

Ability to see the big picture, find opportunities and plan for the future.

✅ Behaviors demonstrated

- He adapts to changes in his environment.
- He detects opportunities in his department based on the organization's needs.
- He follows established processes and procedures to improve his tasks and contribute to the company's goals.
- He understands that the organization is an integrated system and knows that his actions influence the overall result.

⚠️ Behaviors to be developed to move to Level 2

- He understands environmental changes and evaluates their short- and medium-term impact.
- He proposes improvements in his department to optimize resources, strengthen weaknesses, and seize opportunities.
- He implements the organization's business plans in his team.
- He leads his group with a clear focus on corporate objectives.
- He recognizes that his actions and those of his team affect the overall result.

Teamwork

Level 1

Ability to collaborate with others to achieve common goals while respecting and supporting the group.

✅ Behaviors demonstrated

- He collaborates effectively with his group.
- He cooperates with people from other sectors of the organization to achieve the set objectives.
- He recognizes and values the successes and contributions of others.
- He prioritizes the group's objectives over personal interests and supports the work of other areas.
- He is an example of cooperation and good treatment among his colleagues.

⚠️ Behaviors to be developed to move to Level 2

- He fosters a collaborative environment in his sector.
- He promotes the exchange of ideas and cooperation between areas to achieve objectives.
- He recognizes his achievements of people, even outside his immediate group.
- He prioritizes group objectives and actively supports the work of other areas.
- He is a benchmark for his collaborators for his positive attitude and maintaining a good work environment.

Development Plan

Evaluado would be more effective if he…

🌎

🤝

Opens up more to other perspectives, even if he isn't fully structured	Learns to let go of control and trust others more

Questions that Evaluado may use to improve his effectiveness

What if...

- I adjust my level of demand a little?
- I accept feedback with more openness?
- I actively help the development of others?
- I share more of what I know and not keep it just for myself?
- I express what I feel, not just what I think?
- I develop skills to negotiate better?
- I stop clinging so much to being right?

Evaluado may need to tone down on

1 Need for certainty

Finds it hard to decide without all the information, but it is not always possible to have all the data.

Trust his intuition more when there is no time for a complete analysis.

2 Level of demand

Tends to expect a lot from others, which can lead to harsh judgments or little flexibility.

Adjust his expectations and recognize that not everyone works with the same standard as him.

3 Perfectionism

Seeks flawless results, but this can hinder action or lead to overplanning.

Aim for excellence without needing everything to be perfect. Sometimes, "good" is enough.

4 Sarcasm as a defense

Avoids emotional conflict by expressing themselves with irony or indirect humor.

Speak clearly about what bothers him, without hiding it behind jokes.

5 Focus on logic

Tends to dismiss emotions or intuition as invalid.

Recognize that not all decisions are made with the head, some are also felt.

6 **Preference for doing everything alone**

Designs processes so meticulously that they end up taking on everything to ensure it is carried out exactly.

Trust other ways of doing things and rely more on the team's capabilities.

7 **Associating achievements with personal value**

Their pride in doing good work may cause them to base their self-esteem solely on results.

Value who he is beyond what he does or knows.