



podium

PQ10

WORK STYLES

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## ❖ Introduction



### The Assessment

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

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

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

## The Report

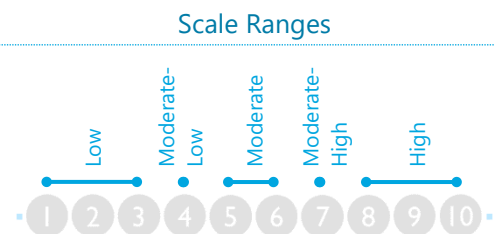
This report provides an overview of likely behaviours as they relate to different work contexts such as conflict resolution, leading others, and working in a team. The potential strengths and challenges of each preferred style are also discussed.

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.



## Comparison Group (Norm)

Assessment 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 this profile.

Scale	Score	Risk	Interpretation
Social Desirability	5	Moderate	Likely to have responded honestly without projecting an overly positive image. No further action is needed.
Central Tendency	4	Moderate-Low	Likely to have responded openly without wishing to hide 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 these assessment results.

### Potential Strengths

### Potential Challenges

#### Ideas

- Should be reasonably adept at making decisions that combine what has worked well in the past with an openness to new ways of working.
- Likely to strike a balance between being pragmatic and creative.

- May need to work on keeping an open mind to new ideas at times.
- May need prompting to go and search for a deeper meaning and possibilities when problem-solving.

#### People

- Likely to have a quiet, reserved disposition and may not seek a lot of visibility in a role.
- Profiles as having a balance between being assertive without being autocratic.
- Unlikely to let emotion influence decisions.
- Likely to exercise a cautious check on own behaviour and take care not to offend others.

- May be hard to get to know and unwittingly keep a lot to themselves.
- Likely to selectively choose when to step up and take charge of a group and/or situation or when to follow.
- May delay decision making in a desire to analyse all aspects of a situation.
- May hold back from sharing own views directly.

#### Results

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

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

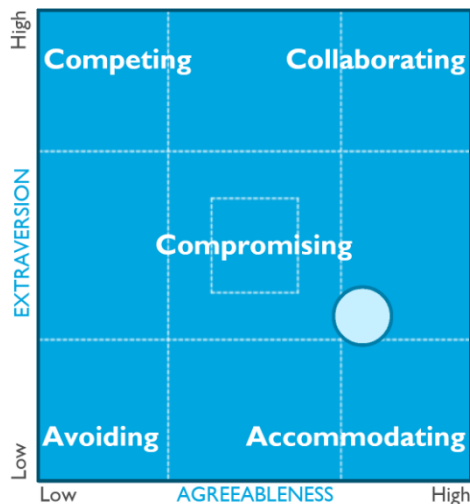
#### Resilience

- Likely to show emotion a little more than others.
- Appears as confident as most others and should maintain this confidence in the face of most challenges.

- May struggle to keep emotions in check and might over-react as stress increases.
- May sometimes dismiss past problems, rather than see them as opportunities to learn.

## ❖ Conflict Styles

Conflict Styles describe the preferred style likely to be adopted 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: 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.

## Conflict Styles Table

The following table ranks each conflict style according to how well it fits this profile. Preference for each style is determined by agreeableness and extraversion.

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



Strong



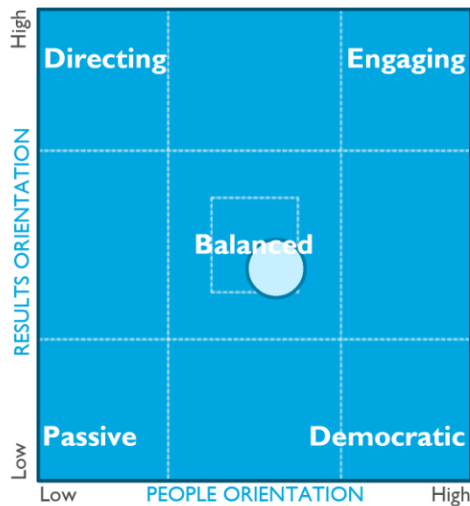
Partial



Weak

## ❖ Leadership Styles

Leadership Styles describe the preferred style likely to be adopted 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: 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.

## Leadership Styles Table

The following table ranks each leadership style from highest to lowest according to how well it fits this profile. Likely preference for each style is determined by preferences within people orientation.

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

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 this profile matches the supporting behaviours.



Strong



Partial



Weak

## ❖ Team Roles

Team Roles describe the preferred roles likely to be adopted 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: 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.

## Team Roles Table

The following table ranks each team role from highest to lowest according to how well it fits this profile. Preference for each role is determined by indicated capacity to work with ideas, people, and results.

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



Strong




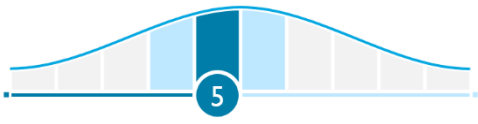


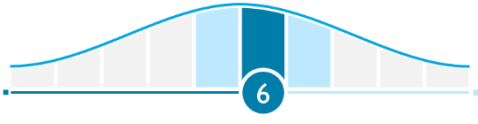



Partial



Weak

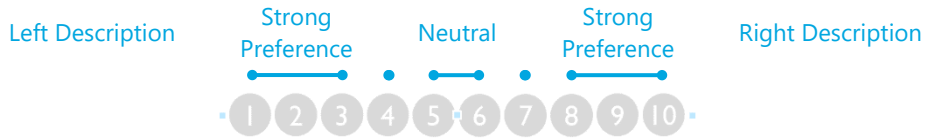
## ❖ Appendix: Higher-Order Profile

Detailed below is a higher-order profile summary for Stability, Plasticity and big five scale results. Use this profile to gain a higher-level understanding of likely preferences.

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

# Appendix: Underlying Traits

Detailed below is a summary of underlying trait scores.



	Left Description	Score	Right Description
Ideas	<b>Openness</b> <b>Conventional</b> Values tradition and learns from the past; respects the status quo.	5	<b>Inquisitive</b> Values experimentation; open to change; enjoys intellectually demanding tasks.
		<b>Pragmatic</b> Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.	6
People	<b>Extraversion</b> May prefer to follow; may prefer to support than lead; may avoid responsibility.	5	<b>Empowered</b> Happy to lead; takes charge; may be assertive and controlling.
		<b>Reserved</b> Private; may prefer own company; may avoid the spotlight.	3
People	<b>Agreeableness</b> Unsentimental; inwardly focused; may not readily show empathy for others.	4	<b>Compassionate</b> Empathetic, caring, and compassionate; thinks about others' needs.
		<b>Tough-Minded</b> Fortright, direct, and straight-forward; may challenge others.	10
Results	<b>Conscientiousness</b> <b>Relaxed</b> Relaxed; tolerant of distractions; able to separate one's work and personal life.	5	<b>Driven</b> Ambitious; hard-driving; may find it difficult to relax.
		<b>Unstructured</b> Less concerned about rules, process, and planning; may cut corners.	6
Resilience	<b>Emotional Stability</b> <b>Sensitive</b> Emotionally sensitive; actively seeks to eliminate perceived threats.	4	<b>Composed</b> Emotionally stable and steady; rarely flustered; calming.
		<b>Apprehensive</b> Apprehensive; tends to be self-critical; may dwell on past mistakes.	5