

TPAQ-Leadership Profile

Coaching 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.

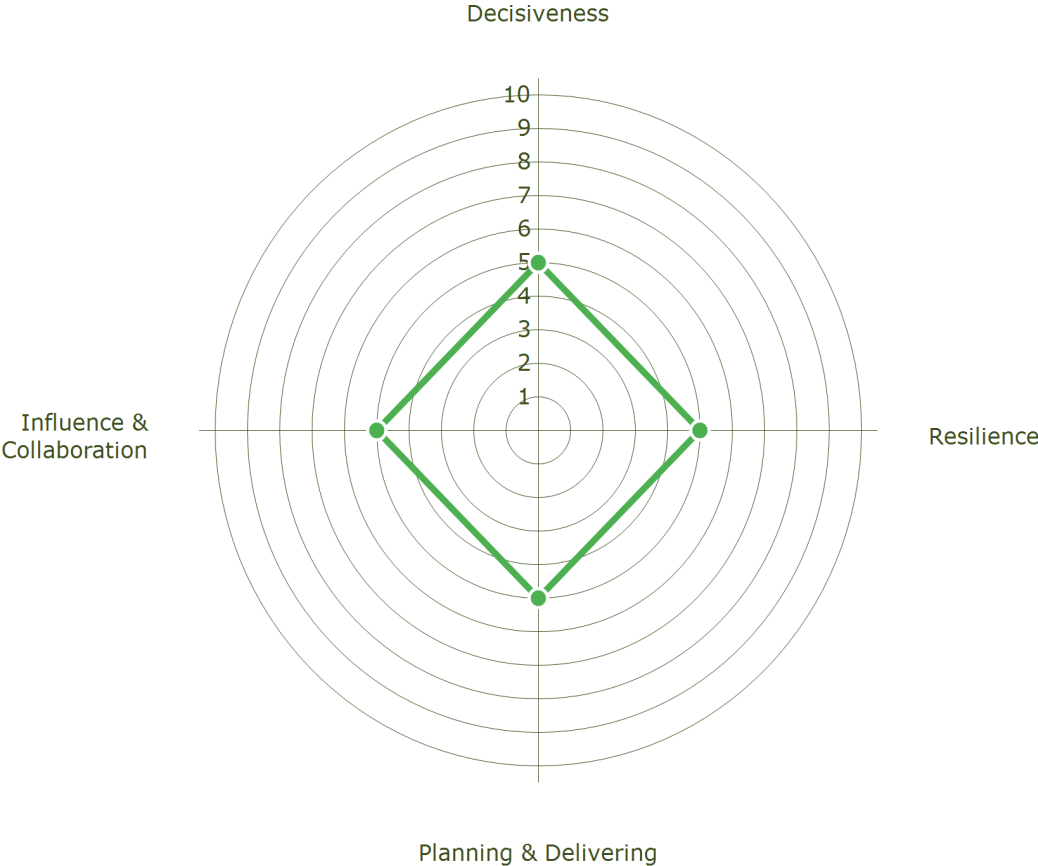
The information in this report is likely to remain valid for up to 24 months from the date of taking the questionnaire.

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.

Summary Personality Profile



Decisiveness is a critical leadership competency that reflects a person's ability to make timely, confident, and well-reasoned decisions. It is underpinned by traits such as Confidence, Drive, Goal Focus, Self-Directedness, and Vigilance – each contributing to a leader's ability to weigh options, commit to action, and take ownership of outcomes. As leaders progress, their ability to make decisions under pressure, with incomplete information, becomes increasingly important.

A mid-range score on Decisiveness suggests a balanced approach to decision-making. This individual is likely capable of making thoughtful and timely decisions in most situations, particularly when expectations are clear and risks are manageable. They tend to be neither impulsive nor paralysed by indecision, and can usually find a workable balance between action and caution. This can serve them well in stable environments or roles where there is time and space to reflect.

However, as their responsibilities increase, they may find themselves in more ambiguous or fast-paced situations where stronger decision-making presence is expected. In these contexts, they might occasionally hesitate, seek too much input, or delay committing when the stakes feel uncertain. This is not a major risk, but it could lead to missed opportunities or a perception of being overly cautious if not addressed.

To support their development, encourage them to clarify their decision-making boundaries and be more intentional about when to act quickly versus when to reflect further. They may benefit from pressure-testing their instincts more often – making smaller decisions with slightly less information to build confidence in their judgement. Reinforcing their existing strengths, such as goal orientation and task ownership, can help them lean into decisions more naturally.

Offering structured frameworks for decision-making may also be helpful, particularly for higher-pressure or unfamiliar scenarios. Encourage them to focus on alignment with broader goals rather than perfection in every choice, and provide positive feedback when they demonstrate initiative and clarity under uncertainty. With the right support, this leader has the potential to grow into a more confident and impactful decision-maker – someone who can act with conviction when it matters, while still applying careful thought and sound judgement.

Influence & Collaboration is a key leadership competency, reflecting a person's ability to engage others, build trust, and work effectively in partnership to achieve shared goals. It is underpinned by traits such as Assertiveness, Honesty, Outgoingness, Sociability, and Trusting – all of which contribute to how a leader communicates, connects, and aligns with others across the organisation.

A mid-range score on Influence & Collaboration suggests this individual is likely capable of working well with others in most situations, particularly when there is a clear purpose or structure to the interaction. They can usually express their views, build rapport, and contribute meaningfully in group settings, though they may not naturally seek out influence or social engagement for its own sake. Their interpersonal style is likely steady and adaptable – able to flex to different contexts without being especially forceful or especially reserved.

This balanced approach can serve them well in many working environments. However, as they grow into broader leadership roles, they may need to become more intentional about how they use interpersonal influence and build relationships across a wider set of stakeholders. Without active encouragement, they might miss opportunities to shape thinking, expand their network, or increase their visibility – particularly in more political or fast-paced settings where informal influence plays a larger role.

To support their development, encourage them to think strategically about relationships: who they need to engage with, how to build alignment, and when to assert their views more proactively. They may benefit from coaching around assertive communication – not because they lack the ability, but because a more deliberate effort to step forward could increase their impact and confidence in key conversations.

It can also be helpful to highlight the leadership value of influence beyond formal authority. Reinforce that relationship-building isn't just about being likeable or sociable – it's about creating trust, shaping outcomes, and fostering collaboration across boundaries.

This individual has a solid foundation to build from. With the right encouragement to engage more proactively and use their interpersonal strengths with greater intention, they can increase their influence, grow their leadership presence, and build strong, trusting relationships across their organisation.

Planning & Delivering is a key leadership competency that reflects a person's ability to organise tasks, prioritise effectively, and follow through to achieve goals. It is underpinned by traits such as Diligence, Discipline, Initiative, Perseverance, and Persistence – all of which support focus, consistency, and the ability to maintain progress in the face of competing demands or setbacks.

A mid-range score on Planning & Delivering suggests this individual has a balanced and functional approach to execution. They are likely to manage their workload reasonably well, maintain a steady level of focus, and complete tasks reliably when expectations are clear. While they may not be highly structured or detail-driven, they are unlikely to let things fall through the cracks. Their approach may be flexible, practical, and adaptable, making them well suited to environments that require balance between planning and responsiveness.

As responsibilities grow, however, this balanced approach may occasionally be tested. With increased complexity, ambiguity, or competing priorities, there is a risk that they may become stretched or slightly inconsistent in their execution. They might delay progress when motivation is low, lose focus on long-term tasks, or rely on external prompts to maintain structure.

To support their continued development, encourage greater intentionality in how they plan and manage their time. This could include setting clearer goals, using structured planning tools, or implementing simple weekly routines to track progress. They may also benefit from more explicit prioritisation – helping them identify high-value tasks and avoid getting pulled into reactive or low-impact work.

Building their Initiative and Perseverance will also help them push through when motivation dips or when tasks feel repetitive. Reinforcing the value of incremental progress and encouraging them to take ownership over timelines and outcomes can foster a greater sense of personal accountability.

This individual has the potential to become highly effective with just a few small shifts in working style. With support in building consistency and a more proactive approach to planning, they can strengthen their reliability, deliver with greater impact, and grow into a leadership role that others trust to execute with focus and follow-through.

Resilience is a key leadership competency that reflects a person's ability to remain composed, optimistic, and emotionally consistent in the face of pressure, setbacks, or uncertainty. It is underpinned by traits such as Assurance, Calm, Collectedness, Composure, Positivity, and Self-Esteem — all of which help leaders manage stress effectively and project stability and confidence to those around them.

A mid-range score on Resilience suggests this individual has a generally steady approach to pressure and is capable of managing the emotional demands of leadership in most situations. They are likely to stay calm and constructive during routine stress, recover reasonably well from setbacks, and maintain a positive outlook — particularly when things are going according to plan. They may, however, experience dips in confidence or mood during more sustained or high-intensity challenges, and may occasionally find it harder to stay emotionally consistent in prolonged periods of ambiguity or adversity.

This level of resilience provides a solid foundation for leadership, particularly in stable or moderately challenging environments. However, as their role expands, they are likely to encounter greater emotional demands — including increased scrutiny, higher stakes, and less predictability. Without additional support, these conditions may expose limits in their ability to bounce back or remain consistently composed under pressure.

To support their continued development, encourage regular reflection on how they respond to stress, what coping strategies they rely on, and where their emotional boundaries lie. Normalising conversations about pressure and resilience can help them feel more confident in acknowledging and managing their own limits. Reinforcing their Self-Esteem and helping them recognise their own strengths and value — even when results are mixed — can also support a more stable emotional baseline.

Introduce strategies that promote proactive emotional regulation, such as taking regular time to reset, building in recovery after intense periods, or using tools like journaling, mindfulness, or peer support. When pressure is high, check in on their well-being — not just their output — and model healthy ways of managing challenge.

With this support, they can build on their existing resilience and develop the consistency, calm, and confidence needed to handle greater leadership demands. Over time, this will help them remain not only effective, but also emotionally grounded and credible in moments that matter most.