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Introduction

What is personality?

Personality is how a person perceives and responds to themselves, to others and to their environment, shaped by their desires, fears and life experience.

Some facets are easy to see. Others are less clear, even to the person themselves.

Important. This assessment describes personality at work only. It is not a mental-health diagnostic tool and must not be used as one.

Why measure personality at work?

Knowing which traits shape how a person works lets us predict which behaviours will serve the role and the organization, and which will not.

A measure, not an impression

Psychometrics measures personality without bias. In place of intuition, it gives a standardized portrait that can be compared from one person to the next.

Built by experts, validated by science

The Talensight Personality Questionnaire (T-PQ) was developed by doctors of work psychology and psychometricians on the HEXACO model, a framework validated across many languages and cultures. [Learn more about our scientific approach](#)

How to read this report

This report has two parts.

1. Your fit with the context you were assessed in: the role, the management level and the organization's values.
2. A guide to each of the 39 personality traits.

The 39 traits are the same in every report; only the fit section changes with the context.

Understanding your personality traits at work

Example trait

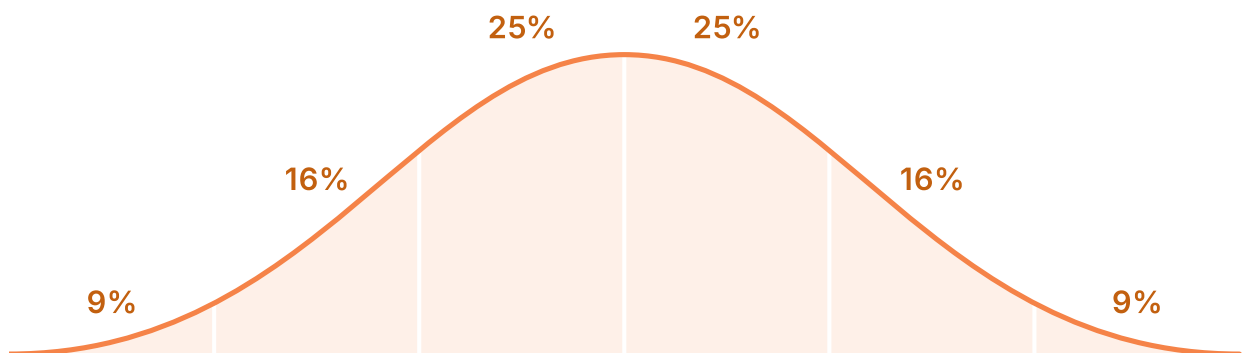
Trait name

Organization

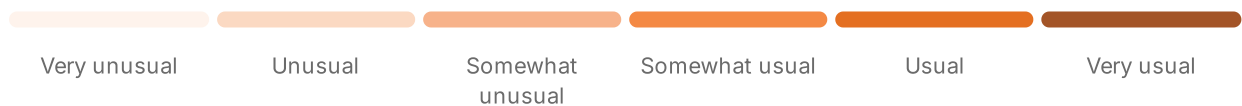
Associated behaviours

Tendency to be methodical when organizing tasks or to manage time and priorities effectively.

Distribution in the general population



Expression level



Everyone has limited energy, and some behaviours cost more of it than others. A high level on a trait means the behaviour comes at little cost; a low level means it costs more. As the curve shows, most people sit in the middle ranges and few at either extreme. No trait is good or bad in itself, only more or less suited to a context. A low or high level does not mean a behaviour is never or always shown at work, only that it shows up less or more often.

Job Alignment, Management Level and Culture Fit

The 39 traits measured by the questionnaire form a profile of your behavioural tendencies at work. That profile is compared with a reference profile along three dimensions: the role, the management level and the organization's values. A work psychologist builds and validates each reference profile for the assessment's context: the type and size of the organization, the scientific evidence and the client's needs.

Limited fit

Moderate fit

Acceptable fit

High fit

Optimal fit



Job Alignment

How closely your profile matches the role you hold or are applying for. The reference profile starts from scientific baseline recommendations and can be adjusted to the organization's needs.



Management Level

How closely your profile matches what is expected at one of four levels: Team Lead (up to 5 people), Supervisor (up to 15), Director (up to 30) and Executive (up to 50).



Culture Fit

How closely your profile matches the values the organization has declared. Each value translates into workplace behaviours, so it maps to one or more traits. Fit is reported for the values as a whole and for each value on its own. The mapping is defined with a work psychologist and the organization's leadership.

How fit is determined

Trait alignment

Each dimension selects its own traits and sets a target level for each. A trait's alignment is how close your level is to that target. The same trait can appear in more than one dimension, with a different target in each.

The three alignment levels

Each target sits on the six-point scale shown above, under Understanding your personality traits at work.

Aligned — your level matches or exceeds the target.

Partially aligned — your level is close to the target without reaching it.

Poorly aligned — your level is far from the target.

How the fit level is calculated

The fit is the share of the dimension's requirements your profile meets, each trait read with its margin of measurement error. The fit level shown is where that fit stands among typical respondents on the same reference profile: Acceptable above the median, High in the top quarter, Optimal in the top tenth. A demanding profile gives everyone a lower fit; the level stays comparable from one profile to another.

Profile overview

	Job Alignment	8 aligned 0 partial 2 poorly aligned	Optimal
	Management Level	15 aligned 1 partial 2 poorly aligned	Optimal
	Culture Fit	13 aligned 1 partial 2 poorly aligned	Optimal



Job Alignment

Optimal

Product Owner

Based on the 10 traits in this reference profile. 80% of requirements met.

Aligned (8)

Leadership

Expression level: Very Usual

Political skill

Expression level: Very Usual

Organization

Expression level: Slightly Usual

Project management

Expression level: Very Usual

Autonomy

Expression level: Very Usual

Flexibility

Expression level: Usual

Capacity for abstraction

Expression level: Very Usual

Analytical reasoning

Expression level: Very Usual

Partially aligned (0)

No trait in this group

Poorly aligned (2)

Attention to details

Expression level: Unusual

Appreciation of the rules

Expression level: Very Unusual



Management Level

Optimal

Directeur

Based on the 18 traits in this reference profile. 85% of requirements met.

Aligned (15)

Decisive

Expression level: Very Usual

Energy

Expression level: Very Usual

Anxiety

Expression level: Unusual

Leadership

Expression level: Very Usual

Political skill

Expression level: Very Usual

Assertiveness

Expression level: Very Usual

Networking

Expression level: Very Usual

Risk

Expression level: Usual

Optimistic

Expression level: Very Usual

Irritability

Expression level: Very Unusual

Project management

Expression level: Very Usual

Planning

Expression level: Very Usual

Autonomy

Expression level: Very Usual

Flexibility

Expression level: Usual

Ambiguity

Expression level: Very Usual

Partially aligned (1)

Persuasive

Expression level: Slightly Usual

Poorly aligned (2)

Need for validation

Expression level: Slightly Usual

Emotion management

Expression level: Slightly Unusual



Culture Fit

Optimal

Innovation, Collaboration, Excellence, Discipline

Innovation

Optimal

Based on the 4 traits in this reference profile. 95% of requirements met.

Aligned (4)

Flexibility

Expression level: Usual

Capacity for abstraction

Expression level: Very Usual

Creativity

Expression level: Very Usual

Ambiguity

Expression level: Very Usual

Partially aligned (0)

No trait in this group

Poorly aligned (0)

No trait in this group

Collaboration

Optimal

Based on the 5 traits in this reference profile. 97% of requirements met.

Aligned (5)

Mentoring

Expression level: Very Usual

Collaboration

Expression level: Very Usual

Helpful

Expression level: Very Usual

Irritability

Expression level: Very Unusual

Concern for harmony

Expression level: Usual

Partially aligned (0)

No trait in this group

Poorly aligned (0)

No trait in this group

Excellence

High

Based on the 4 traits in this reference profile. 68% of requirements met.

Aligned (2)

Active self improvement
Expression level: Very Usual

Persistence
Expression level: Usual

Partially aligned (1)

Organization
Expression level: Slightly Usual

Poorly aligned (1)

Attention to details
Expression level: Unusual

Discipline

High

Based on the 3 traits in this reference profile. 67% of requirements met.

Aligned (2)

Project management
Expression level: Very Usual

Planning
Expression level: Very Usual

Partially aligned (0)

No trait in this group

Poorly aligned (1)

Appreciation of the rules
Expression level: Very Unusual

Honesty-Humility



Versatility

Tendency to mold oneself to the desires, ideas, or interests of one's interlocutor to gain a personal advantage.



Unusual



Humility

Tends to show restraint regarding their successes or to refuse recognition from others.



Very Unusual



Financial concerns

Tendency to use any means or tactics at hand to obtain financial or material gain.



Slightly Usual



Search for power

Tendency to want to climb to the top of the hierarchy or to seek to benefit from the advantages of their status.



Slightly Unusual



Honesty

Tendency to be honest in interactions or to communicate reality and facts while taking care not to distort them.



Very Usual

Emotivity



Decisive

Tendency to make decisions quickly based on available information.



Very Usual



Energy

Tendency to be very active and to have notable stamina.



Very Usual



Anxiety

Tends to be worried about future events or to have difficulty staying calm.



Unusual



Need for validation

Tendency to lack self-confidence in the completion of their projects or to need approval.



Slightly Usual



Emotion management

Tendency to control the impact of their emotions on their decisions or to conceal their presence.



Slightly Unusual

Extraversion



Leadership

Tendency to lead easily or to give a common direction to a group.



Very Usual



Political skill

Tendency to use cunning and suggestions to get others to agree with your ideas.



Very Usual



Mentoring

Tendency to take others under one's wing or to offer advice to foster their development.



Very Usual



Assertiveness

Tends to address difficult situations or to clarify their boundaries to others.



Very Usual



Networking

Tendency to feel at ease when meeting new people or to actively seek to maintain constructive professional relationships.



Very Usual



Persuasive

Tends to be supported in their argument or to seek to convince others of their point of view.



Slightly Usual



Collaboration

Tends to be cooperative in completing shared tasks or to enjoy working in groups.



Very Usual



Risk

Tendency to make decisions where the potential gains are uncertain and to be less disturbed by possible negative setbacks.



Usual

Agreeableness



Openness to feedback

Tendency to ask for feedback while being open to it.



Very Usual



Optimistic

Tendency to be cheerful and jovial or to look for the positive side of every situation.



Very Usual



Helpful

Tendency to offer sympathy and help to others when they encounter problems, without expecting anything in return.



Very Usual



Trusting others

Tendency to trust easily or to believe that people generally have good intentions.



Very Usual



Irritability

Tendency to be impatient or to become easily angry by life situations.



Very Unusual



Concern for the environment

Tendency to be concerned about the environment or to raise awareness among others about sustainable practices.



Usual

Conscientiousness



Organization

Tendency to be methodical in organizing tasks or to manage time and priorities effectively.



Slightly Usual



Attention to details

Tendency to show meticulousness or to place great importance on details.



Unusual



Project management

Tendency to control and to manage the resources allocated to the various people involved in carrying out projects.



Very Usual



Appreciation of the rules

Tendency to respect rules and existing authority or to prefer to follow the limits imposed by his environment.



Very Unusual



Planning

Tendency to set long-term goals and develop strategies to achieve them.



Very Usual



Active self improvement

Tendency to identify development areas or to be proactive in individual development initiatives.



Very Usual



Autonomy

Tendency to take initiative or to demonstrate autonomy when carrying out one's projects.



Very Usual



Persistence

Tendency to be unflappable by tasks or to be fully absorbed in one's work.



Usual

Openness to experience



Flexibility

Tendency to be permeable to others' ideas or to adjust easily to accommodate others' needs.



Usual



Capacity for abstraction

Tendency to appreciate complexity or to seek connections between different subjects.



Very Usual



Concern for harmony

Tendency to present work that is visually appealing or to add an artistic touch.



Usual



Analytical reasoning

Tendency to criticize information presented or seek additional information to validate information presented.



Very Usual



Creativity

Tendency to be innovative and original in one's approaches and ideas or to prefer developing a new way of doing things rather than following an existing one.



Very Usual



Openness to diversity

Tendency to be open to other cultures or to value practices different from one's own.



Usual



Ambiguity

Tendency to navigate skillfully in ambiguous situations or to require little structure to move forward.



Very Usual