

Future Leader

SELECTION: PROFESSIONAL

Prepared for Halvenmoor Group

Sample report: fictional candidate and company

CANDIDATE	Elena Vos
ROLE	Commercial Lead
SENIORITY BAND	Mid-Level Leadership
ASSESSMENT DATE	14 September 2026
BATTERY	GCAT + PQ10 + Resilience Profile + Derailers

Candidate Snapshot

Hire Recommendation

PART I: COGNITIVE FIT

How Elena thinks

PART II: BEHAVIOURAL FIT

How Elena behaves

How Elena copes

Under pressure

PART III: INTEGRATION PATHWAY

Pre-Interview Brief

Hypothesis Cards

Additional Probes

90-Day Onboarding Plan

Purpose

This report is a psychometric selection tool designed to support evidence-based hiring decisions. It brings together four short instruments: the GCAT measure of general mental ability, the PQ10 personality questionnaire, the Resilience Profile, and the Derailers questionnaire, to assess whether a candidate's agility profile is aligned with the demands of the target role. Unlike a development report, which focuses on growth potential, this document focuses on fit, risk and readiness. The traffic light recommendation reflects the balance of evidence and should be read alongside interview data, references and domain expertise assessments.

Scientific Architecture

The Agility Quotient selection framework is built upon the De Meuse (2022) Learning Agility model and calibrated against seniority-specific benchmarks. The cognitive assessment measures verbal, numerical and abstract reasoning and combines them into a general mental ability score. The personality questionnaire maps nine dimensions of agility across three domains (Cognitive, Social and Self). The Resilience Profile measures emotional stability and grit as a separate questionnaire, and the Derailers questionnaire identifies behavioural patterns that intensify under transition stress. Each instrument is reported once, under the headings how the candidate thinks, behaves and copes, and under pressure. Together they provide a thorough, evidence-based foundation for selection decisions.

Private & Confidential

Psychometric assessments provide a high-probability prediction of behaviour and performance but do not constitute a guarantee. This report should not be used as the sole basis for a hiring decision. It is designed to be integrated with structured interviews, reference checks, and domain expertise assessment. The authors and distributors of this report provide these insights as a decision-support tool and cannot be held liable for any direct or indirect consequences resulting from hiring decisions based on the information provided herein.

SELECTION READINESS

- Strong
- Moderate
- Developing
- At Risk

Moderate

Meets most of what the role expects. Likely to perform with a structured onboarding plan.

Calibrated for the Mid-Level Leadership band. A signal that informs the recommendation; it does not determine it.

RECOMMENDATION

Elena Vos presents an adequate profile for this leadership role, with clear strengths alongside areas that will need support to perform at this level of complexity. The candidate can succeed, but the first 90 days will be critical in determining whether the profile develops into the role or whether the gaps become performance-limiting. Recommendation: proceed with conditions. The onboarding plan is essential, not optional.

ASSESSMENT CALIBRATION

Mid-Level Leadership

BATTERY

GCAT + PQ10 + Resilience Profile + Derailers

INTEGRATED AGILITY PROFILE

Nine facets across Cognitive, Social and Self. The tag under each cell names its sources (GCAT, PQ10, RESILIENCE). Derailers never enter a facet score; see the alert below.

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

PROFILE SHAPE

This profile reads as 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.

DERAILER ALERT

Two elevated derailers: **Antagonistic, Impulsive**. These patterns are likely to intensify during the first 90 days. Measured separately: they take 0.30 off the readiness score rather than entering the facets.

The recommendation sits on the Candidate Snapshot. This page sets out the reasoning behind it: what the person tends to bring, what may be worth watching, and what the data cannot speak to.

RESPONSE INTEGRITY

The response style indicators suggest that Elena Vos approached the questionnaire openly and without significant distortion. Social Desirability and Central Tendency are both within acceptable parameters. The personality profile can be interpreted with confidence.

WHAT THIS PERSON BRINGS

Adequate cognitive processing for most professional demands. Elena Vos can work effectively with standard business complexity. Where the role calls for the most demanding analysis, allow time and a structured approach rather than relying on speed.

Solid behavioural agility with specific areas of strength and development. Elena Vos will perform well in conditions that play to the identified strengths but may need targeted support in the areas flagged in this report. The key is matching environmental conditions to the profile rather than assuming uniform capability.

WHAT TO WATCH FOR

The derailer profile shows two elevated tendencies (Antagonistic, Impulsive). This is a manageable risk that should be named and discussed early in the onboarding process rather than discovered through trial and error.

WHAT THE DATA DOES NOT TELL YOU

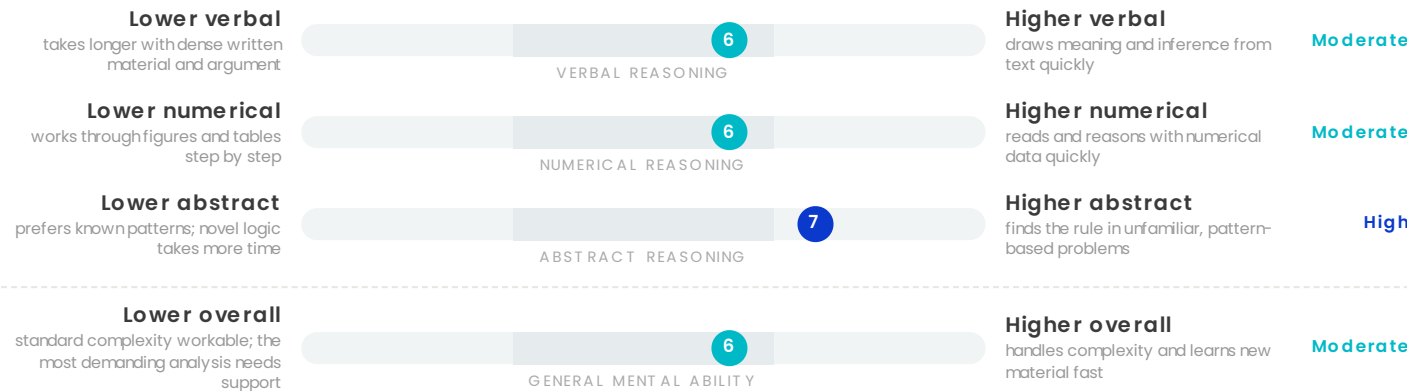
This assessment measures cognitive capacity and behavioural tendencies; it does not measure domain expertise, technical skill, cultural alignment, motivation for this specific role, or the quality of the candidate's professional network. These factors are equally important in predicting success and must be evaluated through other means (interviews, references, work samples). Additionally, psychometric data reflects self-perception and test-day performance; it should always be triangulated with observed behaviour.

PART 1: COGNITIVE FIT

Two views of how Elena thinks. Measured reasoning from the GCAT (verbal, numerical and abstract, combined into general mental ability) says how much complexity Elena can handle. Thinking style from the PQ10 (Inquisitiveness and Creativity) says what Elena is drawn to. They are different things; the agility facets blend them, so both are shown here. For a selection decision, the critical question is whether cognitive capacity meets the demands of the target role at Mid-Level Leadership level.

Elena Vos's General Mental Ability composite (stanine 6, 66th percentile) sits at the Applied level, suggesting a comfortable fit with standard professional complexity. Elena Vos is likely to work effectively across a wide range of professional roles; on the most demanding analysis, time and a structured approach will help more than speed. Cognitive preference is only one contributor to leadership effectiveness.

RESULTS AT A GLANCE



THINKING STYLE



Cognitive profile

Abstract Reasoning (stanine 7) suggests a strong preference for novel, pattern-based problem-solving and is the dimension most closely associated with strategic thinking. Elena Vos is likely to gravitate toward unfamiliar problems and find them energising rather than draining.

Thinking style

- Inquisitiveness (balanced).** As open to new ideas as most; receptive without chasing fads, and likely to weigh what has worked before against what might work next.
- Creativity (creative).** Imaginative and drawn to possibilities; looks beyond the obvious and may need a pragmatic partner to land ideas.

ROLE FIT ASSESSMENT

Cognitive capacity is adequate for this level. Standard complexity will be handled well.

DO THE TWO VIEWS AGREE?

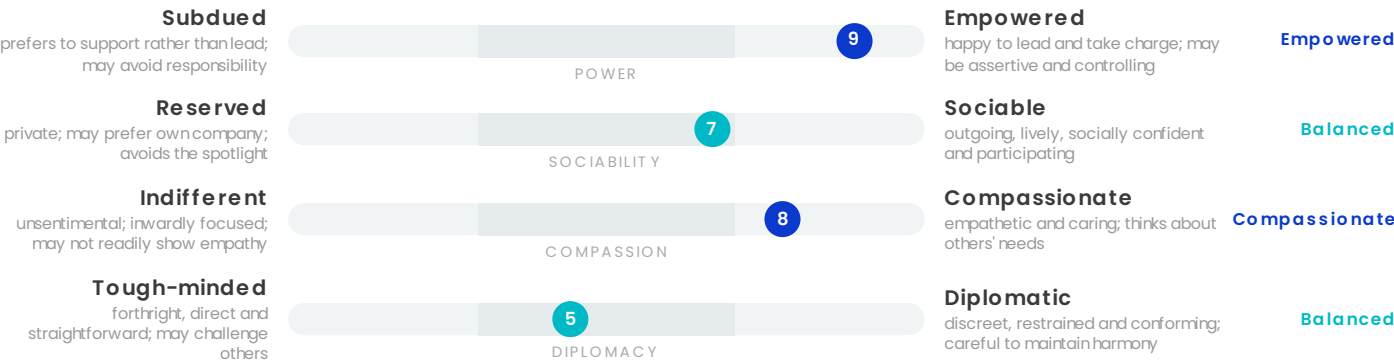
Thinking style (8.0) and measured reasoning (stanine 6) point the same way: what Elena says about engaging with ideas is consistent with what the GCAT measured.

PART II: BEHAVIOURAL FIT

This part shows the evidence behind the Agility Profile in the instruments themselves: how Elena behaves with people and tasks, how Elena copes under pressure, and which tendencies may be overused when it mounts. Each scale appears once. The profile is a set of preferences, not a verdict; the Agility Profile is where they are weighed.

RESULTS AT A GLANCE

PEOPLE ————— How Elena engages with people: taking charge, seeking company, reading others, and keeping the peace.



RESULTS ————— How Elena gets things done: the push behind the work and the structure around it.



Strong left 1 to 3 Balanced 4 to 7 (shaded) Strong right 8 to 10 PQ10, STEN 1 to 10, compared with an international working population

With people

- **Power (empowered).** Happy to lead and take charge; likely to seek influence and responsibility, and may be experienced as controlling when the stakes rise.
- **Sociability (balanced).** As sociable as most; comfortable in company without needing the spotlight.
- **Compassion (compassionate).** Empathetic and caring; attends readily to others' needs, and may put them ahead of the task or of their own position.

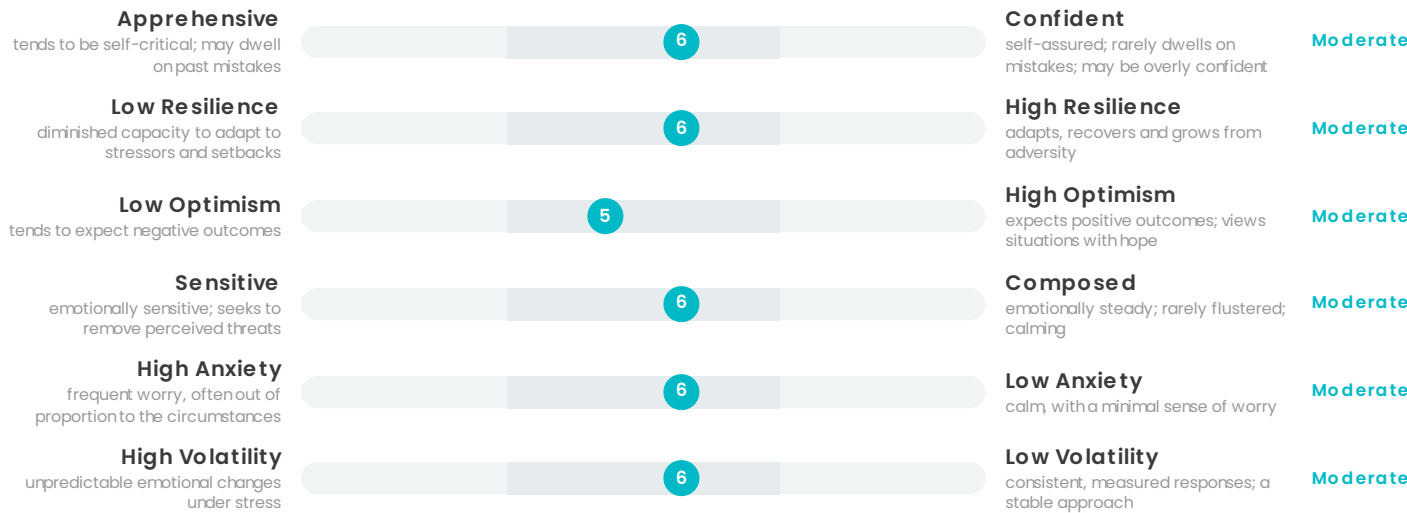
With tasks

- **Drive (driven).** Ambitious and hard-driving; pushes for outcomes and may find it difficult to switch off. The energy is an asset; the cost is to recovery and to those around them.
- **Orderliness (balanced).** Appreciates the need for planning without getting bogged down in detail; adequate structure for most roles.

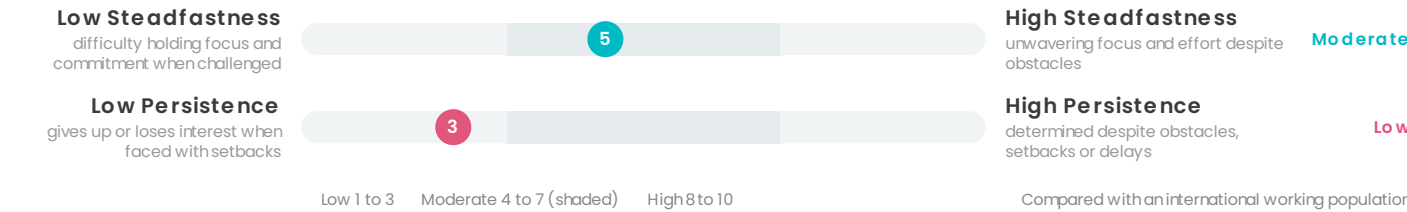
The Resilience Profile measures how Elena Vos is likely to respond to pressure, setbacks and long-horizon goals. It is a separate questionnaire from the personality and cognitive measures, so it adds independent evidence to the agility read: Resilience & Composure on the Agility Profile draws on these scales, and the derail page shows what the same traits look like when overused.

RESULTS AT A GLANCE

EMOTIONAL STABILITY ————— Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.



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



Emotional Stability

Emotional stability is in line with most: Elena is likely to cope well day to day, with some visible strain in highly charged or unfamiliar situations.

- **Confidence (moderate).** As self-assured as most. Likely to take setbacks in proportion, with some self-criticism after a visible mistake.
- **Resilience (moderate).** Recovers from most setbacks at a normal pace. A sustained run of difficulty may take longer to absorb than a single event.

Grit

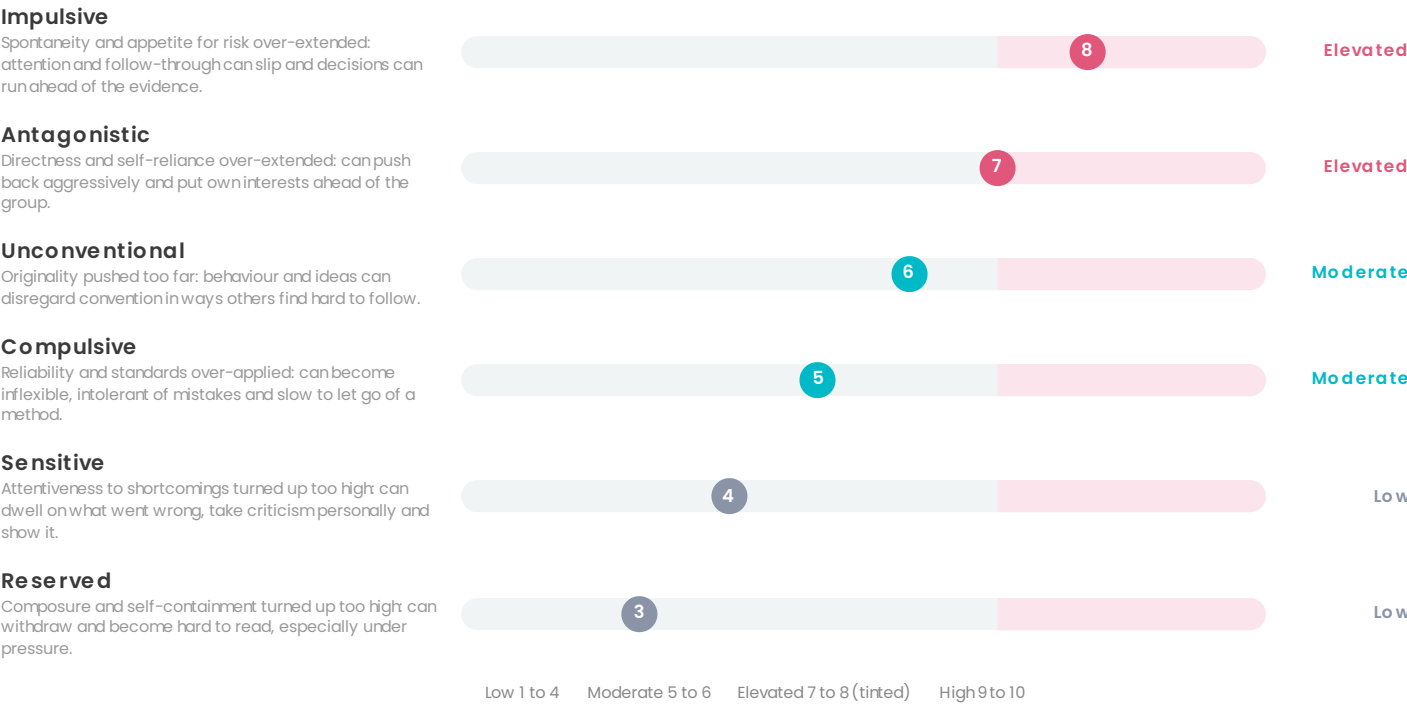
Grit is in line with most: Elena is likely to persist through ordinary setbacks, with momentum easier to sustain on shorter horizons.

- **Persistence (low).** Likely to lose interest or give up when a task meets repeated obstacles, which can leave projects unfinished. Pairing with a strong finisher and short, visible wins reduce the risk.

On the Agility Profile, Resilience & Composure reads 6.3/10 (Neutral): the facet draws on these scales together with composure and drive from the personality profile, so the two pages should be read as one picture.

The derail profile identifies behavioural patterns that intensify under the stress of role transitions. For a selection decision, the critical question is: what will this person look like at 3 and 6 months when sustained pressure tests their coping strategies?

RESULTS AT A GLANCE Derailers questionnaire, STEN 1 to 10; elevated from 7



What this means for the role

The derail profile shows two elevated tendencies (Antagonistic, Impulsive). This is a manageable risk that should be named and discussed early in the onboarding process rather than discovered through trial and error.

FOR THE INTERVIEWER

You are about to interview **Elena Vos** for Commercial Lead at Halvenmoor Group.

Read this page for five minutes before you go in. The data raises specific, testable hypotheses about Elena. The next sixty minutes is your only chance to test them. By month three of employment, the patterns will already be in motion.

The questions on the following pages target these hypotheses directly. Do not deviate from them in the first thirty minutes. After that, run the conversation however you want.

THE HYPOTHESES TO TEST

1 Reasoning style is intuitive rather than analytical: test whether reasoning can be reconstructed

PQ10 Creativity (9) paired with high Compassion (8), a feeling-led judgement style, on the personality scales. These are self-report style preferences and are distinct from measured cognitive ability (GCAT Abstract Reasoning, stanine 7). The pattern: someone who tends to arrive at conclusions through pattern-matching, empathy and instinct rather than step-by-step analysis. Useful in fast-moving contexts, but the reasoning may be harder to articulate when decisions need to be defended or replicated.

2 Strong drive is not matched by process discipline

High Power (9) paired with low Persistence (3) on the Resilience Profile. The pattern: a candidate who pushes for outcomes hard but may leave a trail of incomplete follow-through, loose process or stretched relationships.

3 Mental Agility is a strength: test whether it translates into team-level impact

Mental Agility 7.4 (Supportive band). High-cognitive leaders sometimes create a gap between their own understanding and their team's ability to follow.

HOW TO USE THE NEXT PAGES

Each hypothesis has its own page with the question, what a strong answer sounds like, what a concerning answer sounds like, and the one follow-up to use if the answer is ambiguous. Capture the three signals listed and use the lined area for notes. After the interview, mark the calibration tickbox at the bottom of each card. Note: hypothesis cards may reference underlying personality scales beyond the nine facets shown earlier in this report; these are PQ10 self-report dimensions used to surface specific behavioural patterns worth probing.

1

HYPOTHESIS 1

Reasoning style is intuitive rather than analytical: test whether reasoning can be reconstructed

FROM THE DATA: PQ10 Creativity (9) paired with high Compassion (8), a feeling-led judgement style, on the personality scales. These are self-report style preferences and are distinct from measured cognitive ability (GCAT Abstract Reasoning, stanine 7). The pattern: someone who tends to arrive at conclusions through pattern-matching, empathy and instinct rather than step-by-step analysis. Useful in fast-moving contexts, but the reasoning may be harder to articulate when decisions need to be defended or replicated.

ASK THIS

"Walk me through a recent decision where you had a strong instinct about the right answer. How did you check your instinct, and what would you do if you had to convince a sceptic without using the word 'obvious'?"

STRONG ANSWER SOUNDS LIKE Describes a real instinct and a real check. Articulates the underlying reasoning that the instinct was a shortcut for. Has a method for translating instinct into argument when others need to follow.	CONCERNING ANSWER SOUNDS LIKE Describes the instinct but can't reconstruct the reasoning. Or claims the instinct doesn't need checking (I've learned to trust it). Or treats convincing the sceptic as a communication problem rather than a reasoning problem.
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IF THE ANSWER IS AMBIGUOUS, FOLLOW UP WITH

"When was your instinct last clearly wrong, and what was the warning sign you missed?"

- CAPTURE THESE THREE SIGNALS**
- Whether they can reconstruct the reasoning behind the instinct. Being able to is the missing piece in this profile.
 - Whether they treat sceptics as a communication problem or as a reasoning check. The latter is the mature stance.
 - The follow-up answer. Wrong instincts and missed warning signs are how this profile matures into something safer.

NOTES

Capture in the candidate's words where possible

AFTER THE INTERVIEW, MARK THIS HYPOTHESIS

☐ DISCONFIRMED
data was wrong

☐ INCONCLUSIVE
need more data

☐ CONFIRMED
risk is real

2

HYPOTHESIS 2

Strong drive is not matched by process discipline

FROM THE DATA: High Power (9) paired with low Persistence (3) on the Resilience Profile. The pattern: a candidate who pushes for outcomes hard but may leave a trail of incomplete follow-through, loose process or stretched relationships.

ASK THIS

"Describe a delivery you're proud of where the path was messier than the result. What got compromised along the way, and how do you think about that compromise now?"

STRONG ANSWER SOUNDS LIKE Names specific things that got compromised, documentation, a process, a relationship, a smaller priority. Owns the compromise as a choice rather than as a side effect. Describes a process or check they've built since to manage the same trade-off.	CONCERNING ANSWER SOUNDS LIKE Claims the path was clean. Or describes the compromise as worth it without acknowledging the cost. Or blames the messiness on the situation rather than their own choices. Or treats process as a slowdown rather than as load-bearing.
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IF THE ANSWER IS AMBIGUOUS, FOLLOW UP WITH

"Who in your last team paid the highest price for how you operate, and what would they say about it?"

- CAPTURE THESE THREE SIGNALS**
- Whether they can name specific compromises. Vague description of the messiness is the trait hiding.
 - Whether the compromise is owned as a choice. Choice can be evaluated; side effect can't.
 - The follow-up answer. Being able to name a colleague who paid the price is humility-as-data.

NOTES

Capture in the candidate's words where possible

AFTER THE INTERVIEW, MARK THIS HYPOTHESIS

☐ DISCONFIRMED
data was wrong

☐ INCONCLUSIVE
need more data

☐ CONFIRMED
risk is real

3

HYPOTHESIS 3

Mental Agility is a strength: test whether it translates into team-level impact

FROM THE DATA: Mental Agility 7.4 (Supportive band). High-cognitive leaders sometimes create a gap between their own understanding and their team's ability to follow.

ASK THIS

"Describe a time you saw something clearly that your team or stakeholders didn't. How did you bring them along, and how long did it take?"

STRONG ANSWER SOUNDS LIKE Names a specific gap, a specific way they bridged it, and a realistic timeline. Acknowledges that bringing people along takes longer than seeing the thing yourself. Talks about the cost of moving too fast as well as too slow.	CONCERNING ANSWER SOUNDS LIKE Describes the insight but not the bridging. Or blames the team for not getting it. Or claims it was easy (I just explained it). Or treats bringing people along as an interruption rather than part of the work.
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IF THE ANSWER IS AMBIGUOUS, FOLLOW UP WITH

"When did someone less analytically sharp than you make a better call than you would have?"

- CAPTURE THESE THREE SIGNALS**
- How they bridge. Strong candidates have specific techniques, frameworks, analogies, pre-reads.
 - Their timeline. Realistic answers say weeks or months. Concerning answers say days or hours.
 - The follow-up answer. Being able to admit that smart isn't the only thing that matters is the test.

NOTES

Capture in the candidate's words where possible

AFTER THE INTERVIEW, MARK THIS HYPOTHESIS

☐DISCONFIRMED
data was wrong

☐INCONCLUSIVE
need more data

☐CONFIRMED
risk is real

ADDITIONAL PROBES

If time permits after the priority hypotheses. These do not require structured calibration but are worth running through the same listening framework.

MOTIVATION AND FIT CANNOT BE MEASURED BY THE ASSESSMENT

"What specifically attracted you to this role at Halvenmoor Group, and what would make you leave within the first year?"

Listen for: Names specific aspects of the role, organisation, or challenge that align with what they say drives them. Treats the second half honestly, names real deal-breakers without strategic vagueness. Shows they've thought about both joining and leaving as live possibilities.

NOTES

Capture in the candidate's words where possible

A 90-day plan built from Elena's profile, not a generic induction checklist: month one sets the foundation, month two adds targeted stretch, and month three is the formal review.

INTEGRATION STRATEGY

For Elena Vos, the capability and the drive are already in place, and it is consistent delivery that trails. The first 90 days should put little weight on motivating her, and concentrate on execution scaffolding: a small number of well-defined early wins, visible follow-through, and a check-in rhythm tight enough to catch a stall before it compounds. An effective first win is one she can land through analysis or problem-solving, playing to her strongest domain rather than taxing the developing edge in week one. Treat this readiness read as a hypothesis the first 90 days will confirm or revise, and use the check-ins to test it rather than assume it.

Month 1: Foundation

Establish a structured weekly one-to-one with a clear agenda: wins, blockers, relationships, and learning. This becomes the foundation for the full 90-day integration.

Owner: Manager

Month 2: Stretch

Conduct an informal mid-point check-in with three or four key stakeholders. Share themes with Elena and collaboratively identify one area for immediate focus in month three.

Owner: Manager

Month 3: Review

Conduct the formal 90-day review. Compare observed performance against the psychometric predictions in this report. Recalibrate the development plan for months 4-12 based on what has actually emerged.

Owner: Manager + HR