



Results Summary

Name: Mark Marts
Position: Chief Financial Officer
Completed AQ Profile®: December 26, 2014

AQ Rank: 3 of 5
Status: ---

This report provides you scientifically grounded insight into Mark Marts's AQ®, CORE, attrition risk, likelihood of success, and mindset. Use it to make more accurate and intelligent decisions before you hire them.

Control	Ownership	Reach	Endurance	AQ	Likelihood of Success	Attrition Risk
36	38	36	35	145		
Average	Below Average	Average	Average	Average	Average	Average

Attrition Risk: Average

Mark's attrition risk largely depends on how chronically stressful and demanding the job tends to be. If it's too boring, Mark may leave. If it's overwhelmingly stressful, burnout becomes a risk.

Likelihood of Success: Average

Given a relatively healthy, realistic job situation, people with AQs in this range are often some of the most dependable, long-term employees.

Mindset:

Ready to engage, perform, and dig in, as long as things don't get too stressful, demanding, and/or "unfair." May struggle with change.



Retention Strategy

Mark can handle a good dose of challenges, but if they get chronically overwhelming, Mark may become disengaged.

"I can do a good job as long as things don't get too overwhelming or out of control. We all have our good days and bad days, but I hang in there at least as well most people. As long as the workload is reasonable and the job worthwhile, I'm likely to be reasonably dependable, responsible, and effective."



Mark Marts

Overall AQ

145

Average

Mark's moderate AQ (136-157) indicates an average or normal capacity for dealing with challenges, difficulties, setbacks, and demands. When conditions get above a certain threshold of complexity or difficulty, **Mark** may suffer from unnecessary but normal levels of stress, which may adversely impact performance, attitude, energy, and focus — especially over time.

People representing all levels of organizations can be found within this range; however, those in higher positions are more likely to have higher-than-average AQs. A moderate AQ may indicate that **Mark's** true talents (and resulting contribution) shine forth in varying degrees—more in some situations than others—depending on the people and circumstance involved.

Engagement and Retention Tips



Under variably or somewhat demanding conditions, (and if owning a proper mix of skills and talents), **Mark** will most likely perform reasonably well, with some days being stronger than others.

However, as demands intensify and multiply, **Mark's** performance, effectiveness, and engagement level may begin to wane over time, potentially becoming demoralized, worn down, stressed out, or even overwhelmed when facing prolonged, complex challenges, and frustrations.

This may affect the ability to draw forth **Mark's** full potential in chronically challenging times.

Mark's direct supervisor would be wise to deal out challenges and tasks in discrete chunks, with spaces in between, and to avoid piling multiple, complex, and difficult problems on this person's back simultaneously, whenever possible.

It would be best to help **Mark** solve increasingly complex issues to gain confidence, capacity, and resilience, before facing the most daunting tasks. Long-term, chronic, and overwhelming problems are likely to induce this person to disengage, if not depart. Forty percent of people score in the "average" range.



CONTROL

36

Average

Mark scores in the middle 40 percent on Control. **Mark** tends to perceive a moderate ability to influence various challenges, indicating an average capacity to maintain hope, effort, and optimism when situations become complicated and difficult, or when adversity strikes.

As challenges mount and situations become more unmanageable, **Mark** might become increasingly frustrated, disengaged, even demoralized. **Mark** will typically do best with moderate, doable challenges and, like most people, will not perform as well over time when faced with chronic, daunting, seemingly impossible challenges.



Tip

Presenting this person with clearly doable challenges will increase engagement and retention.

OWNERSHIP

38

Below
Average

Mark scores in the lower 30 percent on Ownership, indicating a lower-than-average sense of personal accountability for getting involved with, improving, or solving problems.

This person may focus on blaming others more than solving the problem, possibly inspiring defensiveness and a lack of trust from others. The tougher the situation, the more likely **Mark** is to back down from making it better. This can have a deflating or detrimental effect on others.



Tip

This tendency can be partially mitigated by providing very doable tasks, in modest doses, with clear rewards for demonstrating accountability.



REACH

36

Average

Mark scores in the middle 40 percent on Reach, and has a normal, capacity for keeping things in perspective and containing adversity. When things are relatively calm and/or stable, this person will probably keep difficulties in their place. However, like most people, when challenges mount and situations become complex, **Mark** may let a setback in one area bleed over into other areas, causing stress and a sag in motivation.



Tip

When it comes to distributing the workload, it's important to remember that **Mark's** effectiveness and focus can be worsened by fatigue and by having too many difficult problems to wrestle with at once. Intentionally separating problems and managing the downside of setbacks should help **Mark** stay engaged and effective.

ENDURANCE

35

Average

Mark scores in the middle 40 percent on Endurance, and likely has an average capacity to see past difficult situations when they arise. This may prove sufficient in jobs with moderate to low complexity and uncertainty, but it may be a drawback as situations become more complicated and challenging.



Tip

As challenges mount, **Mark's** hope, energy, and perseverance may wane. This tendency can be partially managed by helping **Mark** see, think through, and get past tough situations to regain momentum and traction.