PQ10

DEVELOPMENT

Sample Report

bishop

podium

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 and is underpinned by one of the most widely accepted models of personality today; namely, the 'Big Five' model of personality. The model is 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**	**Openness** *Cognitive stimulation, intellectual curiosity, and creativity.*	**Inquisitiveness** *Intellectual engagement with ideas and challenges.* **Creativity** *Creative and artistic engagement.*
	People	**Extraversion** *Social and behavioural stimulation.*	**Power** *Power, responsibility, and influence over oneself and others.* **Sociability** *Social interaction and engagement with others.*
Stability		**Agreeableness** *Social stability and social harmony.*	**Compassion** *Empathy, thoughtfulness, concern, and care of others.* **Diplomacy** *Maintaining social harmony and adherence to social norms.*
	Results	**Conscientiousness** *Persistence, dependability, and adherence to rules and structure.*	**Drive** *Persistence in the pursuit of long-term goals.* **Orderliness** *Maintaining order, structure, routine, and process.*
	Resilience	**Emotional Stability** *Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.*	**Emotionality** *Maintaining composure and effectively managing moods and negative feelings.* **Confidence** *Maintaining confidence and self-assuredness in the face of challenges or threats.*

The Report

This report provides an overview of Sample's likely behaviours as well as suggests possible coaching or development actions which can be explored further with them. Use this report to identify development goals, raise Sample'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 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.

Comparison Group (Norm)

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

Assessment	Norm Name	Sample Size
PQ10	New Zealand Participants	15601

Impression Management

In some contexts, test takers may attempt to distort their results. The following scales explore the risk of distortion in Sample's profile.

Scale	Score	Risk	Interpretation
Social Desirability	7	Moderate-High	Sample could have been concerned about presenting themselves in a socially acceptable manner. This may be the result of a deliberate effort to present themselves in an unusually positive light, or it may simply reflect their true personality. Sample's attitude towards the assessment should be verified before interpreting the results.
Central Tendency	2	Low	Sample is likely to have responded openly without wishing to hide their true personality. No further action is needed.

Executive Summary

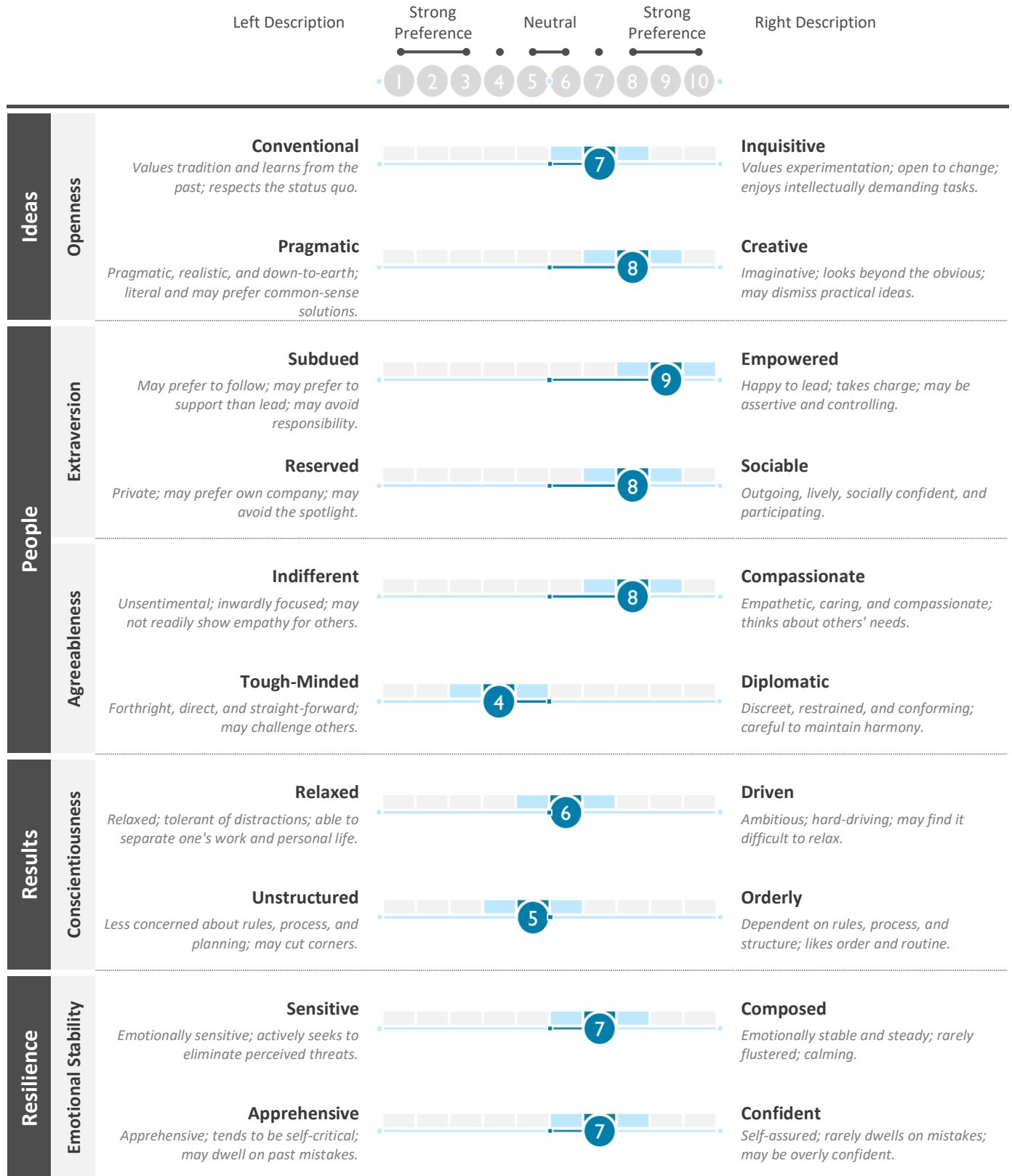Detailed below is a summary of the potential strengths and challenges that can be inferred from Sample's assessment results.

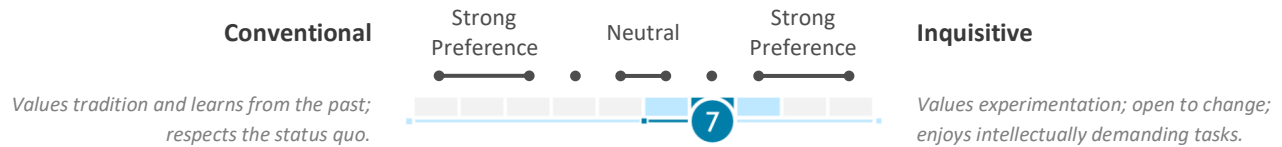|	Potential Strengths	Potential Challenges
Ideas	• Sample is likely to value progress and change and question the status quo if they can see a better way of working. • They are likely to have a strong interest in abstract/creative ideas and have the natural inclination to think outside the square.	• Sample may struggle to connect with colleagues who do not share their change mind-set. • Their ideas may be too theoretical to put into practice.
People	• Sample is likely to find it far easier than most to build social networks and should enjoy socialising with colleagues. • Sample is likely to relish a position that offers scope for influence and responsibility. • Much more compassionate than the average person, they are likely to put others' needs ahead of their own. • Sample may be prepared to occasionally speak their mind and encourage tough debate.	• Sample may struggle working on their own for extended periods of time and may get distracted by the social aspects of working in a team. • Their strong need for influence may stifle the input of others. • They may get overly focused on what people think and come across as being too soft-hearted. • Sample is more likely than others to criticise and create disharmony.
Results	• They should be mindful of the goals they want to achieve, without needing to strive for them at all costs. • They should appreciate the need for planning without getting bogged down by details.	• They may not always approach tasks with sufficient urgency. • They may lack the patience for highly detailed planning.
Resilience	• Sample describes themselves as being more emotionally composed than the average person and should take most frustrations in their stride. • They profile as being more confident than the average person and should be satisfied with their accomplishments.	• Less likely than some others to show emotion, it may be hard to know exactly what they are thinking or feeling. • They may lack insight into their shortcomings.

Results at a Glance

Detailed below is a summary of Sample'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 (1 2 3 4 5 6 7 8 9 10) | Right Description |

Ideas — Openness

Conventional
Values tradition and learns from the past; respects the status quo. — **7** — **Inquisitive**
Values experimentation; open to change; enjoys intellectually demanding tasks.

Pragmatic
Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions. — **8** — **Creative**
Imaginative; looks beyond the obvious; may dismiss practical ideas.

People — Extraversion

Subdued
May prefer to follow; may prefer to support than lead; may avoid responsibility. — **9** — **Empowered**
Happy to lead; takes charge; may be assertive and controlling.

Reserved
Private; may prefer own company; may avoid the spotlight. — **8** — **Sociable**
Outgoing, lively, socially confident, and participating.

People — Agreeableness

Indifferent
Unsentimental; inwardly focused; may not readily show empathy for others. — **8** — **Compassionate**
Empathetic, caring, and compassionate; thinks about others' needs.

Tough-Minded
Forthright, direct, and straight-forward; may challenge others. — **4** — **Diplomatic**
Discreet, restrained, and conforming; careful to maintain harmony.

Results — Conscientiousness

Relaxed
Relaxed; tolerant of distractions; able to separate one's work and personal life. — **6** — **Driven**
Ambitious; hard-driving; may find it difficult to relax.

Unstructured
Less concerned about rules, process, and planning; may cut corners. — **5** — **Orderly**
Dependent on rules, process, and structure; likes order and routine.

Resilience — Emotional Stability

Sensitive
Emotionally sensitive; actively seeks to eliminate perceived threats. — **7** — **Composed**
Emotionally stable and steady; rarely flustered; calming.

Apprehensive
Apprehensive; tends to be self-critical; may dwell on past mistakes. — **7** — **Confident**
Self-assured; rarely dwells on mistakes; may be overly confident.

Ideas: Openness

Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.
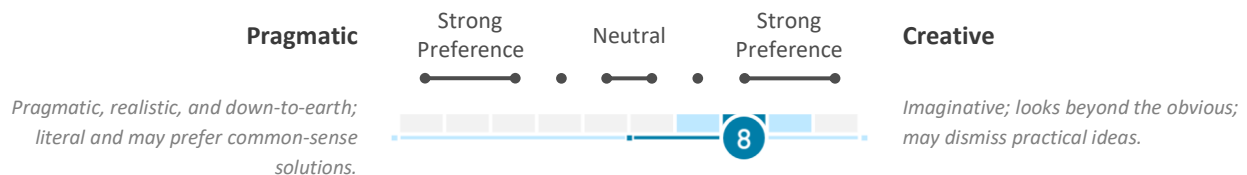
Conventional	Strong Preference	Neutral	Strong Preference	Inquisitive

Values tradition and learns from the past; respects the status quo.

⑦

Values experimentation; open to change; enjoys intellectually demanding tasks.

Potential Strengths

- Sample may value progress and change.
- They are likely to be stimulated by fresh ideas and new ways of working.
- They may thrive on role variety.
- They are more likely than most to question the status quo.

Potential Challenges

- Sample may sometimes be quick to discount tried-and-tested ideas.
- They may not always appreciate the value of acquired wisdom and knowledge.
- They may struggle to connect with colleagues who do not share their change mind-set.

Potential Development Actions

Add action points here.

Pragmatic	Strong Preference	Neutral	Strong Preference	Creative

Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.

⑧

Imaginative; looks beyond the obvious; may dismiss practical ideas.

Potential Strengths

- Sample is likely to have a stronger interest than most in abstract/creative ideas.
- They are likely to have a stronger preference than most others for thinking outside the square.
- They are likely to make a valuable contribution to brainstorming sessions.

Potential Challenges

- Sample is likely to have little interest in mundane, practical matters.
- In their pursuit of creative ideas, they may lose sight of what is realistic and practical.
- They may be absent-minded.
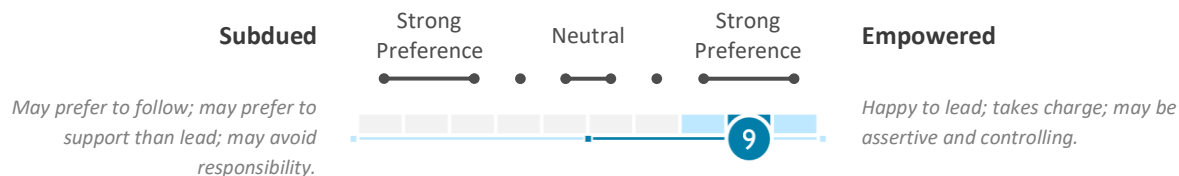- Their ideas may be too theoretical to put into practice.

Potential Development Actions

Add action points here.

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.

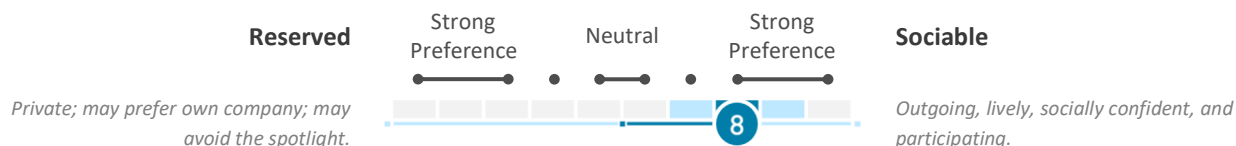| **Subdued**	Strong Preference	Neutral	Strong Preference	**Empowered**

May prefer to follow; may prefer to support than lead; may avoid responsibility.

9

Happy to lead; takes charge; may be assertive and controlling.

Potential Strengths	**Potential Challenges**
• Sample profiles as being a particularly assertive individual. • They are likely to relish a position of leadership. • They are likely to be energised by a role that offers scope for influence and responsibility over others.	• Sample may be overly assertive and domineering. • Their strong need for influence may stifle the input of others. • They may not respond well to having to take direction from others or having their authority or scope of influence restricted.

Potential Development Actions

Add action points here.

Reserved	Strong Preference	Neutral	Strong Preference	**Sociable**

Private; may prefer own company; may avoid the spotlight.

8

Outgoing, lively, socially confident, and participating.

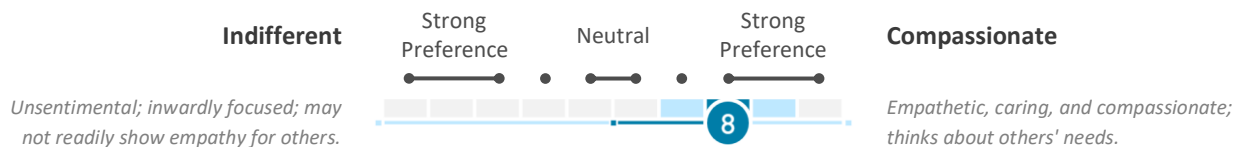| **Potential Strengths**	**Potential Challenges**
• Sample is likely to find it far easier than most to build social networks. • They may relate well to all kinds of people. • They are likely to enjoy socialising with colleagues and have a wide circle of friends.	• Sample may struggle working on their own for an extended period of time. • Their preference for team interaction may undermine their ability to deliver work in a timely manner. • They may come across as being 'over the top'.

Potential Development Actions

Add action points here.

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.
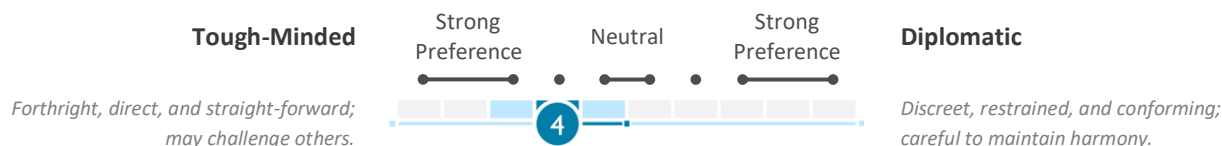
Indifferent	Strong Preference	Neutral	Strong Preference	Compassionate

8

Unsentimental; inwardly focused; may not readily show empathy for others.

Empathetic, caring, and compassionate; thinks about others' needs.

Potential Strengths

- Much more compassionate than the average person, Sample is likely to genuinely care about people.
- With this profile, they should consider the feelings and needs of others when making a decision.
- They may be the one others turn to for emotional support.
- They are likely to put others' needs ahead of their own.

Potential Challenges

- Sample may get overly focused on what people think and lose sight of the result they need to achieve.
- They may come across as being too 'soft'.
- Their concern for others may result in them making too many concessions.

Potential Development Actions

Add action points here.

Tough-Minded	Strong Preference	Neutral	Strong Preference	Diplomatic

4

Forthright, direct, and straight-forward; may challenge others.

Discreet, restrained, and conforming; careful to maintain harmony.

Potential Strengths

- Sample should speak their mind openly and deal head-on with tricky situations.
- They are unlikely to keep their ideas or opinions to themselves.
- They should deal directly with issues and encourage tough debate.

Potential Challenges

- Sample may be more concerned with speaking their mind than worrying about the impression they create.
- They may need to think before speaking; particularly when dealing with more sensitive issues and/or individuals.
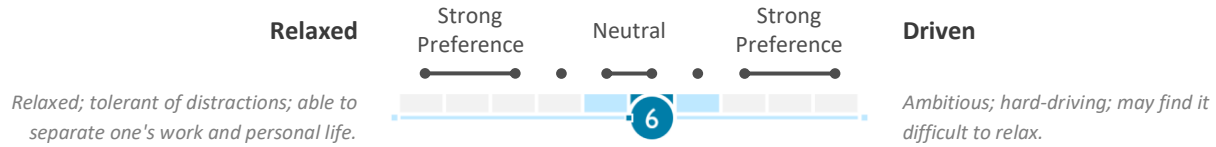- More likely than most to criticise, they may create disharmony.

Potential Development Actions

Add action points here.

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.
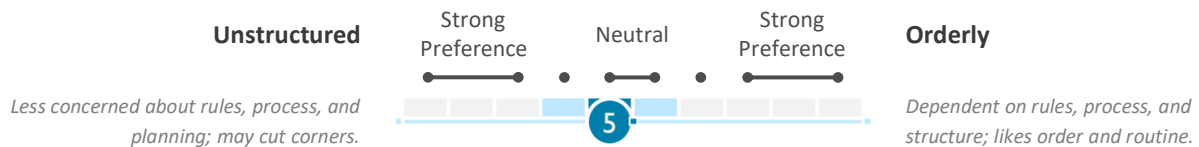
Relaxed	Strong Preference	Neutral	Strong Preference	Driven

6

Relaxed; tolerant of distractions; able to separate one's work and personal life.

Ambitious; hard-driving; may find it difficult to relax.

Potential Strengths

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

Potential Challenges

- Sample may need to find a task personally motivating to retain their focus.
- They may not always approach tasks with sufficient urgency.

Potential Development Actions

Add action points here.

Unstructured	Strong Preference	Neutral	Strong Preference	Orderly

5

Less concerned about rules, process, and planning; may cut corners.

Dependent on rules, process, and structure; likes order and routine.

Potential Strengths

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

Potential Challenges

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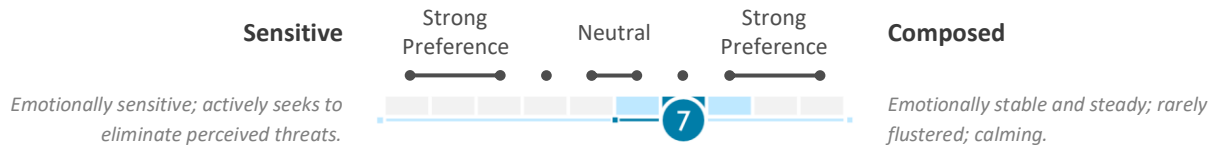- They may lack the patience for highly detailed process mapping.

Potential Development Actions

Add action points here.

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.

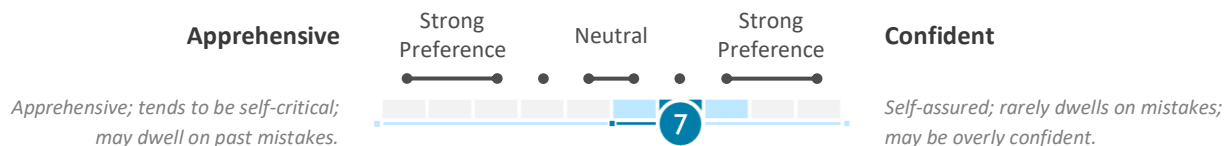**Sensitive**   Strong Preference   Neutral   Strong Preference   **Composed**

Emotionally sensitive; actively seeks to eliminate perceived threats.   (7)   *Emotionally stable and steady; rarely flustered; calming.*

Potential Strengths

- Sample profiles as being more emotionally composed than the average person.
- They should have sufficient energy to meet most challenges.
- Under periods of prolonged pressure, they should take most frustrations in their stride.
- They are likely to handle criticism more effectively than others.

Potential Challenges

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

Potential Development Actions

Add action points here.

Apprehensive   Strong Preference   Neutral   Strong Preference   **Confident**

Apprehensive; tends to be self-critical; may dwell on past mistakes.   (7)   *Self-assured; rarely dwells on mistakes; may be overly confident.*

Potential Strengths

- Sample describes themselves as being more confident than the average person.
- They are unlikely to dwell on things that do not go their way.
- Satisfied with their accomplishments, they should expect success more than failure.

Potential Challenges

- Sample's self-confidence may prompt them to get out of their depth.
- They may miss opportunities to learn from past mistakes.
- They may lack insight into their shortcomings.

Potential Development Actions

Add action points here.

Conflict Styles

Conflict Styles describe the preferred style Sample is likely to adopt in mediation and negotiation situations. Effective conflict resolution is contextual and the most effective negotiators are able to adapt their style according to the situation.

	Conflict Style	Description	Score
1st	Collaborating	These individuals strive to collaborate with others in an effort to resolve conflict.	8
2nd	Competing	These individuals adopt a competitive stance when dealing with conflict or negotiations.	5
3rd	Accommodating	These individuals are likely to accommodate the needs of others.	3
4th	Compromising	These individuals adopt a balanced approach to resolving conflicts.	2
5th	Avoiding	These individuals tend to avoid addressing conflict directly.	1

Primary Style: Collaborating

Individuals who adopt this approach are likely to combine both assertive and cooperative styles. Often high profile team members, they will work with others towards finding a win-win solution that satisfies everyone's concerns. Adopting this style can facilitate more open discussion, a more equal distribution of tasks, and more creative brainstorming of solutions.

Best Contribution

- When maintaining the relationship is as important as the issues at hand.
- When consensus and commitment are valued and trust is high.
- When each party is relatively equal in status or when the most powerful party supports a win-win collaborative solution.
- When the solution is dependent on both parties working together.
- When both parties have objectives that are too important to compromise.
- When there is sufficient time to resolve each issue in turn.

Potential Challenges

- This approach requires a shared commitment from all parties to look for a mutually beneficial solution.
- It may not be appropriate in situations where a fast decision is required and time is short.
- It may require more time and a concerted effort from both parties to achieve a win-win outcome.
- Overuse of the collaborating style can lead to feelings of disempowerment and a loss of initiative.
- To reach consensus typically requires a high degree of trust among all parties.

Secondary Styles: Competing

Individuals who adopt this approach are more likely to deal with conflict in a competitive, win-at-all-costs manner and may include pursuing their own interests at the expense of all others. While this approach may be useful when time critical decisions need to be made, it has the potential of alienating others and building feelings of resentment if it is one's predominant style.

Best Contribution	Potential Challenges
• When in an emergency.	• Limiting the input of others.
• When unpopular decisions must be implemented.	• Neglecting to consider other perspectives or the impact of one's decisions on others.
• When the team or organisation's welfare is at stake.	• Creating further conflict and discord.
• When one's authority and responsibility is unquestionable.	• Not being a team player.
• When a decision needs to be made to end a stalemate.	• Being intolerant of alternative ways of doing things.

Leadership Styles

Leadership Styles describe the preferred style Sample is likely to adopt when managing/leading others. Leadership Styles are based on the Leadership Grid developed by Robert Blake and Sample Mouton. Effective leadership is contextual and the most effective leaders are able to adapt their style according to the workplace factors and the team they are leading.

	Leadership Style	Description	Score
1st	**Democratic**	Democratic leaders are concerned with encouraging group participation and building consensus.	7
2nd	**Engaging**	Engaging leaders are results-driven and attempt to influence others and motivate them to achieve their objectives.	5
3rd	**Balanced**	These leaders balance the team's needs with delivering objectives.	4
4th	**Passive**	Passive leaders give their team the latitude and freedom to make their own decisions and manage their own deliverables.	2
5th	**Directing**	The primary concern for directing leaders is to achieve results.	1

Primary Style: Democratic

Democratic leaders are concerned with building consensus through participation and encouraging an equal contribution from all team members. Leaders who subscribe to this style typically retain final decision-making responsibility. They often act as a facilitator and mediator between team members to ensure the maintenance of a healthy, respectful team culture. They encourage and reward creativity and inspire trust and respect among staff.

Best Contribution

- Where there is a need for more creative, innovative ideas that all team members can own.
- When there is a need to lift productivity, inclusiveness, and group member commitment.
- This style is effective with collaborative staff who enjoy working with others and sharing their ideas.

Potential Challenges

- This leadership style is less effective in situations where roles are poorly defined or time is of the essence.
- The inclusive style of a democratic leader may heighten team stress in situations that require quick judgement and decision making.
- It assumes that all staff are sufficiently informed and have the necessary skills to contribute equally.
- If the group does not have the necessary knowledge or expertise it may lead to poor quality decision making.

Secondary Styles: Engaging

Engaging leaders are results-driven and energise others; keeping staff focused on the desired end goal. They motivate with positivity and connect with others by active listening. Engaging leaders rely on their influencing skills to achieve their stated goals and are authentic in their communication and behaviour. They empower, develop and enable staff, and take a genuine interest in their lives.

Best Contribution	Potential Challenges
• When there are multiple stakeholders whose needs have to be balanced. • When the organisational culture supports staff negotiating with managers to identify the best approach to projects.	• This style may undermine team culture as a consequence of group efforts being too thinly spread. • Staff may be unable to fulfil commitments made to various parties or stakeholders.

Team Roles

Team Roles describe the preferred roles Sample is likely to adopt when working in a team. Effective teams require a diverse range of roles to suit the team's objectives and complement one another.

	Team Role	Description	Score
1st	Networker	Communicative and optimistic individuals who look for opportunities and build contacts.	8
2nd	Coordinator	Assertive individuals who coordinate ideas, resources, and clarify goals.	7
3rd	Team Builder	People-orientated individuals who foster team spirit.	4
4th	Innovator	Creative individuals who enjoy exploring innovative solutions and opportunities.	4
5th	Driver	Results-orientated individuals who drive team performance.	4
6th	Planner	Systematic individuals who turn ideas into plans and actions.	4
7th	Observer	Detached individuals who prefer working independently of the team.	2
8th	Implementer	Dutiful and detail-conscious individuals who are concerned with meeting standards and deadlines.	1

Primary Role: Networker

Networkers are communicative and optimistic individuals. They are primarily concerned with developing and maintaining contacts as well as taking advantage of opportunities.

Best Contribution	Potential Challenges
• When needing to liaise across levels and with stakeholders both internal and external to the organisation.	• Getting too fixated on one's own interests at the expense of the team.
• When team members need to do their best, especially in times of pressure and crisis.	• Becoming distracted by the social aspects of working in a team.
• When there is a need to build constructive and effective relationships.	• Relying too heavily on smooth interpersonal skills.
• When diplomacy is required.	• Coming across as over-the-top with more low-key team members.

Secondary Roles: Coordinator

Coordinators are socially confident individuals. They concern themselves with getting the best out of a group by organising people and resources and figuring out the ideal process to get things done.

Best Contribution	Potential Challenges
• Simplifying complex processes in the absence of other leadership.	• Being overly rigid and controlling.
• Organising people and activities.	• Taking on too much and not delegating effectively.
• Getting more out of limited resources.	• Spending too long refining a process without finishing it.
• Refocusing team objectives.	• Setting unreasonably high standards.
• Combining tasks and integrating activities in new and varied ways.	• Over-managing others without giving them the opportunity to contribute.

Coaching Recommendations

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

		More inquisitive than average.	Much more creative and intuitive than average.
Ideas	**Openness**	• Confirm this stance and explore how this contributes to their role success. • Explore if this preference towards new experiences benefits or hinders their goal achievement. • Discuss how they might ensure this preference doesn't lead them to ignore proven approaches.	• Confirm they recognise this preference. • Discuss if this preference enhances or undermines role or goal success. • How can Sample ensure decisions or actions are realistic and pragmatically achievable? What options does they have to support this, including seeking critical input from more pragmatic colleagues?
People	**Extraversion**	**Much more interested in taking charge than average.** • Does they accept this description? • Discuss with Sample how this contributes to goal success or if their preference has ever been a detrimental trait. • Ask them if there is a risk of inhibiting less assertive colleagues from contributing? • Discuss how willing they are to adopting active techniques for developing awareness of the risks this trait may present.	**Much more sociable and outgoing than average.** • Confirm this observation with them. • How does a preference for social confidence support goal achievement for them? • Does Sample recognise any risks from their strength of personality, such as perhaps reducing the exposure of less outgoing colleagues? • How willing is Sample to remain aware of these risks?
	Agreeableness	**Much more compassionate than average.** • Check that Sample agrees with this observation. • Can exercising compassion and getting close to colleagues have any downsides in terms of goal or role performance? • Discuss strategies with them for maintaining interpersonal distance where this may be beneficial.	**More tough-minded than average.** • Discuss if Sample recognises this observation. • Discuss how this has been a beneficial attribute for Sample. • Explore if this trait has any risks for goal achievement or role success; is it possible at times Sample may 'speak first and think later'?

Results	**Conscientiousness**	**A balance between being relaxed and driven.** • Confirm Sample recognises this observation • Explore the situations in which Sample may take work home or find it hard to switch off. Also discuss the situations in which their energy can wean. • Explore how current goals or role requirements fit with this style.	**A balance between being unstructured and organised.** • Confirm this finding with them. • 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.
Resilience	**Emotional Stability**	**More composed than average.** • Confirm this observation with Sample. • Whilst this trait should be a strength for them, there may be some risks in that Sample may be seen as lacking an emotional connection by some. Discuss if this is a risk in their current or future role options. If so, what strategies exist to address?	**More confident than average.** • Confirm Sample agrees with this observation. • Whilst this level of confidence can be a strength, it can carry the risk of becoming a blind spot for development or make them less receptive to feedback. To what extent is Sample alert to this risk and genuinely open to challenge?

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: Plasticity and Stability Profile

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

Scale	Description	Low Moderate High
Plasticity	**Plasticity reflects the need for reward, stimulation, and engagement. Higher scorers explore new goals, relationships, and ways of interpreting the world.**	9
Openness	Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.	8
Extraversion	Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.	9
Stability	**Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.**	6
Agreeableness	Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.	7
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.	5
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.	7