Talensight

ASSESSMENT REPORT

Alexandre Tremblay

Product Owner · Director

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Confidential
Professional use

Before you read

Every page in this report is built from the same few parts. Learn them here once and the rest of the report reads itself.

What personality is

How a person perceives and responds to themselves, to others and to their environment. Some of it is easy to see; some is hidden even from the person.

Why measure it at work

The traits that shape how you work predict which behaviours will serve a role and an organization. A measure replaces an impression with a consistent portrait.

Where it comes from

The Talensight Personality Questionnaire (T-PQ) was built by work psychologists on the HEXACO model: 6 factors, 39 traits, validated across languages and cultures.

What it is not

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

How this report is laid out

Two parts. The first changes with the context you were assessed in; the second is the same in every report.

Reading guide
Pages 2–4

Overview
Page 5

Job
Page 6

Management level
Page 7

Values
Page 8

6 factors, 39 traits
Pages 9–14

Reading a trait

The questionnaire measures 39 traits, grouped under 6 factors. Every trait in Part 2 is built from these parts, one factor to a page.

Conscientiousness

Organization

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

1. **Factor and trait**
   One of 39 traits, under one of the 6 HEXACO factors.
2. **Associated behaviour**
   What the trait looks like at work.
3. **How the general population spreads**
   Half of people sit in the two middle levels. Few sit at either end.
4. **Expression level**
   Where your answers place you, on six levels from very unusual to very usual.

What a level tells you

A cost, not a limit
A high level means the behaviour comes at little energy cost. A low level means it costs more.

More often, not always
A low level does not mean the behaviour never shows at work, only that it shows less often.

Neither good nor bad
No level is better in itself. It is only more or less suited to a context, which is what Part 1 measures.

What you are compared with

A work psychologist builds a reference profile for the context you were assessed in. It picks the traits that matter and sets a target range for each.

Trait by trait: how close to the target

Aligned	Your level is within the target range.
Partially aligned	Close to the target range without reaching it.
Weakly aligned	Far from the target range.

From traits to one Fit Band

Each trait earns credit for how close your level is to its target, allowing for measurement error. The average credit places each alignment in one of five Fit Bands.

Job alignment
The role you hold or are applying for.

Management level
One of three levels: Team Lead, Director or Executive.

Values alignment
The values the organization has declared, each linked to the traits that express it.

Every reference profile uses the same five bands.

A band, never a number
The report shows only the band. No score is printed.

Not a ranking
A demanding profile lowers everyone's band. The band says what you meet, not where you stand against others.

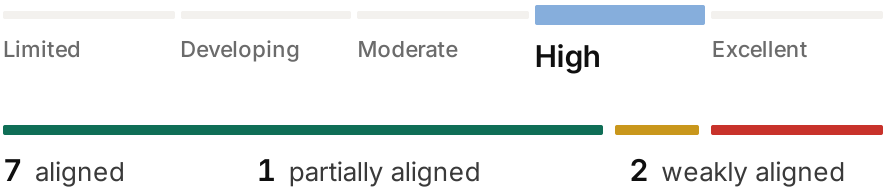
Profile overview

One Fit Band for each alignment, with the traits behind it. Each alignment has its own page with the detail.

Job alignment

Product Owner

Page 6



Management level

Director

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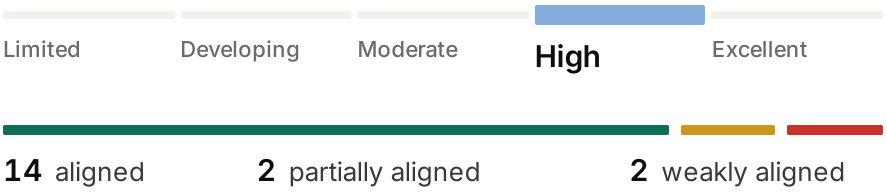

Values alignment

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Innovation — High · 3 of 4 aligned

Collaboration — Excellent · 4 of 5 aligned

Excellence — Moderate · 1 of 4 aligned

Discipline — High · 2 of 3 aligned

Job alignment

Reference profile: Product Owner

Limited | Developing | Moderate | **High** | Excellent

Target range · Aligned · Partially aligned · Weakly aligned

Trait	Very unusual	Unusual	Slightly unusual	Slightly usual	Usual	Very usual
Aligned 7 traits						
Leadership					●	
Political skill						●
Project management						●
Autonomy						●
Flexibility				●		
Capacity for abstraction					●	
Analytical reasoning						●
Outside the target 3 traits						
Organization			◐			
Attention to detail	○					
Appreciation of the rules	○					

Management level

Reference profile: Director

Limited | Developing | Moderate | **High** | Excellent

Target range · Aligned · Partially aligned · Weakly aligned

Values alignment

Limited | Developing | Moderate | **High** | Excellent

Target range · Aligned · Partially aligned · Weakly aligned

Trait	Very unusual	Unusual	Slightly unusual	Slightly usual	Usual	Very usual
Innovation High 4 traits						
Flexibility				◐		
Capacity for abstraction					●	
Creativity					●	
Ambiguity					●	
Collaboration Excellent 5 traits						
Mentoring					●	
Collaboration						●
Helpful					●	
Irritability	●					
Concern for harmony				◐		
Excellence Moderate 4 traits						
Organization			◐			
Attention to detail	○					
Active self-improvement						●
Persistence				◐		
Discipline High 3 traits						
Project management						●
Appreciation of the rules	○					
Planning						●

Honesty-Humility

Traits associated with honesty-humility reflect the different nuances in your tendency to be fair and just toward others, or to be selective and focused on yourself.

Trait and what it looks like at work	Very unusual — Very usual
Versatility Tendency to mold oneself to the desires, ideas, or interests of one's interlocutor to gain a personal advantage.	Slightly unusual
Humility Tendency to show restraint regarding their successes or to refuse recognition from others.	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 usual
Honesty Tendency to be honest in interactions or to communicate reality and facts while taking care not to distort them.	Very usual

Emotivity

Traits associated with emotivity reflect the different nuances in your tendency to seek closeness with others and a need for reassurance, or to be detached from others and self-controlled.

Trait and what it looks like at work	Very unusual — Very usual
Decisiveness Tendency to make decisions quickly based on available information.	Usual
Energy Tendency to be very active and to have notable stamina.	Very usual
Anxiety Tendency 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.	Unusual

Extraversion

Traits associated with extraversion reflect the different nuances in your tendency to engage in social or solitary activities.

Trait and what it looks like at work	Very unusual — Very usual
Leadership Tendency to lead easily or to give a common direction to a group.	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.	Usual
Assertiveness Tendency to address difficult situations or to clarify their boundaries to others.	Usual
Networking Tendency to feel at ease when meeting new people or to actively seek to maintain constructive professional relationships.	Very usual
Persuasive Tendency to be supported in their argument or to seek to convince others of their point of view.	Slightly usual
Collaboration Tendency to be cooperative in completing shared tasks or to enjoy working in groups.	Very usual
Risk-taking Tendency to make decisions where the potential gains are uncertain and to be less disturbed by possible negative setbacks.	Slightly usual

Agreeableness

Traits associated with agreeableness reflect the different nuances in your tendency to experience positive or negative affects in your interactions with others.

Trait and what it looks like at work	Very unusual — Very usual
Openness to feedback Tendency to ask for feedback while being open to it.	Very usual
Optimism 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.	Usual
Trusting others Tendency to trust easily or to believe that people generally have good intentions.	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.	Slightly usual

Conscientiousness

Traits associated with conscientiousness reflect the different nuances in your tendency to devote yourself intensely to your obligations or to limit yourself to what is essential.

Trait and what it looks like at work — Very unusual — Very usual

Organization

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

Slightly unusual

Attention to detail

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

Very 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.

Slightly usual

Openness to experience

Traits associated with openness reflect the different nuances in your tendency to be inventive and exploratory, or to be conventional and pragmatic.

Trait and what it looks like at work	Very unusual — Very usual
Flexibility Tendency to be permeable to others' ideas or to adjust easily to accommodate others' needs.	Slightly usual
Capacity for abstraction Tendency to appreciate complexity or to seek connections between different subjects.	Usual
Concern for harmony Tendency to present work that is visually appealing or to add an artistic touch.	Slightly 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.	Usual
Openness to diversity Tendency to be open to other cultures or to value practices different from one's own.	Slightly unusual
Ambiguity Tendency to navigate skillfully in ambiguous situations or to require little structure to move forward.	Usual