

HYDROGEN GROUP

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 Hydrogen Group

NAME	Marieke Sample
ROLE	Commercial Lead
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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

Three short, focused instruments: the Adapt-g cognitive assessment plus the PQ10 and Resilience Profile 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: judgment 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 ADAPT-G + PQ10	Change Agility 6.9 SUPPORTIVE ADAPT-G + PQ10	Results Agility 6.6 SUPPORTIVE
SOCIAL (People)	Social Astuteness 6.8 SUPPORTIVE	Open-Mindedness 6.8 SUPPORTIVE	People Agility 6.7 SUPPORTIVE
SELF (Identity)	Self-Awareness 6.6 SUPPORTIVE	Intellectual Curiosity 7.9 ENHANCING	Resilience & Composure 6.3 NEUTRAL

Facets marked **ADAPT-G + PQ10** blend your measured reasoning from the cognitive assessment with the behavioural questionnaire; all other facets are behavioural.

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.

WORKING - STYLE PREFERENCES

Agility is only half the story; the environment it lands in is the other half. The preferences below are read from your personality profile: the working conditions most likely to support your engagement, and the ones likely to ask more of you. Neither list is a limit; both are worth knowing when you choose your next stretch.

LIKELY TO SUIT YOU

- Working long hours
- Working in a competitive environment
- Working closely with others

LIKELY TO ASK MORE OF YOU

- Working under pressure
- Exercising diplomacy
- Maintaining high standards

Think of the last time you felt genuinely energised at work, and a time you felt drained. Compare both to the lines above: the pattern tells you what to seek out.

Cognitive agility

Thinking

Domain average

7.0

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

Mental Agility

7.4

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.

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.

DO I WANT TO? · MOTIVATION

Change Agility

6.9

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.

Your drive tends to be a key asset here. You have the stamina to push through the discomfort that change brings.

DO I ACTUALLY? · APPLICATION

Results Agility

6.6

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.

You tend to take ownership of outcomes and push for results directly. When something needs to happen, you are usually the one moving it.

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.

WHAT THE RESEARCH SAYS

De Meuse's research across over 60,000 leaders found that cognitive agility, particularly the ability to examine problems in unique ways, is one of the strongest predictors of successful transitions into more complex roles. But cognitive speed only predicts success when paired with enough social agility to bring others along. The brilliant thinker who can't translate insight into language others can act on is a pattern that derails at senior levels.

Social agility

People

Domain average

6.8

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 Astuteness

6.8

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-Mindedness

6.8

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 Agility

6.7

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.

THE WARM SCEPTIC

You care about people genuinely, but part of you tends to question their motives. Others may feel that you like them but do not quite believe them, which can be confusing in working relationships.

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 average

6.9

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-Awareness

6.6

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 Curiosity

7.9

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 & Composure

6.3

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 is a skill, not a personality trait. 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.

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

Waiting for structure. The energy currently spent seeking clarity before acting is the pattern that has finished serving you; ambiguity is not a missing input, it is raw material.

LEAN INTO

Drafting the rough frame yourself. Your own one-page take, goal, done, first three moves, taken to the stakeholder to be corrected. You get the clarity anyway, and you practised creating it.

YOUR FIRST EXPERIMENT

Pick one live piece of work that feels under-defined. Before asking anyone for clarity, write your own one-page framing: the goal as you understand it, what done looks like, your first three moves. Take it to the stakeholder and ask what you got wrong. You will get the clarity, and you will have practised creating it.

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 averagely 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, filled in by you. A plan this short is deliberate: agility is built by a small number of repeated behaviours, not a long list of intentions. Fill it in now while the report is fresh, or better, fill it in with someone: your manager, a coach, or a colleague you trust to hold you to it.

MY AQ PROFILE

Pre-filled from this report.

The Explorer

THE STRENGTH I WILL CHANNEL

Which high facet will I deliberately use more, and where? A strength channelled stays a strength. A strength on autopilot becomes a liability.

THE FACET I WILL BUILD

Pre-filled from this report; adjust if your priority differs.

Resilience & Composure

MY PDP OBJECTIVE

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

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.

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.

MY NEXT EXPERIMENT

One specific action, one specific situation, within two weeks.

MY REFLECTION CADENCE

When, weekly, will I run the three Reflect questions? A day and a time, or it will not happen.

WHO WILL KNOW

The one person I will tell about this plan.

REVIEW DATE

Twelve months from now.

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.