



PQ10

## Extensive Report

Sample Report

01/01/2026

Distributed by Bishop Associates Recruitment

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



## The Report

This report has been designed to support the interview and reference checking process. It presents Sample's results and provides probing interview questions to help elicit information about their preferences, past behaviour, and performance.

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	Australasian Senior Executives	611



## 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	6	Moderate	Sample is likely to have responded honestly without projecting an overly positive image of themselves. No further action is needed.
Central Tendency	3	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 sample can see a better way of working.
- Sample is 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 as likely as most to appreciate a workplace that offers scope for social interaction.
- Sample should be open to taking direction from others and be receptive to other ways of working.
- Sample should make an effort to balance facts and data with people's feelings and to look at an issue from someone else's perspective.
- Sample is likely to exercise a cautious check on their behaviour and take care not to offend others.

- Sample may build relationships more smoothly with some people and groups than others.
- Sample may rely on others to take action rather than use their own initiative.
- Sample may need to reflect on different ways to communicate to capture people's attention.
- Sample may hold back from sharing their views directly.

#### Results

- Sample is likely to make an effort to balance work tasks so that they do not dominate their personal life.
- Sample is likely to approach work in a planned and organised way and set high standards for themselves and others.

- Sample may not always deliver results in a timely fashion and may do just enough to get by.
- Sample may be overly dependent on rules and structure and dislike normal, everyday clutter.

#### Resilience

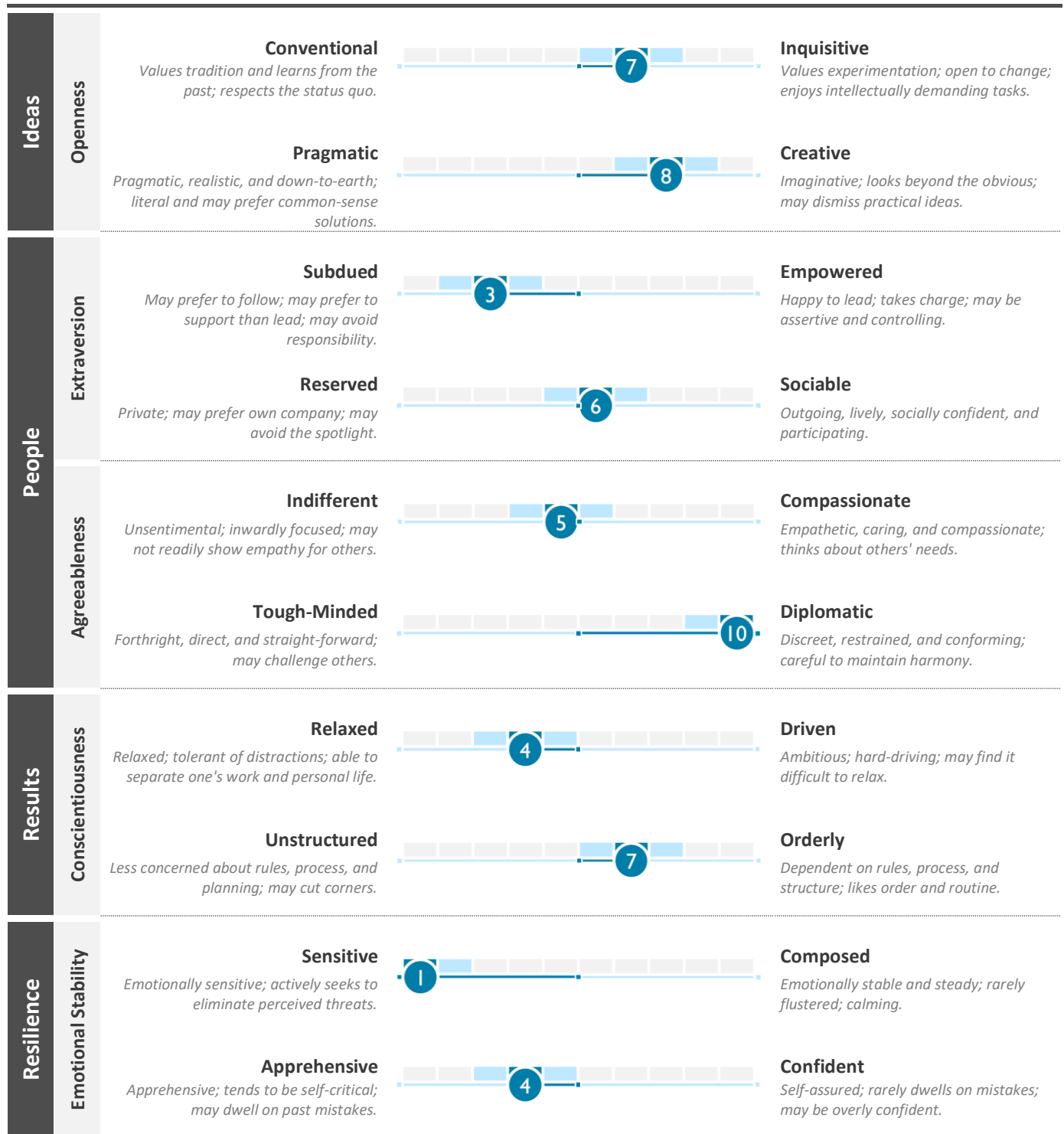
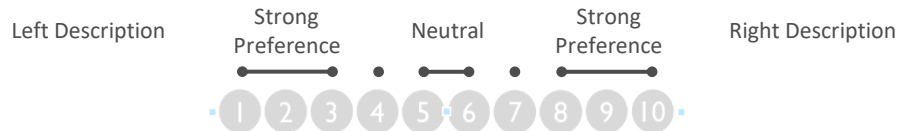
- Sample is likely to be easy to 'read'.
- Their colleagues are likely to know where they stand with them.
- Sample is more likely than others to experience feelings of self-doubt, which in turn, may prompt them to strive harder.

- Sample may be overly sensitive and struggle to pick themselves up in the face of setbacks.
- Sample is more likely than some others to worry about what could go wrong.



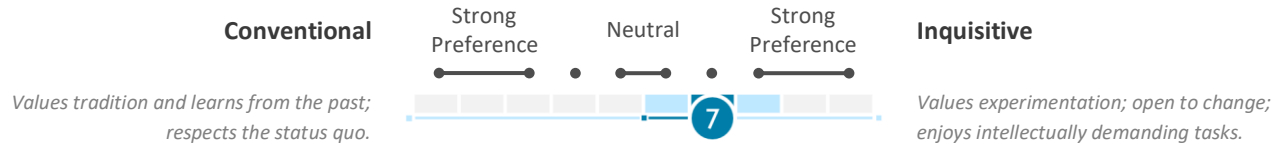
## Results at a Glance

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.



## Ideas: Openness

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

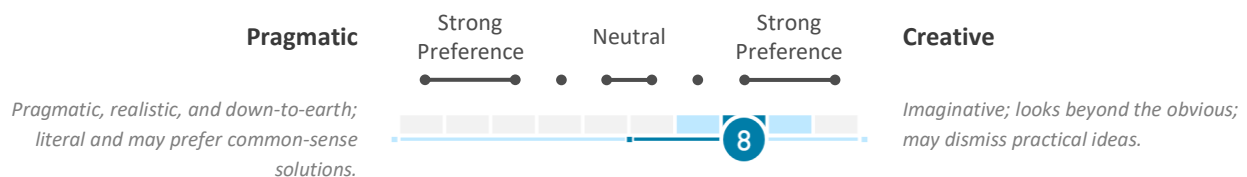


### Potential Strengths

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

### Potential Challenges

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



### Potential Strengths

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

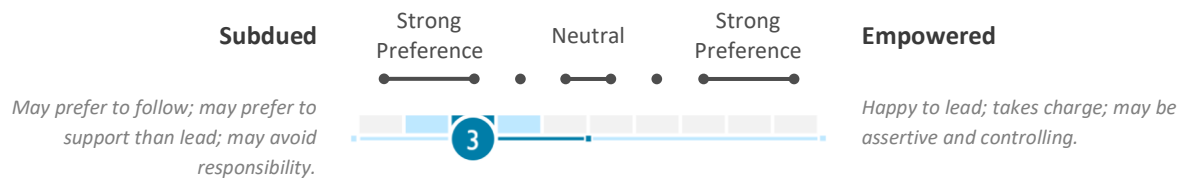
### Potential Challenges

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



## 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.

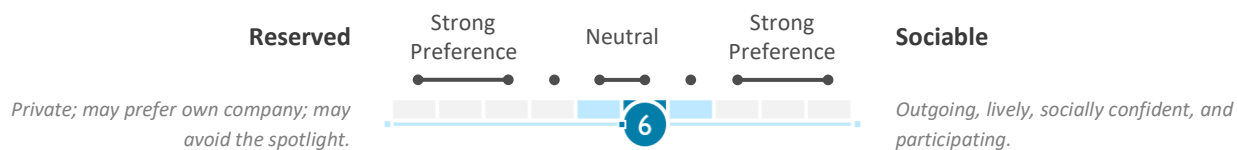


### Potential Strengths

- Sample describes themselves as having a naturally subdued nature.
- Sample is likely to be comfortable following the lead of others.
- Likely to project a fairly low level of energy, sample may defer decision making to others.

### Potential Challenges

- Sample may be overly accommodating and compliant.
- Sample may give way too quickly in the company of more dominant personalities.
- Sample is likely to avoid responsibilities and making decisions.



### Potential Strengths

- Sample may be no more or less sociable than the average person.
- While able to work independently, sample should still appreciate the chance to check their thinking with others.
- Sample should have enough social confidence to make a positive first impression.

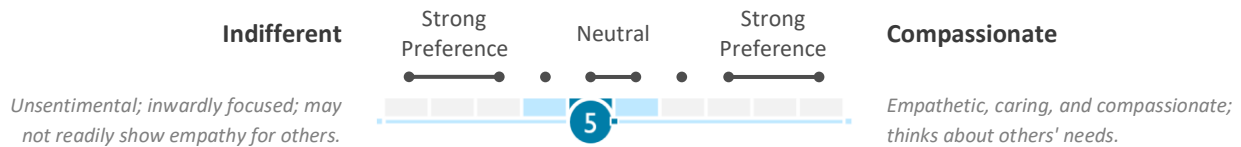
### Potential Challenges

- Sample may relate more smoothly to some people and groups than others.
- Sample may feel uncomfortable if unexpectedly made the centre of attention.



## 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.

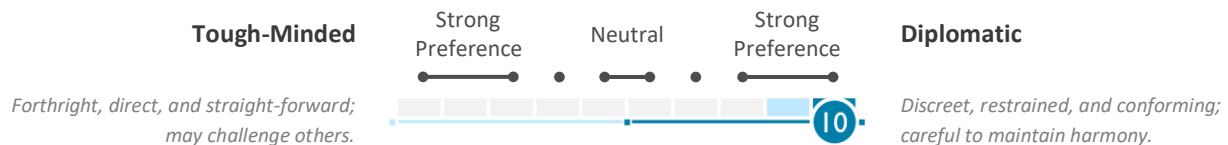


### Potential Strengths

- Sample describes themselves as no more or less compassionate than other people.
- While sample is willing to cater to others' needs, sample is unlikely to neglect their own needs.

### Potential Challenges

- Sample may need to consciously work at balancing their needs with those of others. This extends to being able to support friends and colleagues at a personal level as required, while still keeping their own goals and priorities in focus.



### Potential Strengths

- Sample is more likely than others to seek harmony and avoid conflict.
- Sample is likely to exercise a cautious check on their behaviour and take care not to offend others.
- Sample is likely to moderate what sample says or does to suit the demands of the situation.

### Potential Challenges

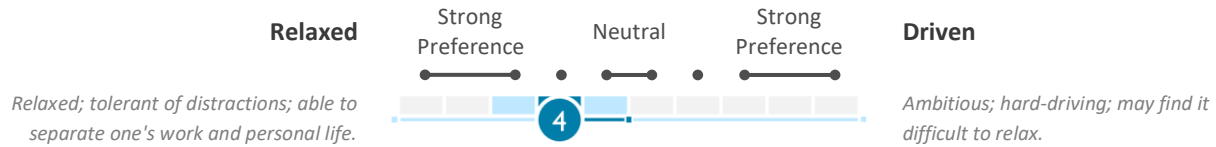
- Sample may need to check that the intent of their message does not get lost in an effort to be diplomatic.
- Sample is much more likely than others to hide their true feelings to keep the peace.
- Sample may hesitate to share their views directly.
- Sample may struggle facing conflict head-on.





## 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.

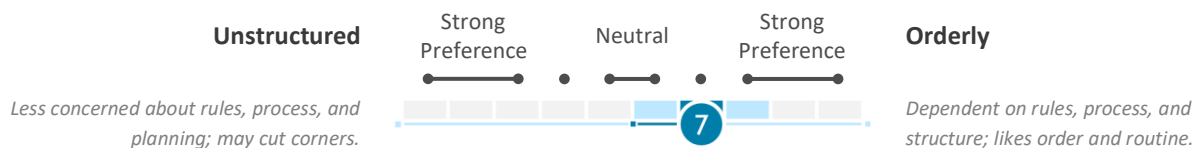


### Potential Strengths

- Sample may try to balance work tasks so that they do not dominate their personal life.
- Sample should find it reasonably easy to relax at the end of a demanding day.
- Sample may be reasonably tolerant of interruptions.

### Potential Challenges

- Sample may not always deliver results in a timely fashion.
- Sample may get distracted and waste time pursuing non-essential goals.
- Sample may sometimes do just enough to get by.



### Potential Strengths

- Sample is likely to approach work in a planned and organised way.
- Sample should apply themselves to finishing what sample has started.
- Sample is likely to set high standards for themselves and others.
- Sample is likely to be more dependent than others on rules, structure, and process.
- Sample should be neat, tidy, and well organised.

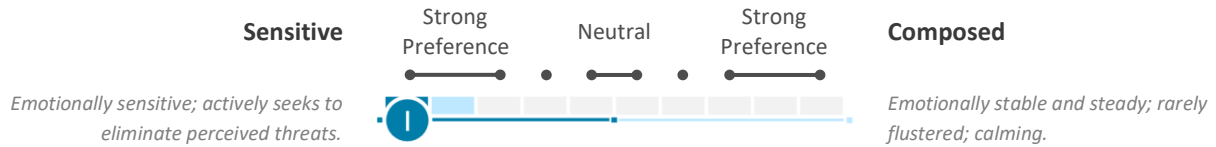
### Potential Challenges

- Sample may be overly dependent on rules and structure.
- It may be unsettling for them if confronted with rapid or unplanned change.
- Sample may dislike normal, everyday clutter.
- Sample may underestimate the human element in planning.



## 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.

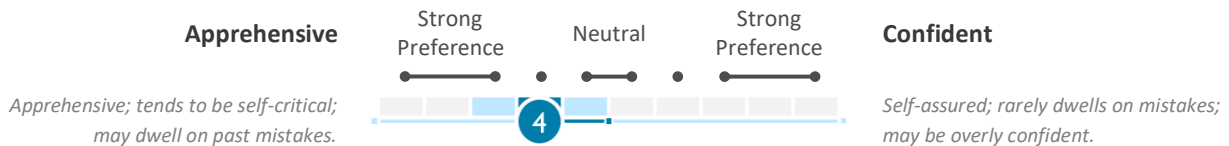


### Potential Strengths

- Sample is unlikely to mask their thoughts and feelings.
- Sample is likely to be easy to 'read' and colleagues should know where they stand with them.

### Potential Challenges

- Sample may get easily overwhelmed when under pressure.
- Sample may be overly sensitive to personal criticism.
- Sample may struggle to pick themselves up in the face of setbacks.
- Sample may find it difficult to mask their feelings when things don't go as planned.



### Potential Strengths

- Sample may downplay their strengths in some situations.
- Sample may possess a clearer insight into their shortcomings than some others.
- Even though sample may experience some feelings of self-doubt, this may prompt Sample to strive harder.

### Potential Challenges

- Sample describes themselves as being slightly more self-doubting than the average person.
- Sample may downplay their achievements.
- Sample is more likely than some others to worry about what could go wrong.
- Sample may lose confidence when things get tough.



## 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 <b>Accommodating</b>	These individuals are likely to accommodate the needs of others.	9
2nd <b>Collaborating</b>	These individuals strive to collaborate with others in an effort to resolve conflict.	5
3rd <b>Avoiding</b>	These individuals tend to avoid addressing conflict directly.	4
4th <b>Compromising</b>	These individuals adopt a balanced approach to resolving conflicts.	2
5th <b>Competing</b>	These individuals adopt a competitive stance when dealing with conflict or negotiations.	1

### Primary Style: Accommodating

Individuals who adopt this approach are likely to put the needs of others ahead of their own. Often viewed as the 'peacekeeper', these individuals tend to focus more on preserving the relationships than on achieving a goal or result. Sensitive to others' feelings, accommodating individuals are typically kind and nurturing.

#### Best Contribution

- When it is necessary to satisfy the needs of others and help maintain a cooperative relationship.
- When supporting a competing view is feasible and does not come at a significant personal cost.
- When competing will heighten tension, such as when the other person is in a position of power.
- When it is more important to avoid disruptions.
- This approach is useful when it is advantageous to allow others to learn from their mistakes.

#### Potential Challenges

- Becoming too accommodating and not knowing when to walk away.
- Holding onto a position for too long, such that the opportunity to reach a resolution is lost.
- Yielding to others' points of view even when it is not warranted.
- Giving away too much in favour of the relationship.
- Holding back from voicing any dissenting views.

## Secondary Styles: 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.



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

### Primary Style: 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

- 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.

#### Potential Challenges

- 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.

## Secondary Styles: Balanced

Balanced leaders give equal priority and importance to the team's needs and delivery objectives. They are results-focused and goal-orientated while also encouraging a contribution from all team members. Rather than rely on group consensus to make a final decision, balanced leaders maintain authority and typically have the final say regarding which recommended proposal will be adopted.

### Best Contribution

- When there are conflicting priorities and staff and stakeholder relationships need to be maintained.
- When multiple perspectives need to be considered.
- This style is most appropriate for staff who can be relied upon to provide sound and informed opinions.

### Potential Challenges

- In a desire to balance competing needs, minority opinions may still be overridden.
- In an effort to accommodate everyone, a balanced leader may come across as lacking a clear vision and direction.
- This leader may be confusing to work with, and for, which in turn may lower employee satisfaction and morale.



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

## Primary Role: 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

- Simplifying complex processes in the absence of other leadership.
- Organising people and activities.
- Getting more out of limited resources.
- Refocusing team objectives.
- Combining tasks and integrating activities in new and varied ways.

### Potential Challenges

- Being overly rigid and controlling.
- Taking on too much and not delegating effectively.
- Spending too long refining a process without finishing it.
- Setting unreasonably high standards.
- Over-managing others without giving them the opportunity to contribute.

## Secondary Roles: 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

- When needing to liaise across levels and with stakeholders both internal and external to the organisation.
- When team members need to do their best, especially in times of pressure and crisis.
- When there is a need to build constructive and effective relationships.
- When diplomacy is required.

### Potential Challenges

- Getting too fixated on one's own interests at the expense of the team.
- Becoming distracted by the social aspects of working in a team.
- Relying too heavily on smooth interpersonal skills.
- Coming across as over-the-top with more low-key team members.





## Interview Prompts

The following questions have been designed to support the interview and reference checking process. Use these questions as a guide to probe Sample's preferences, past behaviour, and performance.

Ideas	Openness	<b>More inquisitive than average.</b> <ul style="list-style-type: none"> <li>Describe the most unconventional solution you have adopted to solve a problem.</li> <li>Describe a situation in which you took a lesson from the past and used this to solve a current problem.</li> </ul>	<b>Much more creative and intuitive than average.</b> <ul style="list-style-type: none"> <li>Provide an example that demonstrates your ability to attend to more operational pursuits.</li> <li>Describe an innovative work-related project that makes you particularly proud.</li> <li>Provide an example of your ability to recognise a good idea from many.</li> </ul>
		<b>Much more comfortable following than average.</b> <ul style="list-style-type: none"> <li>Tell me about a situation when you acted on your convictions and it was the right thing to do. What different factors did you consider?</li> </ul>	<b>A balance between being reserved and sociable.</b> <ul style="list-style-type: none"> <li>If you were to give advice to someone about how to network and build rapport, what would you say?</li> </ul>
People	Agreeableness	<b>A balance between compassion and self-focus.</b> <ul style="list-style-type: none"> <li>Who do you find it easier to relate to; data-driven or more feelings-driven people? Give an example to support your decision.</li> </ul>	<b>Much more diplomatic than average.</b> <ul style="list-style-type: none"> <li>Describe a time when you dealt directly with a conflict or dispute. What was the situation and what did you learn about yourself as a result?</li> <li>Describe a time when you had to take the lead on an issue that was not going to please everyone. What strategies did you use to keep the end goal in sight?</li> </ul>
		<b>More relaxed than average.</b> <ul style="list-style-type: none"> <li>What recent situation tested your ability to stay calm and composed?</li> <li>While working towards a goal, what steps do you take to ensure you do not lose sight of other unexpected opportunities that arise?</li> </ul>	<b>More orderly and organised than average.</b> <ul style="list-style-type: none"> <li>Explain a practice or procedure you've used to ensure that things get done as planned without constant attention from you.</li> <li>What do you consider when developing a plan?</li> </ul>
Results	Conscientiousness		
Resilience	Emotional Stability	<b>Much more sensitive than average.</b> <ul style="list-style-type: none"> <li>Describe a pressured situation in which you were pushed to the limit.</li> <li>What are some of the tactics you use to keep your emotions in check? Provide an example of where you have used these to good effect.</li> </ul>	<b>More apprehensive than average.</b> <ul style="list-style-type: none"> <li>What has been your most recent setback at work? What did you learn from the situation?</li> <li>What would others see to know you are committed to continuous learning?</li> <li>What specifically have you done to step outside your comfort zone in recent times?</li> </ul>



## 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	<div> <div>Low</div> <div>Moderate</div> <div>High</div> <div> <div>1</div><div>2</div><div>3</div><div>4</div><div>5</div><div>6</div><div>7</div><div>8</div><div>9</div><div>10</div> </div> </div>
<b>Plasticity</b>	<b>Plasticity reflects the need for reward, stimulation, and engagement. Higher scorers 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.	