

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 Pharma Co XY

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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

Two established psychometric instruments, one cognitive and one behavioural, scored against an international norm group of approximately 20,000 managers. 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 how this shows up in the way you lead.

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 All-Rounder

Balanced Profile

The readiness components sit close together, a balanced learn, want, and do shape. Development direction comes from individual facets rather than the overall shape.

	ABILITY	MOTIVATION	APPLICATION
COGNITIVE (Thinking)	Mental Agility 6.5 SUPPORTIVE ADAPT-G + PVQ	Change Agility 7.3 SUPPORTIVE ADAPT-G + PVQ	Results Agility 5.6 NEUTRAL
SOCIAL (People)	Social Astuteness 6.8 SUPPORTIVE	Open-Mindedness 6.6 SUPPORTIVE	People Agility 6.4 NEUTRAL
SELF (Identity)	Self-Awareness 6.2 NEUTRAL	Intellectual Curiosity 6.1 NEUTRAL	Resilience & Composure 6.5 SUPPORTIVE

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

WHAT THIS SHAPE MEANS

This is a broadly even profile: no domain carries the weight alone, and none holds the others back. In practice that tends to read as versatility, the ability to enter most new situations without a structural weak point. It also means your development direction comes from individual facets rather than the overall shape. Here the clearest strength to channel is Change Agility at 7.3, and the clearest place to build is Results Agility at 5.6. The detail pages work through both.

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

WHERE YOU THRIVE

Agility is only half the story; the research is consistent on the other half. Learning agility gets expressed, or suppressed, by its environment: stretch, room to experiment, and tolerance for early mistakes are the conditions it feeds on. Knowing what fuels you is how you seek those conditions out, or negotiate for them.

WHAT GIVES YOU ENERGY

- Affiliation** Belonging appears to fuel you; you tend to be at your best as part of something, not alongside it.
- Aesthetics** How the work looks and feels appears to matter to you; craft and form tend to be part of quality for you, not decoration.
- Work Ethic** Effort itself appears to carry meaning for you; you tend to trust results that have been properly earned.

THE CONDITIONS THAT HELP

- Collaborative teams where ideas are built together and credit is shared
- Innovation-focused cultures that encourage experimentation and tolerate failure
- Intellectually stimulating work that stretches your thinking

THE MIRROR IMAGE

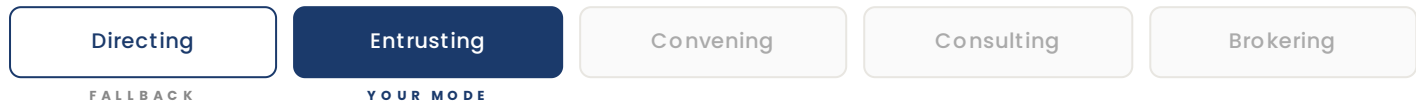
Worth knowing too: environments where conformity is rewarded over originality are likely to wear on you faster than most other frictions.

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.

YOUR CURRENT MODE

Entrusting

You tend to lead by handing over ownership: giving people the problem, not the instructions.



Your agility profile describes how you learn. This page describes how you lead, and where your leadership range can grow. Every mode above works somewhere. Leadership agility is not about having the right style; it is about noticing when your default has stopped serving the moment, and deliberately borrowing from an adjacent one.

LEADING THROUGH CHANGE

In shifting conditions you appear to trust the people closest to the work to find the new shape of it. You tend to define the outcome and step back, which can make your teams unusually self-sufficient when change arrives, because they are already used to navigating without you in the room. The same instinct may mean that in genuine turbulence, when people are looking for a steadying presence, your distance can read as absence rather than confidence.

WHAT THIS MAKES EASY

This mode is arguably the strongest natural builder of agility in others. Stretch is how learning agility grows, and you tend to create stretch by default. People who work for you are likely to accumulate more first-time experiences per year than people who work for a more hands-on leader.

THE AGILITY TRAP

Entrusting overused becomes unsupported stretch. The developmental value of a hard assignment collapses if the person carrying it has no one to reflect with, and delegation without check-in can quietly turn a growth experience into an abandonment experience. The risk compounds in change, when the ground people were standing on has moved and the map you handed them is out of date.

YOUR FLEX MOVE

Attach a reflection point to every significant handover: a short, scheduled conversation whose only agenda is what are you learning and where are you stuck. The trigger to watch for: any delegated piece of work you have not discussed in three weeks.

YOUR FALLBACK RANGE: DIRECTING

Under pressure you appear able to shift into a directing mode, giving people clarity when the situation stops rewarding patience.

A flex move is a small, deliberate borrowing from a neighbouring mode. It is not a personality change. It is a repetition, and range is built one repetition at a time.

Cognitive agility

Thinking

Domain average

6.5

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

6.5

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 6.5, 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.

DO I WANT TO? · MOTIVATION

Change Agility

7.3

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 7.3, 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.

DO I ACTUALLY? · APPLICATION

Results Agility

5.6

NEUTRAL

You deliver reliably, with some room to stretch when situations require improvisation. Results Agility measures how effectively you perform when the playbook doesn't apply. At 5.6, you're dependable and capable in most situations, but you may default to familiar strategies when a truly novel approach is what's needed. You get results, the opportunity is in getting them more efficiently in unfamiliar territory.

MOTIVATION-LED

Your strongest component in this domain is **motivation** (7.3), while **application** (5.6) 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 cognitive agility capability.

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

6.6

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 read rooms well and adjust how you communicate depending on who you are talking to and what the situation requires.

DO I WANT TO? · MOTIVATION

Open-Mindedness

6.6

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 6.6, 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.

You tend to take people at their word and give them the benefit of the doubt, which makes others feel safe sharing their perspectives with you.

DO I ACTUALLY? · APPLICATION

People Agility

6.4

NEUTRAL

You flex your approach with some people more easily than others.

People Agility measures how effectively you adjust your interpersonal style to different people and contexts. At 6.4, you have moderate range, you can adapt when you make a conscious effort, but you're not yet doing it automatically. You probably find some working relationships effortless and others consistently effortful, and that pattern tells you where your current range ends.

CONSISTENT PROFILE

Your social agility domain is relatively balanced across ability (6.8), motivation (6.6), and application (6.4). This consistency means you tend to deploy what you have. This is a solid foundation.

THE DETACHED BELIEVER

You give people the benefit of the doubt, but you may not engage deeply with how they feel. You trust what people say without always understanding where they are coming from.

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

6.3

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

6.2

NEUTRAL

You have a reasonable sense of who you are, with room to deepen it. Self-Awareness is the foundation of the Self domain, knowing your own strengths, weaknesses, triggers, and patterns. At 6.2, you have a functional level of self-insight, but there may be blind spots you haven't yet identified. The interesting thing about self-awareness is that it's paradoxical: the areas where you most need it are, by definition, the areas you can't yet see.

DO I WANT TO? · MOTIVATION

Intellectual Curiosity

6.1

NEUTRAL

You enjoy learning, though your curiosity tends to follow familiar tracks. Intellectual Curiosity measures your motivation to seek out new knowledge and experiences. At 6.1, you're a willing learner who enjoys picking up new skills and ideas, though your interests may be somewhat focused rather than broadly exploratory. You learn well, the opportunity is in learning more widely.

DO I ACTUALLY? · APPLICATION

Resilience & Composure

6.5

SUPPORTIVE

You bounce back from setbacks fairly quickly and maintain composure under most pressures. Resilience & Composure measures your ability to absorb setbacks, handle criticism, and maintain performance under stress. At 6.5, you're more resilient than average, you feel the impact of adversity but don't let it derail you for long. Most of the time, you're able to separate the emotional response from the practical one.

Your emotional steadiness tends to be your primary resilience asset. Setbacks affect you less deeply than they might affect others.

CONSISTENT PROFILE

Your self agility domain is relatively balanced across ability (6.2), motivation (6.1), and application (6.5). This consistency means you tend to deploy what you have. This is a solid foundation.

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.

Results Agility 5.6 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

Intellectual Curiosity 6.1 SHARPEN

LET GO OF

Learning inside the lane. Everything you take in connects to what you already do, which compounds expertise while quietly letting the beginner muscle atrophy.

LEAN INTO

Useless learning. One skill a quarter with no professional application, for the experience of early incompetence and the memory of how learning feels from the bottom.

YOUR FIRST EXPERIMENT

Pick one skill or subject with no immediate professional use and give it one hour a week for a quarter. The content is almost irrelevant; the target is the experience of early incompetence and the memory of how learning actually feels from the bottom. Reflect monthly on what being a novice again is teaching you.

LEAD TOOL: STRETCH

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 RESULTS AGILITY

Aim Try at ambiguity: frame one under-defined piece of work yourself before anyone frames it for you.

AIM THE LOOP: CHANNELLING CHANGE AGILITY

Your appetite for the new can pull others forward: aim Seek at the resisters, asking one sceptic what the change costs them that you might not be seeing.

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 All-Rounder

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.

Results Agility

MY PDP OBJECTIVE

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

Strengthen my delivery in ambiguous conditions: for each under-defined piece of work I take on, produce my own one-page framing (goal, definition of done, first three moves) before requesting direction, and review two of these with my manager per quarter.

WHAT BETTER LOOKS LIKE IN 12 MONTHS

You are given the vague briefs on purpose, because you have built a reputation for making shape out of them rather than waiting for shape to be provided.

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.