

HYDROGEN GROUP

Future Leader

POTENTIAL: PROFESSIONAL

Prepared for Pharma Co XY

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ROLE	Head of Procurement
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BATTERY	Adapt-g + PVQ

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The Purpose of this Diagnostic

This dossier is designed as a forensic development tool, not a definitive grading system. Leadership transitions inherently bring new levels of ambiguity, complexity, and stress. This report maps the candidate's core cognitive and behavioural agility, providing a predictive compass for how they are likely to navigate the "first-time, tough, or different" challenges of their next environment.

The Scientific Architecture

The Agility Quotient is built upon globally validated psychometric instruments. It synthesises fluid intelligence and cognitive pacing (Adapt-g) with deep behavioural and motivational profiling (PVQ). The Leadership G-Factor is a weighted composite of four independent components: General Mental Ability (15%), Cognitive Agility (28%), Social Agility (28%), and Self Agility (29%). Research confirms that cognitive ability and learning agility are near-zero correlated (De Meuse, 2021; $r = .091$), meaning they capture genuinely different constructs and both contribute unique variance to the composite. All developmental insights are grounded in the De Meuse (2022) nine-facet Learning Agility framework.

The "Growth Edge" Philosophy

There is no "perfect" leadership profile. Strengths overused become derailers, and low scores in certain areas often indicate highly specialised alternative capabilities. We advise coaches, managers, and the candidates themselves to look for patterns across the data rather than fixating on isolated scores. The goal is to identify the candidate's unique "Strategic Anchors" (what they can rely on under pressure) and their "Growth Edges" (where they require targeted scaffolding to succeed).

Private & Confidential

Psychometric assessments provide a high-probability "snapshot" of potential and behaviour but do not constitute an absolute guarantee of future performance. As personality profiles are based on self-perception and cognitive performance can be influenced by environmental factors, these results should not be viewed in isolation. This diagnostic must be interpreted alongside corroborating evidence, including professional experience, performance appraisals, and the specific complexity requirements of the role in question. 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 personnel or strategic decisions based on the information provided herein.

Integrated Agility Profile

The Executive Brief presented a summary verdict. This page shows the complete evidence behind it: nine agility facets arranged by domain, each scored on a 1–10 scale. Cells marked **Adapt-g + PVQ** reflect blended scores where the Adapt-g provides a direct cognitive measure of the facet construct. The remaining cells are pure PVQ behavioural scores.

	ABILITY	MOTIVATION	APPLICATION
SELF (Identity)	Self-Awareness 6.2 NEUTRAL	Intellectual Curiosity 6.1 NEUTRAL	Resilience & Composure 6.5 SUPPORTIVE
SOCIAL (People)	Social Astuteness 6.8 SUPPORTIVE	Open-Mindedness 6.6 SUPPORTIVE	People Agility 6.4 NEUTRAL
COGNITIVE (Thinking)	Mental Agility 6.5 SUPPORTIVE Adapt-g + PVQ	Change Agility 7.3 SUPPORTIVE Adapt-g + PVQ	Results Agility 5.6 NEUTRAL
SELF AVERAGE 6.3		SOCIAL AVERAGE 6.6	COGNITIVE AVERAGE 6.5

The following observations integrate the agility profile, derail patterns, and cognitive read into a single synthesis. Each block highlights a pattern worth carrying into the development or selection conversation.

Maxine Winters demonstrates strong Social Astuteness (6.8/10), suggesting the capacity to accurately read organisational politics and stakeholder motivations. Combined with People Agility (6.4/10), the interpersonal dimension appears adequate.

The derail risk profile is within acceptable parameters. None elevated. This is a positive indicator for transition success.

Cognitive (Thinking)

Domain Average: 6.5/10

Where the underlying personality scales reveal a clear driver or constraint, an *italicised insight* identifies what is shaping the score. These are suppressed for facets in the Neutral range (5.0 to 6.4) where no single scale dominates.

Mental Agility 6.5/10 Supportive

Ability - The Capacity

THE INSIGHT

Maxine Winters shows a strong Mental Agility profile (6.5/10).

THE COACHING EDGE

The data suggests someone who can work comfortably with complexity, see connections that others might miss, and adapt their thinking when the situation shifts. Abstract Reasoning at Stanine 7 confirms that the cognitive flexibility underpinning this agility is well-established.

Change Agility 7.3/10 Supportive

Motivation - The Willingness

THE INSIGHT

Change Agility is a genuine strength in this profile (7.3/10).

THE COACHING EDGE

Maxine Winters appears to have a healthy relationship with novelty and disruption, genuinely willing to step into unfamiliar territory. This quality becomes increasingly valuable at higher levels of leadership.

Results Agility 5.6/10 Neutral

Application - The Adaptability

THE INSIGHT

The Results Agility profile (5.6/10) suggests that Maxine Winters delivers reliably, particularly when goals are clear and accountability structures are in place.

THE COACHING EDGE

The drive to deliver may benefit from explicit framing in ambiguous conditions. The foundation for stronger results drive is present.

Social (People)

Domain Average: 6.6/10

Where the underlying personality scales reveal a clear driver or constraint, an *italicised insight* identifies what is shaping the score. These are suppressed for facets in the Neutral range (5.0 to 6.4) where no single scale dominates.

Social Astuteness 6.8/10 Supportive

Ability - The Capacity

THE INSIGHT

Social Astuteness is a genuine strength (6.8/10).

This appears primarily driven by diplomatic awareness, a natural ability to read social contexts and adjust communication accordingly.

THE COACHING EDGE

Maxine Winters appears to have a well-developed ability to read the dynamics of a room. The development frontier at this level is about using this awareness more strategically, moving from reading the room to shaping it.

Open-Mindedness 6.6/10 Supportive

Motivation - The Willingness

THE INSIGHT

Open-Mindedness is a positive feature of this profile (6.6/10).

This appears primarily driven by a trusting disposition, a readiness to give others the benefit of the doubt and accept input at face value.

THE COACHING EDGE

Maxine Winters appears to engage genuinely with diverse perspectives. The next step might be actively seeking out the most challenging perspectives, the ones that create genuine intellectual discomfort.

THE DETACHED BELIEVER

Trusts others' intentions but does not engage emotionally with their experience. May accept input without truly understanding the perspective behind it.

People Agility 6.4/10 Neutral

Application - The Adaptability

THE INSIGHT

Maxine Winters's interpersonal effectiveness (6.4/10) is solid within familiar social contexts. With focused coaching on perspective-taking and political awareness, this is an area with considerable growth potential.

Self (Identity)

Domain Average: 6.3/10

Where the underlying personality scales reveal a clear driver or constraint, an *italicised insight* identifies what is shaping the score. These are suppressed for facets in the Neutral range (5.0 to 6.4) where no single scale dominates.

Self-Awareness 6.2/10 Neutral

Ability - The Capacity

THE INSIGHT

The Self-Awareness profile (6.2/10) suggests a reasonable understanding of personal strengths and growth areas. A structured 360-degree process could sharpen this self-model as the role evolves.

Intellectual Curiosity 6.1/10 Neutral

Motivation - The Willingness

THE INSIGHT

Maxine Winters's Intellectual Curiosity (6.1/10) is evident, though it may be more strongly activated in areas of existing expertise. Deliberately cultivating learning habits outside the comfort zone could amplify this quality.

Resilience & Composure 6.5/10 Supportive

Application - The Adaptability

THE INSIGHT

Resilience is a genuine strength (6.5/10).

This appears primarily driven by emotional stability, a steady baseline that absorbs setbacks without significant disruption.

THE COACHING EDGE

Maxine Winters has a well-developed capacity for maintaining composure when the pressure is on. The consideration at this level is sustainability over the very long term.

PART I - COGNITIVE PROFILE

The dashboard identified where Maxine Winters's agility profile is strongest and where it is most constrained. This section examines the cognitive foundation underneath those scores - answering the question: *does this person have the raw mental horsepower the next role demands?* The Adapt-g is a computer-adaptive measure of General Mental Ability that adjusts item difficulty in real time, producing a precise estimate of cognitive capacity relative to a professional and managerial norm group.

The Adapt-g assessment measures General Mental Ability (GMA) through three subtests: Verbal Reasoning (crystallised intelligence), Numerical Reasoning (quantitative logic), and Abstract Reasoning (fluid intelligence). Scores are reported on a stanine scale (1-9), where 5 represents the population average and 7+ indicates above-average capacity. GMA and learning agility measure fundamentally different constructs. De Meuse's (2021) meta-analysis of over 60,000 participants found a near-zero correlation ($r = .091$) between the two, meaning they contribute independent variance to the Leadership G-Factor. GMA captures the capacity to process complexity; learning agility captures how a person adapts behaviour when facing novel challenges. Within the G-Factor algorithm, GMA carries a 15% weighting - reflecting its role as an independent cognitive input alongside the three agility domains (Cognitive 28%, Social 28%, Self 29%). The scores below represent where Maxine Winters sits relative to a professional and managerial norm group.



COGNITIVE PROFILE

Maxine Winters's cognitive profile is Balanced, with no single reasoning mode dominating. This suggests versatility across problem types, and Maxine Winters is likely to feel comfortable across a wide range of work without strongly preferring one mode over another.

Maxine Winters's General Mental Ability composite (Stanine 7, 87th percentile) suggests a comfortable preference for cross-functional integration and strategic planning within a domain. Working with complex information is likely to feel natural rather than effortful.

PART II - BEHAVIOURAL PROFILE

Cognitive capacity tells us what Maxine Winters *can* do. This section examines what Maxine Winters *actually does* - the leadership styles, interpersonal preferences, values, and risk patterns that shape how this person leads, influences, and operates under pressure.

Leadership Style: Delegative / Directive

Maxine Winters's primary leadership style is Delegative. This suggests someone who leads by setting the direction and then stepping back, trusting people to find their own way to the destination. In practice, this tends to create high levels of ownership and initiative among team members, particularly those who are experienced and self-motivated. This style is most effective with mature, capable teams who do not need close supervision. The consideration is that less experienced team members may sometimes feel under-supported, and in situations requiring rapid, coordinated action, the lack of direct oversight may slow decision-making. The balance between trusting and guiding is the key calibration point.

The secondary Directive tendency suggests that when trust has not yet been established, or when the situation demands rapid action, Maxine Winters can shift into a more structured, hands-on mode of leading.

Subordinate Style: Collaborative / Informative

An insight for Maxine Winters's manager: the subordinate style is Collaborative, suggesting someone who works best when leadership feels like a partnership rather than a hierarchy. Maxine Winters is likely to be most engaged and productive when they feel their input genuinely shapes decisions, and when the relationship with their manager is characterised by open dialogue and mutual respect. The most effective management approach is regular two-way conversation, shared problem-solving, and transparency about the reasoning behind decisions.

The secondary Informative tendency means that Maxine Winters appreciates being kept in the loop, understanding the broader context behind decisions helps them commit more fully.

Influencing Style: **Team Manager** / Culture Breaker

Maxine Winters's influencing style is that of a Team Manager, someone who builds influence through the ability to coordinate, organise, and get the best out of a group of people. This is a person who naturally takes responsibility for ensuring that teams function well, that workloads are distributed fairly, and that everyone is pulling in the same direction. This style is particularly effective in operational environments where the primary challenge is coordination and execution rather than strategic vision.

The secondary Culture Breaker tendency adds an additional dimension to Maxine Winters's influencing repertoire, suggesting that in certain contexts, particularly when the primary approach encounters resistance; this alternative mode of persuasion becomes available as a natural fallback.

Team Role: **Coordinator**

In team settings, Maxine Winters is most likely to gravitate toward the Coordinator role; the person who clarifies goals, allocates work, and ensures that different team members' contributions come together into a coherent whole. Coordinators tend to be skilled at seeing the big picture without losing sight of who is doing what, and at creating the conditions for others to contribute their best. This role is less about generating ideas or driving pace and more about orchestrating the collective effort. Colleagues tend to value the Coordinator for bringing order and fairness to group processes.

Grit

6.0 /10

NEUTRAL

Perseverance and passion for long-term goals. Derived from Long-term Orientation, Energy & Drive, and Resilience (Duckworth et al., 2007).

Emotional Intelligence

7.0 /10

SUPPORTIVE

Capacity to perceive, understand, manage, and use emotions effectively in interpersonal contexts. Composite derived from emotional and social scales.

Leadership style tells us how Maxine Winters operates. Values tell us *why* – the internal motivational drivers that determine which environments feel energising, which feel draining, and where the deepest sources of friction with organisational culture are likely to emerge.

Work Values

Maxine Winters’s top three work values, Affiliation, Aesthetics, and Work Ethic, together form a motivational fingerprint that shapes where engagement and commitment are strongest. Understanding this combination is particularly valuable for retention: these are the conditions under which Maxine Winters will invest discretionary effort, feel genuinely satisfied, and stay committed through difficult periods. When work aligns with these core values, performance tends to be self-sustaining. When it conflicts with them, even a capable and willing professional may gradually disengage. A direct conversation with Maxine Winters about how well the current role, and any prospective future role, aligns with this value structure is worth having.

Work Culture Preferences

Based on the personality profile, the following environmental conditions are most likely to support engagement and sustained performance.

THRIVES IN

- Working under constantly changing conditions
- Working long hours
- Exercising diplomacy

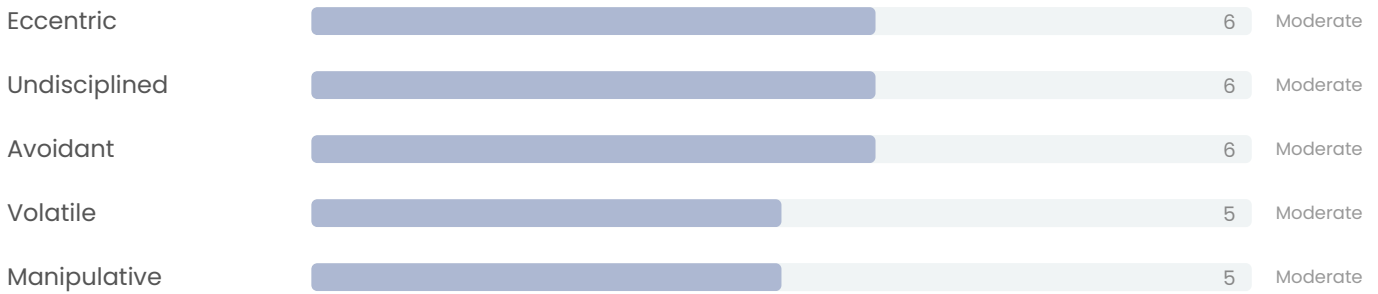
MAY FIND CHALLENGING

- Maintaining high standards
- Working in a competitive environment
- Financial rewards and incentives

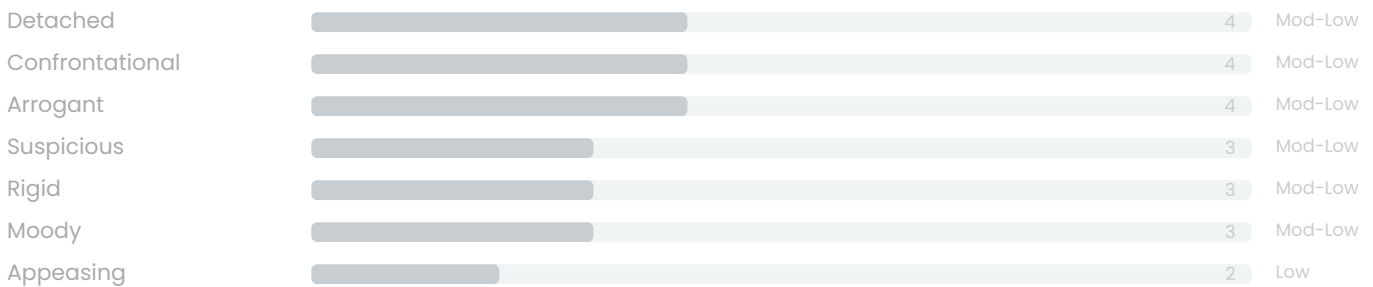
DERAILMENT RISK

The preceding pages mapped how Maxine Winters leads and what drives that behaviour. This page examines the other side of the coin: which personality tendencies are manageable under normal conditions but may intensify during transitions, increased pressure, or reduced oversight? The following profile maps which tendencies are most likely to require active management.

WITHIN NORMAL RANGE



LOW RISK



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

Maxine Winters's derailment profile is notably clean, with no scales in the elevated range. This is a positive indicator for transition readiness, research consistently shows that leaders who derail typically do so not from lack of capability but from behavioural patterns that intensify under stress. The absence of elevated derailers significantly reduces this risk and suggests that Maxine Winters is likely to maintain behavioural effectiveness even as role demands increase.

PART III - DEVELOPMENT PATHWAY

The preceding sections established what the data reveals – cognitive capacity and behavioural profile. This final section shifts from diagnosis to prescription: given this profile, what are the highest-leverage development investments, and how should the transition be managed to maximise the probability of success?

Priority Growth Areas

Based on the areas where Maxine Winters's profile suggests the greatest development opportunity, the following are offered as a structured starting point for a coaching conversation. These recommendations are sequenced: start with Priority 1, which typically provides the foundation for the others. Each includes a specific development action, a coaching question designed to open the conversation, and a 90-day milestone for measuring progress.

01 Results Agility

5.6/10

Take on a stretch assignment where the success criteria are deliberately left somewhat open. The learning goal is to practise sustaining drive and momentum when the roadmap is unclear. Schedule fortnightly check-ins focused on process rather than outcomes: "What did you do this week when you didn't know what to do next?"

COACHING QUESTION

"How do you keep yourself moving forward when you genuinely do not know whether you are on the right track?"

90-DAY MILESTONE

Deliver one meaningful outcome in an unfamiliar domain within 90 days.

02 Mental Agility

5.7/10

Assign a cross-functional strategy project that requires synthesising data from at least two unfamiliar domains. Pair Maxine Winters with a mentor who naturally thinks in systems. Schedule monthly coaching sessions focused specifically on “how did you approach this problem?” rather than “what was the answer?”

COACHING QUESTION

“When was the last time you solved a problem using a framework from a completely different field? What happened?”

90-DAY MILESTONE

Complete one cross-domain strategic analysis and present the findings to a senior audience within 90 days.

03 Intellectual Curiosity

6.1/10

Commit to one cross-domain learning practice: one article per week from a field entirely outside Maxine Winters’s expertise, discussed with a coach or peer. Complement with attendance at one cross-industry event or learning forum. The coaching conversation should regularly include “What unexpected connection did you find this week?”

COACHING QUESTION

“What topic outside your expertise have you explored purely for interest in the last six months? What did you discover?”

90-DAY MILESTONE

Maintain the cross-domain reading habit for 12 weeks and present one cross-domain insight to the team within 90 days.

These three development areas should be sequenced rather than addressed simultaneously. Start with the first priority, which typically provides the diagnostic foundation (often a 360 process) that informs everything else. Run the second priority in parallel once the first is underway. Begin the third priority in month two, once the coaching relationship is established. The overall development arc should be formally reviewed at the 90-day mark and recalibrated based on progress.

Integration & Coaching Priorities

The following three priorities are designed for Maxine Winters's direct manager. They translate the assessment findings into specific, actionable coaching rules for the first 90 days of the transition.

01 Lead as a Partner

Maxine Winters is most engaged when leadership feels like a partnership. Include them in decision-making. Explain reasoning behind choices. Create space for genuine two-way dialogue.

02 Maintain Momentum

Maxine Winters's derailer profile is clean. Focus coaching on accelerating strengths rather than managing risks.

03 Create Structured Ambiguity

Assign one task per month with undefined success criteria. Debrief weekly on process: 'What did you do when you did not know what to do?'

A note for the manager: These recommendations are based on psychometric data and should be validated against direct experience. Development is most effective when it is co-owned between the individual, their manager, and a coach.