

TPAQ-Leadership Profile

Leadership Report

**Simone
Sample**

Report Information

This report has been generated using results from the Test Partnership TPAQ-Leadership Profile, which analyses a person's personal preferences, motives, and behavioural tendencies.

This report presents personality scales based on the candidate's own responses to behavioural questions. Research has shown that the self-reporting measures used in this questionnaire are a valid measure of how people behave in the workplace.

Scales have been generated by comparing the candidate's responses with the responses of thousands of other people, to give a comparison of personality traits in the form of sten scores.

Sten scores of 4, 5, 6, or 7 are considered to be within an 'average' range for the comparison group, whilst higher and lower sten scores suggest stronger and weaker preferences compared with the comparison group. It is important to note that low sten scores do not necessarily mean poor performance; they just mean a low tendency to exhibit that particular personality trait. Indeed in some roles it is preferable to display low tendencies towards certain personality traits.

The information contained in this report is confidential and should be stored securely.

The information in this report is likely to remain valid for up to 24 months from the date of taking the questionnaire.

Disclaimer

This report has been computer-generated and it cannot be guaranteed that this report has not been changed or adapted from the original computer-generated output. If the test was completed without supervision, the identity of the test-taker cannot be guaranteed.

Test Partnership accept no liability for the consequences of the use of this report.

Report Sections

Full Personality Scales

This section gives a detailed view of the candidate's full personality profile presented on 22 scales. By providing a spectrum of personality traits, it's possible to focus on particular aspects of the candidate's personality.

Summary Personality Profile

Since it's sometimes impractical or unnecessary to analyse every one of the personality traits contained in the first section, this summary profile recasts the candidate's personality traits in an aggregated, more tailored format for alternative interpretation.

Summary Personality Profile Report






These pages act as narrative to support the Summary Personality Profile section. The report describes how the candidate's responses relate to each of the summary markers, and what their preferences indicate in practice.

Competency Profile







This section provides information regarding the candidate's predicted potential in accordance with our full competency framework.

Full Personality Scales Report






Decisiveness

| | | |
|--|--|---------------|
| Confidence An individual's level of belief concerning their capability to overcome obstacles, setbacks and deterrents. |  | Above average |
| Drive An individual's desire to succeed or excel in everything they do, often seeking to outperform others. |  | Average |
| Goal Focus An individual's preference for setting and achieving goals, gaining satisfaction from reaching targets. |  | Average |
| Self-Directed An individual's likelihood to feel in control, rarely feeling powerless over their life's direction. |  | Average |
| Vigilance An individual's consideration of consequences and avoidance of impulsive decision-making. |  | Below average |





Influence & Collaboration

| | | |
|--|--|--------------------|
| Altruistic An individual's genuine and selfless concern for others, without expecting benefit or reciprocation. |  | Below average |
| Assertive An individual's propensity to take control of social situations and feel comfortable speaking their mind. |  | Well above average |
| Honesty An individual's propensity to act sincerely, displaying honesty regardless of whether it is counterproductive. |  | Average |
| Outgoing An individual's affinity with others, warmth towards strangers and interest in interpersonal communication. |  | Average |
| Sociable An individual's preference for group membership, participation in crowds and taking centre stage. |  | Average |
| Trusting An individual's likelihood to trust others, see the best in people and rarely question their intentions. |  | Average |

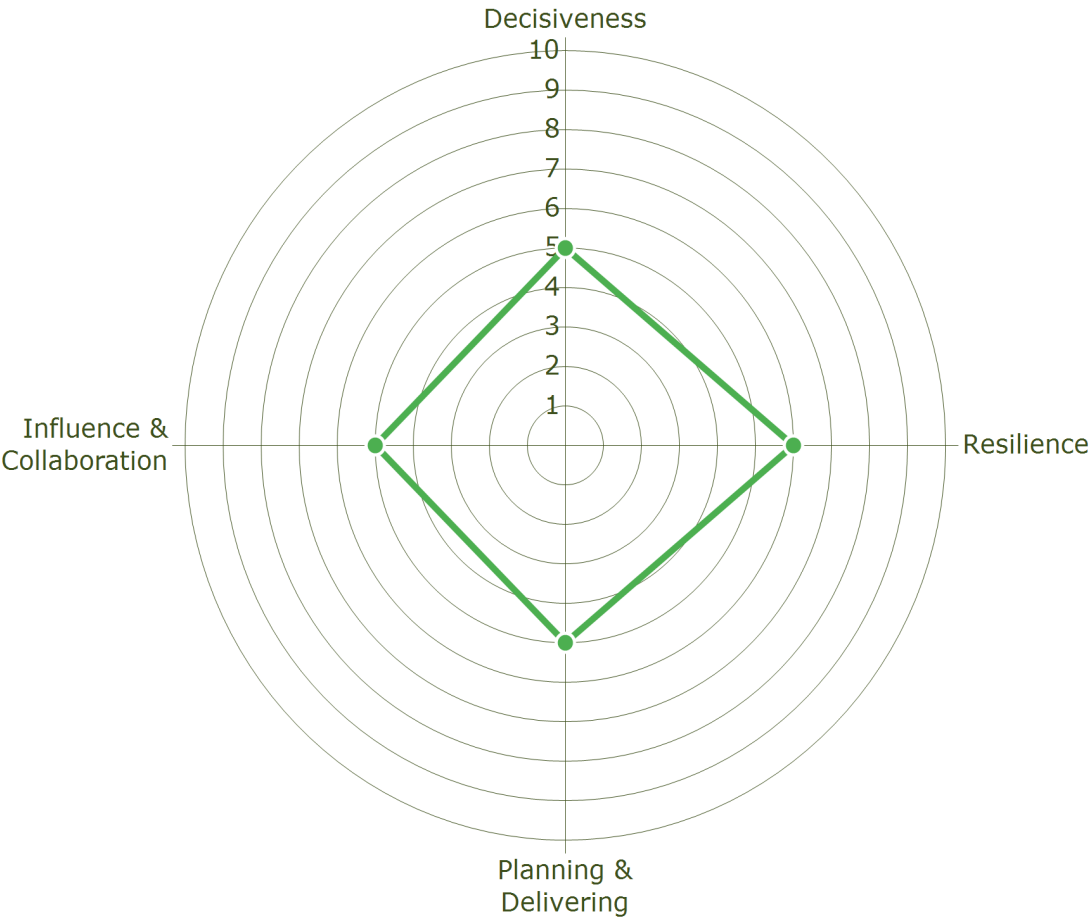
Planning & Delivering

| | | |
|--|--|---------------|
| Diligence An individual's propensity to follow the rules, uphold procedure and fulfil their obligations. |  | Average |
| Discipline An individual's likelihood to remain productive and maintain focus during necessary day-to-day tasks. |  | Average |
| Initiative An individual's propensity towards proactivity, starting tasks autonomously without procrastination. |  | Average |
| Perseverance An individual's propensity to see long-term projects through to completion, even in the face of adversity. |  | Below average |
| Persistence An individual's likelihood of seeing a task through to completion, despite challenges, setbacks and obstacles. |  | Average |

Resilience

| | | |
|--|--|--------------------|
| Assurance An individual's level of comfort in social settings, rarely concerned with how others perceive them. |  | Average |
| Calm An individual's propensity to take things in their stride, rather than becoming angry or frustrated. |  | Below average |
| Collected An individual's emotional consistency, rarely experiencing mood swings or negative emotional reactions. |  | Average |
| Composure An individual's attitude towards encountering obstacles, feeling emotionally equipped to overcome stressors. |  | Well above average |
| Positivity An individual's propensity to feel at ease with themselves and maintain a positive outlook. |  | Well above average |
| Self-Esteem An individual's perceived self-worth, concerning positive self-image and recognition of their own worth. |  | Average |

Summary Personality Profile



Decisiveness

Score: **5**

Decisiveness is a vital leadership competency that reflects a person's ability to make timely, confident, and well-considered decisions. It combines a willingness to take responsibility with the capacity to act swiftly and effectively, even in the face of uncertainty. Leaders who demonstrate Decisiveness tend to inspire trust and direction in others, providing clarity and momentum during periods of ambiguity or change. They strike a balance between careful thought and timely action, considering relevant information, setting clear goals, and pursuing them with purpose and conviction.

In the context of leadership, Decisiveness is underpinned by traits such as Confidence, which reflects a belief in one's own ability to overcome challenges; Drive, the desire to achieve and excel; Goal Focus, the determination to set and reach clear objectives; Self-Directed, the ability to maintain a sense of agency and control; and Vigilance, the capacity to think ahead and consider the consequences of different options. Together, these traits form the behavioural foundation of a decisive leader — someone who is not only motivated to act but does so with purpose, direction, and forethought.

This score indicates an average level of Decisiveness, relative to the chosen norm group for this assessment.

Leaders who score around the average on Decisiveness are generally capable of making sound decisions within reasonable timeframes. They typically show enough confidence and autonomy to take action when required, while also being thoughtful and measured in their approach. Their decisions are usually well considered, and they are able to set and pursue goals with moderate clarity and drive. However, their Decisiveness may vary depending on the situation, particularly when the stakes are high or when they feel uncertain about the best course of action.

In most cases, average scorers are able to balance consultation with action, providing teams with adequate direction without becoming overly forceful or hesitant. While they may not always lead with strong conviction, they tend to avoid extremes — neither overly impulsive nor paralysed by indecision. This can be an asset in collaborative environments, though in high-pressure or fast-changing situations, they may benefit from developing a sharper sense of urgency or stronger confidence in their own judgement. This profile suggests a capable and dependable decision-maker, with the potential to grow into a more assertive and outcome-driven leadership style.

Influence & Collaboration

Score: **5**

Influence & Collaboration is a core leadership competency that reflects the ability to build rapport, communicate persuasively, and work effectively with others to achieve shared goals. Leaders who are strong in this area tend to be engaging, open, and proactive in their interactions. They know how to adapt their communication style to suit different audiences, express their views clearly, and bring others on board through a combination of credibility, trust, and personal impact. Collaboration also requires a willingness to work cooperatively, valuing input from others and fostering mutual respect and alignment across teams and stakeholders.

This competency is underpinned by traits such as Assertiveness, the confidence to speak up and take control of social situations; Honesty, the inclination to act with sincerity and integrity; Outgoing, a natural warmth and interest in connecting with others; Sociable, a preference for being part of groups and social settings; and Trusting, the likelihood to approach others with a positive view of their intentions. Together, these traits support the ability to influence others while also fostering strong, cooperative relationships — a key requirement for effective leadership in modern, collaborative work environments.

This score indicates an average level of Influence & Collaboration, relative to the chosen norm group for this assessment.

Leaders who score around the average on Influence & Collaboration are generally able to form positive working relationships and communicate effectively with others. They tend to be approachable and open, with a balanced interpersonal style that allows them to express their views and engage with a range of people. They are usually able to assert themselves when needed and are comfortable participating in group settings, though they may not always be the most vocal or persuasive presence in the room.

Average scorers typically show a reasonable level of trust in others and are capable of working collaboratively to achieve shared outcomes. They can usually adapt to different social contexts without difficulty and are often seen as fair and dependable contributors in team environments. However, their influence may not always be strongly felt, particularly in situations that call for a high degree of charisma, assertiveness, or persuasive leadership. This profile suggests a socially capable and cooperative leader who is well-positioned to work effectively with others, and who may have the potential to further develop their impact and influence in more demanding interpersonal contexts.

Planning & Delivering

Score: **5**

Planning & Delivering is a leadership competency that reflects a person's ability to set clear intentions, structure their efforts, and follow through with consistent action. It involves both forethought and execution – the capacity to develop workable plans, prioritise effectively, and maintain progress through to completion. Leaders who are strong in this area tend to take a methodical and dependable approach to their work, demonstrating reliability, focus, and resilience in the face of setbacks or competing demands.

This competency is underpinned by traits such as Diligence, the tendency to fulfil responsibilities and follow established procedures; Discipline, the ability to stay focused and productive during day-to-day tasks; Initiative, the drive to begin tasks autonomously; Perseverance, the commitment to long-term objectives despite adversity; and Persistence, the determination to complete tasks even when they become difficult. Together, these traits provide the foundation for a leader who can translate goals into outcomes through structured effort and consistent delivery.

This score indicates an average level of Planning & Delivering, relative to the chosen norm group for this assessment.

Leaders who score around the average on Planning & Delivering are generally dependable and capable of managing their responsibilities with reasonable consistency. They are likely to approach tasks with sufficient organisation and self-discipline, showing a steady level of commitment even when the work is routine or challenging. While they may not always drive progress with exceptional tenacity or take initiative in every situation, they can usually be relied upon to complete what they start.

These individuals are likely to balance structure with flexibility, capable of delivering results without being overly rigid or perfectionistic. In leadership roles, they tend to provide a solid foundation for team delivery and can manage plans and timelines effectively, particularly when working within established systems or frameworks. However, there may be room for growth in terms of driving long-term projects with greater persistence or self-starting behaviours. This profile reflects a competent and consistent contributor who brings a stable approach to planning and execution, and who has the potential to develop further with experience or support.

Resilience

Score: **6**

Resilience is a key leadership competency that reflects the capacity to remain composed, optimistic, and emotionally steady in the face of stress, adversity, or uncertainty. Resilient leaders are able to maintain perspective and recover quickly from setbacks, allowing them to lead with clarity and confidence even when circumstances are difficult. This competency enables leaders to absorb pressure, manage their emotional responses, and provide stability and reassurance to those around them — particularly valuable in high-pressure or rapidly changing environments.

This competency is underpinned by traits such as Assurance, the comfort a person feels in social settings and their lack of concern about others' perceptions; Calm, the tendency to remain unflustered and avoid anger or frustration; Collected, emotional steadiness and consistency; Composure, the ability to stay grounded under stress; Positivity, a general tendency toward optimism and a positive outlook; and Self-Esteem, the internal sense of self-worth. Together, these traits form the emotional foundation of resilience, helping leaders to remain steady, constructive, and confident during periods of challenge.

This score indicates an average level of Resilience, relative to the chosen norm group for this assessment.

Leaders who score around the average on Resilience are generally able to handle pressure in a balanced and composed manner. While they may occasionally experience stress, frustration, or self-doubt, they are usually able to regulate their emotional responses and recover from setbacks with reasonable ease. They are likely to maintain a steady presence most of the time, providing sufficient reassurance and confidence to those they lead.

These individuals often strike a healthy balance between realism and optimism, approaching challenges with a practical mindset while still maintaining a constructive outlook. In most situations, they can remain calm and collected, although exceptionally high-stress or prolonged periods of adversity may test their limits. This profile suggests a reliable and emotionally stable leader who is generally well-equipped to handle pressure and maintain composure — particularly suited to roles that require emotional consistency, without necessarily demanding exceptional levels of resilience.

Competency Profile

| Competency | | Potential |
|----------------------------|-------------------------|-----------|
| Decisiveness | <div><div>5</div></div> | Average |
| Influence & Collaboration | <div><div>5</div></div> | Average |
| Planning & Delivering | <div><div>5</div></div> | Average |
| Resilience | <div><div>6</div></div> | Average |
| Total Leadership Potential | <div><div>5</div></div> | Average |