

# TPAQ-Leadership Profile

## Succession Report

**Simone  
Sample**

## Report Information

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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.

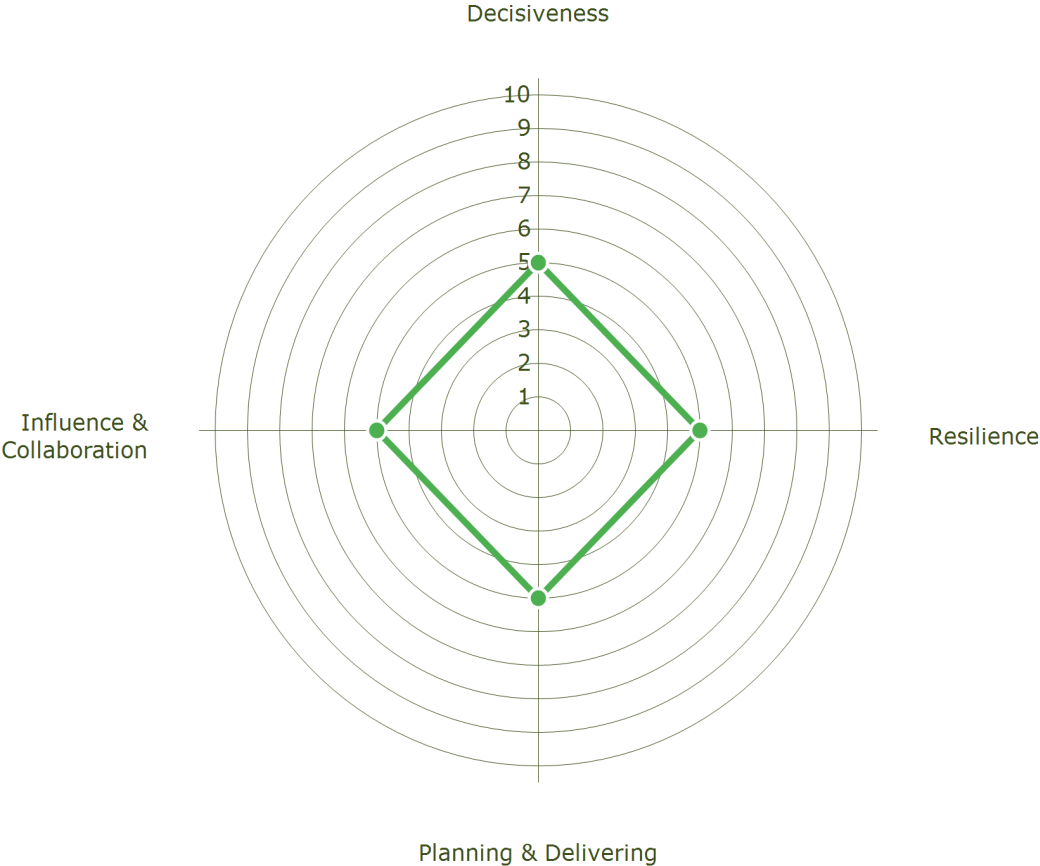
The information in this report is likely to remain valid for up to 24 months from the date of taking the questionnaire.

### 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



As you step into a new level of responsibility, your ability to make sound, timely decisions will become increasingly important. In roles that involve greater complexity and broader influence, decisiveness helps to maintain momentum, provide direction, and signal confidence – both in your judgement and in the direction of your team or function.

Your results suggest that you have a balanced, typical approach to decision-making. You're likely able to weigh up options carefully and act with reasonable confidence once you've had time to consider the facts. You probably don't rush into decisions impulsively, nor do you tend to get stuck in prolonged hesitation. This considered and measured style is a solid foundation as you take on more strategic or visible responsibilities.

However, with increased responsibility, the volume and ambiguity of decisions may also increase. You may encounter more situations where a perfect answer isn't available, or where you're expected to take ownership quickly despite incomplete information. In such cases, it's important to ensure that your thoughtful approach doesn't lead to delays, particularly when others are looking to you for direction.

To support your development, continue applying your balanced judgement, but look for opportunities to speed up decision-making where appropriate. One useful approach is to differentiate between high-impact decisions that require careful analysis and lower-stakes ones that can be resolved quickly. By streamlining your process for more routine choices, you can free up time and mental energy for the decisions that really matter.

It may also help to build confidence in your instincts – particularly in areas where you have experience or strong contextual knowledge. Trusting your judgement and being willing to commit, even when certainty is limited, will become increasingly important as your role evolves.

Overall, your approach to decision-making is well suited to leadership. By sharpening your ability to decide with pace when needed, and by continuing to develop confidence in your own judgement, you'll be well positioned to bring both clarity and credibility to your role. Your challenge isn't about changing your style – it's about applying it with greater efficiency, consistency, and visible ownership as you grow into the next stage of your career.

## Influence & Collaboration

Score: **5**

As you transition into a new level of responsibility, your ability to influence others and collaborate effectively will become increasingly important. Influence & Collaboration is a foundational leadership competency – it enables you to build trust, gain buy-in, and work through others to achieve shared goals. Whether you're leading a team, working across departments, or managing upwards, your impact will increasingly depend on your ability to engage and align people.

Your results suggest that you have a balanced, typical approach to Influence & Collaboration. You're likely comfortable working with others when needed, sharing your views in most situations, and contributing constructively to group efforts. You probably have a good sense of when to step forward and when to hold back, and you may find it relatively easy to adapt to different working styles. This steady, flexible approach is a strong foundation as your leadership responsibilities grow.

That said, moving into a more senior role may require you to become more intentional about how you build relationships, communicate influence, and navigate stakeholder dynamics. With increased visibility, there's often an expectation that you will shape outcomes more actively – not just through your technical expertise or task delivery, but by winning support, aligning others, and representing your perspective with clarity and confidence.

To support your development, look for opportunities to take a more proactive role in relationship-building. This might include broadening your network, checking in more regularly with key stakeholders, or contributing earlier in conversations where influence matters. You don't need to change your style, but leaning into visibility and connection more consistently will help others see you as a collaborative and credible leader.

You may also benefit from fine-tuning your communication style. Ensure you're not just sharing information, but clearly articulating your perspective, your reasoning, and what you need from others. As your role evolves, being able to shape thinking and align people behind your ideas will become increasingly important.

Overall, your balanced interpersonal approach puts you in a strong position to grow into broader leadership. By engaging more deliberately and increasing your influence in key moments, you'll strengthen your impact, deepen trust, and demonstrate your readiness for greater responsibility.

As you step into a new level of responsibility, your ability to plan effectively and deliver consistently will become more visible – and more critical. Planning & Delivering is a core leadership competency that supports execution, accountability, and progress. At this level, you'll be expected not just to complete tasks yourself, but to manage time, priorities, and expectations in a way that enables others to succeed as well.

Your results suggest that Planning & Delivering may not be a natural strength for you. You might find it challenging to stay consistently organised, manage competing demands, or follow through with the same level of structure that others rely on. You may prefer to work more flexibly or reactively, responding to what's urgent or interesting rather than following a detailed plan. While this adaptability can be valuable, it may also make it harder to stay focused on long-term goals or maintain consistency under pressure.

As your responsibilities increase, the cost of poor planning or inconsistent delivery can rise. Others may depend on you for structure, follow-through, or reliability – and if those aren't clearly in place, it can lead to delays, missed expectations, or reduced confidence in your leadership. At the same time, a lack of clarity in your own workflow may increase your personal stress or make it harder to prioritise effectively.

To support your development, consider introducing external systems to help keep you on track – even if your natural working style leans away from structure. This might include creating simple planning routines, using task management tools, or setting regular review points to track progress. You don't need to become rigid or overly detail-focused, but having visible plans and clear priorities will help you stay organised and demonstrate greater control over your workload.

It may also help to involve others in your planning. Sharing goals and timelines with colleagues or line managers can provide accountability and ensure expectations are aligned. Delegating or collaborating with others who have strong organisational skills can also help balance your strengths and ensure delivery is maintained.

With greater responsibility comes the need to lead through execution. By developing planning habits that suit your style – and by building accountability into your approach – you'll be better equipped to deliver consistent results, reduce last-minute stress, and build confidence in your leadership capability.

## Resilience

Score: **5**

As you take on greater responsibility, your ability to manage pressure, adapt to change, and recover from setbacks becomes increasingly important. Resilience is a key leadership competency – not only for protecting your own well-being, but also for providing stability and perspective to those around you. With more complex demands and greater visibility, leaders are expected to remain composed and solution-focused, even when things don't go to plan.

Your results suggest that you have a balanced level of resilience. You're likely able to manage stress effectively in most situations, and you probably recover well from setbacks without becoming overwhelmed or discouraged. While you may experience dips in confidence or energy during particularly intense periods, you're generally able to stay focused, regain perspective, and move forward constructively. This gives you a strong foundation as you grow into your next role.

However, with increased responsibility often comes sustained pressure – and over time, even those with balanced resilience can feel the effects of prolonged stress. As more people come to rely on your leadership, your emotional responses will be more visible, and your ability to remain steady will have a direct impact on team morale and trust. You may not always feel the weight of this straight away, but it's worth developing strategies now that will support you during more demanding periods.

To strengthen your resilience further, consider building more intentional recovery into your routine. This might include regular breaks, debriefs after high-pressure situations, or reflective time to process and reset. Identify early signs of fatigue or frustration so that you can intervene before stress accumulates. Equally, make use of your support network – being able to share challenges and get perspective from others will become increasingly important as your role evolves.

You may also benefit from reinforcing your self-confidence by acknowledging progress, rather than focusing only on what's left to do. In leadership roles, the sense of a "finished job" is often elusive – so recognising your own resilience and capacity to move through challenges is key to maintaining motivation.

With your steady, balanced emotional style, you're well placed to succeed. By taking a proactive approach to managing your energy and stress levels, you'll continue to perform effectively while protecting your long-term well-being – and modelling a healthy, composed leadership presence for others.