

# Learning Agility Total Report

# Mark Example

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In this report, you can read about your learning agility. Learning agility is what helps you learn from experience. The scores you received describe how you adjust your behaviour to new or unexpected situations.

Your total score combines four types of agility and an overarching quality (self-awareness) that influences all of them. An overview of your scores can be found below. For more detailed explanations, read the following pages. This report also includes tips that have been tailored to suit you.

You received a score for each agility type. This shows how (and how much) you make use of different ways to learn. Your scores are calculated based on your answers to the questionnaires you filled in. A score is considered “less strong” between 1 and 2, “moderate” when it is equal to 3, “average” between 4 and 6, and “strong” between 7 and 9.

### Learning Agility

Your Overall Score (Change, Mental, People, Results Agility, and Self-awareness combined)

5

Description of your score:

**Use your potential!**

### Change Agility

Learning by doing

**Dares to experiment**

5

### Self-awareness

3

Learning through self-insight

**Sometimes development-oriented**

### Mental Agility

Learning by understanding

**Knowledge-oriented**

5

### People Agility

Learning from / together with others

**Open to knowledge from others**

5

### Results Agility

Learning by wanting to get results

**Very focused on success**

7

# Learning Agility - What Moves You Forward?

Employees who are successful in an uncertain and turbulent world have the ability to deal with change and learn from it. They develop themselves in a way that suits them and is well attuned to their environment. This is called Learning Agility.

## What Is Learning Agility?

Learning agility is the ability to adjust your behaviour based on experience. It indicates how someone reacts to new or unexpected situations. People with high scores on learning agility adjust their behaviour quicker and more effectively than people with lower scores. Thus, high scorers are able to maximise what they can learn from different experiences. In addition to constantly seeking new challenges, they learn from feedback, recognise patterns, and look to other people for inspiration or support.

## Why Is Learning Agility Important?

Learning Agility measures how quickly someone adapts to new situations. This also implies mastering skills that are maybe not relevant now but could become so in the future. Companies notice how the market is evolving. Job requirements change every few years. It could be that some jobs will no longer exist or involve other activities. Therefore, companies need to know whether employees could adapt to such changes. The purpose of Q1000 Learning Agility is to help with this. According to research, agile people make great assets in fast changing industries because they are skilled in navigating uncertainty. They are lifelong learners who thrive in complex jobs. Thus, finding and retaining those people gives companies a competitive advantage.

## How Is Learning Agility Measured?

Learning Agility is divided in four types: Change, Mental, People, and Results Agility. In addition to those, we also measure Self-awareness, which plays a role in each agility type. To make statements about these aspects, we rely on personality and motivation scores. While personality indicates what people CAN do, motivation shows what they WANT to do. If a 360-feedback is also available, we take this as an indication of what people DO in practice.



### Results Agility

People with Results Agility learn with a purpose. They strive for success and will master any information that has practical utility. Even when put under pressure, they stay focused on their goals.



### Mental Agility

People with Mental Agility want to understand things in detail. They are analytical thinkers who like using their knowledge in practice.



### People Agility

People with People Agility enjoy learning from others. They value feedback and often seek input from colleagues when trying to solve a problem.



### Change Agility

People with Change Agility learn by doing. They seek out diverse activities and get energy from experimenting with new things.



### Self-awareness

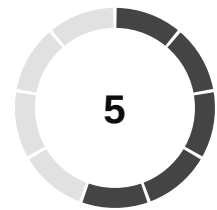
Self-aware people have a good understanding of their strengths and weaknesses. They are open to all kinds of feedback and reflect on their own development.

# Your Learning Agility: Where Do You Stand Now?

## Learning Agility

Your Overall Score (Change, Mental, People, Results Agility, and Self-awareness combined)

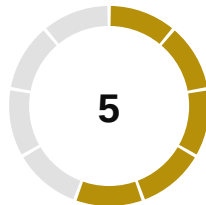
**Use your potential!**



### Change Agility

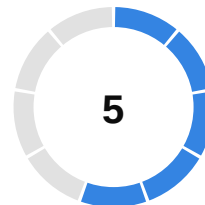
Learning by doing

**Dares to experiment**



- You don't dread change.
- You sometimes dread risks or problems.
- You much prefer peace over excitement.
- You often seek change.

- You are strongly focused on investigating things.
- You have many original ideas.
- You have little interest in learning and acquiring knowledge.
- You regularly show analytical behaviour.



### Mental Agility

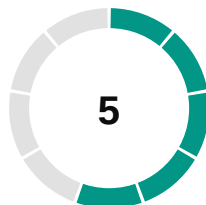
Learning by understanding

**Knowledge-oriented**

### People Agility

Learning from / together with others

**Open to knowledge from others**



- You enjoy reaching out to others.
- You have a lot of trust in others.
- You actively look for collaboration.
- You show little evidence that You learn with and through others.

- You are very performance-oriented.
- You are sometimes distracted by pressure.
- You don't always think success is important.
- You show a lot of result-oriented behaviour.



### Results Agility

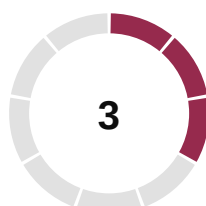
Learning by wanting to get results

**Very focused on success**

### Self-awareness

Learning through self-insight

**Sometimes development-oriented**



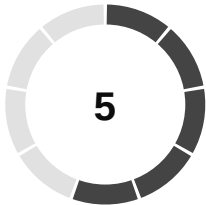
- You are strongly focused on investigating things.
- You generally react to feedback in an easy and positive way.
- You are not very focused on personal development.
- You don't always show development-oriented behaviour.

# Your Total Score on Learning Agility

## Learning Agility

Your Overall Score (Change, Mental, People, Results Agility, and Self-awareness combined)

Use your potential!



**Your total score shows that you can grow by using your potential!**

You can still strengthen your learning agility. Later in the report, you can read about how to do so for each type of agility. Your personality traits (CAN), motivations (WANT), and – if applicable – the feedback you received on your work behaviour (DO) have been considered. After reading through your results, you can decide which agility type you might want to further develop. For this purpose, it may also be useful to read the tips and see which ones suit you best. If other people completed a 360-feedback about you, their comments and advice are also presented below.

|                                   | 1           | 2           | 3           | 4           | 5           | 6           | 7           | 8           | 9           |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Learning Agility Total Score CAN  | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> |
| Learning Agility Total Score WANT | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> |
| Learning Agility Total Score DO   | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> | <div></div> |

## Tips and Feedback:

### Mark Example

I have a very practical approach; If something needs to be done, I do it and I finish it. I always try to make things less complicated.

I sometimes forget to ask for feedback. I should be more aware and open to it.

### Melinda the Manager

Mark works hard and is a valued member of my team. He is particularly practical, which is often very refreshing!

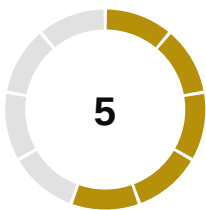
Mark isn't the sort of person who likes to work in close collaboration. He could benefit from listening more often to the good ideas of others. Mark also could ask for feedback more, sometime he seems to avoid it. That's a shame, because he then misses an opportunity to develop himself.

# Your Change Agility

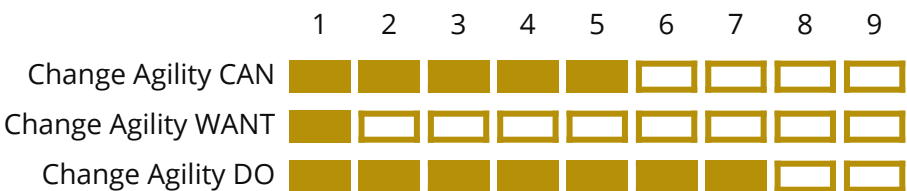
## Change Agility

Learning by doing

Dares to experiment



People with the same score as you often find it fun and challenging to learn by taking on new activities. They learn new tasks and new behaviour by experimenting. They are optimistic and see many possibilities and opportunities to improve themselves. They like to explore the unknown and usually don't mind taking on tasks they haven't done before.



## How do you use or increase your Change Agility?

### Look for opportunities

You have a positive, critical attitude and will therefore be open to taking on something new, depending on your own assessment, but sometimes possible risks will hold you back. In situations that you may be avoiding now, try to focus on the benefits. This way you can do things more often that have a limited impact risk, but that are a great learning opportunity.

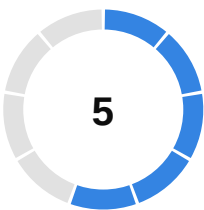
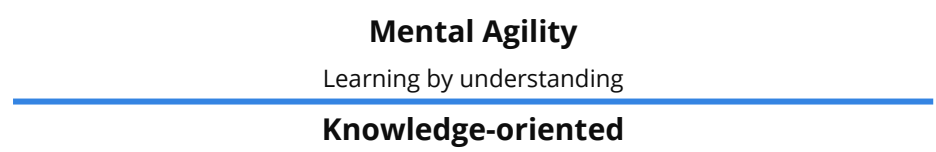
### Consciously experiment

You enjoy experiencing new things. As a result, you will find yourself in situations more often than others that you have not experienced before. In situations that are new to you, try to reflect as consciously as possible on what you have done with the new circumstances and what it has brought you. This way you can make optimal use of your need for change.

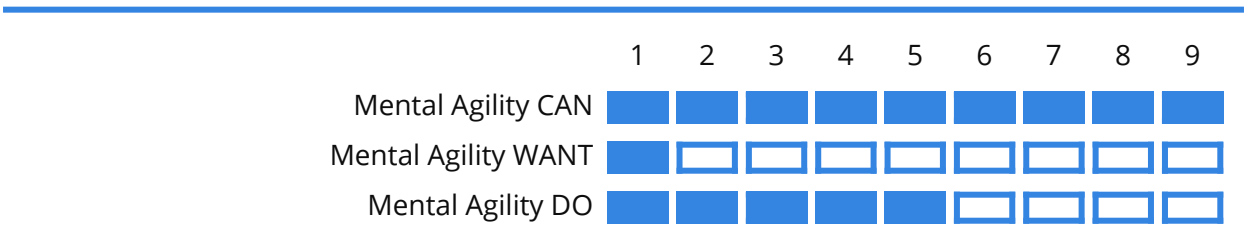
### Consciously seek new situations

You get little energy from experiencing exciting things. This makes you less motivated to take action to gain new experiences. By consciously investing more energy in seeking out new situations, you can increase the opportunity to learn. If you don't do anything, you learn less. Moreover, positive learning experiences can motivate you to seek out new learning experiences in the future.

# Your Mental Agility



People with the same score as you like to think about how things work. They learn by wanting to understand systems and find it important to have knowledge of (complex) theories. They are creative and quickly able to see patterns in information they receive. It gives them energy and they learn by spending a lot of time and attention on accurately analysing problems and/or situations.



## How do you use or increase your Mental Agility?

### Broaden knowledge

You are very curious and that is why you spend time and attention to find out how things work. You learn because you want to know how things work in the areas that you find important. By asking yourself what topics you're curious about, you might also find something outside your current area of knowledge that you'd like to learn more about. For example, which course(s) would you like to follow and why? How can you prepare for the future by broadening your knowledge?

### Deepen knowledge

You get little energy from thoroughly analysing problems and wanting to know from theory how things exactly work. This may make it difficult for you to spend enough time on this. This can hinder your potential to see possible connections from which you can learn. Whether you are theoretical or practical, try to spend more time investigating problems or things that happen to you. It can be fun to find out exactly how something works.

### Think outside of the box

You enjoy thinking and imagining things. This gives you the opportunity to imagine how things work and think up scenarios that increase your understanding of how things work. You can use this consciously by philosophising about possibilities and opportunities within your field. For example, you can compare solutions from other industries with solutions from your own professional field.

# Your People Agility

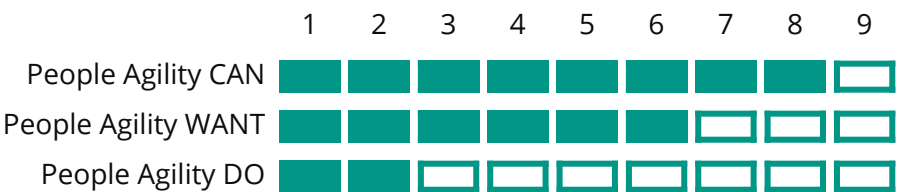
## People Agility

Learning from / together with others

Open to knowledge from others



People with the same score as you are open to the opinions of others and will not hesitate to ask others to help them understand things. They do not assume that they know everything and enjoy consulting with others so that they can form their own opinions and learn from them. They adapt and assume that everyone can add value to acquiring knowledge. They get energy and learn from brainstorming solutions with others and sharing knowledge.



## How do you use or increase your People Agility?

### Build a network

You know that the people around you will be willing to help you. That makes it easy for you to involve others in matters that are new to you. To make optimal use of this, it is important to be aware of the situations in which you cannot only use help from others, but also learn something specific from it. It can also help to expand your network and consciously look for people who know a lot about a subject you are interested in.

### Enrich your own knowledge with that of others

You realise that sometimes others are better or know more than you. You assume that you can learn something from others and this enables you to actually learn something from others. By testing your insights against those of others and asking different people for advice and tips on those aspects that you are less good at, you can learn even better and faster.

### Learn from collaboration

It gives you energy to do a lot together with others in your work. This often gives you the opportunity to learn something from those others. This certainly applies in situations where you are confronted with new tasks. Take advantage of collaboration with others at those moments, by actively using their insights and approach to sharpen and expand your own arsenal.

# Your Results Agility

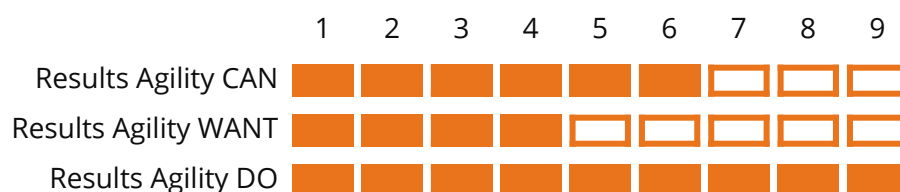
## Results Agility

Learning by wanting to get results

**Very focused on success**



People with the same score as you find results very important. Failure to achieve this is a strong motivation to learn and adjust their approach or behaviour so that they achieve their results. They maintain focus under pressure and want to perform better than others. They get a lot of energy from achieving success and therefore the lack of success can be an opportunity for them to reflect on their behaviour and their approach, so that they can improve themselves.



## How do you use or increase your Results Agility?

### Set learning objectives

You are strongly driven to achieve good performance. As a result, you will naturally put a lot of energy into achieving this. You like to have a goal in mind and you can use this to increase the quality of your learning experience. In situations where you do not yet have the answers, try not only to concretise the ultimate goal of your work, but also set concrete learning goals for yourself that you can monitor.

### Prepare well

You usually remain quite calm under the pressure that new situations can bring, but if something takes you by surprise, you may still feel stressed. By having concrete goals in mind and evaluating in advance what could go wrong, you feel more control and less stress. You can also prepare by determining exactly which situations give you the most stress, so that you know in which situations good preparation is extra important for you.

### Look for a challenge

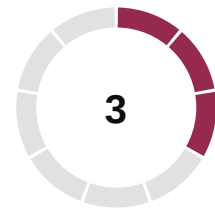
You find achieving success important, but you don't constantly need it to activate yourself. As a result, you will probably have varying degrees of focus on getting better at things. Even in situations where you have less ambition for the task or the situation itself, try to focus on what you can learn from that situation.

# Your Self-awareness

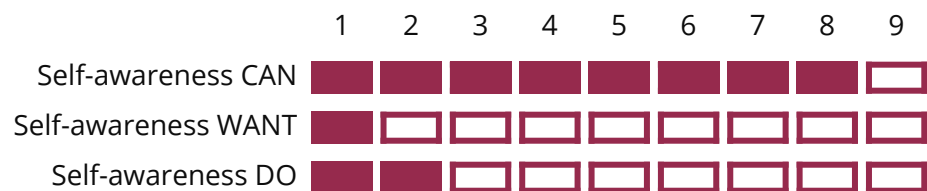
## Self-awareness

Learning through self-insight

Sometimes development-oriented



People with the same score as you are often focused on improving their qualities and generally want to develop themselves. But the choices depend on the urgency they feel and the possibilities the environment offers them. They take opportunities for their personal development where they are offered, but do not always actively seek them out. The development they pursue offers opportunities to improve their qualities, but a more proactive attitude could accelerate their development.



## How do you use or increase your Self-awareness?

### Regularly ask for feedback

You usually respond easily to feedback. You try to assess what you can learn from it. You know that feedback is very important for your development and will therefore consciously seek it out. You benefit most from feedback from different perspectives, so from people who know you in very different situations. Consciously plan several times per year to ask for feedback. Investigate the similarities and differences and what you can learn the most from.

### Look at yourself from different angles

You are very curious and that is probably why you regularly investigate how you perform and approach things. This allows you to find out why you are or are not good at certain tasks. You can use your insights about yourself to improve your skills. Try to get as much feedback as possible from different perspectives. Investigate which situations challenge you most and from which you can probably learn the most.

### Prioritise self-development

You get little energy from learning something new and you may therefore give less priority to your development. But you can only develop yourself further if you are willing to learn about yourself. For example, spend half an hour a week thinking about your development. What actions can you take? Investigate what colleagues do well and ask yourself whether you are or can become just as good at it.

# Background of your scores

In this report you can see how you score compared to the selected norm group. A norm group is a group of people who have also taken the test in similar circumstances, for example for a selection or development process. Some of your scores are displayed on a nine-point scale. These are stanine scores, not grades from 1 to 10. Each point on the scale corresponds to a part of a normal distribution (a stanine) that shows how often these outcomes occur in the norm group. The more extreme the score, the less often it occurs. Most people (54%) score average (stanines 4, 5 and 6 combined). The stanine scores 4, 5 and 6 can be interpreted as slightly below average, average and slightly above average. Just under a quarter of people (23%) score high (stanines 7, 8 and 9 combined). These stanine scores can be interpreted as clearly above average, far above average and very high. Just under a quarter of people also score low. The stanine scores 1, 2 and 3 can be interpreted as very low, far below average and clearly below average.

## Social desirability

When answering questionnaires, the social desirability of the subject often plays a role. Your answers to questionnaires were used to determine your scores on the aspects 'Can' and 'Want'. This also applies if you have answered the feedback questions about your Learning Agility yourself. An estimation of the social desirability of your answers, was made based on the personality questionnaire.



## Social Desirability

Socially desirable answering means that one always chooses answers that are considered socially attractive and desirable. If a person gives many or few socially desirable answers, this may produce a personality picture that is incorrect. The number of socially desirable answers you gave in the personality questionnaire broadly matches those of the norm group, so we do not expect a bias. We therefore assume that what is in this report is an appropriate representation of your personality. Nevertheless, it is always possible that some of the descriptions do not quite fit you. This depends, among other things, on the way you answered the questionnaire and how well the norm group used suits you and your situation.

# Where do you go from here?

## **Step 1: Read the report carefully. What are your conclusions?**

Your test results described in this report are based on your scores on the questionnaires used to map your Learning Agility. They hold up a mirror to you. Take some time to let it sink in. If you wish, you can also discuss the results with others. You can use the following questions to help you reflect on your scores. The questions can be answered per agility aspect:

- Does your score match how you perceive your agility? What do you think this means?
- Do you see this agility aspect as a strength of yours? If so, do you see opportunities to make more use of it? How can it help you learn more, better, or faster? Read the tips provided for inspiration.
- Is there anything you would like to strengthen about this agility aspect? Are there any situations in which you feel limited by it? If so, what difficulties are you facing and how can you deal with them? Do you see any concrete opportunities to further develop your agility? Here too, you can use the tips as suggestions.

If you asked others for feedback, either verbally or through a 360-degrees assessment, you can also consider the following questions:

- Do your results match the feedback you receive from others? When you look at the scores they gave you, are those higher or lower than you expected? What do you think this means?
- Is there a big difference in how the feedback providers evaluated your learning agility? Do they prioritise different aspects than you do you? How can you use this information?
- Do your feedback providers have any useful tips for you?

## **Step 2: Choose one tip to get started**

Based on the questions and answers above, select 5 development tips that you think are the most achievable. From those, pick the one that suits you best and turn it into a development goal. Try to make it as concrete as possible. What are you going to do? When? How do you know that you have achieved your goal? Make sure to reserve enough time for this. Plan the necessary actions and put them in your calendar. Once you achieve your first goal, you can continue with the other tips. However, don't forget to celebrate your success before moving on!