SCIENCE-BACKED TEAM INSIGHTS

Stronger teams. Smarter hiring.

Understand how people think and work together, then use that insight to shape your team.



Dr. Gayanga B. Herath

Founder, CognitionFit

The gap in team hiring

Hiring decisions need a clearer view of the team a candidate will join.

27 of 28 studies

linked workplace fit to positive staff outcomes

A healthcare research review found a consistent association.

Only 28%

of employers train every interviewer in objective interview practice

Consistent, objective interviewing remains a gap in hiring practice.

88% see the need

just 19% feel confident measuring quality of hire

Among surveyed talent professionals, measurement is important but remains difficult.

CognitionFit brings team context into hiring and development.

BMJ Open review (2019) CIPD, Inclusive recruitment (2024) LinkedIn, Future of Recruiting (2025)

Why now: teams must adapt as fast as AI

Changing skill requirements make a static profile an incomplete basis for people decisions.

39%

of existing skill sets are expected to change or become outdated by 2030.

As AI reshapes tasks, teams must keep updating how they work together.

COGNITIONFIT MAKES THE DYNAMIC SIDE VISIBLE

Changing expectations

Reveal where members differ on shared standards.

New tools and knowledge

See how information flows and where sharing breaks down.

Evolving team needs

Reassess team fit and choose hires that preserve or strengthen alignment.

The opportunity: keep hiring and team development aligned with changing work.

WEF, Future of Jobs Report 2025. Skill outlook: 2025-2030.

Cognition fit puts the team in context

Survey responses reveal how people work together and how a candidate may affect that dynamic.



Community & Trust

Belonging, trust and how members experience the team.



Shared Standards

The norms and expectations that guide ways of working.



Information Sharing

How knowledge moves and becomes available to others.



Organisation-cognition

How people draw on one another to think and solve problems.



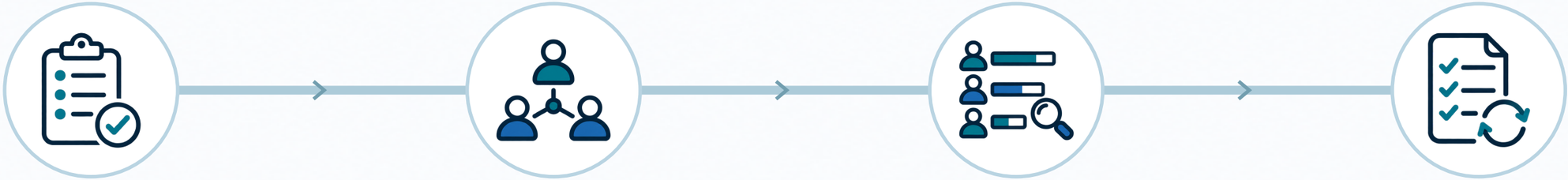
Competency

The skills and capabilities people bring to the team.

Fit is contextual: the goal is a team suited to its work.

How CognitionFit works

A short survey connects team insight with hiring and development decisions.



Survey

Invite team members and candidates to answer 18 questions across five dimensions.

Analyse

Build a team profile and explore agreement, differences and areas to investigate.

Compare

Choose a hiring goal and review candidate rankings with their explanations.

Act and review

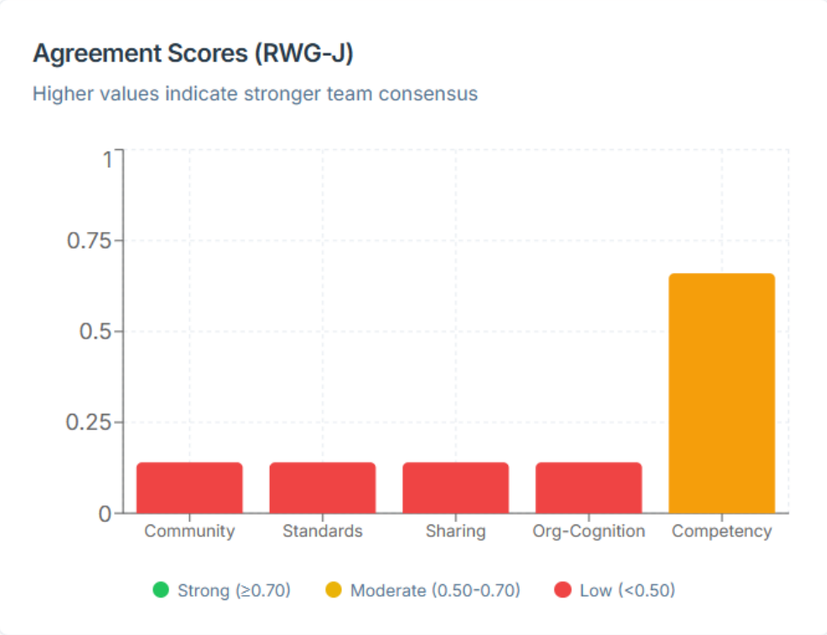
Add manager context, choose activities and review progress with the team.

The same team context carries through each decision.

Team alignment reveals where to act

See strengths and vulnerabilities, then match the team to the demands of the work.

TEAM AGREEMENT



Agreement highlights where members experience the team differently.

Actual app view and selected insights from a demonstration team.

Strengths

Diverse perspectives and stronger exploration.

Vulnerabilities

Slower consensus and a greater need for explicit coordination.

Deploy this team for

Exploratory work, strategy and innovation.

Avoid assigning to

Tight-deadline delivery or work needing immediate coordination.

Hiring for what your team needs

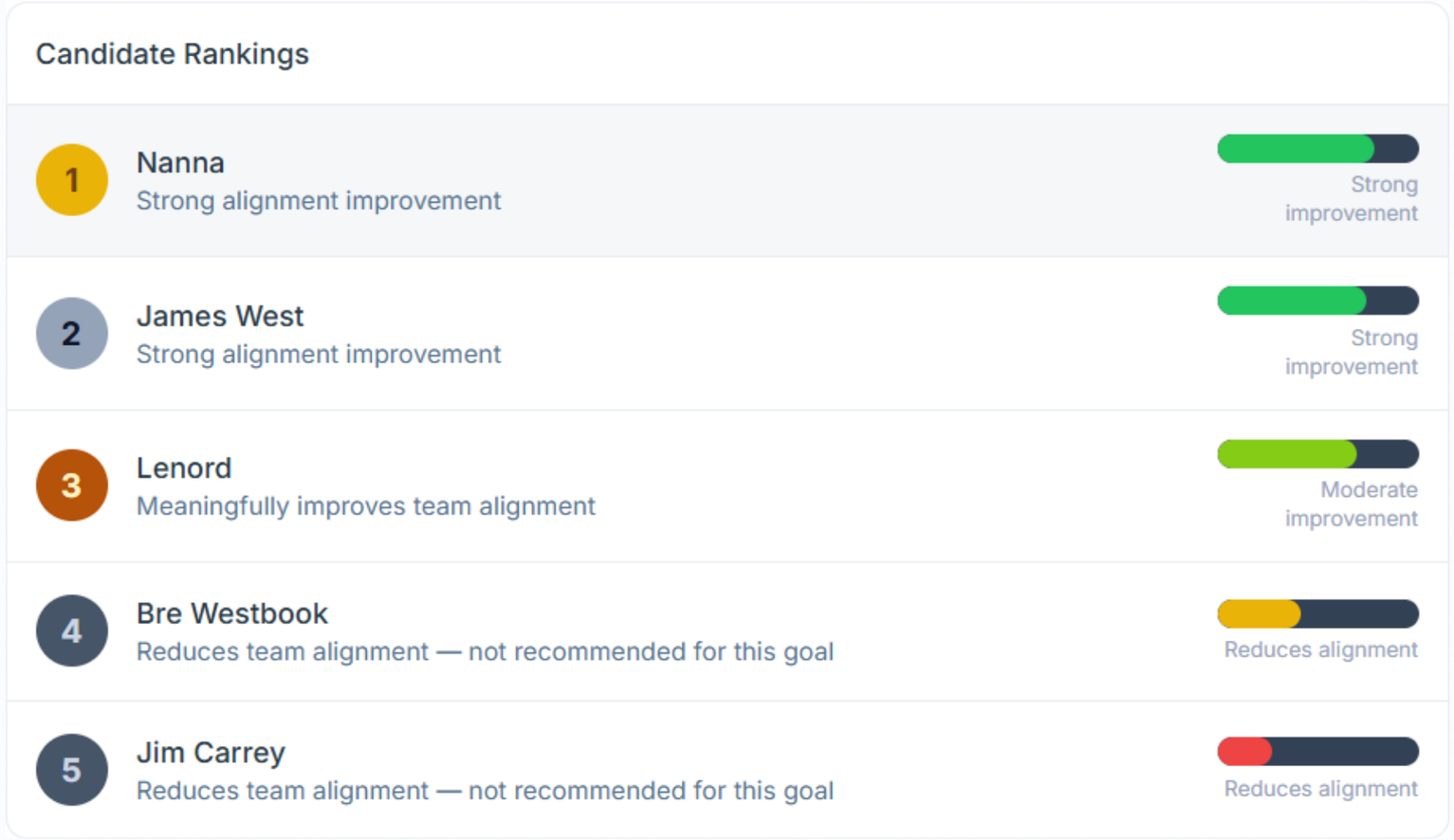
The selection goal changes what a good fit looks like.

Maintain Fit

Preserve current alignment when continuity and smooth integration matter.

Change Fit

Strengthen alignment when the team needs better coordination or a clearer shared way of working.



Actual app view. Five demonstration candidates, ranked for Change Fit.

Team insight becomes a practical plan

Managers add context and choose relevant activities for the team.

MANAGER CONTEXT

- [x] Important or uncertain decisions coming up
- [x] Handoff or dependency issues
- [x] A difficult project needs a blameless review
- [x] A development need has been identified
- [x] A specific operational dependency has been validated
- [ ] Decision ownership is unclear
- [ ] Important context is repeatedly lost
- [ ] I want to make more room for different views
- [ ] Upcoming work needs new capabilities

A SUGGESTED ACTIVITY

A06 shared standards 15 minutes · Low effort

Add to plan

Handoff and dependency review

Make upcoming handoffs, deliverables, owners, and blockers explicit.

You confirmed handoff or dependency issues; a short weekly review makes the next owner, expected output, and blockers visible. This is a small team, so use it as a directional prompt and check examples with members.

Why it may fit: Manager-confirmed handoff issues or cross-person dependencies.

View facilitation steps

Actual app view with demonstration data. Suggestions combine team scores and manager-confirmed context.

Better context for people decisions

Potential annual value for a 50-person organisation.

Productivity

€30,000

value of time recovered

50 employees cost €3M/year. If 1% of their time is recovered, it is worth €30,000.

Assumes €60,000 annual employment cost per person.

Retention

€15,000

in replacement cost avoided

If one additional employee stays each year.

Assumes €15,000 to hire and onboard a replacement.

Hiring efficiency

100 hours

of hiring time saved

If each of 100 candidates takes one hour less to review.

Worth €5,000 at an assumed staff cost of €50 per hour.

Potential gains under the stated assumptions. Actual value depends on customer results. Benefits are shown separately.

Tested with real teams

Pilots with a UAE consulting company and an incumbent Nordic telco.

PILOT 01

UAE consulting company

Challenge Low cohesion and productivity, alongside increased turnover.

Approach Use Cognition fit insights to guide team selection and collaboration.

Pilot feedback: improved team performance and lower turnover.

PILOT 02

Incumbent Nordic telco

Challenge A usually strong team struggled with an important new project.

Approach Explore excessive similarity and introduce changes to ways of working.

Pilot feedback: stronger performance and successful project delivery.

Next: expand deployments and build benchmarks across industries and team contexts.

Research behind the approach

The product grows out of the founder's PhD research, publications and conference work.



A missing link: a distributed cognitive perspective on fit

Gayanga Bandara Herath

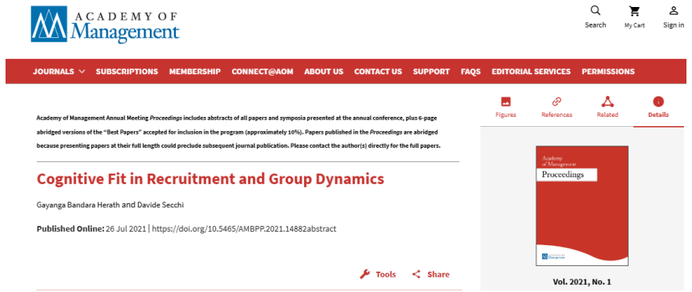
University of Southern Denmark, Sønderborg, Denmark

JOURNAL ARTICLE

A distributed cognitive perspective on fit

Herath · IJOTB · 2021

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Cognitive Fit in Recruitment and Group Dynamics

Gayanga Bandara Herath and Davide Secchi

Published Online: 26 Jul 2021 | https://doi.org/10.5465/AMBPP.2021.14882abstract

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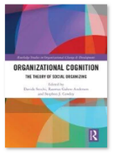
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Cognitive fit in recruitment and group dynamics

Herath & Secchi · Proceedings · 2021

Read publication



Chapter

Organization-cognition fit

Supplementing or complementing team's capabilities?

By Gayanga B. Herath, Davide Secchi

Book Organizational Cognition

Edition	1st Edition
First Published	2022
Imprint	Routledge
Pages	25
eBook ISBN	9781003169093

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ROUTLEDGE BOOK CHAPTER

Supplementing or complementing team capabilities

Herath & Secchi · Organizational Cognition

Read publication

Published research and real-team pilots underpin the product. Further pilots will support refinement and benchmarking.

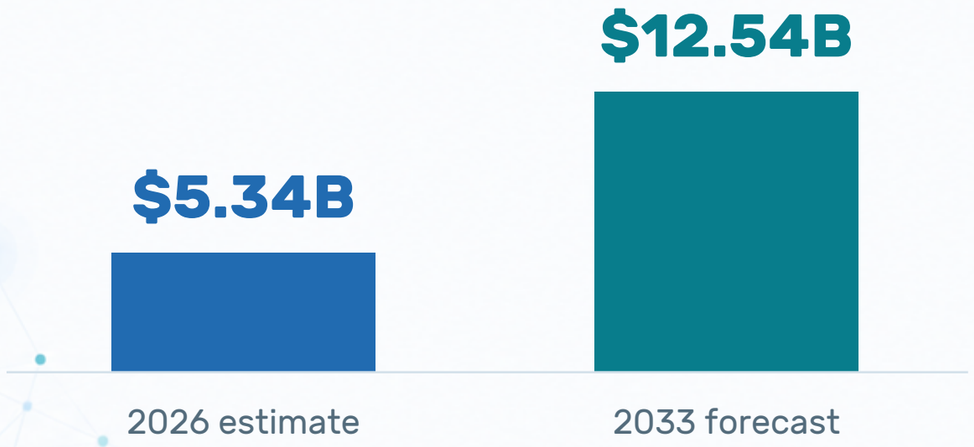
A growing market for HR analytics

CognitionFit starts with team insight and candidate fit inside a broader software category.

GLOBAL HR ANALYTICS (USD)

13.0%

projected annual growth, 2026-2033



INITIAL CUSTOMER FOCUS

Knowledge-work teams

Consulting, technology and other organisations where collaboration shapes delivery.

Buyer: HR / People leaders

Start with a team-level pilot, then expand across teams and hiring workflows.

Category scope: global HR analytics software and services. CognitionFit enters through team insight and candidate fit.

Grand View Research, HR Analytics Market (2026). Accessed 31 Oct 2026.

CognitionFit connects team dynamics to hiring

Understand shared ways of working, then see how a new hire could preserve or change them.

CAPABILITY	CognitionFit	TT38 / TeamTest	e-stimate	Predictive Index	MBTI
Team development insights	●	●	●	●	●
Recruitment assessment workflow	●	●	●	●	○
In-app team action planning	●	○	○	●	○
Measured agreement on shared work practices	●	○	○	○	○
Candidate ranking to preserve or strengthen team agreement	●	○	○	○	○

● Offered ○ Not described in reviewed public product materials

Focus: the team's shared work context and the impact of a new member.

TT38 e-stimate Predictive Index MBTI publisher

People-based pricing with room to grow

Annual plans based on active members and candidate assessments. No cap on team configurations.

Team

€4,800

per organisation / year

50 active members

100 candidate assessments / year

€1,500 onboarding

Growth

€12,000

per organisation / year

150 active members

250 candidate assessments / year

€3,000 onboarding

Enterprise

€24,000+

per organisation / year

400 active members

750 candidate assessments / year

Onboarding from €6,000

Each member counts once, even when they belong to several teams.

Paid pilot: €1,500 6 weeks, one team and a guided debrief. Credited on annual conversion.

Proposed commercial plans. Core workflow included in every tier. Prices exclude VAT. Candidate allowances reset annually.

Our team

Research, enterprise sales, strategic accounts and design expertise.



Dr. Gayanga B. Herath

FOUNDER

PhD research and publications underpin the product. 10 years across research, consulting and telecom.



Dr. Davide Secchi

RESEARCH

Organisational behaviour expert and Professor of Management at Paris School of Business.



Astrid Koue

ENTERPRISE SALES

20+ years in enterprise sales and account management. Experience at Cisco, Cloudflare and Conscia.



Winura Jayasinghe

TECHNOLOGY SALES

Strategic account management and multinational technology sales experience, including Huawei in Asia.



Nanna Bruun

STRATEGY & DESIGN

MSc in Strategic Design and Entrepreneurship, CBS. Connects business strategy, user behaviour and systems.

Understand your team.
Navigate what comes next.

CognitionFit brings research into practical team and hiring decisions. Join us in building the next stage.

Explore the product. Discuss the round.

cognitionfit.com

Dr. Gayanga B. Herath / Founder

Tools for team and hiring decisions

One team profile supports decisions from assessment to action.

Cognition fit assessment

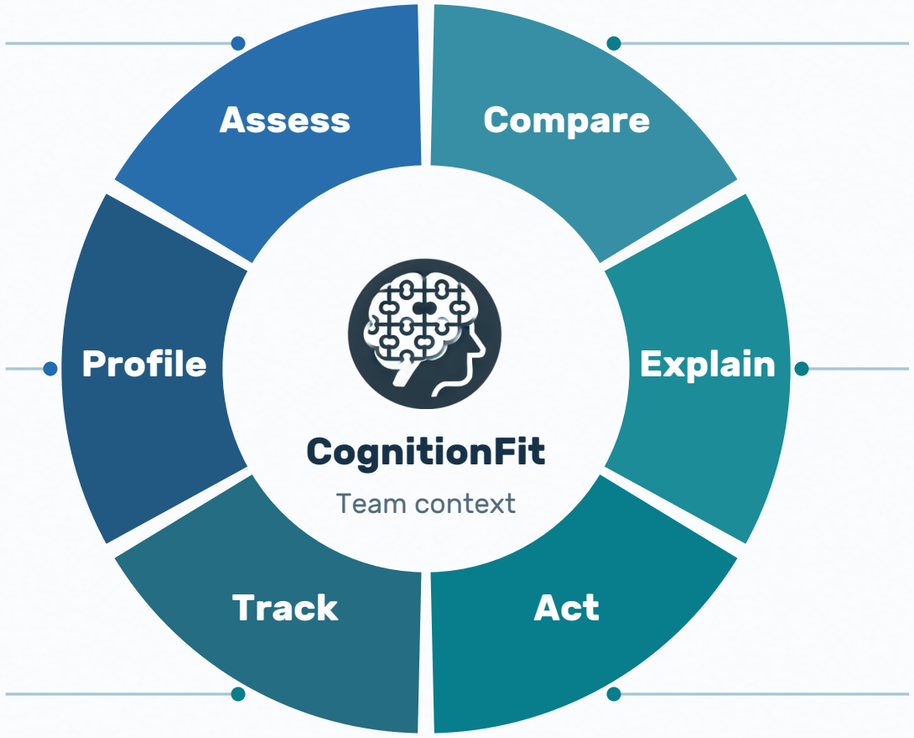
Surveys reveal how people think and work together.

Team diagnostics

Profiles, agreement, strengths and risk signals.

Progress tracking

Review plans, activity usage and manager feedback.



Candidate selection

Rank candidates for Maintain Fit or Change Fit.

Explainable results

See dimension-level impact and candidate trade-offs.

Action planning

Use team context to choose relevant activities.

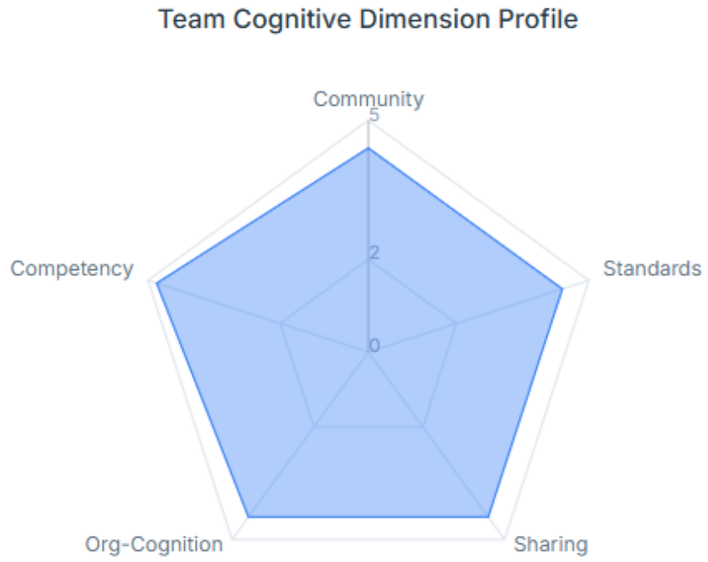
Team and candidate management, with customisable surveys and platform settings.

Team profiles and agreement

Overall scores and within-team agreement give complementary views of the same team.

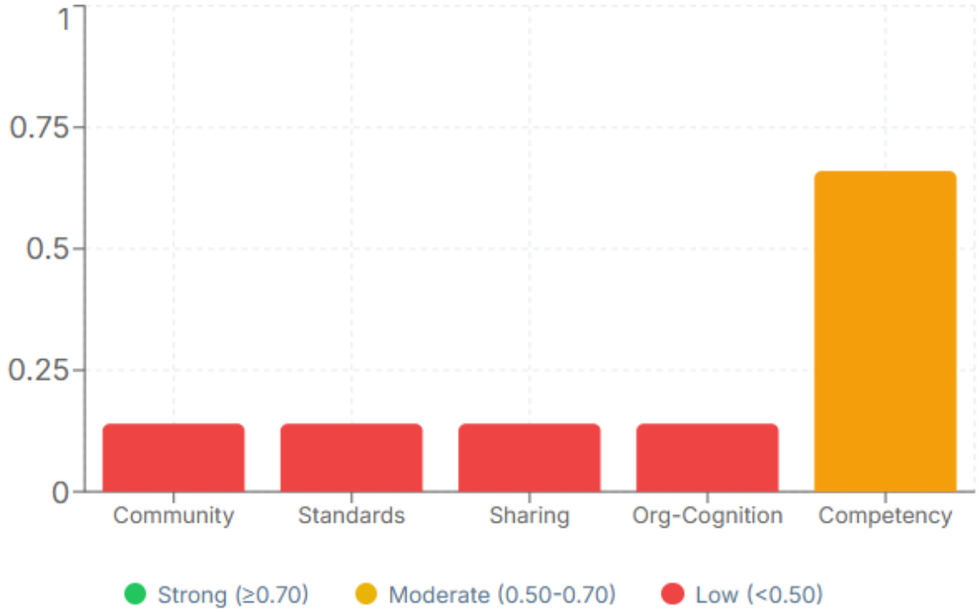
Team Profile

Mean scores across cognitive dimensions



Agreement Scores (RWG-J)

Higher values indicate stronger team consensus

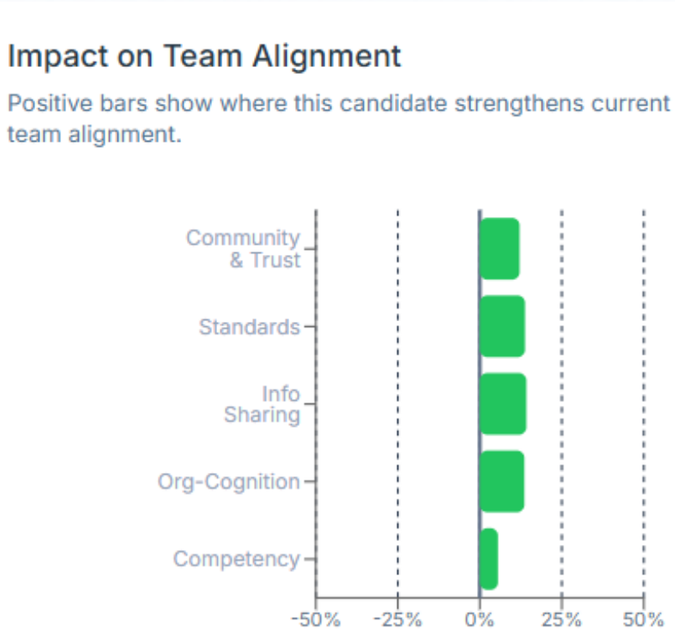


Actual app view with demonstration data. Agreement describes within-team consensus.

The reasoning behind each ranking

Dimension-level comparisons make the estimated alignment impact and trade-offs visible.

Nanna / ranked #1



Alignment

Stronger

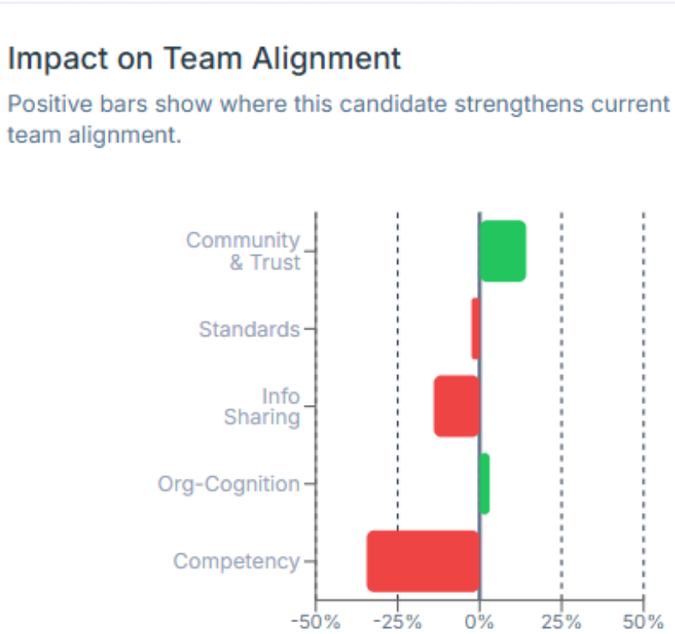
Disruption risk

Low

New perspective

Limited

Jim Carrey / ranked #5



Alignment

Reduced

Disruption risk

High

New perspective

Significant

Demonstration candidates. Rankings support human review alongside interviews and role requirements.

Practical activities, with follow-through

A library of 15 activities includes facilitation guidance, owners and review points.

A01 Decision Quality 15 minutes · Low effort

Pre-mortem for important decisions

Surface plausible risks and mitigations before a significant decision is made.

Typical fit (general guidance): High agreement together with a manager-confirmed important or uncertain decision.

How to run it

1. State the planned decision.
2. Imagine it failed 3–6 months later.
3. Everyone silently writes possible causes for 3 minutes.
4. Share risks without immediate rebuttal.
5. Agree on mitigations, an owner, and a review point.

Owner: Decision facilitator

Frequency: Before major decisions

Measure: Record whether alternatives, risks, and mitigations were documented before key decisions.

Review: Review after 4 weeks

Keep in mind: High agreement is a reason to invite challenge, not evidence of groupthink.

Activity usage so far: 2 logged uses

Use counts are based on manager-entered logs. Usefulness ratings are subjective feedback, not proof that an activity caused an improvement.

Knowledge-flow mapping workshop: 2 uses · 2 reported helpful · 0 reported not helpful · 0 unsure

Actual app views with demonstration data. Usage and usefulness reflect manager-entered feedback.

Pricing compared for the same customer size

Reference case: 50 employees and 100 candidate assessments in one year. All amounts in EUR.

SOLUTION	SOFTWARE / ASSESSMENTS	SETUP / CERTIFICATION	SCOPE USED
CognitionFit Team	**€4,800**	€1,500	50 active members + 100 candidates. Unlimited team configurations.
TT38 + TeamTest	**€14,719**	From €668	200-test annual pack + TeamTest. Capacity covers 150 people.
e-stimate	**€6,623**	€2,208	750-credit pack covers 50 team profiles and 100 e-interpersonal profiles.
Predictive Index	**From €8,951**	Onboarding included	Published annual starting price. Final quote depends on headcount.

CognitionFit: €400/month billed annually, plus onboarding. Team tools and actions included.

CognitionFit is proposed pricing. Listed package capacities and assessment methods differ. Fees exclude VAT. Setup assumes a new customer. e-stimate: 600 credits required, 750 purchased; tariff dated 2025.

TT38 prices e-stimate prices PI prices ECB FX, 30 Oct 2026: €1 = DKK 7.4735 = US$1.1172