



RECRUITMENT SPECIALISTS

PQ10 SELECT

Sally Sample

January 2026





Introduction



The Assessment

PQ10 is a measure of tendencies and personality preferences and has been developed specifically for online testing.

PQ10 reflects modern neuroscientific thinking about personality and is underpinned by one of the most widely accepted models of personality today; namely, the 'Big Five' model of personality. The model is arranged under two broad traits, Plasticity (how people adapt to and engage with the world around them) and Stability (how people maintain stable relationships, motivation and emotional states).

		Big Five Factor	Underlying Trait
Plasticity	Ideas	Openness Cognitive stimulation, intellectual curiosity, and creativity.	Inquisitiveness <i>Intellectual engagement with ideas and challenges.</i> Creativity <i>Creative and artistic engagement.</i>
	People	Extraversion Social and behavioural stimulation. Agreeableness Social stability and social harmony.	Power <i>Power, responsibility, and influence over oneself and others.</i> Sociability <i>Social interaction and engagement with others.</i> Compassion <i>Empathy, thoughtfulness, concern, and care of others.</i> Diplomacy <i>Maintaining social harmony and adherence to social norms.</i>
Stability	Results	Conscientiousness Persistence, dependability, and adherence to rules and structure.	Drive <i>Persistence in the pursuit of long-term goals.</i> Orderliness <i>Maintaining order, structure, routine, and process.</i>
	Resilience	Emotional Stability Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.	Emotionality <i>Maintaining composure and effectively managing moods and negative feelings.</i> Confidence <i>Maintaining confidence and self-assuredness in the face of challenges or threats.</i>



The Report

This report has been designed to support the interview and reference checking process. It presents Sally's results and provides probing interview questions to help elicit information about her preferences, past behaviour, and performance.

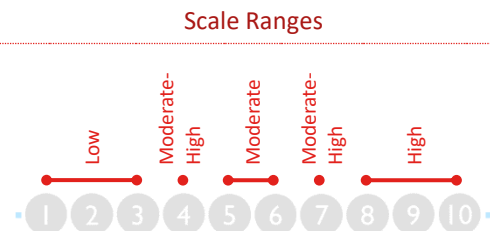
This is a confidential assessment report. As such, the information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

Perspectives is an indicator of behaviour and preference only. The publishers, therefore, accept no responsibility for selection or other decisions made using this tool and cannot be held responsible for the consequences of doing so.



Rating Scale

Charts in this report are described in terms of a standardised Sten score that is presented on a scale of 1 to 10. As a guide, scores of 1 to 3 indicate a strong preference for the left side of the scale, while scores of 5 to 6 indicate a neutral preference for either end of the scale, and scores of 8 to 10 indicate a strong preference for the right side of the scale.



Comparison Group (Norm)

Sally's results have been compared against the following norm group.

Assessment	Norm Name	Sample Size
Perspectives	New Zealand Participants	15601



Impression Management

In some contexts, test takers may attempt to distort their results. The following scales explore the risk of distortion in Sally's profile.

Scale	Score	Risk	Interpretation
Social Desirability	4	Moderate-Low	Sally is likely to have responded honestly without projecting an overly positive image of herself. No further action is needed.
Central Tendency	3	Low	Sally is likely to have responded openly without wishing to hide her true personality. No further action is needed.



Executive Summary

Detailed below is a summary of the potential strengths and challenges that can be inferred from Sally's assessment results.

	Potential Strengths	Potential Challenges
Ideas	<ul style="list-style-type: none"> Sally should be reasonably adept at making decisions that combine what has worked well in the past with an openness to new ways of working. She is likely to have a strong interest in abstract/creative ideas and have the natural inclination to think outside the square. 	<ul style="list-style-type: none"> Sally may need to discipline herself to keep an open mind to new ideas. Her ideas may be too theoretical to put into practice.
People	<ul style="list-style-type: none"> Sally is as likely as most to appreciate a workplace that offers scope for social interaction. Sally should be open to taking direction from others and not always to have her own way. She should make an effort to balance facts and data with people's feelings and to look at an issue from someone else's perspective. Sally is likely to exercise a cautious check on her behaviour and take care not to offend others. 	<ul style="list-style-type: none"> Sally may build relationships more smoothly with some people and groups than others. She may rely on others to take action rather than use her own initiative. She may need to reflect on different ways to communicate to capture people's attention. Sally may hold back from sharing her views directly.
Results	<ul style="list-style-type: none"> She should be mindful of the goals she wants to achieve, without needing to strive for them at all costs. She should appreciate the need for planning without getting bogged down by details. 	<ul style="list-style-type: none"> She may not always approach tasks with sufficient urgency. She may lack the patience for highly detailed planning.
Resilience	<ul style="list-style-type: none"> Sally is likely to be easy to 'read'. Her colleagues are likely to know where they stand with her. She is more likely than others to experience feelings of self-doubt, which in turn, may prompt her to strive harder. 	<ul style="list-style-type: none"> Sally may be overly sensitive and struggle to pick herself up in the face of setbacks. She is more likely than some others to worry about what could go wrong.



Results at a Glance

Detailed below is a summary of Sally's underlying trait scores. What this means on-the-job is detailed more fully in the remainder of this report.

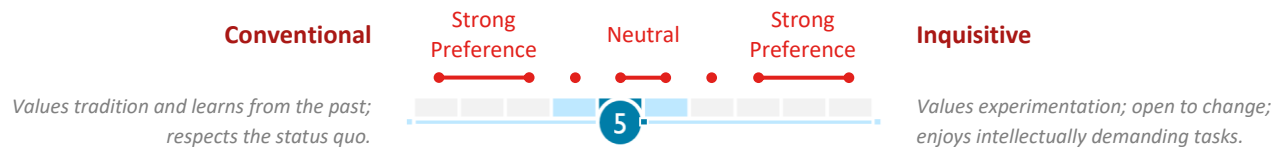


Ideas	Openness	Conventional <i>Values tradition and learns from the past; respects the status quo.</i>		Inquisitive <i>Values experimentation; open to change; enjoys intellectually demanding tasks.</i>
		Pragmatic <i>Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.</i>		Creative <i>Imaginative; looks beyond the obvious; may dismiss practical ideas.</i>
People	Extraversion	Subdued <i>May prefer to follow; may prefer to support than lead; may avoid responsibility.</i>		Empowered <i>Happy to lead; takes charge; may be assertive and controlling.</i>
		Reserved <i>Private; may prefer own company; may avoid the spotlight.</i>		Sociable <i>Outgoing, lively, socially confident, and participating.</i>
	Agreeableness	Indifferent <i>Unsentimental; inwardly focused; may not readily show empathy for others.</i>		Compassionate <i>Empathetic, caring, and compassionate; thinks about others' needs.</i>
		Tough-Minded <i>Forthright, direct, and straight-forward; may challenge others.</i>		Diplomatic <i>Discrete, restrained, and conforming; careful to maintain harmony.</i>
Results	Conscientiousness	Relaxed <i>Relaxed; tolerant of distractions; able to separate one's work and personal life.</i>		Driven <i>Ambitious; hard-driving; may find it difficult to relax.</i>
		Unstructured <i>Less concerned about rules, process, and planning; may cut corners.</i>		Orderly <i>Dependent on rules, process, and structure; likes order and routine.</i>
Resilience	Emotional Stability	Sensitive <i>Emotionally sensitive; actively seeks to eliminate perceived threats.</i>		Composed <i>Emotionally stable and steady; rarely flustered; calming.</i>
		Apprehensive <i>Apprehensive; tends to be self-critical; may dwell on past mistakes.</i>		Confident <i>Self-assured; rarely dwells on mistakes; may be overly confident.</i>



Ideas: Openness

Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.

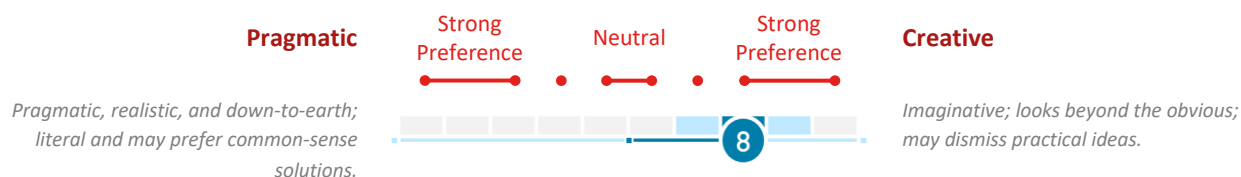


Potential Strengths

- Sally describes herself as being no more or less open to change than the average person.
- While receptive to new ideas, she may be wary of fads.
- She should be reasonably adept at making decisions that combine what has worked well in the past and future considerations.

Potential Challenges

- Sally may be slower than some others adapting to change.
- She may need to discipline herself to keep an open mind to new ideas.
- She may need some convincing to see the benefit of change.



Potential Strengths

- Sally is likely to have a stronger interest than most in abstract/creative ideas.
- She is likely to have a stronger preference than most others for thinking outside the square.
- She is likely to make a valuable contribution to brainstorming sessions.

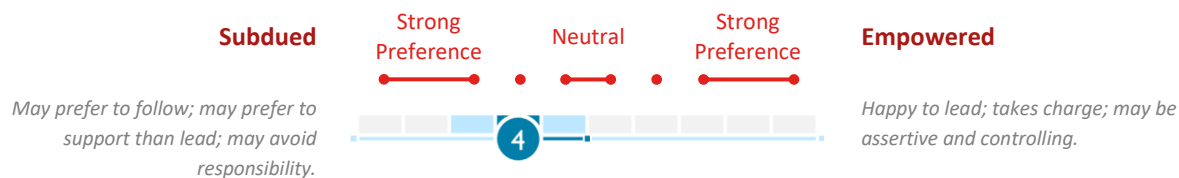
Potential Challenges

- Sally is likely to have little interest in mundane, practical matters.
- In her pursuit of creative ideas, she may lose sight of what is realistic and practical.
- She may be absent-minded.
- Her ideas may be too theoretical to put into practice.



People: Extraversion

Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.

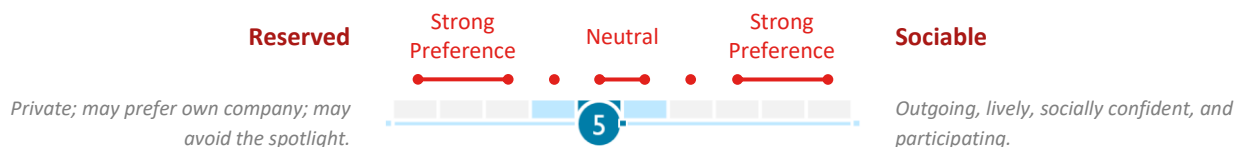


Potential Strengths

- Sally describes herself as having a relatively subdued nature
- She may prefer following the lead of others.
- She may project a fairly low level of energy.

Potential Challenges

- Sally may rely on others to take charge rather than use her initiative.
- She may hang back if in the company of more dominant personalities.
- She may avoid making decisions.



Potential Strengths

- Sally may be no more or less sociable than the average person.
- While able to work independently, she should still appreciate the chance to check her thinking with others.
- She should have enough social confidence to make a positive first impression.

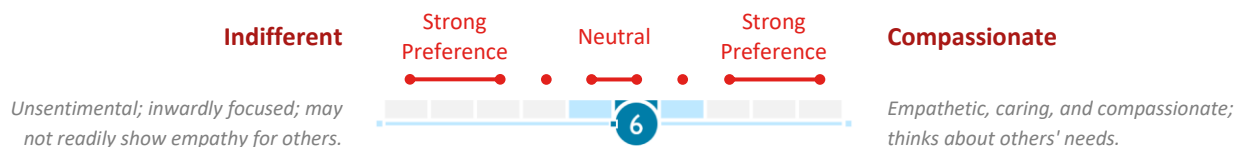
Potential Challenges

- Sally may relate more smoothly to some people and groups than others.
- She may feel uncomfortable if unexpectedly made the centre of attention.



People: Agreeableness

Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.

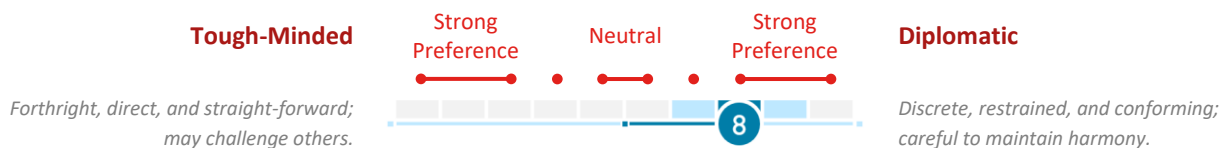


Potential Strengths

- Sally describes herself as no more or less compassionate than other people.
- While she is willing to cater to others' needs, she is unlikely to neglect her own needs.

Potential Challenges

- Sally may need to consciously work at balancing her needs with those of others. This extends to being able to support friends and colleagues at a personal level as required, while still keeping her own goals and priorities in focus.



Potential Strengths

- Sally is more likely than others to seek harmony and avoid conflict.
- She is likely to exercise a cautious check on her behaviour and take care not to offend others.
- She is likely to moderate what she says or does to suit the demands of the situation.

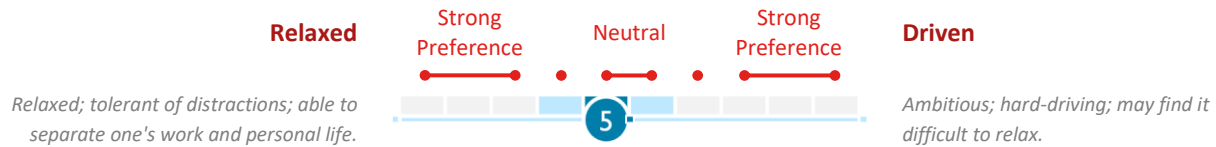
Potential Challenges

- Sally may need to check that the intent of her message does not get lost in an effort to be diplomatic.
- She is much more likely than others to hide her true feelings to keep the peace.
- She may hesitate to share her views directly.
- She may struggle facing conflict head-on.



Results: Conscientiousness

Conscientiousness describes motivational stability or persistence in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail, and goal setting.

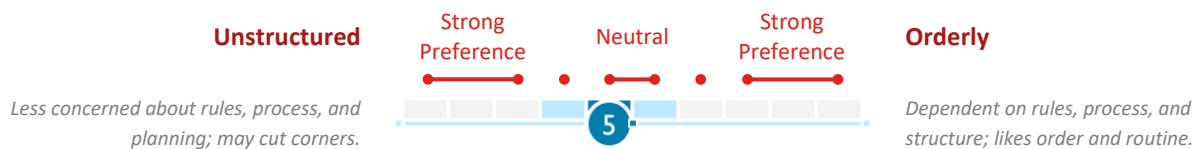


Potential Strengths

- Sally should be no more or less driven than the average person.
- She should be mindful of the goals she wants to achieve, without needing to strive for them at all costs.
- She should be reasonably effective at getting things done.

Potential Challenges

- Sally may need to find a task personally motivating to retain her focus.
- She may not always approach tasks with sufficient urgency.



Potential Strengths

- She is likely to appreciate the need for planning without getting bogged down by detail.
- She should be reasonably adept at anticipating problems and roadblocks.
- She should be as effective as most others at coordinating people and resources to get things done.

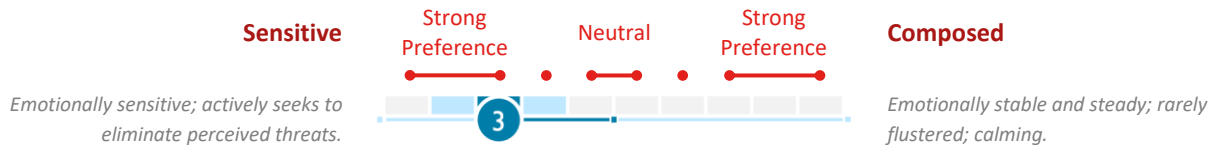
Potential Challenges

- Sally may sometimes underestimate the planning involved to deliver more complex projects.
- She may be more tolerant of loose detail than some others would like.
- She may lack the patience for highly detailed process mapping.



Resilience: Emotional Stability

Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence, and freedom from self-doubt.

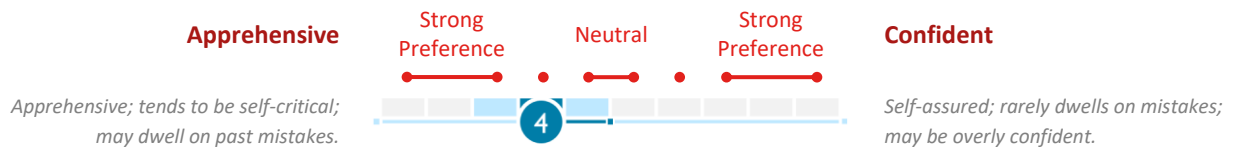


Potential Strengths

- Sally is unlikely to mask her thoughts and feelings.
- She is likely to be easy to 'read' and colleagues should know where they stand with her.

Potential Challenges

- Sally may get easily overwhelmed when under pressure.
- She may be overly sensitive to personal criticism.
- She may struggle to pick herself up in the face of setbacks.
- She may find it difficult to mask her feelings when things don't go as planned.



Potential Strengths

- Sally may downplay her strengths in some situations.
- She may possess a clearer insight into her shortcomings than some others.
- Even though she may experience some feelings of self-doubt, this may prompt Sally to strive harder.

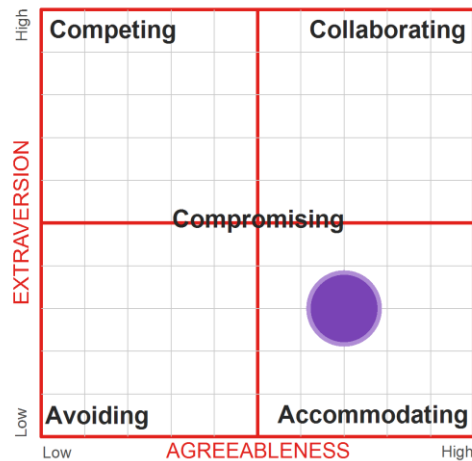
Potential Challenges

- Sally describes herself as being slightly more self-doubting than the average person.
- She may downplay her achievements.
- She is more likely than some others to worry about what could go wrong.
- She may lose confidence when things get tough.



Conflict Styles

Conflict Styles describe the preferred style Sally is likely to adopt in mediation and negotiation situations. Each style can be described in terms of how individuals relate to and cooperate with others (Agreeableness), and how they take charge and assert themselves (Extraversion). Effective conflict resolution is contextual and the most effective negotiators are able to adapt their style according to the situation.



Primary Style: Accommodating

Individuals who adopt this approach are likely to put the needs of others ahead of their own. Often viewed as the 'peacekeeper', these individuals tend to focus more on preserving the relationships than on achieving a goal or result. Sensitive to others' feelings, accommodating individuals are typically kind and nurturing.

Best Contribution

- When it is necessary to satisfy the needs of others and help maintain a cooperative relationship.
- When supporting a competing view is feasible and does not come at a significant personal cost.
- When competing will heighten tension, such as when the other person is in a position of power.
- When it is more important to avoid disruptions.
- This approach is useful when it is advantageous to allow others to learn from their mistakes.

Potential Challenges

- Becoming too accommodating and not knowing when to walk away.
- Holding onto a position for too long, such that the opportunity to reach a resolution is lost.
- Yielding to others' points of view even when it is not warranted.
- Giving away too much in favour of the relationship.
- Holding back from voicing any dissenting views.

Conflict Styles Table

The following table ranks each conflict style according to how well it fits Sally's profile. Sally's preference for each style is determined by her agreeableness and extraversion.

Conflict Style	Description	Supporting Behaviours	
		Agreeableness	Extraversion
1st Accommodating	These individuals are likely to accommodate the needs of others.	High	Low
2nd Compromising	These individuals adopt a balanced approach to resolving conflicts.	Moderate	Moderate
3rd Collaborating	These individuals strive to collaborate with others in an effort to resolve conflict.	High	High
4th Avoiding	These individuals tend to avoid addressing conflict directly.	Low	Low
5th Competing	These individuals adopt a competitive stance when dealing with conflict or negotiations.	Low	High

The following terms are used to describe how each style is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Sally's profile matches the supporting behaviours.



Strong



Partial

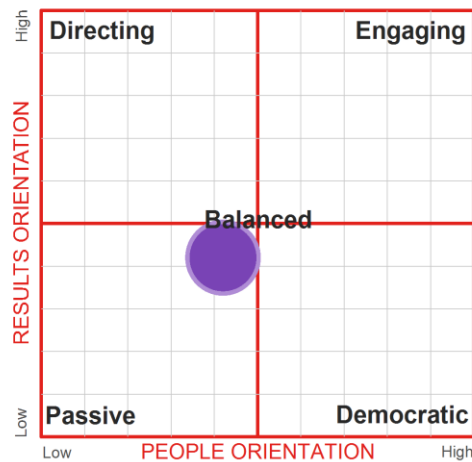


Weak



Leadership Styles

Leadership Styles describe the preferred style Sally is likely to adopt when managing/leading others. Leadership Styles are based on the Leadership Grid developed by Robert Blake and Jane Mouton. Each style can be described in terms of how it relates to two behavioural dimensions, people-orientation and results-orientation. Effective leadership is contextual and the most effective leaders are able to adapt their style according to the workplace factors and the team they are leading.



Primary Style: Balanced

Balanced leaders give equal priority and importance to the team's needs and delivery objectives. They are results-focused and goal-orientated while also encouraging a contribution from all team members. Rather than rely on group consensus to make a final decision, balanced leaders maintain authority and typically have the final say regarding which recommended proposal will be adopted.

Best Contribution

- When there are conflicting priorities and staff and stakeholder relationships need to be maintained.
- When multiple perspectives need to be considered.
- This style is most appropriate for staff who can be relied upon to provide sound and informed opinions.

Potential Challenges

- In a desire to balance competing needs, minority opinions may still be overridden.
- In an effort to accommodate everyone, a balanced leader may come across as lacking a clear vision and direction.
- This leader may be confusing to work with, and for, which in turn may lower employee satisfaction and morale.

Leadership Styles Table

The following table ranks each leadership style from highest to lowest according to how well it fits Sally's profile. Sally's preference for each style is determined by her people orientation.

Leadership Style	Description	Supporting Behaviours	
		People	Results
1st Balanced	These leaders balance the team's needs with delivering objectives.	Moderate	Moderate
2nd Passive	Passive leaders give their team the latitude and freedom to make their own decisions and manage their own deliverables.	Low	Low
3rd Democratic	Democratic leaders are concerned with encouraging group participation and building consensus.	High	Low
4th Directing	The primary concern for directing leaders is to achieve results.	Low	High
5th Engaging	Engaging leaders are results-driven and attempt to influence others and motivate them to achieve their objectives.	High	High

The following terms are used to describe how each style is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Sally's profile matches the supporting behaviours.



Strong



Partial



Weak



Team Roles

Team Roles describe the preferred roles Sally is likely to adopt when working in a team. Effective teams require a diverse range of roles to suit the team's objectives and complement one another.

Primary Role: Innovator

Innovators are intellectually orientated and creative individuals who enjoy exploring ideas. They enjoy solving challenging problems and recommending innovative solutions.

Best Contribution

- Advancing new ideas and strategies.
- When the team is faced with difficult challenges that require creative ideas.
- Helping the team overcome uncertainty on which way to move forward.

Potential Challenges

- Failing to consider the practical implications of one's ideas.
- Taking excessive time at the expense of meeting deadlines.
- Being sensitive to any criticism of one's ideas.

Team Roles Table

The following table ranks each team role from highest to lowest according to how well it fits Sally's profile. Sally's preference for each role is determined by her capacity to work with ideas, people, and results.

	Team Role	Description	Supporting Behaviours		
			Ideas	People	Results
1st	Innovator	Creative individuals who enjoy exploring innovative solutions and opportunities.	High	Low	Low
2nd	Networker	Communicative and optimistic individuals who look for opportunities and build contacts.	High	High	Low
3rd	Planner	Systematic individuals who turn ideas into plans and actions.	High	Low	High
4th	Coordinator	Assertive individuals who coordinate ideas, resources, and clarify goals.	High	High	High
5th	Observer	Detached individuals who prefer working independently of the team.	Low	Low	Low
6th	Team Builder	People-orientated individuals who foster team spirit.	Low	High	Low
7th	Implementer	Dutiful and detail-conscious individuals who are concerned with meeting standards and deadlines.	Low	Low	High
8th	Driver	Results-orientated individuals who drive team performance.	Low	High	High

The following terms are used to describe how each role is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Sally's profile matches the supporting behaviours.



Strong



Partial



Weak



Interview Prompts

The following questions have been designed to support the interview and reference checking process. Use these questions as a guide to probe Sally's preferences, past behaviour, and performance.

Ideas	Openness	A balance between being conventional and inquisitive. <ul style="list-style-type: none"> Describe a time that demonstrates your ability to see an issue from a broad perspective. Where in this role do you see room for innovation and how would you implement this? 	Much more creative and intuitive than average. <ul style="list-style-type: none"> Provide an example that demonstrates your ability to attend to more operational pursuits. Describe an innovative work-related project that makes you particularly proud. Provide an example of your ability to recognise a good idea from many.
	Extraversion	More comfortable following than average. <ul style="list-style-type: none"> Tell me about a situation you took action based on your convictions and it was the right thing to do. What different factors did you consider? 	A balance between being reserved and sociable. <ul style="list-style-type: none"> If you were to give advice to someone about how to network and build rapport, what would you say?
People	Agreeableness	A balance between compassion and self-focus. <ul style="list-style-type: none"> Who do you find it easier to relate to; data-driven or more feelings-driven people? Give an example to support your decision. 	Much more diplomatic than average. <ul style="list-style-type: none"> Describe a time when you dealt directly with a conflict or dispute. What was the situation and what did you learn about yourself as a result? Describe a time when you had to take the lead on an issue that was not going to please everyone. What strategies did you use to keep the end goal in sight?
	Conscientiousness	A balance between being relaxed and driven. <ul style="list-style-type: none"> While working towards a goal, what steps do you take to ensure you do not lose sight of other unexpected opportunities that arise? What recent, challenging goal have you set yourself? How are you going towards achieving it? 	A balance between being unstructured and organised. <ul style="list-style-type: none"> What thinking do you go through when deciding whether a task requires careful planning or a quick decision? What do you consider when developing a plan?
Results	Emotional Stability	Much more sensitive than average. <ul style="list-style-type: none"> Describe a pressured situation in which you were pushed to the limit. What are some of the tactics you use to keep your emotions in check? Provide an example of where you have used these to good effect. 	More apprehensive than average. <ul style="list-style-type: none"> What has been your most recent setback at work? What did you learn from the situation? What would others see to know you are committed to continuous learning?/nWhat specifically have you done to step outside your comfort zone in recent times?
	Resilience		



Appendix: Higher-Order Profile

Detailed below is a higher-order profile summary of Sally's stability, plasticity and big five scale results. Use this profile to gain a higher-level understanding of Sally's results.

Scale	Description	<div> <div>Low</div> <div>Moderate</div> <div>High</div> <div> <div>1</div><div>2</div><div>3</div><div>4</div><div>5</div><div>6</div><div>7</div><div>8</div><div>9</div><div>10</div> </div> </div>
Plasticity	Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to explore new goals, relationships, and ways of interpreting the world.	
Openness	Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.	
Extraversion	Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.	
Stability	Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.	
Agreeableness	Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.	
Conscientiousness	Conscientiousness describes motivational stability or persistence in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail, and goal setting.	
Emotional Stability	Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence, and freedom from self-doubt.	