

Your Agility Profile

PROFESSIONAL · DEVELOPMENT

An assessment of how you learn, adapt and grow, and a practical toolkit for building on what it finds.

Prepared for Halvenmoor Group

Sample report: fictional candidate and company

NAME

Elena Vos

ROLE

Commercial Lead

ASSESSMENT DATE

14 September 2026

The willingness and ability to let go of what worked before, and learn what works next

Experience tells you what to do when the situation repeats. **Agility** tells you what to do when it does not. Two decades of research show that people with higher learning agility tend to perform better in first-time, ambiguous and fast-changing situations, largely independent of intelligence or experience. And it is not fixed: it is built through deliberate stretch and honest reflection, which is what the second half of this report is for.

THE MODEL

- Cognitive** How you **think** when the situation is new: finding the pattern, seeking the why, delivering without the playbook.
- Social** How you **work with people** through the new: reading the room, staying open, adjusting your approach.
- Self** How you **know and steady yourself**: seeing your own impact, wanting to grow, holding composure under pressure.



Capacity feeds willingness; willingness feeds behaviour. And one facet underpins all nine: self-awareness, built through reflection, is what turns experience into learning.

HOW YOUR RESULTS WERE PRODUCED

Four short, focused instruments: the GCAT cognitive assessment plus the PQ10, Resilience Profile and Derailers questionnaires, scored against international professional norm groups. This report claims only what they measure. Every evaluative sentence was written by a person: scoring is fully deterministic and no AI touches your data. No profile here is a verdict; scores show where your agility currently flows most and least easily.

WHY THIS MATTERS NOW

As routine execution is increasingly absorbed by technology, the premium moves to what machines do not supply: judgement in unfamiliar territory, reading people, and knowing when to let go of the old playbook. Future-proofing a workforce means building people who can acquire whichever skills turn out to be needed.

Read it once for recognition, then again with a pen

You have seen the model: nine facets, three domains, and one foundation underneath them all. Self-awareness is what turns experience into learning, and this report is a self-awareness exercise in itself. It holds up a mirror to how you learn, adapt and grow, and then hands you the tools to work on what you see. Here is the route it takes.

1 UNDERSTAND

Your AQ Profile: the shape of your agility, your nine facet scores, and the environment where it comes out best.

2 EXPLORE

Each domain in detail: what you can do, what you want to do, what you actually do, and the patterns underneath your scores.

3 ACT

The one or two places your profile has the most to gain, a four-tool loop for working on them (Seek, Try, Reflect, Stretch), and a one-page plan that leaves with you.

WHAT THIS REPORT IS

A snapshot of where your agility currently flows most and least easily. A starting point for a conversation, with your manager, a coach, or yourself. And a working document: the margins are yours.

WHAT IT IS NOT

A verdict. A fixed trait. A measure of intelligence or performance. A comparison with your colleagues. Scores describe your current defaults, and defaults can be retrained; that is the point of the second half.

As you read, mark two things: the sentences you recognise immediately, and the ones you would push back on. Both are useful. The second kind is often where the best debrief conversations start.

The Explorer

Motivation-Led · Application-Building

Motivation leads, capability follows closely, and consistent application is the active development front. The appetite and the thinking are in place; the gains come from landing more of what is started.

	ABILITY	MOTIVATION	APPLICATION
COGNITIVE (Thinking)	Mental Agility 7.4 SUPPORTIVE GCAT + PQ10	Change Agility 6.9 SUPPORTIVE GCAT + PQ10 + RESILIENCE	Results Agility 6.6 SUPPORTIVE PQ10 + RESILIENCE
SOCIAL (People)	Social Astuteness 6.8 SUPPORTIVE PQ10	Open-Mindedness 6.8 SUPPORTIVE PQ10 + RESILIENCE	People Agility 6.7 SUPPORTIVE PQ10
SELF (Identity)	Self-Awareness 6.6 SUPPORTIVE PQ10 + RESILIENCE	Intellectual Curiosity 7.9 ENHANCING PQ10	Resilience & Composure 6.3 NEUTRAL PQ10 + RESILIENCE

The tag under each facet names what feeds it: GCAT where your measured reasoning is blended in, PQ10 for your personality profile, and RESILIENCE where the Resilience Profile carries part of the score. Derailers never enter a facet score; you will find them under pressure, later in the report.

WHAT THIS SHAPE MEANS

The profile is even and generally strong across thinking, people, and self, with no single dominant axis. On the readiness axis, motivation leads, capability follows, and application is the quieter signal, the shape of someone whose intent tends to run ahead of consistent delivery.

The toolkit near the end of this report gives you the loop for working on exactly this.

ACROSS YOUR INSTRUMENTS

Some of the most useful insights only appear when two instruments are read together. These are the ones that stand out in your results; each is shown in full later in the report.

PQ10 + RESILIENCE

The push is there; the staying power less so

You are ambitious and push hard for results, yet you describe losing momentum when a task keeps hitting obstacles. Getting started is rarely your problem; the hard middle is where your effort is most likely to leak.

More in: How you cope

PQ10 + DERAILERS

Pace that can outrun the checks

Your drive and your appetite for quick decisions reinforce each other. Under pressure the risk is momentum without verification: one deliberate pause before committing goes a long way.

More in: Under pressure

PQ10 + DERAILERS

Taking charge can tip into pushing hard

You are comfortable leading, and under pressure that directness may harden into pushing back. The same energy that moves things can cost goodwill if no one says when it lands too hard.

More in: Under pressure

Cognitive agility

Thinking

Domain average7.0

These three facets explore how you engage with complex information, how motivated you are by change, and how effectively you translate thinking into results.

CAN I? · ABILITY	DO I WANT TO? · MOTIVATION	DO I ACTUALLY? · APPLICATION
Mental Agility7.4 SUPPORTIVE You're a strong analytical thinker who spots patterns others take longer to see. Mental Agility is your capacity to take in complex, multi-layered information and find the signal in the noise. At 7.4, this is a genuine strength: you likely find yourself ahead of conversations, connecting dots that others are still gathering. The question now is less about building this capability and more about deploying it effectively. <i>Your strength here tends to come from how naturally you think in ideas and images, seeing shapes and possibilities in problems that others treat as fixed.</i>	Change Agility6.9 SUPPORTIVE You welcome change and adapt more quickly than most of your peers. Change Agility captures how willing you are to abandon established methods when circumstances demand it. At 6.9, you actively embrace new approaches and are comfortable operating without a playbook. You're likely seen as someone who helps teams navigate transitions rather than resist them. <i>Your drive tends to be a key asset here. You have the stamina to push through the discomfort that change brings.</i>	Results Agility6.6 SUPPORTIVE You deliver results in challenging conditions and find ways to make things work. Results Agility is your ability to get things done in first-time or tough situations. Not by following the playbook, but by adapting it. At 6.6, you're in the Supportive range: you perform well when facing novel challenges, though you may occasionally default to familiar strategies when a situation really calls for improvisation. <i>You tend to take ownership of outcomes and push for results directly. When something needs to happen, you are usually the one moving it.</i>

CONSISTENT PROFILE

Your cognitive agility domain is relatively balanced across ability (7.4), motivation (6.9), and application (6.6). This consistency means you tend to deploy what you have. This is a solid foundation.

THE INTUITIVE ANALYST

You have strong thinking capacity, but your judgement tends to run through feeling and instinct rather than detached analysis. The conclusions are often sound; explaining how you got there, in rooms that want the working shown, is the harder part.

THE DRIVEN MAVERICK

You push hard for results and are not afraid to take charge, but process and follow-through are not your natural strengths. You get things moving; watch what you leave in your wake.

Social agility

People

Domain average6.8

These three facets explore your ability to read social dynamics, your openness to perspectives different from your own, and how effectively you adapt your approach to the people around you.

CAN I? · ABILITY

Social Astuteness6.8

SUPPORTIVE

You read rooms well, you pick up on dynamics that others miss. Social Astuteness is your ability to understand what's really going on between people, beyond what's being said. At 6.8, you have a genuine antenna for interpersonal dynamics. You likely notice shifts in mood, unspoken tensions, and the political undercurrents in meetings before most of your colleagues do.

You tend to be comfortable steering conversations and taking the lead socially, which gives you presence in rooms where influence matters.

DO I WANT TO? · MOTIVATION

Open-Mindedness6.8

SUPPORTIVE

You actively seek out different perspectives and are willing to change your mind. Open-Mindedness captures how genuinely you engage with ideas that challenge your own. At 6.8, you're more receptive than most: you don't just tolerate different viewpoints; you actively find them valuable. You're likely the person who asks 'what are we missing?' in meetings, which makes you a valuable counterweight to groupthink.

DO I ACTUALLY? · APPLICATION

People Agility6.7

SUPPORTIVE

You adapt your approach to different people more naturally than most. People Agility captures your ability to adjust your style based on who you're working with. At 6.7, you have good interpersonal range: you can shift between being direct and being supportive, between leading and following, depending on what the situation requires. People from different backgrounds and personality types likely find you reasonably easy to work with.

CONSISTENT PROFILE

Your social agility domain is relatively balanced across ability (6.8), motivation (6.8), and application (6.7). This consistency means you tend to deploy what you have. This is a solid foundation.

WHAT THE RESEARCH SAYS

Research on leadership derailment consistently shows that interpersonal inflexibility is among the top reasons talented leaders plateau or fail. People Agility is one of the most trainable facets: leaders who deliberately practise adjusting their style see measurable improvements within 90 days. The key insight from Ferris and colleagues' work on political skill is that social awareness without behavioural adaptation is incomplete. Seeing the dynamics isn't enough. Acting on them is what creates influence.

Self agility

Identity

Domain average6.9

The final three facets explore your inner landscape: how well you understand your own patterns, how curious you are about learning and growth, and how you hold yourself together when things get difficult. This domain often contains the most personally revealing insights.

CAN I? · ABILITY

Self-Awareness6.6

SUPPORTIVE

You have good self-insight and can usually predict how you'll react in situations. Self-Awareness captures how accurately you perceive your own patterns. At 6.6, you're above average in self-knowledge: you can identify your strengths and limitations with reasonable accuracy, and you're aware of most of your triggers and habitual responses. The next level is deepening your awareness of how your behaviour lands with different types of people.

DO I WANT TO? · MOTIVATION

Intellectual Curiosity7.9

ENHANCING

You're a voracious learner who actively seeks out new ideas and challenges. Intellectual Curiosity captures your intrinsic drive to learn and grow. At 7.9, this is a genuine strength: you probably read widely, ask probing questions, and enjoy being challenged by ideas you haven't encountered before. This quality fuels your long-term adaptability because it ensures your mental models are constantly being updated.
Your curiosity tends to have an imaginative quality. Some things interest you simply because they are interesting, and that keeps your exploring wide.

DO I ACTUALLY? · APPLICATION

Resilience & Composure6.3

NEUTRAL

You handle most pressure adequately but can be thrown by sustained or unexpected stress. Resilience & Composure captures your ability to maintain performance under adversity. At 6.3, you cope with routine pressure well enough, but a sustained period of difficulty or a particularly sharp piece of feedback may hit harder than it should. You recover, but the recovery time is longer than optimal.

MOTIVATION-LED

Your strongest component in this domain is **motivation** (7.9), while **application** (6.3) is where the most development value sits. The gap between these two is where small, deliberate changes would have the biggest impact on your overall self agility capability.

WHAT THE RESEARCH SAYS

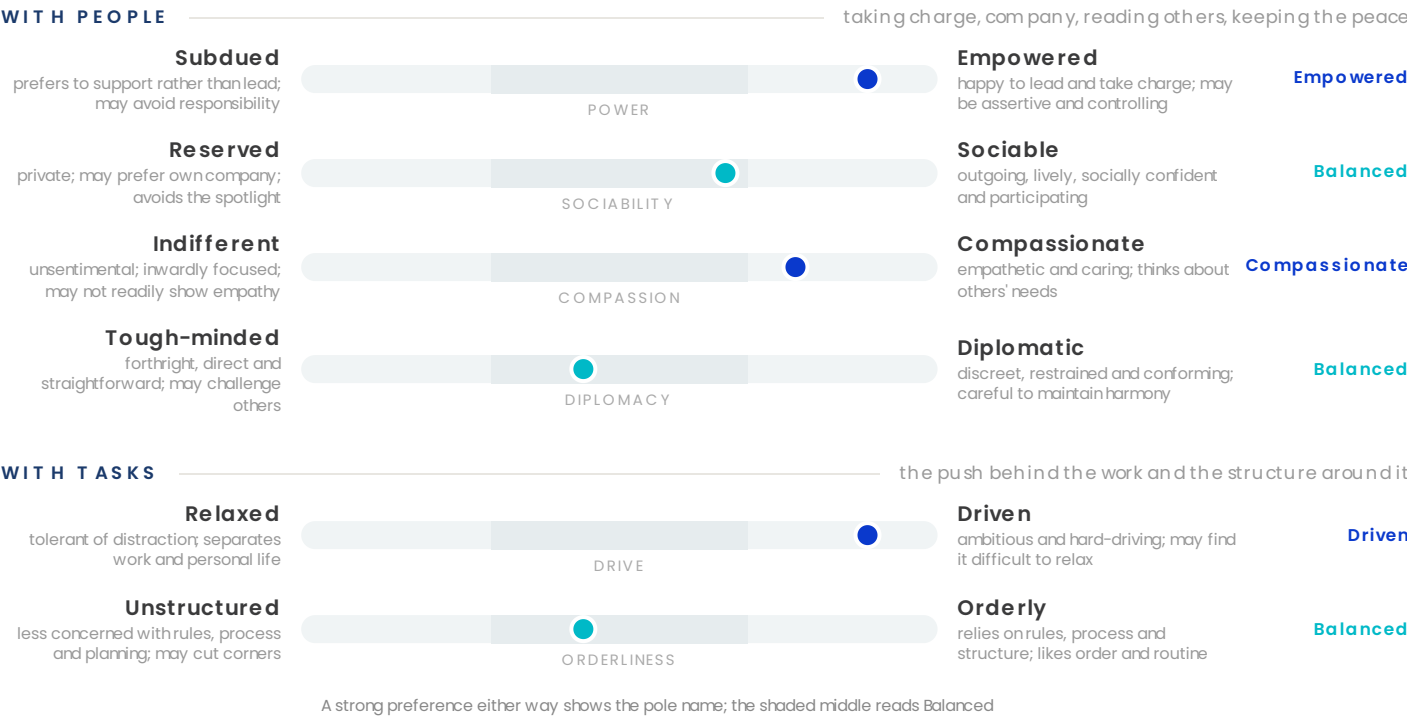
Research on psychological resilience (Tugade & Fredrickson, 2004) shows that resilient individuals don't experience less stress. They experience it differently, finding meaning or learning in setbacks more quickly, which interrupts the rumination cycle. Critically, resilience behaves more like a skill than a fixed trait: it can be built. Tasha Eurich's work on self-awareness found that while 95% of people believe they're self-aware, only 10-15% actually are by objective measures. The most reliable path to greater self-awareness isn't reflection alone. It's structured feedback from people who see you in action.

HOW YOU THINK

Two views of how you think. The GCAT measured your reasoning: verbal, numerical and abstract, combined into an overall score. The PQ10 asked how you like to engage with ideas. The first describes how much complexity you can work with; the second, what you are drawn to. Both feed your Mental and Change Agility, so both are shown here.



How you engage with people and how you get things done, from the PQI10. These are preferences, not abilities: each end of every scale has its strengths. They sit underneath your People Agility, Social Astuteness, Open-Mindedness and Results Agility.



With people

Power

You are happy to lead and to take responsibility. When the stakes rise, others may experience that drive as control.

Sociability

You are as sociable as most: comfortable in company without needing the spotlight.

Compassion

You care about how others are doing and notice what they need. Watch that it does not cost you your own position or the task.

With tasks

Drive

You are ambitious and push hard for results. The energy is an asset; the cost is to your recovery and sometimes to the people around you.

Orderliness

You see the need for planning without getting lost in the detail.

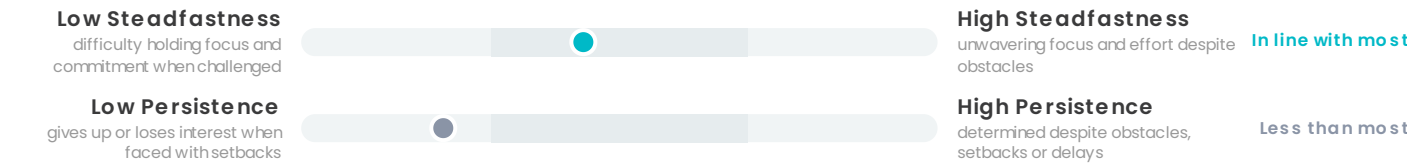
Which of these would the people who work with you recognise first? Ask one of them.

How you respond to pressure, setbacks and long-horizon goals, measured by the Resilience Profile, a separate questionnaire from the personality profile. Confidence and Composure come from the PQ10. Together they sit underneath your Resilience & Composure, Self-Awareness and Change Agility.

EMOTIONAL STABILITY ————— confidence, recovery, outlook and composure under pressure



GRIT ————— Persistence shown in the face of challenges and setbacks: commitment to long-term goals, and determination when they are tested.



Emotional Stability

You are likely to cope well day to day, with some visible strain in highly charged or unfamiliar situations.

Confidence You are about as self-assured as most people. Setbacks register, and you tend to take them in proportion.

Resilience You recover from most setbacks at a normal pace. A long run of difficulty may take more out of you than any single event.

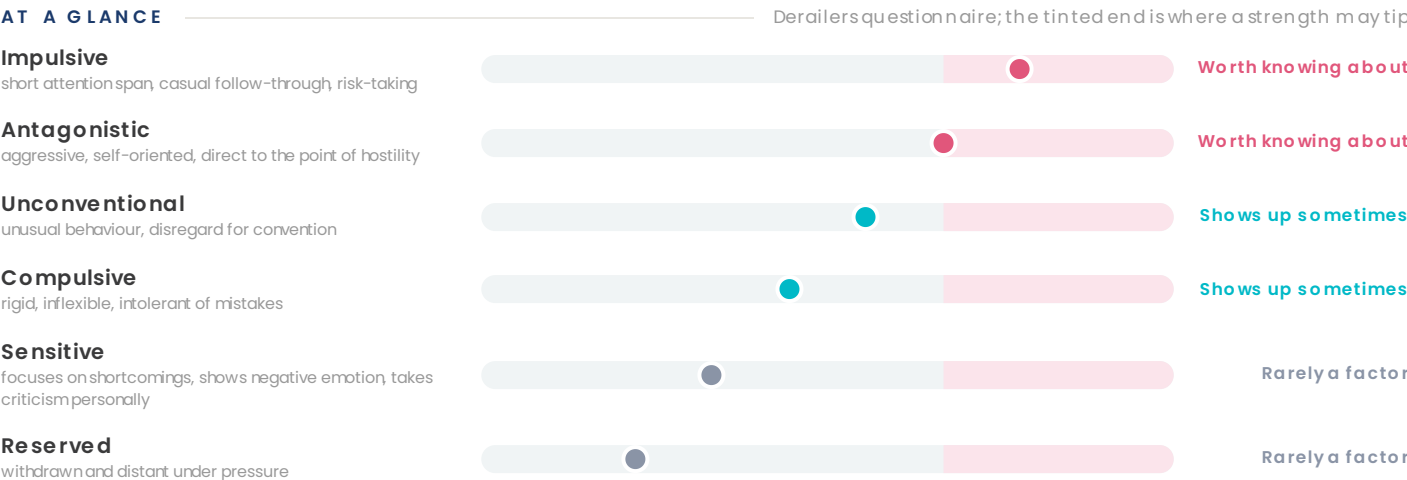
Grit

You are likely to persist through ordinary setbacks; momentum may be easier to keep on shorter horizons.

Persistence When a task keeps hitting obstacles, you may lose interest or stop. Short, visible wins and someone to finish alongside you reduce the cost.

Pick the one scale you recognised most readily and the one you would push back on. Both are worth a conversation.

What may happen to your strengths when pressure is sustained, measured by the Derailers questionnaire. None of these is a flaw: each is a strength turned up too far. They do not change your agility scores; they show where to keep an eye on yourself.



Strengths overused

- Impulsive** Your spontaneity and appetite for risk turned up too high. Under pressure your attention and follow-through may slip and decisions may run ahead of the evidence.
- Antagonistic** Your directness and self-reliance turned up too high. Under pressure you may push back hard, put your own position first and leave relationships strained.

Think of the last time you were under real pressure. Which of these showed up, and who noticed first?

Agility begins with letting go. The patterns that hold a profile back are rarely weaknesses; they are old strengths that finished serving you and never got retired. This page takes the places where your profile has the most to gain and names two things for each: what to let go of, and what to lean into next. One experiment each, within a month. That, repeated, is how a profile moves.

Resilience & Composure 6.3 SHARPEN

LET GO OF

General toughening. Overall you hold; the losses come from specific conditions, and trying to be broadly tougher misses them.

LEAN INTO

Precision recovery. Learn exactly which kind of pressure costs you most, and build one deliberate recovery routine for that kind only.

YOUR FIRST EXPERIMENT

After each pressured episode this month, write two lines: what kind of pressure this was, and how long the residue lasted. After four weeks, look for your pattern: which specific type costs you most? Design one recovery routine for that type only, and use it deliberately next time.

LEAD TOOL: REFLECT

Results Agility 6.6 SHARPEN

LET GO OF

Momentum as the measure. Speed is not your constraint; your energy appears to move to the next new thing while the last one is still open. Counting what you started is the habit that has finished serving you.

LEAN INTO

Finishing architecture. One loop closed per week, visibly: the piece of work closest to done gets your best hours before anything new does. Delivery under ambiguity is mostly the discipline of ending things.

YOUR FIRST EXPERIMENT

Write down everything you currently have open. Pick the one closest to finished and take it over the line this week, before starting anything new. Notice the pull toward the next thing, and what closing buys you instead.

LEAD TOOL: TRY

WHY THIS PATTERN, IN YOUR CASE *You tend to take ownership of outcomes and push for results directly. When something needs to happen, you are usually the one moving it.*

Four tools, one loop. Each takes minutes, not hours; the effect comes from repetition, not intensity. Run the loop weekly and aim it at the facet this report suggests building. This is the same loop the research keeps finding under agile leaders: they seek more signal, try more deliberately, reflect more honestly, and put themselves in stretch more often.

Seek

One person, one specific question, once a week. Feedback-seeking is the single most reliable behaviour found in people whose agility keeps growing, and the specificity is what makes it work. "Any feedback for me?" produces politeness. A precise question produces signal.

After a meeting you led: "What is one moment in that meeting where you would have done something different?"

THE ACTION Before Friday, ask one person one specific question about one recent moment. Just listen.

Try

One deliberate experiment outside your default, in low-stakes conditions. Range is built by doing the unfamiliar thing on purpose while the cost of it going wrong is small, so that it is available to you when the cost is large.

If you usually decide and announce, run one decision the other way: put the problem to the group and hold your own answer back until last.

THE ACTION Pick one habitual behaviour this week and do the opposite once, deliberately, somewhere safe.

Reflect

Three questions after any significant event: What did I expect? What actually happened? What will I do differently next time? Written, not just thought; four minutes, not forty. This is the tool that converts the other three from activity into learning, which is why it is the foundation of the whole loop.

After a difficult conversation: expected defensiveness, got silence, next time leave more space and ask what the silence holds.

THE ACTION After the next event that goes differently than expected, write three sentences, one per question, the same day.

Stretch

One assignment criterion: would this scare me a little? Agility grows almost exclusively in first-time, tough or different situations. Comfortable repetition builds skill; slight fear builds range. The stretch does not need to be large; it needs to be genuinely unfamiliar.

Volunteer for the piece of work nobody on the team has done before, or the audience you find hardest to present to.

THE ACTION Say yes to one thing this month that you are not fully sure you can do yet, and attach a Reflect to it.

AIM THE LOOP: BUILDING RESILIENCE & COMPOSURE

Aim Reflect at recovery: after the next setback, write what helped you reset and how to reach it faster.

AIM THE LOOP: CHANNELLING INTELLECTUAL CURIOSITY

Your learning appetite is the engine: aim Reflect at application, checking that what you consume is landing in what you do.

One page, and most of it is already filled in. Agility is built by a small number of repeated behaviours, not a long list of intentions. Complete the four boxes now while the report is fresh, ideally with your manager, a coach or a colleague you trust to hold you to it.

WHERE YOU START

YOUR AQ PROFILE

The Explorer

THE STRENGTH TO CHANNEL

Intellectual Curiosity

THE FACET TO BUILD

Resilience & Composure

YOUR OBJECTIVE

Strengthen my recovery under pressure: after each significant setback or high-pressure episode, complete a structured reset review (what helped me recover, how to reach it faster), and identify my two most reliable recovery mechanisms by year-end.

Copy this into your development plan, or rewrite it in your own words.

WHAT BETTER LOOKS LIKE IN 12 MONTHS

Your recovery time after setbacks has measurably shortened, and the people around you would say your steadiness under pressure has become something they rely on.

YOUR COMMITMENTS

My next experiment

One action, one situation, within two weeks.

When I reflect

A weekly day and time for the three Reflect questions.

Who will know

The one person I will tell about this plan.

Review date

Pre-filled: twelve months after your assessment.

September 2027

Review this page at 12 months. Evidence can come from structured feedback from your manager and peers, a 360, or a formal re-assessment; what matters is that someone other than you confirms the change.

Agility is not a score you received today. It is a capability you now know how to work on. The loop is small on purpose: seek, try, reflect, stretch. Start this week.