



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	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 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.

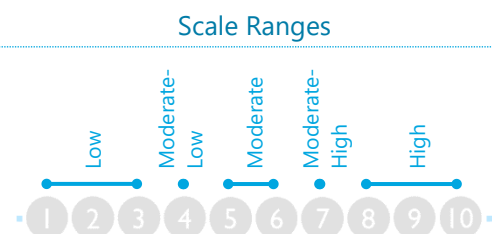
This is a confidential assessment report. As such, the information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

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 (2025)	73586



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	4	Moderate-Low	Likely to have responded honestly without projecting an overly positive image. No further action is needed.
Central Tendency	3	Moderate	Appears to have selected middle or uncertain answers more than 40% of the time. This may be the result of a desire to reveal little true personality, or may be a function of a genuinely moderate personality. Whilst this tendency is evident, the risk of distortion remains moderate.

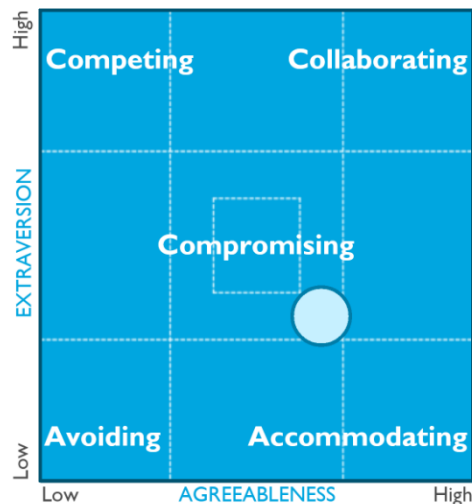
❖ Executive Summary

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

	Potential Strengths	Potential Challenges
Ideas	<ul style="list-style-type: none"> Should be reasonably adept at making decisions that combine what has worked well in the past with an openness to new ways of working. Profiles as having an abstract/creative outlook and is likely to see connections between ideas not readily apparent to others. 	<ul style="list-style-type: none"> May need to work on keeping an open mind to new ideas at times. May have little interest in the mundane, practical aspects of a task.
People	<ul style="list-style-type: none"> May be slightly more reserved than the average person and appreciate some private time and personal space. 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. 	<ul style="list-style-type: none"> May build relationships more slowly than others and may dislike being the centre of attention. Likely to selectively choose when to step up and take charge of a group and/or situation or when to follow. May struggle with deadlines and quick decision making. May hold back from sharing own views directly.
Results	<ul style="list-style-type: none"> Unlikely to carry work stress into personal life and should find it easy to relax and unwind. Should appreciate the need for planning without getting bogged down by details. 	<ul style="list-style-type: none"> May lack a sense of urgency and drive and may come across as being too laid-back. May lack the patience for highly detailed planning.
Resilience	<ul style="list-style-type: none"> Likely to be easy to 'read'. Feelings and emotions should be clear to others. May be quick to discount personal strengths, which in turn, may prompt striving harder. 	<ul style="list-style-type: none"> May be overly sensitive and struggle to bounce back from setbacks. May be overly fixated on anticipated dangers and pitfalls and invest a lot of energy dwelling on past mistakes.

❖ 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
1st Accommodating	These individuals are likely to accommodate the needs of others.	High	Low
2nd Collaborating	These individuals strive to collaborate with others in an effort to resolve conflict.	High	High
3rd Avoiding	These individuals tend to avoid addressing conflict directly.	Low	Low
4th Compromising	These individuals adopt a balanced approach to resolving conflicts.	Moderate	Moderate
5th Competing	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



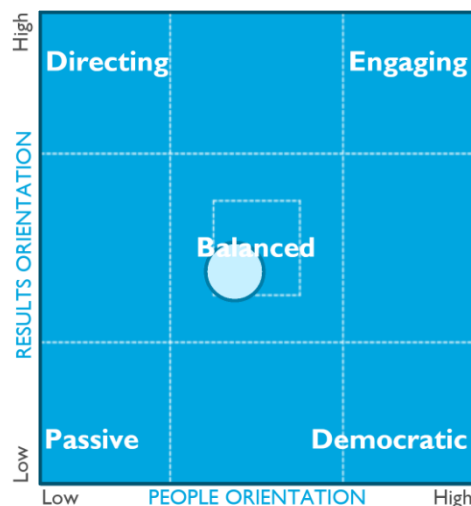
Partial



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

❖ 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: Innovator

Innovators are intellectually orientated and creative individuals who enjoy exploring ideas. They enjoy solving challenging problems and recommending innovative solutions.

Best Contribution

- Advancing new ideas and strategies.
- When the team is faced with difficult challenges that require creative ideas.
- Helping the team overcome uncertainty on which way to move forward.

Potential Challenges

- Failing to consider the practical implications of one's ideas.
- Taking excessive time at the expense of meeting deadlines.
- Being sensitive to any criticism of one's ideas.

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.

Team Role	Description	Supporting Behaviours		
		Ideas	People	Results
1st Innovator	Creative individuals who enjoy exploring innovative solutions and opportunities.	High	Low	Low
2nd Networker	Communicative and optimistic individuals who look for opportunities and build contacts.	High	High	Low
3rd Planner	Systematic individuals who turn ideas into plans and actions.	High	Low	High
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 Team Builder	People-orientated individuals who foster team spirit.	Low	High	Low
7th Implementer	Dutiful and detail-conscious individuals who are concerned with meeting standards and deadlines.	Low	Low	High
8th Driver	Results-orientated individuals who drive team performance.	Low	High	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



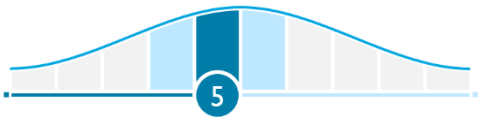






Partial



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	<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>
Plasticity	Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to 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.	

❖ Appendix: Underlying Traits

Detailed below is a summary of underlying trait scores.

