



PQ Assessment Report

2/10/2024 10:32:14 AM

PQ Assessment Report Produced for Cassio Menezes.

This report summarizes your results and offers some ways for you to use this information to improve both your **effectiveness** and **happiness** in work and life. It consists of five parts:

- I. Background: What is Positive Intelligence SM and PQ?
- II. Why PQ Matters
- III. PQ Measurement and Impact
- IV. PQ Tipping Point and Vortex
- V. Your Result: PQ Score
- VI. Suggested Next Steps

The material in this report is based on the New York Times bestselling book *Positive Intelligence: Why Only 20% of Teams and Individuals Achieve Their True Potential AND HOW YOU CAN ACHIEVE YOURS*. The author Shirzad Chamine is a preeminent C-Suite advisor who has coached hundreds of CEOs and their executive teams and has himself been CEO of two companies. He lectures on Positive Intelligence at Stanford University.

Sections of the book are excerpted in this report.

NOTE: Your PQ Score based on your reporting of the last 24 hours is 47 out of a total possible score of 100. If you have already read the book Positive Intelligence, you can skip to part V to see a more detailed discussion of your score. If you haven't, you might benefit from reading parts I-IV so you can understand the significance of your score better.

I. Background: What is Positive Intelligence and PQ?

Your mind is your best friend, but it can also be your worst enemy when it's involved in self-sabotage. Your Positive Intelligence is the relative strength of these two modes of your mind.



PQ stands for Positive Intelligence Quotient. It is your Positive Intelligence score expressed as a percentage, ranging from 0 to 100. In effect, your PQ is the percentage of time your mind is serving you as opposed to sabotaging you. For example, a PQ of 75 means that your mind is serving you 75% of the time and sabotaging you about 25% of the time. We don't count the periods of time when your mind is in neutral territory.

To illustrate, when your mind tells you that you should prepare for tomorrow's important meeting, it is serving you, causing positive action. When it wakes you up at 3:00 a.m. anxious about the meeting and warning you for the hundredth time about the many consequences of failing, it is sabotaging you; it is simply exhausting your mental resources without any redeeming value.

Your self-sabotage is caused by "Saboteurs" in your mind. The Saboteurs are the internal enemies. They are a set of automatic and habitual mind patterns, each with its own voice, beliefs, and assumptions that work against your best interest. They come in ten varieties: the Judge, Controller, Victim, Stickler, Pleaser, Avoider, Restless, Hyper-Rational, Hyper-Achiever, and Hyper-Vigilant.

The counterpart of Saboteurs is the Sage. Your Sage has access to your wisdom, deeper insights, and often untapped mental powers. The Saboteurs and Sage are fueled by different regions of the brain and can each be weakened or strengthened depending on which region is activated.

II. Why PQ Matters

Without a strong enough PQ, many of our attempts at improving either our performance or happiness fizzle due to self-sabotage. The following is an excerpt from the book *Positive Intelligence* presenting the research data:

Book Excerpt

Current breakthrough research in neuroscience, organizational science, and positive psychology validates the principles of Positive Intelligence and the relationship between higher PQ and both performance and happiness. As mentioned, PQ measures the percentage of time that your brain is working positively (serving you) versus negatively (sabotaging you). Though different researchers have used different methods to track positivity and calculate positive-to-negative ratios, the results have been remarkably consistent. For consistency and simplicity, I have translated various researchers' findings into their PQ-equivalent interpretations:

An analysis of more than two hundred different scientific studies, which collectively tested more than 275,000 people, concluded that higher PQ leads to higher salary and greater success in the arenas of work, marriage, health, sociability, friendship, and creativity. Salespeople with higher PQ sell 37 percent more than their lower-PQ counterparts. Negotiators with higher PQ are more likely to gain concessions, close deals, and forge important future business relationships as part of the contracts they negotiate. Higher-PQ workers take fewer sick days and are less likely to become burned out or quit. Doctors who have shifted to higher PQ make accurate diagnoses 19 percent faster. Students who have shifted to higher PQ perform significantly better on math tests. Higher-PQ CEOs are more likely to lead happy teams who report their work climate to be conducive to high performance. Project teams with higher- PQ managers perform 31 percent better on average when other factors are held equal. Managers with higher PQ are more accurate and careful in making decisions, and they reduce the effort needed to get their work done. A comparison of sixty teams showed that a team's PQ was the greatest predictor of its achievement. In the U.S. Navy, the squadrons led by higher-PQ commanders received far more annual prizes for efficiency and preparedness. Squadrons led by low-PQ commanders ranked lowest in performance. Groundbreaking research in psychology and neuroscience upends the common assumption that we need to work hard so we can succeed so we can then be happy. In reality, increasing your PQ results in greater happiness and performance, leading to greater success. Success without happiness is possible with low PQ. But the only path to greater success with lasting happiness is through high PQ.

Besides impacting both performance and happiness, higher PQ can also literally impact your health and longevity:

Research has shown that higher PQ results in enhanced immune system functioning, lower levels of stress-related hormones, lower blood pressure, less pain, fewer colds, better sleep, and less likelihood to have hypertension, diabetes, or strokes. Catholic nuns whose personal journals in their early twenties showed higher PQ lived nearly ten years longer than the other nuns in their group. Higher PQ can literally help you live longer.

End of Book Excerpt

(Note: for brevity the extensive source material presented in the book for each research item is omitted in this report.)¹

III. PQ Measurement and Impact

A key premise of Positive Intelligence is that *all* your negative, destructive, or wasteful feelings are generated by your Saboteurs, regardless of the circumstances. Every ounce of your energy wasted on anxiety, stress, anger, frustration, self-doubt, impatience, despair, regret, resentment, restlessness, guilt, or shame is a choice that was made by the Saboteurs in your mind. Every challenge can be met by the Sage, its perspective, and its five great powers. The Sage's perspective and powers generate only positive feelings.

It follows that the fastest way to detect whether your mind is serving you (Sage) or sabotaging you (Saboteurs) is by noting the feelings you are experiencing. PQ is measured by calculating the percentage of Sage-generated feelings versus Saboteur-generated feelings in the course of a typical day. With the understanding that you have good days and bad days, your PQ score is calculated over a "typical" period of time. For example, your score during your Hawaiian vacation by itself might not be an accurate read of your PQ. You might repeat the PQ test to get an accurate score that is not biased by the variations caused by your atypical days.

Impact of PQ on Happiness:

If we define happiness by the percentage of time we experience life's positive and desirable feelings, your PQ score becomes your happiness score. You only need to know someone's PQ score to know how happy they are. You could instantly say a billionaire in full health with a PQ score of 50 is far less happy than a middle-class paraplegic person with a PQ score of 80. You wouldn't need to know anything else about their life's circumstance to make this comparison.

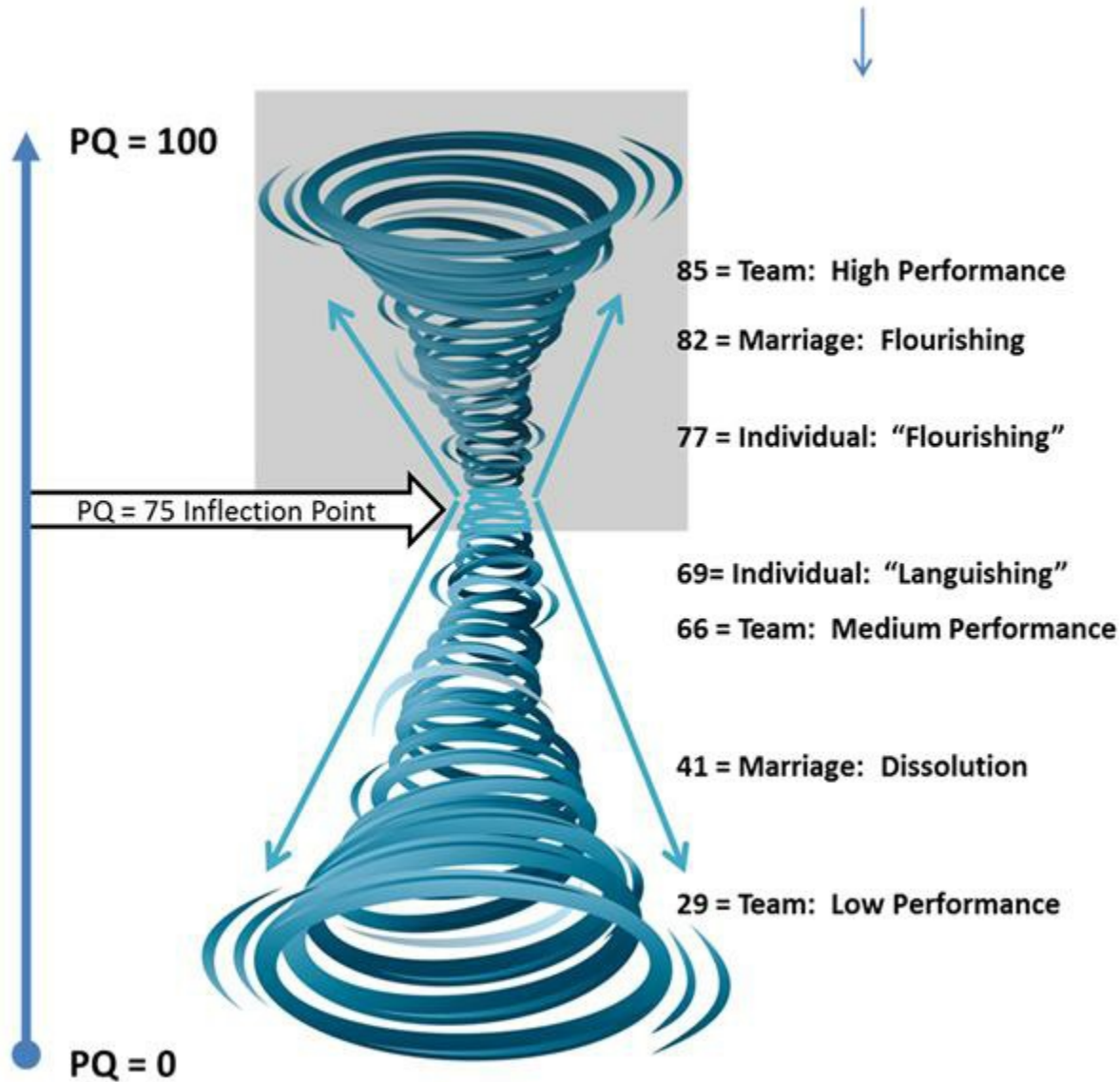
This explains why researchers have shown that external events such as winning a big lottery or becoming a paraplegic through an accident, on average, have little lasting impact on happiness.² Within a relatively short period of time, happiness usually reverts to what researchers call "baseline happiness" levels that existed prior to these events. Other researchers, in a slight variation of this theme, have found that external circumstances account for only 10% of variations in happiness.³ Happiness is indeed an inside game.

IV. PQ Tipping Point and Vortex

The book Positive Intelligence synthesizes research that points to a critical PQ-equivalent tipping point of 75.⁴ The metaphor of a vortex is used to describe the energetic phenomena on either side of this tipping point. Below a PQ of 75, an individual or team is constantly being dragged down by the invisible forces of a net-negative vortex. Above the PQ of 75, an individual or team is constantly being uplifted by a net-positive vortex. In an individual, these vortices are experienced inside the brain. In the case of a team, the vortex is experienced in the interactions among the team members.

PQ Vortex

PQ Equivalent Scores Identified
By Various Researchers



Have you known people who have such a vortex of negativity around them that you have to work hard to resist being dragged down when you're with them? Have you ever belonged to a team whose meetings make you feel dragged-down, anxious, self-conscious, suspicious, or defensive the moment you enter the door? Can you remember any period of time when the negative force of the mind-chatter inside your own head was so powerful that it exhausted you and you didn't know how to stop it?

Conversely, have you ever walked into a room where the energy is so positive and uplifting that you immediately feel better, more hopeful, and more energized? Can you think of anyone who has such a strong vortex of positivity around them that your mood is immediately lifted when you're near them? Have you ever known a leader in whose presence you stand an inch taller and believe in yourself more, regardless of whether he or she is even talking to you? Can you remember when your mind was in such a flow that you embraced every challenge and obstacle as a fun game or opportunity? All of these effects are the result of the invisible PQ vortex that each individual or team exhibits at any given time. This vortex affects your energy level, mood, and perspective, often without you realizing

it.

When you are in the net-negative vortex, it will take constant energy investment to keep your head above water and hold things together. In the net-positive vortex, you feel uplifted naturally, without too much effort, as if you're flying with a tailwind. If you're caught up in a net-negative vortex—if you have a headwind—you might still get to your destination, but you'd use much more fuel and take longer. If your personal PQ or your team's PQ score is below 75, you are wasting a lot of your energy just dealing with distress—energy that could otherwise be used to get things done.

Notice that a PQ of 75 means that outside the neutral times, your mind is in Saboteur mode 25% of the time and Sage mode 75%. What this indicates is that you need at least 3 times more positivity to counteract the damaging impact of every negative Saboteur impact. This shouldn't be surprising as the brain is biased to notice, remember, exaggerate, and react to the negative stimuli due to the evolutionary survival advantage of the negative bias.

Only 20% of us score above a PQ of 75, and that's why only 20% of individuals and teams achieve their true potential.

V. Your Results: PQ Score

Your score is 47. It means that outside the neutral times, your mind is in Sage as opposed to Saboteur mode 47% of the time.

There is a chance that this score is not an true measure of your Positive Intelligence level. (Read the next section describing 4 factors that could bias the accuracy of your score.)

There is a chance that this score is not an true measure of your Positive Intelligence level. (Read the next section describing 4 factors that could bias the accuracy of your score.)

If today's PQ score is an accurate reflection, it indicates a relatively low level of Positive Intelligence. You are experiencing far too much stress and difficulty than you need to experience in handling your work and life's challenges. The bad news is that you are clearly in the net-negative PQ vortex, meaning you are wasting a good deal of your vital energy and resources just to fight your Saboteurs, rather than creating the life that you want. The good news is that you can begin to see a dramatic shift in how you feel about your life and work, and what you get accomplished, in as little as 21 days of focusing on raising your PQ.

4 Factors Biasing Your Score's Accuracy:

Your PQ score for today might not be your accurate and real score. The following common phenomenon could bias the accuracy of your score:

1. Under-reporting the negatives. You might be choosing to amplify your positive experiences and discount your negative experiences while taking the PQ assessment. You might feel embarrassed or unhappy about reporting negative things about yourself and therefore bias your score positively. The PQ assessment relies completely on your accurate and unbiased reporting of your own experience.
2. Selective memory for the positives: You might be selectively remembering your last 24 hours in a way that would reflect more highly on yourself. This is a variation of the previous point about under-reporting the negatives. The difference is that in this case you would not know that your memory is being selective without your conscious awareness. This issue could best get resolved if you made very brief hourly journal entries regarding your feelings and experiences in the 24 hours prior to taking the PQ assessment.
3. Selective memory for the negatives: You might be selectively remembering your last 24 hours in a way that might be exaggerating the negative. This could be the impact of particularly strong Saboteurs who like to insist

that you are having a miserable life experience. (for example the Judge or the Victim Saboteurs). This issue could best get resolved if you made brief hourly journal entries noting your feelings and experiences in the 24 hours prior to taking the PQ assessment.

4. Atypical 24-hours. You might have had an “atypical” experience in the last 24 hours. If the last 24 hours reflected unusually positive experiences such as great news or a vacation, or unusually negative experiences, then your PQ score is not accurately reflected.

For these reasons, you generally need to take the PQ assessment a few times after typical 24-hour periods to get a more accurate read as an average of your scores.

VI. Suggested Next Steps

Read the book *Positive Intelligence: Why Only 20% of Teams and Individuals Achieve Their True Potential AND HOW YOU CAN ACHIEVE YOURS*. You will learn three strategies to increase your Positive Intelligence dramatically in as little as 21 days: **a. Weaken your Saboteurs; b. Strengthen your Sage; c. Strengthen your “PQ Brain” muscles.**

The breakthrough tools and techniques in this book have been refined over years of coaching hundreds of CEOs and their executive teams. Shirzad tells many of their remarkable stories, showing how you too can take concrete steps to unleash the vast, untapped powers of your mind.

The case studies cover both personal and professional applications including teambuilding, managing conflicts, improving work/life balance, reducing stress, motivating and developing others, selling and persuading, and parenting.

Take the Saboteur Assessment. This assessment will help you identify who your top Saboteurs are. (They have names like Judge, Controller, Stickler, Victim, and Avoider). This is a critical step in being able to intercept and weaken them in order to increase your Positive Intelligence. Find the free Saboteur Assessment at www.PositiveIntelligence.com.

Spread the word about this assessment to your colleagues or loved ones. Many describe this work as gamechanging for their business or lifechanging personally. Give them the gift.

Connect with Shirzad Chamine on [Twitter](#), [Facebook](#), [Linked-in](#), and through his blog on www.PositiveIntelligence.com.

Endnotes:

1. Please see the book *Positive Intelligence* for detailed references to the sources of the research cited in this report. The author is particularly indebted to pioneering researchers Barbara Fredrickson, Marcial Losada, Marty Seligman, Shawn Achor, Dan Siegel, and Tal Ben-Shahar.

2. Brickman, P., Coates, D., and Janoff-Bulman, R. (1978). *Lottery winners and accident victims: Is happiness relative?* *Journal of Personality and Social Psychology*, 36, 917-27.

3. Lyubomirsky, S., Sheldon, K.M., & Schade, D. (2005). Pursuing happiness: The architecture of sustainable change, *Review of General Psychology*, 9, 111–131

4. The material in this section is particularly inspired by the groundbreaking work of Barbara Fredrickson and Marcial Losada.