

PHARMA CO XY

Your Agility Profile

PERSONAL DEVELOPMENT REPORT

Prepared for **Maxine Winters**

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Confidentiality

This report contains sensitive personal data and is intended solely for the named individual and authorised recipients. It should be stored securely and not shared without the individual's consent.

Shelf Life

Psychometric profiles are generally stable over 18-24 months. We recommend reassessment if significant role changes, personal development, or life events have occurred since the assessment date.

Purpose

This report is designed to support personal and professional development. It is not a diagnostic tool and should not be used as the sole basis for employment decisions.

Interpretation

This report is designed to be explored independently or with a certified practitioner. Sections marked "Explore further" work as self-reflection prompts and as conversation starters in feedback sessions.

ABOUT THIS REPORT

What this report is

This report presents your personal agility profile, a detailed picture of how you navigate change, complexity, and challenge. It's based on a framework developed by Dr Kenneth De Meuse and colleagues, grounded in over two decades of research showing that learning agility is one of the strongest predictors of leadership effectiveness and long-term career success. But this isn't a report that simply tells you your scores. It's designed to help you understand what your profile means in practice: at work, under pressure, and in the moments that matter most for your growth. Every section includes insights from the research literature, real-world scenarios, and questions to help you explore your own patterns more deeply.

WHY AGILITY MATTERS NOW

The world of work is changing faster than at any point in modern history. Roles, technologies, and entire industries are being reshaped in real time. Research consistently shows that the leaders and professionals who thrive in this environment aren't necessarily the smartest or most experienced, they're the most agile. They learn quickly from new situations, adapt their approach when circumstances change, and remain effective even when the rules they've relied on no longer apply. The good news: agility isn't fixed. Every facet measured in this report responds to deliberate development.

Your assessment battery

Personal Values Questionnaire (PVQ)

Psytech International

Measures your behavioural preferences, interpersonal style, work values, motivational drivers, and potential stress patterns (derailers). Also provides measures of Grit (perseverance and consistency of effort) and Emotional Intelligence.

✓ BPS Registered Test ✓ Normed on 50,000+ professionals ✓ Criterion validity documented

Adapt-g Cognitive Assessment (GRT2)

Psytech International

Measures general cognitive reasoning ability across three domains: verbal reasoning (understanding complex written information), numerical reasoning (working with quantitative data), and abstract reasoning (identifying patterns in novel information). Cognitive ability and learning agility measure fundamentally different things. Research shows a near-zero correlation between them, which is why both are included.

✓ BPS Registered Test ✓ Convergent validity with established GMA measures ✓ Predictive validity for job performance (Schmidt & Hunter, 1998)

How your scores are calculated

Your nine agility facet scores are calculated on a 0-10 scale by combining relevant scales from your assessment battery. Your overall Agility G-Factor is a weighted composite of all nine facets plus your cognitive assessment results, designed to give a single summary of your overall agility potential. Scores are grouped into five bands:



Reliability and fairness

All instruments used in this assessment are validated for use across demographic groups and comply with relevant employment testing standards. The interpretive text in this report has been authored by qualified occupational psychologists, not generated by AI at the point of use. This approach ensures consistency, fairness, and compliance with GDPR Article 22 and the EU AI Act requirements for automated decision-support in employment contexts.

If you have questions about how your scores were calculated or would like to understand the methodology in more detail, please contact your assessment provider or HR representative.

HOW TO USE THIS REPORT

This report is designed to be valuable whether you're reading it independently, exploring it with a certified practitioner in a feedback session, or using it as a foundation for ongoing development with a coach or manager. Throughout the report, you'll find "Explore further" prompts. These are reflection questions that work equally well for personal journaling and as conversation starters with a practitioner. The final section, "Share With Your Coach," is designed for you to hand to whoever supports your development. It stands alone, so you choose how much of the full report to share.

YOUR AGILITY AT A GLANCE

Where your agility lives

Agility isn't one thing, it's nine. The grid below shows your personal agility map across three domains (columns) and three components (rows). Read down to see where you're strongest, read across to see the pattern between what you can do, what you want to do, and what you actually do.

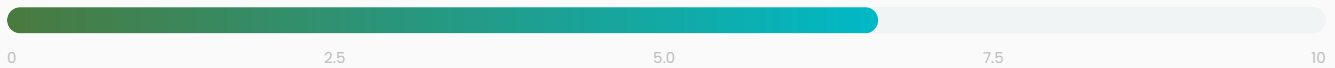
	HOW YOU THINK COGNITIVE	HOW YOU CONNECT SOCIAL	HOW YOU KNOW YOURSELF SELF
Can I? <i>Ability . The Capacity</i>	Mental Agility 6.5 SUPPORTIVE You're a strong analytical thinker who spots patterns others take longer to see.	Social Astuteness 6.8 SUPPORTIVE You read rooms well, you pick up on dynamics that others miss.	Self-Awareness 6.2 NEUTRAL You have a reasonable sense of who you are, with room to deepen it.
Do I want to? <i>Motivation . The Willingness</i>	Change Agility 7.3 SUPPORTIVE You welcome change and adapt more quickly than most of your peers.	Open-Mindedness 6.6 SUPPORTIVE You actively seek out different perspectives and are willing to change your mind.	Intellectual Curiosity 6.1 NEUTRAL You enjoy learning, though your curiosity tends to follow familiar tracks.
Do I actually? <i>Application . The Adaptability</i>	Results Agility 5.6 NEUTRAL You deliver reliably, with some room to stretch when situations require improvisation.	People Agility 6.4 NEUTRAL You flex your approach with some people more easily than others.	Resilience & Composure 6.5 SUPPORTIVE You bounce back from setbacks fairly quickly and maintain composure under most pressures.

Read across the rows to see your pattern across Ability, Motivation, and Application. Your profile is relatively balanced across these components, meaning you tend to deploy the capabilities you have. This consistency is a strength. Look at the columns to see where your domain strengths and development areas lie.

Your Agility Signature

Your profile is unusually balanced, no single domain dramatically outpaces the others. This is a solid foundation because it means you don't have a glaring vulnerability. The development opportunity is in identifying which specific facets within each domain offer the highest leverage for growth and focusing your energy there rather than trying to improve everything equally.

AGILITY G-FACTOR **6.7** Supportive



Your G-Factor is a single summary of your overall agility potential. It combines your cognitive assessment results with all nine agility facets. A score of 6.7 places you in the **Supportive** band.

YOUR STRATEGIC ANCHORS

Your strongest agility facets, build on these

Change Agility How You Think -> Motivation	7.3 Supportive
Social Astuteness How You Connect -> Ability	6.8 Supportive
Open-Mindedness How You Connect -> Motivation	6.6 Supportive

YOUR GROWTH EDGES

Where small changes create the biggest impact

Results Agility How You Think -> Application	5.6 Neutral
Intellectual Curiosity How You Know Yourself -> Motivation	6.1 Neutral
Self-Awareness How You Know Yourself -> Ability	6.2 Neutral

EXPLORE FURTHER

Look at the gap between your "Can I?" row and your "Do I actually?" row. Think about the last month at work: can you identify a specific moment where you knew the right approach but didn't follow through with it? What got in the way: time pressure, habit, comfort, something else? That pattern is the key to unlocking your next level of agility.

MORE ABOUT YOU

Your working style

Your agility profile tells you how you navigate change. This section tells you something different: how you show up day to day. These insights come from the PVQ personality assessment and describe your natural preferences, not your potential. Understanding your default style helps explain why your agility profile looks the way it does.

HOW YOU LEAD

Delegative / Empowering

You lead by setting the direction and then trusting people to find their own way. You create space for others to grow and take ownership. Teams experience you as someone who believes in their capability.

Agility connection: Your Self-Awareness (6.2) supports this style because you know when to step in and when to hold back.

HOW YOU PREFER TO BE MANAGED

Collaborative / Partnership-Oriented

You work best when leadership feels like a partnership rather than a hierarchy. You want to co-create goals and feel that your manager is invested in your development.

Share with your manager: "I do my best work when we can think through problems together."

HOW YOU INFLUENCE

Coordinator / People-Focused

You influence by bringing people together, coordinating effort, and ensuring alignment across teams and priorities. Your strength lies in creating the conditions for collective success.

One thing to try: In your next team discussion, notice whether you are coordinating others or contributing your own perspective.

YOUR TEAM ROLE

Coordinator

You clarify goals, allocate work, and ensure different contributions come together coherently. You are the glue that turns a group into a functioning team.

Your complement: Seek out the Innovator or Resource-Investigator on your team.

EXPLORE FURTHER

Ask three colleagues: "When I am at my best as a leader, what does that look like? And when I am at my most frustrating?" Compare their answers to the four descriptions above. The gaps between how you see yourself and how others experience you are where the most valuable development lives.

What drives you

Understanding what motivates you is as important as understanding what you are good at. When work aligns with your core values, performance is self-sustaining. When it conflicts with them, even capable professionals gradually disengage. This section shows you what your assessment data says about your motivational core.

YOUR CORE WORK VALUES

Your top work values are Affiliation, Aesthetics, and Work Ethic. Together, these form a motivational fingerprint that shapes where your engagement and commitment are strongest. Understanding this combination is particularly valuable for retention: these are the conditions under which you will invest discretionary effort, and the conditions under which you will gradually disengage.

Affiliation

You value belonging, group membership, and being part of something larger than yourself. Teams, communities, and shared identity matter to you. Roles where you feel genuinely part of the group, not just a contributor to it, sustain your engagement. The development edge: ensuring that your need for belonging does not make it harder to challenge the group when your perspective differs from the consensus.

Aesthetics

You value beauty, design, and creative expression in your work. You care about how things look and feel, not just whether they function. Roles that involve design thinking, brand, communications, or creative problem-solving are likely to sustain your engagement.

Work Ethic

You believe in hard work as a value in itself, not just as a means to an end. You hold yourself to high standards of effort and expect the same from others. This creates reliability and trust, but can also mean you struggle with colleagues who are more results-focused than effort-focused.

YOU THRIVE IN

Working under constantly changing conditions

Working long hours

Exercising diplomacy

MAY FIND CHALLENGING

Maintaining high standards

Working in a competitive environment

Financial rewards and incentives

EXPLORE FURTHER

Think about the last time you felt genuinely energised at work. What were you doing? Now think about a time you felt drained. Compare both to the values and environment preferences above. The pattern tells you what to seek out and what to negotiate around.

Your cognitive profile

The Adapt-g assessment measures your general reasoning ability across three domains. This is different from your agility. Cognitive ability captures *how quickly and accurately you process structured information*. Agility captures *how you behave when facing something new*. Research shows these two things are almost completely independent of each other, which is why both are measured.

Verbal Reasoning

Understanding complex written information



Numerical Reasoning

Working with quantitative data and logic



Abstract Reasoning

Identifying patterns in novel information



Overall (GMA)

Combined reasoning ability



Scores on a 1-9 scale. 1-3 Developing · 4-6 Functional · 7-9 Strong

5 = population average

WHAT THIS TELLS YOU

Your cognitive profile is above average, with particular strength in verbal and abstract reasoning. This means you process complex written material quickly and are good at spotting patterns in unfamiliar information.

HOW THIS CONNECTS TO YOUR AGILITY

Your strong cognitive ability provides the raw processing power that supports your Mental Agility (6.5). You can think quickly, which is an asset. But cognitive ability alone doesn't predict how you'll handle novel challenges, deal with difficult people, or recover from setbacks. That's what the rest of this report measures. Think of your cognitive profile as the engine and your agility profile as the driving skill. You have a powerful engine. This report is about becoming a better driver.

EXPLORE FURTHER

Look at your cognitive profile alongside your agility profile. Where are you relying on raw thinking power to compensate for lower agility in other areas? For example, if your People Agility is lower, do you tend to "think your way" through interpersonal problems rather than adapting your approach? That's your engine compensating for your driving.

YOUR AGILITY IN DEPTH

How You Think

COGNITIVE DOMAIN

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

DO I WANT TO? - MOTIVATION

DO I ACTUALLY? - APPLICATION

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.

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.

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 how you think 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.

EXPLORE FURTHER

Think about the last time you solved a complex problem at work. Did the people around you understand your reasoning, or did they simply accept your conclusion? If you're not sure, ask a trusted colleague: "When I reach a decision quickly, do you feel like you understand how I got there?" Their answer might surprise you.

How You Connect

SOCIAL DOMAIN

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 how you connect 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.

EXPLORE FURTHER

Think about a time you sensed tension or resistance in a meeting. Did you act on that awareness, adjusting your approach, naming the dynamic, or checking in privately afterward? Or did you notice it but press on regardless? The gap between noticing and acting is where your development leverage sits.

How You Know Yourself

SELF DOMAIN

Domain average

6.3

The final three facets explore your inner world: 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 how you know yourself 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.

EXPLORE FURTHER

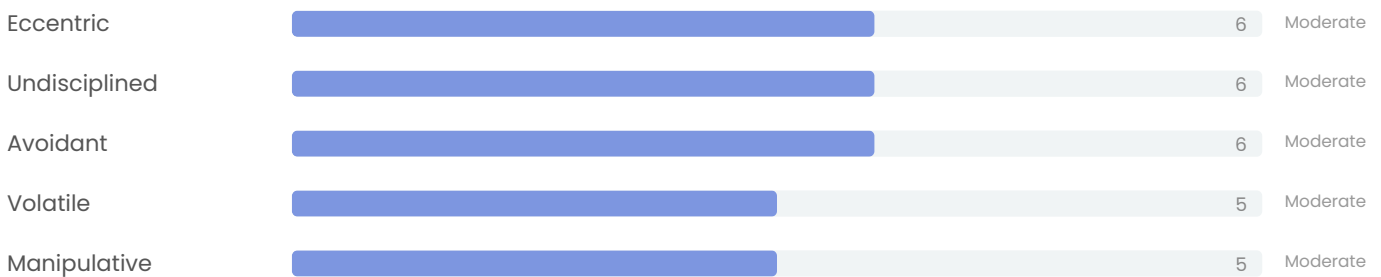
Ask three colleagues who know you well to each name one strength and one development area. Compare their answers to what you would have predicted. Where the gap is widest is where your self-awareness has the most room to grow.

YOUR AGILITY UNDER PRESSURE

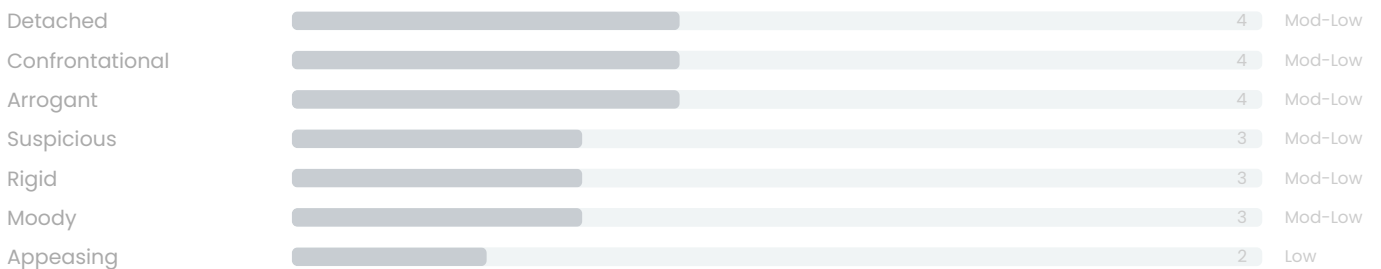
Understanding your stress patterns

Everyone has patterns that emerge under stress. These aren't flaws. Research on leadership derailment consistently shows they're typically your strengths turned up too high. Understanding these patterns is one of the most powerful things you can do for your own development, because they're the behaviours most likely to undermine your agility precisely when you need it most.

WITHIN NORMAL RANGE



LOW RISK



■ 1-4 Low / Mod-Low ■ 5-6 Moderate ■ 7-8 Mod-High ■ 9-10 High Risk

Your derailment profile shows no elevated patterns, suggesting you maintain balance even under pressure. This is a healthy and uncommon profile.

GROWING YOUR AGILITY

Your development workbook

Agility isn't fixed. Every facet in this report responds to deliberate practice. The three pages that follow are your personal workbook. Be honest with yourself as you work through them. Circle, tick, and write. The value is in the thinking, not the scores.

01 Results Agility

Your score: 5.6/10 . Neutral

WHERE AM I NOW?

Circle the answer that best describes you today. Be honest, not aspirational.

When a project hits obstacles, I find alternative paths rather than escalating

Rarely Sometimes Often Always

I deliver quality work even when the brief is unclear

Rarely Sometimes Often Always

I can adjust my approach mid-project when evidence suggests my current path isn't optimal

Rarely Sometimes Often Always

I take on challenges that others avoid

Rarely Sometimes Often Always

START

- When your next project hits a wall, generate three alternative approaches before choosing one
- Set one stretch goal per quarter that pushes you beyond your comfort zone
- After completing a challenging task, note what you improvised versus what you planned

STOP

- Sticking rigidly to your original plan when the situation has clearly changed
- Only taking on tasks where you're confident of the outcome
- Escalating problems prematurely rather than attempting a creative solution first

CONTINUE

- Being reliable and delivering on your commitments
- Maintaining high standards in your core responsibilities
- Being willing to work hard and put in extra effort when needed

THIS WEEK I WILL...

I'LL KNOW IT'S WORKING WHEN...

02 Intellectual Curiosity

Your score: 6.1/10 . Neutral

WHERE AM I NOW?

Circle the answer that best describes you today. Be honest, not aspirational.

I regularly read, listen to, or watch content outside my area of expertise

Rarely	Sometimes	Often	Always
--------	-----------	-------	--------

When I encounter something I don't understand, my first instinct is to explore it

Rarely	Sometimes	Often	Always
--------	-----------	-------	--------

I ask questions in meetings to genuinely learn, not just to make a point

Rarely	Sometimes	Often	Always
--------	-----------	-------	--------

I enjoy learning new skills even when there's no immediate work application

Rarely	Sometimes	Often	Always
--------	-----------	-------	--------

START

- Subscribe to one newsletter or podcast outside your field and engage with it weekly
- In your next meeting, ask at least one question you genuinely don't know the answer to
- Schedule 30 minutes per week as "learning time" with no specific agenda

STOP

- Only learning when it's directly required for your current role
- Dismissing topics as "not relevant to me" without exploring them first
- Treating expertise as a destination rather than a journey

CONTINUE

- Applying your deep knowledge in your area of expertise
- Being thorough and detail-oriented in your work
- Using your strong working relationships to learn from colleagues informally

THIS WEEK I WILL...

I'LL KNOW IT'S WORKING WHEN...

03 Self-Awareness

Your score: 6.2/10 . Neutral

WHERE AM I NOW?

Circle the answer that best describes you today. Be honest, not aspirational.

I can accurately predict how others would describe my strengths and weaknesses

Rarely	Sometimes	Often	Always
--------	-----------	-------	--------

I actively seek feedback, even when I suspect it will be uncomfortable

Rarely	Sometimes	Often	Always
--------	-----------	-------	--------

I know what triggers my stress and can recognise the early warning signs

Rarely	Sometimes	Often	Always
--------	-----------	-------	--------

When something goes wrong, I look at my own contribution before blaming others

Rarely	Sometimes	Often	Always
--------	-----------	-------	--------

START

- Ask three trusted colleagues for one strength and one development area each
- After important meetings, take 2 minutes to note what went well and what you'd change
- Schedule a quarterly "honest conversation" with someone who will tell you the truth

STOP

- Assuming you know how others perceive you without checking
- Dismissing feedback that doesn't match your self-image
- Relying on past performance as proof that your current approach is still working

CONTINUE

- Using your resilience to stay open when feedback is hard to hear
- Being reliable and following through on commitments
- Maintaining strong relationships with the people you work closely with

THIS WEEK I WILL...

I'LL KNOW IT'S WORKING WHEN...
