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VIFM ASSESSMENT CENTER

Talent Assessment Report

Senior Manager Cohort Programme — Q2 2026 · Senior Manager

Aisha Al Marri

ASSESSMENT SUMMARY

Organization	ADNOC (sample)
Target Role	Senior Manager
Assessment Dates	12–13 April 2026 · cohort 3 of 5
Assessors	Dr. Sarah Al Ameri (Lead), Mohammed Al Jaber, Layla Al Shamsi
Report Generated	30 April 2026

About the Assessment Centre

Aisha Al Marri took part in a VIFM Talent Assessment Centre as part of the Senior Manager Cohort Programme — Q2 2026 engagement. This report summarises the results of the assessment.

Assessment Centres consist of a number of different activities and exercises providing participants with a range of opportunities to demonstrate their competence. Participants are observed by trained assessors who collect behavioural evidence related to the relevant competencies.

Exercises Completed

- Strategic In-Basket (In-Basket / E-Tray, 120 minutes)
- Direct Report Role Play (Role Play, 45 minutes)
- Operating Plan Case (Case Study, 90 minutes)
- Board Brief Presentation (Oral Presentation, 30 minutes)
- Behavioural Interview (competency_interview, 60 minutes)

How to Use This Report

For each competency, Aisha Al Marri was rated on a 1 to 5 scale:

- 5 - Significant Strength
- 4 - Strength
- 3 - Competent
- 2 - Development Needed
- 1 - Significant Development Needed

The overall competency rating is not necessarily an average of the scores from the exercises - some activities are rated more heavily than others based on the competency-to-exercise matrix.

This report provides information around the participant's strengths and development areas in relation to skills and behaviours important for the target role. You may regard this report as being particularly relevant for the next 24 months.

Summary of Performance

OVERALL RATING 4/5 Strength	RECOMMENDATION — Per assessor consensus	STRENGTHS 5 Of 6 scored	DEVELOPMENT NEEDS 0 Of 6 scored
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4/5 Strength

RECOMMENDATION - READY NOW

Candidate demonstrated 5 clear strengths across the 6-competency profile and 1 development priorities. The overall recommendation reflects the wash-up consensus across 3 assessors over 5 exercises. (This is a sample — illustrative narrative only.)

Competency Ratings

Strategic Thinking		4/5 Strength
Decision Quality		4/5 Strength
Drive for Results		4/5 Strength
Plans and Aligns		4/5 Strength
Influences		4/5 Strength
Develops Talent		3/5 On Target

Key Strengths

Strategic Thinking Decision Quality Drive for Results

Key Development Areas

Develops Talent

Competency Detail

Strategic Thinking

THINKING · Strategic Mindset · WEIGHT 18

Strength

4/5 · Strength

EXERCISE RATINGS

Strategic In-Basket

4/5 · Strength

Direct Report Role Play

3/5 · Competent

OBSERVED STRENGTHS

- + [Behavioural Interview] Took ownership of an ambiguous brief and delivered a clear plan with sequenced milestones.
- + [Case Study] Re-framed the problem to surface the upstream constraint the rest of the room had missed.

SUGGESTED DEVELOPMENT ACTIONS

- Set a 24-hour decision rule on cross-functional questions: gather inputs, decide, then iterate.

Decision Quality

THINKING · Strategic Mindset · WEIGHT 15

Strength

4/5 · Strength

EXERCISE RATINGS

Strategic In-Basket

4/5 · Strength

Direct Report Role Play

4/5 · Strength

OBSERVED STRENGTHS

- + [Behavioural Interview] Re-framed the problem to surface the upstream constraint the rest of the room had missed.
- + [Case Study] Pushed back on the role-player's premature conclusion while keeping the relationship intact.

SUGGESTED DEVELOPMENT ACTIONS

- Practise a 90-second framing pattern: situation · option-set · recommendation · ask.

Drive for Results

RESULTS · Execution · WEIGHT 14

Strength

4/5 · Strength

EXERCISE RATINGS

Strategic In-Basket

3/5 · Competent

Direct Report Role Play

4/5 · Strength

OBSERVED STRENGTHS

- + [Behavioural Interview] Pushed back on the role-player's premature conclusion while keeping the relationship intact.
- + [Case Study] Built consensus across two assessors playing competing stakeholder positions.

SUGGESTED DEVELOPMENT ACTIONS

- Pair with a delegation coach for one quarter. Pick one workstream to fully transfer.

Plans and Aligns

RESULTS · Execution · WEIGHT 12

Strength

4/5 · Strength

EXERCISE RATINGS

Strategic In-Basket

4/5 · Strength

Direct Report Role Play

4/5 · Strength

OBSERVED STRENGTHS

- + [Behavioural Interview] Built consensus across two assessors playing competing stakeholder positions.
- + [Case Study] Took ownership of an ambiguous brief and delivered a clear plan with sequenced milestones.

SUGGESTED DEVELOPMENT ACTIONS

- Try a weekly retrospective with your direct reports — what would you have decided differently?

Influences

PEOPLE · Stakeholder Impact · WEIGHT 12

Strength

4/5 · Strength

EXERCISE RATINGS

Strategic In-Basket

4/5 · Strength

Direct Report Role Play

4/5 · Strength

OBSERVED STRENGTHS

- + [Behavioural Interview] Took ownership of an ambiguous brief and delivered a clear plan with sequenced milestones.
- + [Case Study] Re-framed the problem to surface the upstream constraint the rest of the room had missed.

SUGGESTED DEVELOPMENT ACTIONS

- Set a 24-hour decision rule on cross-functional questions: gather inputs, decide, then iterate.

Develops Talent

PEOPLE · Stakeholder Impact · WEIGHT 10

On Target

3/5 · Competent

EXERCISE RATINGS

Strategic In-Basket

4/5 · Strength

Direct Report Role Play

2/5 · Development Needed

OBSERVED STRENGTHS

- + [Behavioural Interview] Re-framed the problem to surface the upstream constraint the rest of the room had missed.
- + [Case Study] Pushed back on the role-player's premature conclusion while keeping the relationship intact.

DEVELOPMENT AREAS

- [Role Play] Tended to over-explain rationale; tighter framing would land the same conclusion in half the time.

SUGGESTED DEVELOPMENT ACTIONS

- Practise a 90-second framing pattern: situation · option-set · recommendation · ask.
- Pair with a delegation coach for one quarter. Pick one workstream to fully transfer.

Development Recommendations

Competency	Recommendation	Priority
Develops Talent	Set a 24-hour decision rule on cross-functional questions: gather inputs, decide, then iterate.	high