

HYDROGEN GROUP

Future Leader

SELECTION: PROFESSIONAL

Prepared for Pharma Co XY

CANDIDATE	Maxine Winters
ROLE	Head of Procurement
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 complete, 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.

This page provides the complete hiring decision summary. The Selection Readiness Score is a cognitive-weighted, derailer-penalised composite calibrated against Mid-Level Leadership level demands.

Selection Readiness Score

6.1 /10



Leadership G-Factor 6.7 /10

- Recommend
- Proceed with Conditions
- Do Not Recommend

Recommend

Calibrated for Mid-Level Leadership level

ASSESSMENT CALIBRATION Mid-Level Leadership	BATTERY Adapt-g + PVQ
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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 6.2 <small>NEUTRAL</small>	Intellectual Curiosity 6.1 <small>NEUTRAL</small>	Resilience & Composure 6.5 <small>SUPPORTIVE</small>
SOCIAL <small>(People)</small>	Social Astuteness 6.8 <small>SUPPORTIVE</small>	Open-Mindedness 6.6 <small>SUPPORTIVE</small>	People Agility 6.4 <small>NEUTRAL</small>
COGNITIVE <small>(Thinking)</small>	Mental Agility 6.5 <small>SUPPORTIVE</small> <small style="color: teal;">Adapt-g + PVQ</small>	Change Agility 7.3 <small>SUPPORTIVE</small> <small style="color: teal;">Adapt-g + PVQ</small>	Results Agility 5.6 <small>NEUTRAL</small>

SELF AVERAGE 6.3	SOCIAL AVERAGE 6.6	COGNITIVE AVERAGE 6.5
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Maxine Winters presents a well-aligned profile for this mid-level leadership appointment. The cognitive capacity and behavioural agility dimensions are at or above the threshold for effective performance in roles requiring cross-functional coordination, team leadership, and operational complexity. Recommendation: proceed with confidence. Standard onboarding with attention to the specific coaching points in this report.

RESPONSE INTEGRITY

The response style indicators suggest that Maxine Winters approached the questionnaire openly and without significant distortion. Social Desirability, Central Tendency, Acquiescence, and Infrequency are all within acceptable parameters. The personality profile can be interpreted with confidence.

WHAT THIS PERSON BRINGS

Strong cognitive processing capacity. Maxine Winters can handle complex, multi-layered problems and is likely to grasp strategic context quickly. Expect fast comprehension of new domains, comfort with ambiguity, and the ability to connect disparate information into coherent frameworks.

Solid behavioural agility with specific areas of strength and development. Maxine Winters 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 is clean, with no scales in the elevated range. This significantly reduces transition risk and suggests Maxine Winters is likely to maintain behavioural consistency even as role demands increase. Focus coaching energy on accelerating strengths rather than managing risks.

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). 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.

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.



COGNITIVE PROFILE

Verbal Reasoning (Stanine 8) suggests a strong preference for language-based work. Maxine Winters 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 7) suggests a strong preference for working with quantitative information. Maxine Winters 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.

Abstract Reasoning (Stanine 7) suggests a strong preference for novel, pattern-based problem-solving and is the dimension most closely associated with strategic thinking. Maxine Winters is likely to gravitate toward unfamiliar problems and find them energising rather than draining.

ROLE FIT ASSESSMENT

Cognitive capacity exceeds the requirements for this level. Expect fast comprehension and strategic thinking from day one.

PART II - BEHAVIOURAL FIT

This section assesses the personality dimensions, values, and behavioural risk factors that determine how Maxine Winters 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?

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. 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 Maxine Winters 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

- **Affiliation**
Values belonging and group membership.
- **Aesthetics**
Drawn to quality and elegance.
- **Work Ethic**
Values conscientiousness and effort.

Work Culture Preferences

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

THRIVES IN

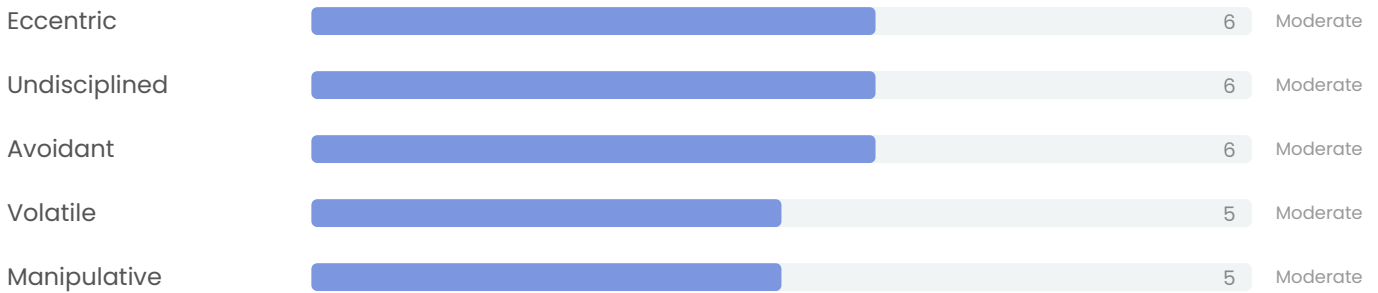
- Working under constantly changing conditions**
- Working long hours**
- Exercising diplomacy**

MAY FIND CHALLENGING

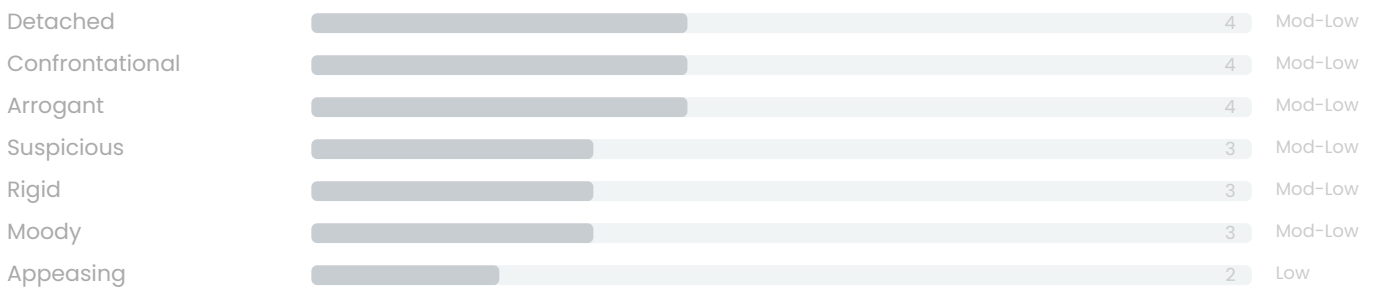
- Maintaining high standards**
- Working in a competitive environment**
- Financial rewards and incentives**

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?

WITHIN NORMAL RANGE



LOW RISK



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

The derailer profile is clean, with no scales in the elevated range. This significantly reduces transition risk and suggests Maxine Winters is likely to maintain behavioural consistency even as role demands increase. Focus coaching energy on accelerating strengths rather than managing risks.

FOR THE INTERVIEWER

You are about to interview **Maxine Winters** for Head of Procurement at Pharma Co XY.

Read this page for five minutes before you go in. The data raises specific, testable hypotheses about Maxine. 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 Trusts intentions but does not engage with experience

High trust (8.0) 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.

2 Change Agility is a strength - test whether it is disciplined or restless

Change Agility 7.3 (Supportive/Enhancing band). High change orientation is an asset in transformation contexts but can manifest as restlessness in roles that require execution discipline.

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.



HYPOTHESIS 1

Trusts intentions but does not engage with experience

FROM THE DATA: High trust (8.0) 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

2 HYPOTHESIS 2
Change Agility is a strength – test whether it is disciplined or restless

FROM THE DATA: Change Agility 7.3 (Supportive/Enhancing band). High change orientation is an asset in transformation contexts but can manifest as restlessness in roles that require execution discipline.

ASK THIS

"Tell me about a change you started that, in hindsight, you shouldn't have. What did you not see, and what would have stopped you in the moment?"

STRONG ANSWER SOUNDS LIKE

Names a specific change they regret starting. Describes what they missed and why. Identifies a check or question they've built into their process to catch the same blind spot.

CONCERNING ANSWER SOUNDS LIKE

Can't think of a change they regret. Or describes regret that's really about execution ('we didn't implement it well'). Or names regret but resolves it ('but we learned from it') in a way that hides whether they actually learned.

IF THE ANSWER IS AMBIGUOUS, FOLLOW UP WITH

"How do you know when the right move is to leave something alone?"

CAPTURE THESE THREE SIGNALS

- Whether they can name a regret at all. High change appetite without regret is a yellow flag.
- Whether the fix is structural (a process, a check) or just attitudinal ('I'm more careful now'). Structural is real.
- How sophisticated the follow-up answer is. Disciplined change leaders have a theory of when not to change.

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

ADDITIONAL PROBES

If time permits after the priority hypotheses. These do not require structured calibration but are worth running through the same listening framework.

MOTIVATION AND FIT CANNOT BE MEASURED BY THE ASSESSMENT

"What specifically attracted you to this role at Pharma Co XY, and what would make you leave within the first year?"

Listen for: Names specific aspects of the role, organisation, or challenge that align with their assessed values. Treats the second half honestly, names real deal-breakers without strategic vagueness. Shows they've thought about both joining and leaving as live possibilities.

NOTES

Capture in the candidate's words where possible

Psychometrically Informed Integration

The following 90-day onboarding plan is tailored to Maxine Winters'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.

Month 1: Foundation

Focus month one on relationship building and context absorption. The behavioural profile is stable, invest energy in accelerating learning rather than managing risk.

Owner: Manager

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

Ensure Maxine Winters is being intellectually challenged. High-cognitive candidates who are under-stimulated in month two often disengage by month four. Assign a strategic project that plays to their analytical strengths.

Owner: 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