



Results Summary

Name: Harry Thomas
Position: Chief Financial Officer
Completed AQ Profile®: December 26, 2014

AQ Rank: 4 of 4
Status: ---

This report provides you scientifically grounded insight into Harry Thomas'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
17	36	33	19	105		
Low	Below Average	Average	Low	Low	Relatively low	Relatively high

Attrition Risk: Relatively high

Assuming the job is demanding, dynamic, and potentially stressful.

Likelihood of Success: Relatively low

Unless the job is low stress, and not overly demanding.

Mindset:

Good intentions may be overshadowed by pessimism, wariness, vulnerability to depression, fear of change, and easily overwhelmed.



Retention Strategy

Harry may get more readily overwhelmed and/or stressed. To retain this person feed Harry a careful drip of challenges and adversity.

"I do best in a job that's not too stressful or overwhelming, with easily reachable goals, and modest expectations. If things get too difficult, or there is a lot of change, I sometimes wear down, even crash and burn."



Overall AQ

Harry Thomas

105

Low

Harry has a low AQ (40-118), indicating a substantially lower-than-average capacity for dealing with multiple challenges, setbacks, difficulties, frustrations and change, and a high vulnerability to stress. This person might do best in a job that relies more on specific skills, capabilities and talent, rather than resilience, tenacity, perseverance or a “can do” spirit as the primary factors of success.

People representing all levels within organizations can be found in this range; however, the greater a person’s responsibilities, the less likely they are to score in this range. Lower AQ people often struggle with uncertainty, change, complexity, and chronic stress.

Engagement and Retention Tips



Harry may readily disengage, and will likely perform best in positions with relatively low stress and moderate demands. This sort of environment will allow this person to tap into more inherent talents and skills.

As the demands intensify, **Harry** may become less focused, more irritable and negative, or even apathetic. Problem solving, decision making, creativity, clarity, attitude, morale, energy, health, and effort are all typically compromised when low AQ people face chronically difficult situations.

Harry is more likely to remain engaged if problems and tasks are presented in doable and discrete pieces instead of a large, potentially overwhelming pile.

Retaining low-AQ people can often be a matter of putting their talents to work on achievable goals, with clear outcomes. About 10 percent of people fall within this range.



CONTROL

17

Low

Harry 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, **Harry** 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

36

Below
Average

Harry 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 **Harry** 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

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

ENDURANCE

19

Low

Harry 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. **Harry** 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.