

PQ10
SELECT

Sally Sample

04 December 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 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 has been designed to support the interview and reference checking process. It presents Sally Sample's results and provides probing interview questions to help elicit information about her 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)

Sally 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 Sally Sample's profile.

Scale	Score	Risk	Interpretation
Social Desirability	6	Moderate	Sally Sample is likely to have responded honestly without projecting an overly positive image of herself. No further action is needed.
Central Tendency	2	Low	Sally Sample is likely to have responded openly without wishing to hide her 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 Sally Sample's assessment results.

Potential Strengths

Potential Challenges

Ideas

- Sally Sample should be reasonably adept at making decisions that combine what has worked well in the past with an openness to new ways of working.
- She is likely to have a strong interest in abstract/creative ideas and have the natural inclination to think outside the square.

- Sally Sample may need to discipline herself to keep an open mind to new ideas.
- Her ideas may be too theoretical to put into practice.

People

- Sally Sample is likely to find it far easier than most to build social networks and should enjoy socialising with colleagues.
- Sally Sample profiles as having a balance between being assertive without being autocratic.
- More compassionate than the average person, she is likely to think about the needs of others when making a decision.
- Balancing direct and diplomatic communication styles, Sally Sample may be prepared to occasionally speak her mind and encourage tough debate while being respectful of other points of view.

- Sally Sample may struggle working on her own for extended periods of time and may get distracted by the social aspects of working in a team.
- Sally Sample is likely to selectively choose when to step up and take charge of a group and/or situation or when to follow.
- She may delay her own goals in an effort to help others.
- Sally Sample may sometimes hold back in tough feedback situations.

Results

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

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

Resilience

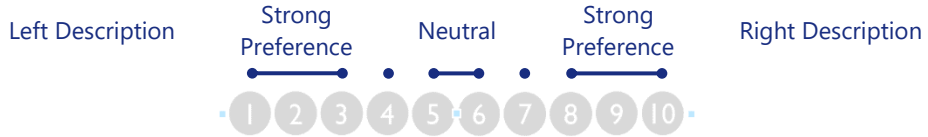
- Sally Sample is likely to show emotion a little more than others; thereby making it easier to know where others' stand with her.
- She appears as confident as most others and should back herself to handle most challenges.

- Sally Sample may struggle to keep her emotions in check and over-react as stress increases.
- She may sometimes dismiss past problems, rather than see them as opportunities to learn.



Results at a Glance

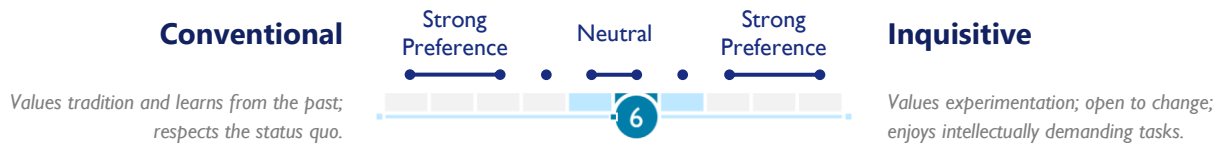
Detailed below is a summary of Sally Sample's underlying trait scores. What this means on-the-job is detailed more fully in the remainder of this report.



Ideas	Openness	Conventional Values tradition and learns from the past; respects the status quo.	6	Inquisitive Values experimentation; open to change; enjoys intellectually demanding tasks.
		Pragmatic Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.	9	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.	6	Empowered Happy to lead; takes charge; may be assertive and controlling.
		Reserved Private; may prefer own company; may avoid the spotlight.	9	Sociable Outgoing, lively, socially confident, and participating.
	Agreeableness	Indifferent Unsentimental; inwardly focused; may not readily show empathy for others.	7	Compassionate Empathetic, caring, and compassionate; thinks about others' needs.
		Tough-Minded Forthright, direct, and straight-forward; may challenge others.	6	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.	6	Orderly Dependent on rules, process, and structure; likes order and routine.
Resilience	Emotional Stability	Sensitive Emotionally sensitive; actively seeks to eliminate perceived threats.	4	Composed Emotionally stable and steady; rarely flustered; calming.
		Apprehensive Apprehensive; tends to be self-critical; may dwell on past mistakes.	6	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.

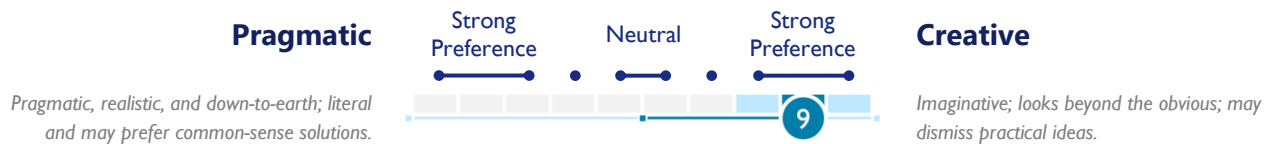


Potential Strengths

- Sally Sample describes herself as being no more or less open to change than the average person.
- While receptive to new ideas, she may be wary of fads.
- She should be reasonably adept at making decisions that combine what has worked well in the past and future considerations.

Potential Challenges

- Sally Sample may be slower than some others adapting to change.
- She may need to discipline herself to keep an open mind to new ideas.
- She may need some convincing to see the benefit of change.



Potential Strengths

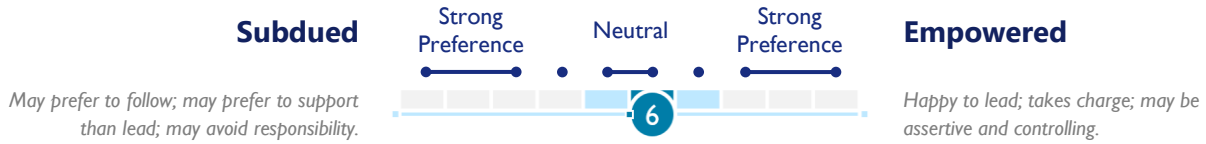
- Sally Sample is likely to have a stronger interest than most in abstract/creative ideas.
- She is likely to have a stronger preference than most others for thinking outside the square.
- She is likely to make a valuable contribution to brainstorming sessions.

Potential Challenges

- Sally Sample is likely to have little interest in mundane, practical matters.
- In her pursuit of creative ideas, she may lose sight of what is realistic and practical.
- She may be absent-minded.
- Her 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.

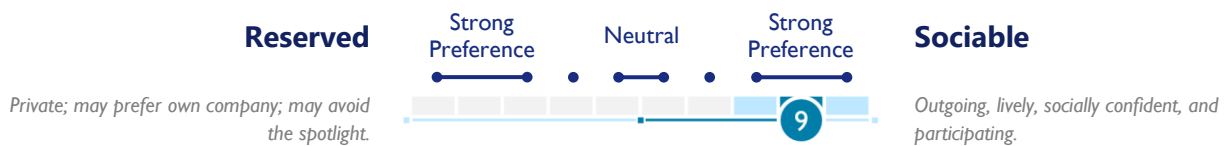


Potential Strengths

- Sally Sample's profile indicates that she should be as willing as most people to take charge in a situation, while being equally happy to take a back seat as required.
- With a moderate level of energy she should still be reasonably motivated to influence others and gain their admiration.

Potential Challenges

- Sally Sample may selectively choose when to assert herself and when to hold back.
- She may need to determine when to take control and when to follow.



Potential Strengths

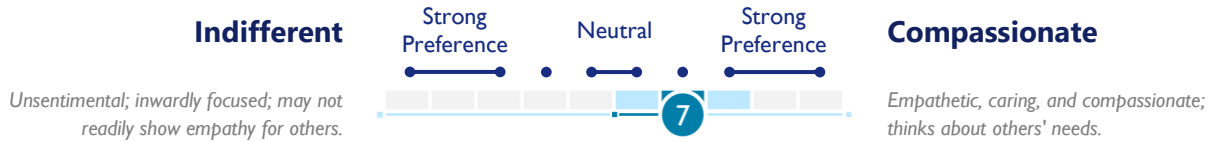
- Sally Sample is likely to find it far easier than most to build social networks.
- She may relate well to all kinds of people.
- She is likely to enjoy socialising with colleagues and have a wide circle of friends.

Potential Challenges

- Sally Sample may struggle working on her own for an extended period of time.
- Her preference for team interaction may undermine her ability to deliver work in a timely manner.
- She may come across as being 'over the top'.

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.

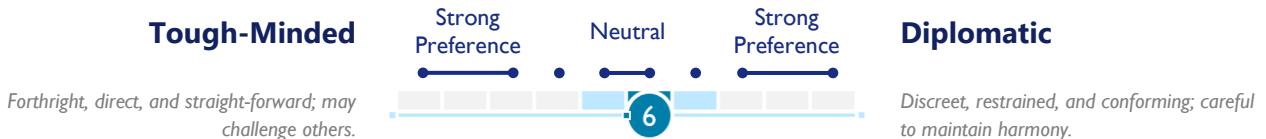


Potential Strengths

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

Potential Challenges

- Sally Sample may refrain from making difficult decisions that could impact on people she cares about.
- She may delay her goals in an effort to help others.



Potential Strengths

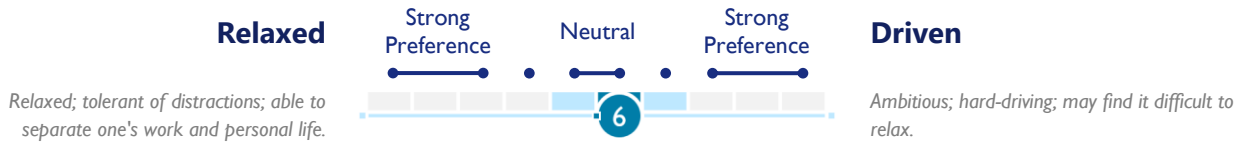
- Sally Sample should be reasonably direct in her communication.
- She should speak her mind openly without being intimidating.
- She should be reasonably confident when it comes to voicing any disagreements.
- While she should appreciate a harmonious workplace, Sally Sample should still recognise conflict as a normal part of day-to-day interactions.

Potential Challenges

- Sally Sample may not always let people know where they stand with her.
- She may sometimes hold back in tough feedback situations.
- She may need to continually work at retaining a balance between diplomacy and directness as required.

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.

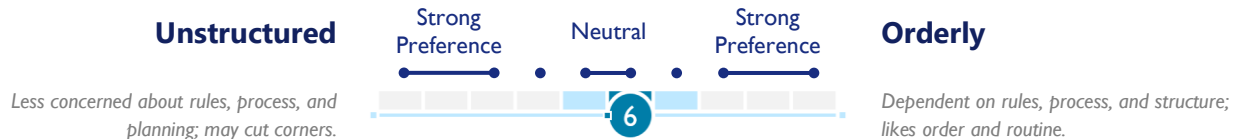


Potential Strengths

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

Potential Challenges

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



Potential Strengths

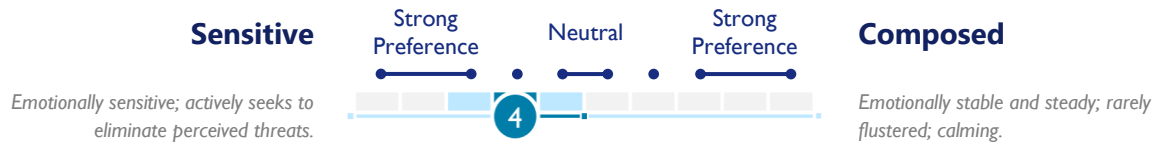
- She is likely to appreciate the need for planning without getting bogged down by detail.
- She should be reasonably adept at anticipating problems and roadblocks.
- She should be as effective as most others at coordinating people and resources to get things done.

Potential Challenges

- Sally Sample may sometimes underestimate the planning involved to deliver more complex projects.
- She may be more tolerant of loose detail than some others would like.
- She 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.

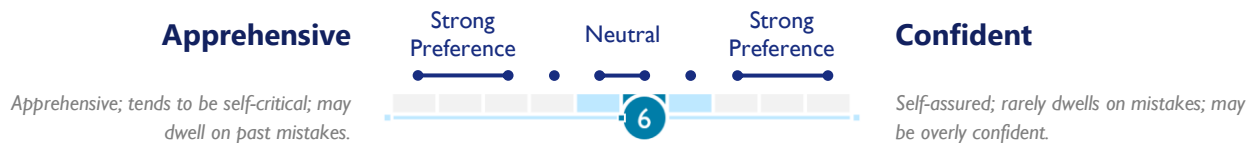


Potential Strengths

- Sally Sample is likely to show her feelings and emotions slightly more than others.
- It should be reasonably easy to interpret what she is thinking.

Potential Challenges

- Sally Sample may struggle to keep her emotions in check under prolonged pressure.
- She may have less emotional resilience than some others.
- She may over-react as stress increases.



Potential Strengths

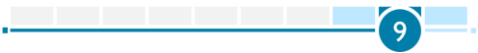

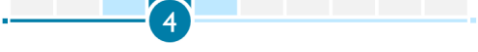
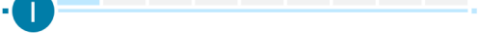
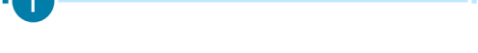
- Sally Sample appears as confident as most others.
- She should possess a reasonable insight into her short-comings.
- She is likely to accept accolades and blame to the same extent.
- She should back herself to handle most challenges.

Potential Challenges

- Sally Sample's confidence may be tested under prolonged pressure.
- She may lack some insight into her personal areas for development.
- She may sometimes dismiss past problems, rather than see them as opportunities to learn.

Conflict Styles

Conflict Styles describe the preferred style Sally 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.	 9
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.	 4
4th Compromising	These individuals adopt a balanced approach to resolving conflicts.	 1
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

- When in an emergency.
- When unpopular decisions must be implemented.
- When the team or organisation's welfare is at stake.
- When one's authority and responsibility is unquestionable.
- When a decision needs to be made to end a stalemate.

Potential Challenges

- Limiting the input of others.
- Neglecting to consider other perspectives or the impact of one's decisions on others.
- Creating further conflict and discord.
- Not being a team player.
- Being intolerant of alternative ways of doing things.

Leadership Styles

Leadership Styles describe the preferred style Sally 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 Engaging	Engaging leaders are results-driven and attempt to influence others and motivate them to achieve their objectives.	5
2nd Balanced	These leaders balance the team's needs with delivering objectives.	5
3rd Democratic	Democratic leaders are concerned with encouraging group participation and building consensus.	4
4th Directing	The primary concern for directing leaders is to achieve results.	1
5th Passive	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 Sally 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 Coordinator	Assertive individuals who coordinate ideas, resources, and clarify goals.	8
2nd Networker	Communicative and optimistic individuals who look for opportunities and build contacts.	7
3rd Driver	Results-orientated individuals who drive team performance.	4
4th Planner	Systematic individuals who turn ideas into plans and actions.	4
5th Team Builder	People-orientated individuals who foster team spirit.	4
6th Innovator	Creative individuals who enjoy exploring innovative solutions and opportunities.	4
7th Implementer	Dutiful and detail-conscious individuals who are concerned with meeting standards and deadlines.	2
8th Observer	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 Sally Sample's preferences, past behaviour, and performance.

Ideas	<p>A balance between being conventional and inquisitive.</p> <ul style="list-style-type: none"> Describe a time that demonstrates your ability to see an issue from a broad perspective. Where in this role do you see room for innovation and how would you implement this? 	<p>Much more creative and intuitive than average.</p> <ul style="list-style-type: none"> Provide an example that demonstrates your ability to attend to more operational pursuits. Describe an innovative work-related project that makes you particularly proud. Provide an example of your ability to recognise a good idea from many.
	<p>A balance between following and taking charge.</p> <ul style="list-style-type: none"> Provide an example that demonstrates your ability to assert yourself without being intimidating. What considerations did you take into account? 	<p>Much more sociable and outgoing than average.</p> <ul style="list-style-type: none"> In your opinion, what are the key ingredients to maintaining a successful business relationship? Give me an example of how these have worked for you. What specific steps do you take to maintain a relationship with your clients/customers?
People	<p>More compassionate than average.</p> <ul style="list-style-type: none"> Who do you relate to easier; data-driven or more feelings-driven people? Give an example to support your decision. What recent situation highlights your ability to tune into people and pick up on what is not being said? 	<p>A balance between diplomacy and tough-mindedness.</p> <ul style="list-style-type: none"> 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?
	<p>A balance between being relaxed and driven.</p> <ul style="list-style-type: none"> While working towards a goal, what steps do you take to ensure you do not lose sight of other unexpected opportunities that arise? What recent, challenging goal have you set yourself? How are you going towards achieving it? 	<p>A balance between being unstructured and organised.</p> <ul style="list-style-type: none"> What thinking do you go through when deciding whether a task requires careful planning or a quick decision? What do you consider when developing a plan?
Results		

More sensitive than average.

- Describe a pressured situation in which you were pushed to the limit.
- 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.

A balance between being apprehensive and confident.

- What has been your most recent setback at work? What did you learn from the situation?
- What would others see to know you are committed to continuous learning?
- What specifically have you done to step outside your comfort zone in recent times?



Appendix: Plasticity and Stability Profile

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

Scale	Description	Low	Moderate	High	
		1 2 3	4 5 6	7 8 9 10	
Plasticity	Plasticity reflects the need for reward, stimulation, and engagement. Higher scorers explore new goals, relationships, and ways of interpreting the world.				
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.				
Stability	Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.				
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.				