



Results Summary

Name: Holly Snow
Position: Chief Financial Officer
Completed AQ Profile®: December 26, 2014

AQ Rank: 3 of 4
Status: ---

This report provides you scientifically grounded insight into Holly Snow'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
29	34	33	25	121		
Low	Below Average	Average	Low	Below Average	Lower than most	Higher than most

Attrition Risk: Higher than most

If the job is highly demanding, dynamic, and potentially stressful, Holly may seek other, more stable work opportunities.

Likelihood of Success: Lower than most

Compared to those with higher AQs, those with lower AQs do not tend to perform, produce, innovate, and engage as consistently and effectively.

Mindset:

Somewhat pessimistic, variable, even lagging in morale, persistence, perseverance, resilience, and agility. Potentially fearful of change.



Retention Strategy

Challenges are fine. But Holly's talents and capabilities may be underutilized if things get too stressful or overwhelming.

"I can do a good job as long as the goals and deadlines are realistic, and the expectations are fair. But when they pile stuff on to heavily, change directions or priorities, and expect things too fast, I naturally get weighed down."



Holly Snow

Overall AQ

121

Below Average

Holly has a moderately low or below average AQ (119-135), indicating a capacity for dealing with challenges, stress, frustration, and setbacks, that is weaker than most people. This implies that [Name]'s greatest talents and skills may prove insufficient and become dampened in an adversity-rich environment.

Moderately low AQ individuals can be found at all levels in organizations, but they are dramatically less common in the upper ranks. They tend to be naturally limited by their stronger-than-average tendency for becoming frustrated, stressed, and demoralized. However, proper leadership can go far in optimizing, engaging and retaining a moderately low AQ individual.

Engagement and Retention Tips



An AQ in this range suggests that **Holly** most likely works best, and may be most creative and effective, under moderate to low stress and with moderate complexity, without too much change. As demands, difficulties and changes intensify, this person will become increasingly more likely to become frustrated, overwhelmed, and worn down.

Holly's problem solving, decision making, agility, innovation, learning, and resilience will all decrease in the face of chronic stress and/or a highly demanding and complex job. **Holly's** capacity and engagement level may actually shrink in chronically challenging times.

When supervising or leading **Holly**, it is ideal to provide discrete tasks or challenges that are perceived as doable and within this person's natural capacity to resolve. Check in whenever possible with an "AQ pulse check" to gauge **Holly's** energy, commitment, and morale.

Helping **Holly** feel significant and valued can be an effective way to immunizing **Holly** against disengaging or departing. Twenty percent of people fall within this range.



CONTROL

29

Low

Holly scores in the bottom 10 percent on Control, suggesting a much lower-than-average sense of control and perceived ability to influence circumstances — especially when things get difficult and complicated.

This person will mostly likely give up more quickly and experience more stress than necessary when difficulties arise and multiply. This can affect others adversely.



Tip

When things get complicated or difficult, **Holly** may quit, walk away, or disengage. This tendency can be partially mitigated by helping this person take on manageable challenges and by focusing on the facets of any situation that can be potentially improved.

OWNERSHIP

34

Below
Average

Holly 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 **Holly** 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

33

Average

Holly 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, **Holly** 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 **Holly'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 **Holly** stay engaged and effective.

ENDURANCE

25

Low

Holly scores in the bottom 10 percent on Endurance, indicating the tendency to perceive difficulties as long lasting, if not terminal. This tendency can prove demoralizing, and others may perceive it as highly pessimistic. It is difficult to sustain hope when adversities seem to drag on forever.



Tip

When assigning tasks, remember that a low Endurance score can also reduce this person's ability to take on a given challenge. **Holly** is unlikely to fare well with long-term and complex problems but will fare better with projects that have a foreseeable end, or with challenges that tend to be fairly short-lived.