PQ10

WORK STYLES

Pat Participant

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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**	**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 Pat's likely behaviours as they relate to different work contexts such as conflict resolution, leading others, and working in a team. The potential strengths and challenges of each preferred style is also discussed.

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.

Scale Ranges

Low | Moderate-Low | Moderate | Moderate-High | High

1 2 3 4 5 6 7 8 9 10
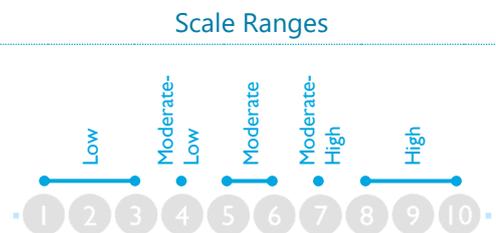
Comparison Group (Norm)

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

Assessment	Norm Name	Sample Size
PQ10	International Participants	29630

Impression Management

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

Scale	Score	Risk	Interpretation
Social Desirability	7	Moderate-High	Pat could have been concerned about presenting himself in a socially acceptable manner. This may be the result of a deliberate effort to present himself in an unusually positive light, or it may simply reflect his true personality. Pat's attitude towards the assessment should be verified before interpreting the results.
Central Tendency	2	Low	Pat is likely to have responded openly without wishing to hide his 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 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.	• Pat may be overly quick to reject the old in favour of the new and frustrate others with his need for change.
• He is likely to have a strong operational focus and concern himself with common-sense solutions.	• 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 may dislike working on his own and enjoy the social aspects of working in a team.
• Pat is likely to relish a position that offers scope for influence and responsibility.	• His strong need for influence may stifle the input of others.
• More compassionate than the average person, he is likely to think about the needs of others when making a decision.	• He may delay his own goals in an effort to help others.
• Pat may be prepared to occasionally speak his mind and encourage tough debate.	• 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 may not always approach tasks with sufficient urgency.
• He should appreciate the need for planning without getting bogged down by details.	• 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.	• Less likely than some others to show emotion, it may be hard to know exactly what he is thinking or feeling.
• He profiles as being a highly confident and self-assured individual and is unlikely to be troubled by self-doubt.	• He may lack insight into any shortcomings and miss the opportunity to learn from past mistakes.

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Conflict Styles

Conflict Styles describe the preferred style Pat is likely to adopt in mediation and negotiation situations. Each style can be described in terms of how individuals relate to and cooperate with others (Agreeableness), and how they take charge and assert themselves (Extraversion). Effective conflict resolution is contextual and the most effective negotiators are able to adapt their style according to the situation.
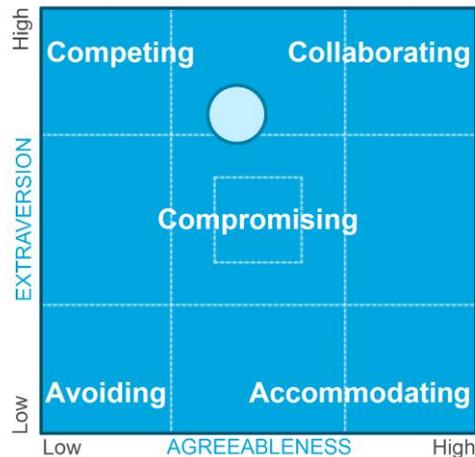
Primary Style: Competing

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.

Conflict Styles Table

The following table ranks each conflict style according to how well it fits Pat's profile. Pat's preference for each style is determined by his agreeableness and extraversion.

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

The following terms are used to describe how each style is associated with the supporting behaviours.

High	Moderate	Low

The following colours are used to reflect how closely Pat's profile matches the supporting behaviours.

Strong   Partial   Weak

Leadership Styles

Leadership Styles describe the preferred style Pat is likely to adopt when managing/leading others. Leadership Styles are based on the Leadership Grid developed by Robert Blake and Jane Mouton. Each style can be described in terms of how it relates to two behavioural dimensions, people-orientation and results-orientation. 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.

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	Potential Challenges
• Where there is a need for more creative, innovative ideas that all team members can own.	• This leadership style is less effective in situations where roles are poorly defined or time is of the essence.
• When there is a need to lift productivity, inclusiveness, and group member commitment.	• The inclusive style of a democratic leader may heighten team stress in situations that require quick judgement and decision making.
• This style is effective with collaborative staff who enjoy working with others and sharing their ideas.	• 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.

Leadership Styles Table

The following table ranks each leadership style from highest to lowest according to how well it fits Pat's profile. Pat's preference for each style is determined by his people orientation.

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

The following terms are used to describe how each style is associated with the supporting behaviours.

High	Moderate	Low

The following colours are used to reflect how closely Pat's profile matches the supporting behaviours.

Strong   Partial   Weak

Team Roles

Team Roles describe the preferred roles Pat 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.

Primary Role: Team Builder

Team Builders are sociable and people-orientated individuals. They are primarily concerned with how others feel and with fostering a strong team morale.

Best Contribution	Potential Challenges

Best Contribution

- Helping individual team members achieve and maintain effectiveness.
- Creating a climate in which people want to achieve their best.
- Nurturing open dialogue and debate.
- Making each individual feel their contribution is important.

Potential Challenges

- Being insufficiently firm with poor performers.
- Holding back from making the tough calls.
- Blurring the boundaries between the work and non-work lives of team members.
- Slowing down decisions by making everything open to consultation.

Team Roles Table

The following table ranks each team role from highest to lowest according to how well it fits Pat's profile. Pat's preference for each role is determined by his capacity to work with ideas, people, and results.

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

The following terms are used to describe how each role is associated with the supporting behaviours.

| High | Moderate | Low |

The following colours are used to reflect how closely Pat's profile matches the supporting behaviours.

■ Strong   ■ Partial   ■ Weak

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

Appendix: Underlying Traits

Detailed below is a summary of Pat's underlying trait scores.
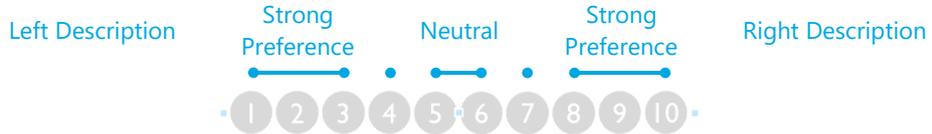
Left Description	Strong Preference	Neutral	Strong Preference	Right Description
	1 2 3 4	5 6	7 8 9 10	

Ideas

Openness

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

Pragmatic
Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.
— **3** — **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.
— **7** — **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.
— **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.
— **8** — **Confident**
Self-assured; rarely dwells on mistakes; may be overly confident.

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