

HYDROGEN GROUP

Future Leader

SELECTION: PROFESSIONAL

Prepared for Pharma Co

CANDIDATE	Mark Smith
ROLE	General Manager
SENIORITY BAND	Mid-Level Leadership
ASSESSMENT DATE	11 May 2026
BATTERY	Adapt-g + PVQ

Candidate Snapshot

Hire Recommendation

PART I - COGNITIVE FIT

Cognitive Capacity

PART II - BEHAVIOURAL FIT

Leadership Profile

Values & Culture Fit

Derailment Risk

PART III - INTEGRATION PATHWAY

Pre-Interview Brief

Hypothesis Cards

Additional Probes

90-Day Onboarding Plan

Purpose

This report is a psychometric selection tool designed to support evidence-based hiring decisions. It synthesises cognitive ability testing (Adapt-g) with deep behavioural and motivational profiling (PVQ) to assess whether a candidate's agility profile is aligned with the demands of the target role. Unlike a development report, which focuses on growth potential, this document focuses on fit, risk, and readiness. The traffic light recommendation reflects the balance of evidence and should be read alongside interview data, references, and domain expertise assessments.

Scientific Architecture

The Agility Quotient selection framework is built upon the De Meuse (2022) Learning Agility model and calibrated against seniority-specific benchmarks. The cognitive assessment measures fluid and crystallised intelligence through three subtests. The behavioural assessment maps nine dimensions of agility across three domains (Cognitive, Social, and Self). The derailer profile identifies behavioural patterns that intensify under transition stress. Together, these instruments provide a thorough, evidence-based foundation for selection decisions.

Private & Confidential

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

SELECTION READINESS

- Strong
- Moderate
- **Developing** ◀
- At Risk

Developing

Can succeed with structured support. Some dimensions sit below the level the role typically expects, so the first 90 days are decisive.

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

RECOMMENDATION

Mark Smith presents an adequate but uneven profile for this leadership role. Certain dimensions are at strength level while others fall below what would typically be expected for effective performance at this level of complexity. The candidate can succeed, but the first 90 days will be critical in determining whether the profile develops into the role or whether the gaps become performance-limiting. Recommendation: proceed with conditions. The onboarding plan is essential, not optional.

ASSESSMENT CALIBRATION

Mid-Level Leadership

BATTERY

Adapt-g + PVQ

INTEGRATED AGILITY PROFILE

Nine facets across Cognitive, Social, and Self domains. Cells marked Adapt-g + PVQ integrate cognitive testing with behavioural assessment.

	ABILITY	MOTIVATION	APPLICATION
SELF <small>(Identity)</small>	Self-Awareness 7.0 <small>SUPPORTIVE</small>	Intellectual Curiosity 7.5 <small>ENHANCING</small>	Resilience & Composure 7.2 <small>SUPPORTIVE</small>
SOCIAL <small>(People)</small>	Social Astuteness 6.9 <small>SUPPORTIVE</small>	Open-Mindedness 7.0 <small>SUPPORTIVE</small>	People Agility 5.7 <small>NEUTRAL</small>
COGNITIVE <small>(Thinking)</small>	Mental Agility 6.0 <small>NEUTRAL</small> <small style="color: #00BCD4;">Adapt-g + PVQ</small>	Change Agility 6.7 <small>SUPPORTIVE</small> <small style="color: #00BCD4;">Adapt-g + PVQ</small>	Results Agility 3.7 <small>CONSTRAINING</small>

PROFILE SHAPE

This profile reads as led by a strong inner foundation, self-aware, curious, and steady under pressure, with the developing edge sitting in the cognitive engine, its pace of thinking and push toward results. On the readiness axis, motivation leads, capability follows, and application is the quieter signal, the shape of someone whose intent tends to run ahead of consistent delivery.

DERAILER ALERT

1 elevated derailer(s): **Eccentric**. These patterns are likely to intensify during the first 90 days.

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

RESPONSE INTEGRITY FLAG

The response style analysis indicates an elevated Social Desirability score (Sten 8), which may suggest that Mark Smith presented a somewhat more favourable self-image than is typical. This does not invalidate the profile, but it does mean that the personality dimensions, particularly those related to interpersonal warmth, conscientiousness, and emotional stability, should be interpreted as a possible upper-bound estimate. The derailer scores may also appear lower than they would under fully candid responding. It is recommended that the personality findings be corroborated through structured interview or 360-degree feedback.

WHAT THIS PERSON BRINGS

Adequate cognitive processing for most professional demands. Mark Smith can work effectively with standard business complexity. Where the role requires sustained abstract reasoning or novel problem-solving beyond familiar domains, provide additional time and structured support.

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

WHAT TO WATCH FOR

The derailer profile shows 1 elevated tendency (Eccentric). This is a manageable risk that should be named and discussed early in the onboarding process rather than discovered through trial and error.

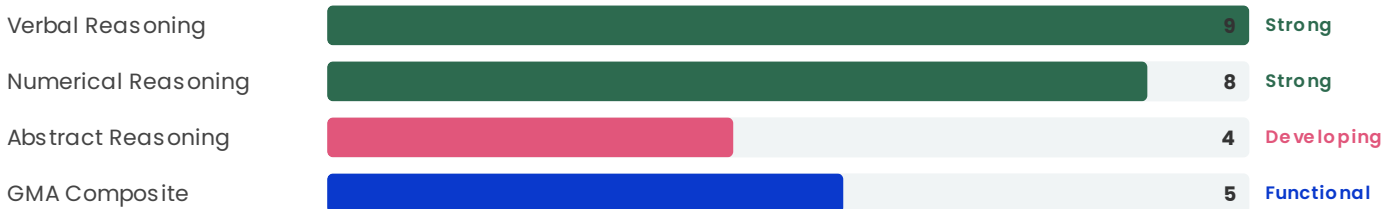
WHAT THE DATA DOES NOT TELL YOU

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

PART I - COGNITIVE FIT

This section presents the Adapt-g assessment - a computer-adaptive measure of General Mental Ability. For a selection decision, the critical question is whether cognitive capacity meets the demands of the target role at Mid-Level Leadership level.

Mark Smith's General Mental Ability composite (Stanine 5, 49th percentile) sits at the Applied level, suggesting a preference for problems that draw on familiar territory and well-defined frames. Mark Smith is likely to work effectively across a wide range of professional roles, with deeper engagement when the problem can be approached through known patterns. Cognitive preference is only one contributor to leadership effectiveness.



COGNITIVE PROFILE

Verbal Reasoning (Stanine 9) suggests a strong preference for language-based work. Mark Smith is likely to gravitate toward roles involving complex written material, communication, and constructing meaning from text, and is likely to find this kind of work energising rather than effortful.

Numerical Reasoning (Stanine 8) suggests a strong preference for working with quantitative information. Mark Smith is likely to gravitate toward roles involving data interpretation, pattern identification, and drawing conclusions from figures, and is likely to find this kind of work natural rather than effortful.

ROLE FIT ASSESSMENT

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

PART II - BEHAVIOURAL FIT

This section assesses the personality dimensions, values, and behavioural risk factors that determine how Mark Smith will operate day-to-day. For a hiring manager, this answers: what will it feel like to manage this person, and how will they interact with the team?

RESPONSE INTEGRITY

See Response Integrity Flag on Hire Recommendation page; this should be considered when interpreting the personality dimensions below.

Leadership Style: **Delegative** / Participative

Mark Smith'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 'Participative' tendency adds a collaborative dimension, suggesting that Mark Smith values input from others and will create opportunities for team involvement when circumstances allow.

Subordinate Style: **Collaborative** / Informative

An insight for Mark Smith's manager: the subordinate style is 'Collaborative', suggesting someone who works best when leadership feels like a partnership rather than a hierarchy. Mark Smith 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 Mark Smith appreciates being kept in the loop, understanding the broader context behind decisions helps them commit more fully.

Influencing Style: **Culture Breaker** / **Business Winner**

Mark Smith's influencing style is that of a 'Culture Breaker', someone who gains influence precisely by challenging established norms, questioning assumptions, and pushing the organisation to think differently. This is the person who says what others are thinking but would not dare to voice. In environments undergoing transformation, this quality can be enormously valuable. The consideration is that persistent norm-challenging can also create friction, and the most effective Culture Breakers learn to calibrate their disruption, knowing which battles to fight and which to let pass.

The secondary 'Business Winner' tendency adds an additional dimension to Mark Smith'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: **Resource-Investigator**

In team settings, Mark Smith is most likely to adopt the 'Resource-Investigator' role; the person who looks outward, builds connections beyond the immediate team, and brings back ideas, contacts, and opportunities from the wider environment. This is the team's antenna, always scanning for what is happening elsewhere, who might be useful to know, and what the competition is doing. Colleagues tend to value the Resource-Investigator for their energy and their network. The consideration is that initial enthusiasm for new ideas may not always be matched by sustained follow-through on the detail.

Grit

7.0 /10

SUPPORTIVE

Perseverance and passion for long-term goals. For selection: predicts sustained effort through the inevitable difficulties of the first 12 months.

Emotional Intelligence

7.0 /10

SUPPORTIVE

Capacity to perceive, understand, and manage emotions in interpersonal contexts. For selection: predicts how effectively they will navigate the social complexity of onboarding.

Understanding what motivates Mark Smith is critical for retention. Research consistently shows that when work aligns with core values, performance is self-sustaining. When it conflicts with them, even capable professionals gradually disengage, often silently.

Core Work Values

- **Aesthetics**
Drawn to quality and elegance.
- **Affiliation**
Values belonging and group membership.
- **Altruism**
Motivated by contributing to others.

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 pressure

Working under constantly changing conditions

Addressing the public and giving presentations

MAY FIND CHALLENGING

Working in a competitive environment

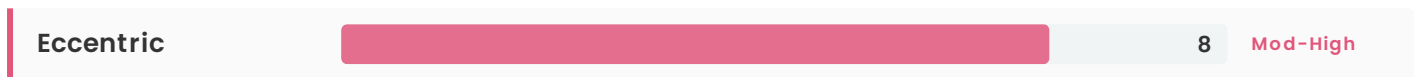
Financial rewards and incentives

Maintaining high standards

DERAILMENT RISK

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

ELEVATED RISK

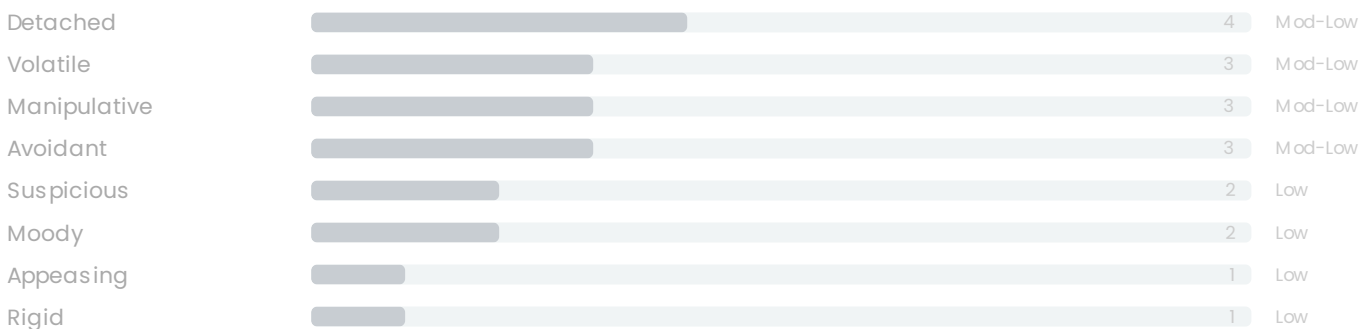


Original, idea-rich thinking turned up too high. Under sustained pressure, attention may scatter across new ideas faster than others can follow, and details can slip.

WITHIN NORMAL RANGE



LOW RISK



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

The derailer profile shows 1 elevated tendency (Eccentric). This is a manageable risk that should be named and discussed early in the onboarding process rather than discovered through trial and error.

FOR THE INTERVIEWER

You are about to interview **Mark Smith** for General Manager at Pharma Co.

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

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

THE HYPOTHESES TO TEST

1

Results Agility gap may show as drift under ambiguity

Results Agility 3.7 (Constraining band). The data suggests the candidate may struggle to drive outcomes when conditions shift mid-execution - the determination is there, but the adaptive resilience to keep delivering is the question.

2

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

PVQ Abstract Thinking Style (8.0) paired with low Rational/Analytical Thinking (4.0) on the personality scales. These are self-report style preferences and are distinct from measured cognitive ability (Adapt-g Abstract Reasoning), which is shown on the Cognitive Capacity page. The pattern: someone who tends to arrive at conclusions through pattern-matching or intuition rather than step-by-step analysis. Useful in fast-moving contexts, but reasoning may be harder to articulate when decisions need to be defended or replicated.

3

Trusts intentions but does not engage with experience

High trust (9.0) paired with low empathy (4.0). The pattern: a candidate who gives others the benefit of the doubt but does not engage emotionally with their experience. They tend to accept input without truly understanding the perspective behind it.

HOW TO USE THE NEXT PAGES

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

1

HYPOTHESIS 1

Results Agility gap may show as drift under ambiguity

FROM THE DATA: Results Agility 3.7 (Constraining band). The data suggests the candidate may struggle to drive outcomes when conditions shift mid-execution – the determination is there, but the adaptive resilience to keep delivering is the question.

ASK THIS

"Tell me about a project where the goalposts moved significantly while you were responsible for delivery. What did you do, and how did the final result compare to the original plan?"

STRONG ANSWER SOUNDS LIKE

Describes a specific shift, a specific adjustment, and a specific outcome. Owns the gap between original plan and final result without being defensive. Names what they'd do differently.

CONCERNING ANSWER SOUNDS LIKE

Describes the difficulty without describing the delivery. Or describes delivering against the original plan when conditions had changed, missing the adaptive piece. Or blames external factors without acknowledging their own choices.

IF THE ANSWER IS AMBIGUOUS, FOLLOW UP WITH

"What's the difference between being flexible and giving up?"

CAPTURE THESE THREE SIGNALS

- Whether they actually delivered. Determined effort with no delivery IS the issue.
- How clearly they compare original plan vs final result. Mature candidates can do this; weak ones get muddled.
- The follow-up answer. Being able to articulate the line between adapting and giving up is a real test.

NOTES

Capture in the candidate's words where possible

AFTER THE INTERVIEW, MARK THIS HYPOTHESIS

DISCONFIRMED
data was wrong

INCONCLUSIVE
need more data

CONFIRMED
risk is real

HYPOTHESIS 2

2

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

FROM THE DATA: PVQ Abstract Thinking Style (8.0) paired with low Rational/Analytical Thinking (4.0) on the personality scales. These are self-report style preferences and are distinct from measured cognitive ability (Adapt-g Abstract Reasoning), which is shown on the Cognitive Capacity page. The pattern: someone who tends to arrive at conclusions through pattern-matching or intuition rather than step-by-step analysis. Useful in fast-moving contexts, but reasoning may be harder to articulate when decisions need to be defended or replicated.

ASK THIS

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

STRONG ANSWER SOUNDS LIKE

Describes a real instinct and a real check. Articulates the underlying reasoning that the instinct was a shortcut for. Has a method for translating instinct into argument when others need to follow.

CONCERNING ANSWER SOUNDS LIKE

Describes the instinct but can't reconstruct the reasoning. Or claims the instinct doesn't need checking ('I've learned to trust it'). Or treats convincing the sceptic as a communication problem rather than a reasoning problem.

IF THE ANSWER IS AMBIGUOUS, FOLLOW UP WITH

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

CAPTURE THESE THREE SIGNALS

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

NOTES

Capture in the candidate's words where possible

AFTER THE INTERVIEW, MARK THIS HYPOTHESIS



DISCONFIRMED

data was wrong



INCONCLUSIVE

need more data



CONFIRMED

risk is real

3 HYPOTHESIS 3
Trusts intentions but does not engage with experience

FROM THE DATA: High trust (9.0) paired with low empathy (4.0). The pattern: a candidate who gives others the benefit of the doubt but does not engage emotionally with their experience. They tend to accept input without truly understanding the perspective behind it.

ASK THIS

"Describe a time when a colleague was struggling and you knew it. What did you do, and what did they need from you that you didn't give?"

STRONG ANSWER SOUNDS LIKE

Names a specific situation. Distinguishes what they did (often: practical action, problem-solving) from what was needed (often: presence, listening, emotional engagement). Describes a development edge they're working on.

CONCERNING ANSWER SOUNDS LIKE

Describes their action without acknowledging the gap. Or claims they gave what was needed when the question is framed in terms of what wasn't given. Or generalises the answer ('I always check in') rather than naming the moment.

IF THE ANSWER IS AMBIGUOUS, FOLLOW UP WITH

"When was the last time you sat with someone's difficulty without trying to solve it?"

CAPTURE THESE THREE SIGNALS

- Whether they can distinguish practical help from emotional presence. The pattern shows in not being able to.
- Honesty about the gap between what they gave and what was needed.
- The follow-up answer. Sitting with difficulty is this trait in action.

NOTES

Capture in the candidate's words where possible

AFTER THE INTERVIEW, MARK THIS HYPOTHESIS

DISCONFIRMED
data was wrong

INCONCLUSIVE
need more data

CONFIRMED
risk is real

Psychometrically Informed Integration

The following 90-day onboarding plan is tailored to Mark Smith's specific psychometric profile. It translates the assessment findings into concrete management actions for the first three months of employment. This is not a generic induction checklist, it is a psychometrically informed integration strategy designed to maximise the probability of a successful transition. The actions are sequenced: month one establishes the foundation, month two introduces targeted stretch, and month three provides the formal review checkpoint.

INTEGRATION STRATEGY

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

Month 1: Foundation

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

Owner: Manager

Month 2: Stretch

Conduct an informal mid-point check-in with 3-4 key stakeholders. Share themes with Mark Smith and collaboratively identify one area for immediate focus in month three.

Owner: Line Manager

Month 3: Review

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

Owner: Manager + HR