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PQ10

DEVELOP

Pat Participant

04 February 2022



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## Introduction



### The Assessment

PQ10 is a measure of tendencies and personality preferences and has been developed specifically for online testing.

PQ10 reflects modern neuroscientific thinking about personality which provides a biological basis and functional structure to one of the most widely accepted models of personality today; namely, the 'Big Five' model of personality. The model provides a hierarchical structure arranged under two broad traits, Plasticity (how people adapt to and engage with the world around them) and Stability (how people maintain stable relationships, motivation and emotional states).

		Big Five Factor	Underlying Trait
Plasticity	Ideas	<b>Openness</b> Cognitive stimulation, intellectual curiosity, and creativity.	<b>Inquisitiveness</b> Intellectual engagement with ideas and challenges.  <b>Creativity</b> Creative and artistic engagement.
	People	<b>Extraversion</b> Social and behavioural stimulation.	<b>Power</b> Power, responsibility, and influence over oneself and others.  <b>Sociability</b> Social interaction and engagement with others.
Stability		<b>Agreeableness</b> Social stability and social harmony.	<b>Compassion</b> Empathy, thoughtfulness, concern, and care of others.  <b>Diplomacy</b> Maintaining social harmony and adherence to social norms.
	Results	<b>Conscientiousness</b> Persistence, dependability, and adherence to rules and structure.	<b>Drive</b> Persistence in the pursuit of long-term goals.  <b>Orderliness</b> Maintaining order, structure, routine, and process.
	Resilience	<b>Emotional Stability</b> Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.	<b>Emotionality</b> Maintaining composure and effectively managing moods and negative feelings.  <b>Confidence</b> Maintaining confidence and self-assuredness in the face of challenges or threats.



## The Report

This report provides an overview of Pat's likely behaviours as well as suggests possible coaching or development actions which can be explored further with him. Use this report to identify development goals, raise Pat's self-awareness, identify potential obstacles and explore ways forward based on the GROW coaching model.

This is a confidential assessment report. As such, the information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

PQ10 is an indicator of behaviour and preference only. The publishers, therefore, accept no responsibility for selection or other decisions made using this tool and cannot be held responsible for the consequences of doing so.



## Rating Scale

Charts in this report are described in terms of a standardised Sten score that is presented on a scale of 1 to 10. As a guide, scores of 1 to 3 indicate a strong preference for the left side of the scale, while scores of 5 to 6 indicate a neutral preference for either end of the scale, and scores of 8 to 10 indicate a strong preference for the right side of the scale.



## Comparison Group (Norm)

Pat's results have been compared against the following norm group.

Assessment	Norm Name	Sample Size
Leadership Perspectives	International Participants	29630



## Executive Summary

Detailed below is a summary of the potential strengths and challenges that can be inferred from Pat's assessment results.

### Potential Strengths

### Potential Challenges

#### Ideas

- Pat is likely to be constantly on the lookout for new ways of working and openly embrace change.
- He is likely to have a strong operational focus and concern himself with common-sense solutions.

- Pat may be overly quick to reject the old in favour of the new and frustrate others with his need for change.
- He may get so focused on the here-and-now and not look beyond the obvious.

#### People

- Pat profiles as having an approachable nature and should have sufficient confidence to build new networks both internal and external to the organisation.
- Pat is likely to relish a position that offers scope for influence and responsibility.
- More compassionate than the average person, he is likely to think about the needs of others when making a decision.
- Pat may be prepared to occasionally speak his mind and encourage tough debate.

- Pat may dislike working on his own and enjoy the social aspects of working in a team.
- His strong need for influence may stifle the input of others.
- He may delay his own goals in an effort to help others.
- Pat is more likely than others to criticise and create disharmony.

#### Results

- He should be mindful of the goals he wants to achieve, without needing to strive for them at all costs.
- He should appreciate the need for planning without getting bogged down by details.

- He may not always approach tasks with sufficient urgency.
- He may lack the patience for highly detailed planning.

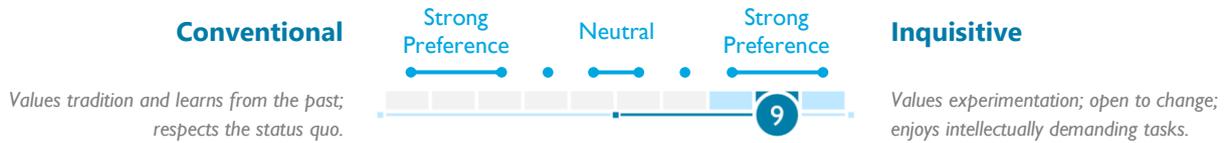
#### Resilience

- Pat describes himself as being more emotionally composed than the average person and should take most frustrations in his stride.
- He profiles as being a highly confident and self-assured individual and is unlikely to be troubled by self-doubt.

- Less likely than some others to show emotion, it may be hard to know exactly what he is thinking or feeling.
- He may lack insight into any shortcomings and miss the opportunity to learn from past mistakes.

## Ideas: Openness

Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.

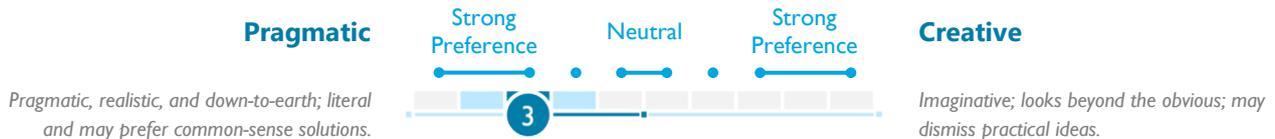


### Potential Strengths

- Pat may be suited to a role that provides significant latitude to experiment.
- He is likely to be constantly on the lookout for new ways of working.
- He is likely to feel at ease in dynamic environments that are constantly evolving.

### Potential Challenges

- Pat may be overly quick to reject the old in favour of the new.
- He may be quick to lose motivation if a project lacks the scope for experimentation.
- He may frustrate others with his need for change.
- His need for change may be interpreted as indecision.



### Potential Strengths

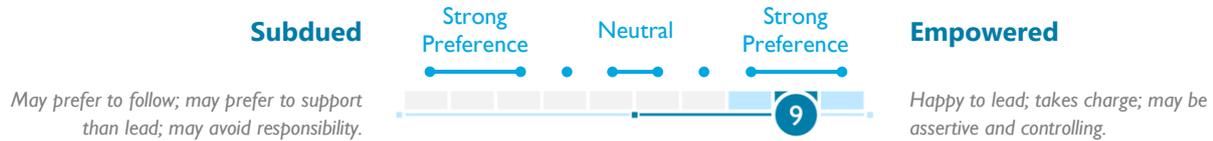
- Pat describes himself as being significantly more down-to-earth than the average person.
- He is likely to concern himself with common-sense solutions.
- He should be skilled at getting things done.
- He is likely to have a strong operational focus and be a sensible pragmatist.

### Potential Challenges

- Pat may get so focused on the here-and-now that he does not look beyond the obvious.
- He may lack imagination and creativity.
- He may be overly concrete and literal in his thinking.
- He may discount creative ideas as being impractical.

## People: Extraversion

Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.

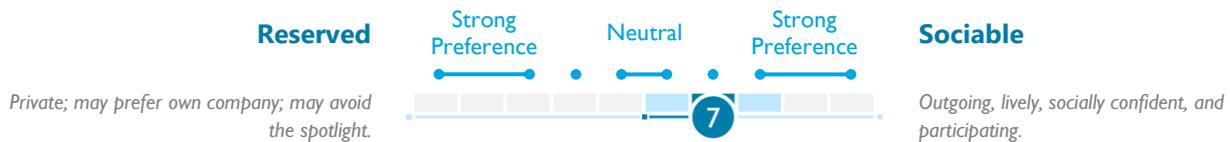


### Potential Strengths

- Pat profiles as being a particularly assertive individual.
- He is likely to relish a position of leadership.
- He is likely to be energised by a role that offers scope for influence and responsibility over others.

### Potential Challenges

- Pat may be overly assertive and domineering.
- His strong need for influence may stifle the input of others.
- He may not respond well to having to take direction from others or having his authority or scope of influence restricted.



### Potential Strengths

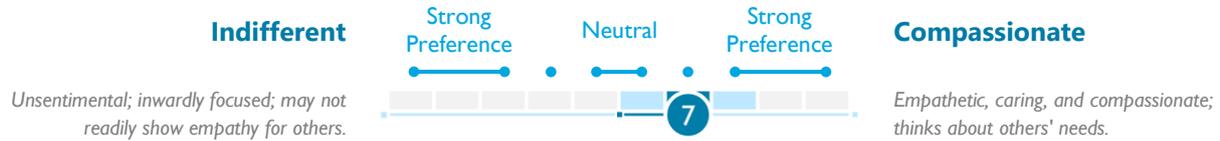
- Pat may be easy to approach and talk to.
- He should feel at ease in unfamiliar social situations.
- Profiling as a confident communicator, Pat is likely to make a positive first impression.
- He should appreciate an environment that offers scope for social interaction.

### Potential Challenges

- Pat may defer to the group rather than use his initiative.
- He may dislike working on his own.
- He may get distracted by the social aspects of working in a team.

## People: Agreeableness

Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.

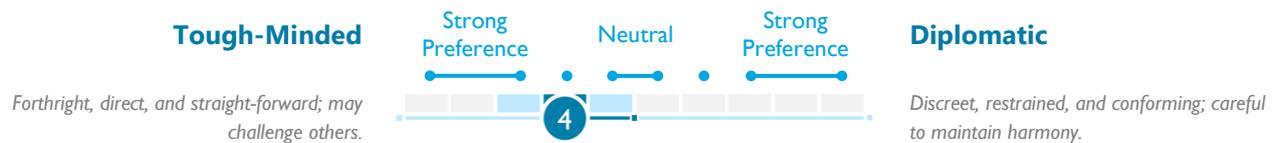


### Potential Strengths

- More compassionate than the average person, Pat is unlikely to turn down a request for help.
- He is likely to consider others' needs when making a decision.
- He should pick up on the emotions of a group better than most and contribute positively to team spirit.

### Potential Challenges

- Pat may refrain from making difficult decisions that could impact on people he cares about.
- He may delay his goals in an effort to help others.



### Potential Strengths

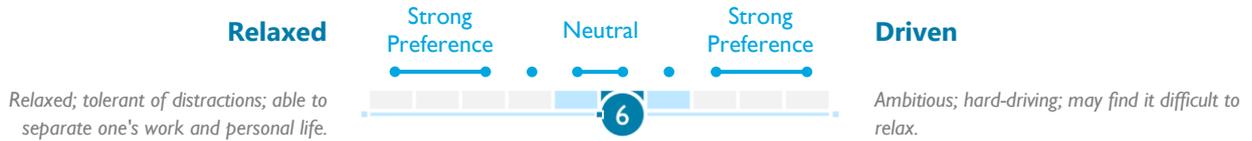
- Pat should speak his mind openly and deal head-on with tricky situations.
- He is unlikely to keep his ideas or opinions to himself.
- He should deal directly with issues and encourage tough debate.

### Potential Challenges

- Pat may be more concerned with speaking his mind than worrying about the impression he creates.
- He may need to think before speaking; particularly when dealing with more sensitive issues and/or individuals.
- More likely than most to criticise, he may create disharmony.

## Results: Conscientiousness

Conscientiousness describes motivational stability or persistence in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail, and goal setting.



### Potential Strengths

- Pat should be no more or less driven than the average person.
- He should be mindful of the goals he wants to achieve, without needing to strive for them at all costs.
- He should be reasonably effective at getting things done.

### Potential Challenges

- Pat may need to find a task personally motivating to retain his focus.
- He may not always approach tasks with sufficient urgency.



### Potential Strengths

- He is likely to appreciate the need for planning without getting bogged down by detail.
- He should be reasonably adept at anticipating problems and roadblocks.
- He should be as effective as most others at coordinating people and resources to get things done.

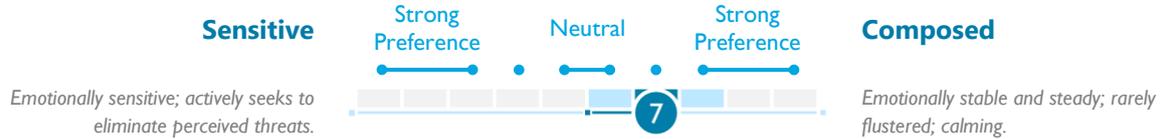
### Potential Challenges

- Pat may sometimes underestimate the planning involved to deliver more complex projects.
- He may be more tolerant of loose detail than some others would like.
- He may lack the patience for highly detailed process mapping.



## Resilience: Emotional Stability

Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence, and freedom from self-doubt.

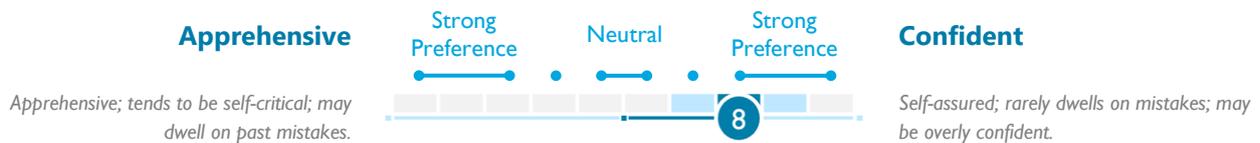


### Potential Strengths

- Pat profiles as being more emotionally composed than the average person.
- He should have sufficient energy to meet most challenges.
- Under periods of prolonged pressure, he should take most frustrations in his stride.
- He is likely to handle criticism more effectively than others.

### Potential Challenges

- Others may see Pat as somewhat complacent when things go wrong.
- Less likely than some others to show emotion, it may be hard to know exactly what he is thinking or feeling.
- He may not relate so easily to people whose actions are based on feelings.



### Potential Strengths

- Pat describes himself as being a highly confident and self-assured individual.
- Satisfied with his accomplishments, he should expect success more than failure.
- He is unlikely to be troubled by self-doubt or dwell on past mistakes.

### Potential Challenges

- Pat may be far less likely than others to learn from past mistakes.
- He may lack insight into any shortcomings.
- He may come across as overly confident or arrogant.



## Coaching Recommendations

Share the feedback report with Pat and corroborate the results with him before considering any development interventions. Adopt a supportive and balanced approach to ensure observations are supported and accepted.

Ideas	Openness	<p><b>Much more inquisitive than average.</b></p> <ul style="list-style-type: none"> <li>Pat appears to be strongly drawn to new ideas, experimentation, and may seek novelty; confirm this stance and explore how this contributes to his role success.</li> <li>Explore if this strong leaning towards change benefits or hinders his goal achievement.</li> <li>Discuss how he might ensure this preference doesn't lead him to dismiss conventional wisdom.</li> </ul>	<p><b>Much more pragmatic than average.</b></p> <ul style="list-style-type: none"> <li>Confirm he recognises this preference.</li> <li>Explore if there have been times when his approach has been an obstacle or a benefit to task success.</li> <li>What options for action can he consider to ensure he doesn't dismiss more creative options?</li> </ul>
		<p><b>Much more interested in taking charge than average.</b></p> <ul style="list-style-type: none"> <li>Does he accept this description?</li> <li>Discuss with Pat how this contributes to goal success or if his preference has ever been a detrimental trait.</li> <li>Ask him if there is a risk of inhibiting less assertive colleagues from contributing?</li> <li>Discuss how willing he is to adopting active techniques for developing awareness of the risks this trait may present.</li> </ul>	<p><b>More sociable and outgoing than average.</b></p> <ul style="list-style-type: none"> <li>Confirm this observation with him.</li> <li>How does a preference for social confidence support goal achievement for him?</li> <li>Does Pat recognise any risks from his strength of personality, such as perhaps reducing the exposure of less outgoing colleagues?</li> <li>How willing is he to remain aware of these risks?</li> </ul>
	Agreeableness	<p><b>More compassionate than average.</b></p> <ul style="list-style-type: none"> <li>Check that Pat agrees with this observation.</li> <li>Can getting very close to colleagues have any downsides in terms of goal or role performance?</li> <li>Discuss strategies with him for maintaining interpersonal distance where this may be beneficial.</li> </ul>	<p><b>More tough-minded than average.</b></p> <ul style="list-style-type: none"> <li>Discuss if he recognises this observation.</li> <li>Discuss how this has been a beneficial attribute for Pat.</li> <li>Explore if this trait has any risks for goal achievement or role success; is it possible at times he may 'speak first and think later'?</li> </ul>

Results	Conscientiousness	<p><b>A balance between being relaxed and driven.</b></p> <ul style="list-style-type: none"> <li>• Confirm he recognises this observation</li> <li>• Explore the situations in which he may take work home or find it hard to switch off. Also discuss the situations in which his energy can wear.</li> <li>• Explore how current goals or role requirements fit with this style.</li> </ul>	<p><b>A balance between being unstructured and organised.</b></p> <ul style="list-style-type: none"> <li>• Confirm this finding with him.</li> <li>• Discuss current goals or role requirements and establish if future success would benefit from moving towards more trait driven behaviours; including either a greater adherence to procedures or greater expediency.</li> </ul>
		Resilience	Emotional Stability



## Development Plan

Use this section to help guide and document your coaching discussion. The forms are based on the GROW coaching model which was designed to help identify goals (Goal), build self-awareness (Reality), explore development options (Options or Obstacles) and gain commitment to act (Will).

### Goal

What do you want to achieve or change? Identify SMART goals that are Specific, Measurable, Attainable, Realistic and Time-bound.

### Reality

What aspects of your feedback do you feel contribute to your goal achievement or hinder you from achieving your goals?

### Options

What options do you have for achieving your goals and making a change? What are some of the obstacles keeping you from pursuing these options?

### Will

What will you do to move forward towards your goal? What will you do if you face challenges? How will you review progress?



## Appendix: Higher-Order Profile

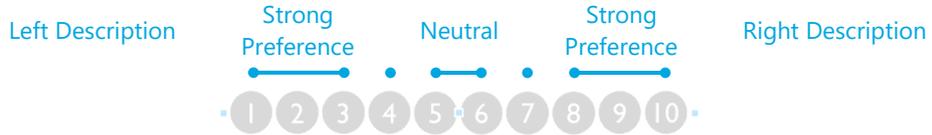
Detailed below is a higher-order profile summary of Pat's stability, plasticity and big five scale results. Use this profile to gain a higher-level understanding of Pat's results.

Scale	Description	Low	Moderate	High
		1 2 3	4 5 6	7 8 9 10
<b>Plasticity</b>	<b>Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to explore new goals, relationships, and ways of interpreting the world.</b>			
Openness	Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.			
Extraversion	Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.			
<b>Stability</b>	<b>Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.</b>			
Agreeableness	Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.			
Conscientiousness	Conscientiousness describes motivational stability or persistence in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail, and goal setting.			
Emotional Stability	Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence, and freedom from self-doubt.			



# Results at a Glance

Detailed below is a summary of Pat's underlying trait scores. What this means on-the-job is detailed more fully in the remainder of this report.



	Left Description	Strong Preference	Neutral	Strong Preference	Right Description
Ideas	<b>Openness</b> Values tradition and learns from the past; respects the status quo.				<b>Inquisitive</b> Values experimentation; open to change; enjoys intellectually demanding tasks.
					<b>Creative</b> Imaginative; looks beyond the obvious; may dismiss practical ideas.
People	<b>Extraversion</b> May prefer to follow; may prefer to support than lead; may avoid responsibility.				<b>Empowered</b> Happy to lead; takes charge; may be assertive and controlling.
					<b>Sociable</b> Outgoing, lively, socially confident, and participating.
Results	<b>Agreeableness</b> Unsentimental; inwardly focused; may not readily show empathy for others.				<b>Compassionate</b> Empathetic, caring, and compassionate; thinks about others' needs.
					<b>Diplomatic</b> Discreet, restrained, and conforming; careful to maintain harmony.
Resilience	<b>Conscientiousness</b> Relaxed; tolerant of distractions; able to separate one's work and personal life.				<b>Driven</b> Ambitious; hard-driving; may find it difficult to relax.
					<b>Orderly</b> Dependent on rules, process, and structure; likes order and routine.
Resilience	<b>Emotional Stability</b> Emotionally sensitive; actively seeks to eliminate perceived threats.				<b>Composed</b> Emotionally stable and steady; rarely flustered; calming.
					<b>Confident</b> Self-assured; rarely dwells on mistakes; may be overly confident.